



Council

Wednesday, 18 October 2017

2.00 p.m.

**Council Chamber, Town Hall,
Moorgate Street, Rotherham. S60 2TH**

Rotherham
Metropolitan
Borough Council 

WELCOME TO TODAY'S MEETING

GUIDANCE FOR THE PUBLIC

The Council is composed of 63 Councillors, who are democratically accountable to the residents of their ward.

The Council Meeting is chaired by the Mayor, who will ensure that its business can be carried out efficiently and with regard to respecting the rights and responsibilities of Councillors and the interests of the community. The Mayor is the Borough's first citizen and is treated with respect by the whole Council, as should visitors and member of the public.

All Councillors meet together as the Council. Here Councillors decide the Council's overall policies and set the budget each year. The Council appoints its Leader, Mayor and Deputy Mayor and at its Annual Meeting will appoint Councillors to serve on its committees.

Copies of the agenda and reports are available on the Council's website at www.rotherham.gov.uk. The public can also have access to the reports to be discussed at the meeting by visiting the Reception at the Town Hall. The Reception is open from 8.00 a.m. to 5.30 p.m. each day. You may not be allowed to see some reports because they contain private information and these will be marked accordingly on the agenda.

Members of the public have the right to ask questions or submit petitions to Council meetings. A member of the public may ask one general question in person which must be received in writing to the Chief Executive by 10.00 a.m. on the Friday preceding a Council meeting on the following Wednesday and must not exceed fifty words in length.

Council meetings are webcast and streamed live or subsequent broadcast via the Council's website. At the start of the meeting the Mayor will confirm if the meeting is being filmed. You would need to confirm your wish not to be filmed to Democratic Services. Recording of the meeting by members of the public is also allowed.

Council meetings are open to the public, but occasionally the Council may have to discuss an item in private. If this occurs you will be asked to leave. If you would like to attend a meeting please report to the Reception at the Town Hall and you will be directed to the relevant meeting room.

FACILITIES

There are public toilets, one of which is designated disabled with full wheelchair access, with full lift access to all floors. Induction loop facilities are also available in the Council Chamber, John Smith Room and Committee Rooms 1 and 2.

Access for people with mobility difficulties can be obtained via the ramp at the main entrance to the Town Hall.

If you have any queries on this agenda, please contact:-

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Date of Publication:- 10 October 2017

COUNCIL

Wednesday, 18 October 2017 at 2.00 p.m.
Council Chamber, Town Hall, Moorgate Street, Rotherham. S60 2TH

THE MAYOR (Councillor Eve Rose Keenan)
DEPUTY MAYOR (Councillor Alan Buckley)

CHIEF EXECUTIVE (Sharon Kemp)

MEMBERS OF THE COUNCIL

ANSTON AND WOODSETTS

IRELAND, Jonathan C.
JEPSON, Clive R.
WILSON, Katherine M.

KEPPEL

CLARK, Maggi
CUTTS, Dave
HAGUE, Paul

SITWELL

COWLES, Allen
SHORT Peter, G. J.
TURNER, Julie

BOSTON CASTLE

ALAM, Saghir
MCNEELY, Rose M.
YASSEEN, Taiba K.

MALTBY

BEAUMONT, Christine
PRICE, Richard
RUSHFORTH, Amy L.

SWINTON

CUSWORTH, Victoria
SANSOME, Stuart
WYATT, Kenneth J.

BRINSWORTH AND CATCLIFFE

BUCKLEY, Alan
CARTER, Adam
SIMPSON, Nigel G.

RAWMARSH

BIRD, Robert
MARRIOTT Sandra
SHEPPARD, David R.

VALLEY

ALBISTON, Kerry
REEDER, Kathleen
SENIOR, Jayne E.

DINNINGTON

MALLINDER, Jeanette M.
TWEED, Simon A.
VJESTICA, John

ROTHER VALE

ALLCOCK, Leon
BROOKES, Amy C.
WALSH, Robert J.

WALES

BECK, Dominic
WATSON, Gordon
WHYSALL, Jennifer

HELLABY

ANDREWS, Jennifer A.
CUTTS, Brian
TURNER, R. A. John

ROTHERHAM EAST

COOKSEY, Wendy
FENWICK-GREEN Deborah
KHAN, Tajamal

WATH

ATKIN, Alan
ELLIOT, Jayne C.
EVANS, Simon

HOLDERNESS

ELLIOTT, Michael S.
PITCHLEY, Lyndsay
TAYLOR, Robert P.

ROTHERHAM WEST

JARVIS, Patricia A.
JONES, Ian P.
KEENAN, Eve.

WICKERSLEY

ELLIS, Susan
HODDINOTT, Emma
READ, Chris

HOOBER

LELLIOTT, Denise
ROCHE, David J.
STEELE, Brian

SILVERWOOD

MARLES, Steven
NAPPER, Alan D.
RUSSELL, Gwendoline A.

WINGFIELD

ALLEN, Sarah A.
ELLIOTT, Robert W.
WILLIAMS, John

Council Meeting Agenda

Time and Date:-

Wednesday, 18 October 2017 at 2.00 p.m.

Venue:-

Council Chamber - Town Hall, Moorgate Street, Rotherham. S60 2TH

1. ANNOUNCEMENTS

To consider any announcements by the Mayor in accordance with Council Procedure Rule 3(2)(ii)

2. APOLOGIES FOR ABSENCE

To receive the apologies of any Member who is unable to attend the meeting.

3. COMMUNICATIONS

Any communication received by the Mayor or Chief Executive which relates to a recommendation of the Cabinet or a committee which was received after the relevant meeting.

4. MINUTES OF THE PREVIOUS COUNCIL MEETING (Pages 1 - 24)

To receive the record of proceedings of the ordinary meeting of the Council held on 13 September 2017 and to approve the accuracy thereof.

5. PETITIONS

To report on any petitions received by the Council and receive statements in support of petitions in accordance with the Petitions Scheme and Council Procedure Rule 13.

6. DECLARATIONS OF INTEREST

To invite Councillors to declare any disclosable pecuniary interests or personal interests they may have in any matter which is to be considered at this meeting, to confirm the nature of those interests and whether they intend to leave the meeting for the consideration of the item.

7. PUBLIC QUESTIONS

To receive questions from members of the public who may wish to ask a general question of the Mayor, Cabinet Member or the Chairman of a Committee in accordance with Council Procedure Rule 12.

8. EXCLUSION OF THE PRESS AND PUBLIC

Agenda Item 10 (Recommendation from Cabinet – Swinton Town Centre Redevelopment) has two exempt appendices. Therefore, if necessary, the Mayor will move the following resolution:-

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006.

9. LEADER OF THE COUNCIL'S STATEMENT

To receive a statement from the Leader of the Council in accordance with Council Procedure Rule 9.

10. MINUTES OF THE CABINET AND COMMISSIONERS' DECISION MAKING MEETING (Pages 25 - 44)

To note the minutes of Cabinet and Commissioners' Decision Making Meeting held on 11 September 2017.

11. SWINTON TOWN CENTRE REDEVELOPMENT - DEVELOPMENT BRIEF AND ACQUISITION OF INTEGRAL SITE (Pages 45 - 71)

To consider, subject to recommendation by Cabinet, a proposal in respect of addition to the Capital Programme of the acquisition of the integral site for the Swinton Town Centre redevelopment.

12. RECOMMENDATION FROM STANDARDS AND ETHICS COMMITTEE - REVIEW OF CODE OF CONDUCT AND ASSOCIATED PROCEDURES (Pages 72 - 86)

To consider recommendations from the Standards and Ethics Committee arising from a review of the Code of Conduct and associated procedures.

13. AUTHORISATION OF OFFICERS TO REPRESENT THE COUNCIL IN MAGISTRATES COURT PROCEEDINGS AND THE DELEGATION OF THE POWER TO AUTHORISE OFFICERS TO THE ASSISTANT DIRECTOR OF LEGAL SERVICES (Pages 87 - 90)

To consider a report seeking authorisation for officers to represent the Council in Magistrates Court proceedings and to delegate the power to authorise officers to the Assistant Director of Legal Services.

14. MEMBERSHIP OF COMMITTEES, PANELS AND BOARDS

To approve the following membership change to Committees, Panels and Boards:-

- Councillor Julie Turner to replace Councillor Napper on Improving Lives Select Commission, leaving a vacancy for the UKIP Group on Improving Places Select Commission.

- Councillor Ireland to replace Councillor Allcock on Improving Lives Select Commission, leaving a vacancy for the Labour Group on Health Select Commission.

15. OVERVIEW AND SCRUTINY UPDATE (Pages 91 - 98)

To receive an update on the activities of the Council's Overview and Scrutiny bodies in accordance with Council Procedure Rule 14.

16. SCRUTINY REVIEW - ALTERNATIVE MANAGEMENT ARRANGEMENTS FOR CHILDREN'S SERVICES IN ROTHERHAM (Pages 99 - 265)

To receive the scrutiny review and recommendations in respect of Alternative Management Arrangements for Children's Social Care.

17. SCRUTINY REVIEW - EMERGENCY PLANNING (Pages 266 - 313)

To receive the scrutiny report and recommendations in respect of Emergency Planning.

18. NOTICE OF MOTION - FRACKING

That this Council notes:-

- With concern that the government has made fracking a central plank of the UK's energy policy.
- That a number of exploratory licences have been granted across the North of England, including covering a large part of the Rotherham borough.
- That in areas where exploratory drilling is under consideration, local residents have expressed concern.
- That the Labour Party manifesto at the 2017 General Election included a clear commitment to ban fracking.
- That UKIP's 2015 election manifesto declared it's "time to get 'fracking'" and that "UKIP supports the development of shale gas..." UKIP's 2017 manifesto stated that "UKIP will invest in shale gas exploration."
- That all planning applications relating to fracking must be considered on their merits in planning terms, within the rules set out by the government.

That this Council, therefore:-

- a) Regrets the decision of the then Liberal Democrat Secretary of State for Energy and Climate Change, Ed Davey, to lift the national ban on fracking in 2012.
- b) Commits to not allow any fracking activities, including survey work, on Council owned or controlled land and property.

Proposer:- Councillor Beck

Seconder:- Councillor Wilson

19. NOTICE OF MOTION - INDEPENDENT INVESTIGATION REPORTS

This council notes:

1. The publication of independent reports on Wednesday 6th September 2017 into issues raised by Professor Jay's 2014 report into child sexual exploitation in Rotherham over the period between 1997 and 2013
2. With great disappointment that the reports were unable to recommend disciplinary action or sanctions relating to the pensions of any former or current member of staff at Rotherham Borough Council, relating to the failings at the council between 1997 and 2013
3. That the Leader of the Council has subsequently written to the Secretary of State for Communities and Local Government to ask him to consider the iniquity of the current law, under which senior managers can oversee systematic failures of public services seemingly without consequences, if they leave their jobs before those failings are exposed
4. That the Independent Police Complaints Commission continue to formally examine allegations of misconduct against 30 police officers during the time period covered by the Jay Report
5. That the National Crime Agency continue to pursue criminal investigations relating to the period covered by the Jay Report, the largest ever criminal investigation into non-recent child sexual exploitation in the UK
6. That significant progress has been made since the publication of the Jay Report in Rotherham, resulting in 30 perpetrators of child sexual exploitation offences being sentenced to a total of more than 350 years in prison

The council therefore resolves to:

1. Express our deep sorrow for the failings of the past within the council, and to continue to prioritise dealing with child sexual exploitation
2. Ensure that the new Senior Leadership Team of the Council take responsibility for ensuring the recommendations of the September 6th reports are followed through
3. Recognise the bravery of Rotherham's child sexual exploitation survivors and their families, who were so badly let down
4. Continue to support all efforts to bring perpetrators of child sexual exploitation, and any professional who colluded in such abuse or otherwise engaged in any other related criminal activity, to justice
5. Make formal representation to the Home Office with regards to the "Fusion Bid" for additional essential financial support to ensure that survivors of child sexual exploitation in Rotherham have the best possible support during forthcoming criminal trials of alleged

perpetrators

6. Condemn unequivocally those former members of staff and elected members of the council who declined to take part in the independent investigations that reported on September 6th; their unwillingness to try to help survivors to seek justice is utterly unacceptable
7. Make formal representation to the government in order to ensure that new guidelines to the Criminal Injuries Compensation Board make it clear that a child under the age of 16 cannot consent to their own abuse; it is not acceptable that victims of child sexual exploitation offences have been refused compensation for this apparent reason

Proposer:– Councillor Read

Seconder:– Councillor Watson

20. NOTICE OF MOTION - PUBLIC INQUIRY INTO CHILD SEXUAL EXPLOITATION (CSE)

This council wishes to show both solidarity and support with the victims of CSE, their families and the wider general public of Rotherham in requesting the following:

That the Prime Minister should without delay authorise a full public inquiry to be conducted by an agreed independent body of the period covered by the Jay Report into CSE. This inquiry should have the authority to investigate all persons from all functions and departments both public and private sector, in order to identify those who were aware of what was taking place and who took little or no action to prevent further harm to victims and to make them both responsible and accountable for their actions.

Proposer:– Councillor Cowles

Seconder:– Councillor Jepson

21. STANDARDS AND ETHICS COMMITTEE (Pages 314 - 318)

To receive and consider reports, minutes and recommendations of the Standards and Ethics Committee.

To confirm the minutes as a true record.

22. AUDIT COMMITTEE (Pages 319 - 326)

To receive and consider reports, minutes and recommendations of the Audit Committee.

To confirm the minutes as a true record.

23. HEALTH AND WELLBEING BOARD (Pages 327 - 336)

To receive and consider reports, minutes and recommendations of the Health and Wellbeing Board.

To confirm the minutes as a true record.

24. PLANNING BOARD (Pages 337 - 340)

To receive and consider reports, minutes and recommendations of the Planning Board.

To confirm the minutes as a true record.

25. LICENSING BOARD SUB-COMMITTEE (Pages 341 - 343)

To receive and consider reports, minutes and recommendations of the Licensing Board Sub-Committee.

To confirm the minutes as a true record.

26. MEMBERS' QUESTIONS TO DESIGNATED SPOKESPERSONS

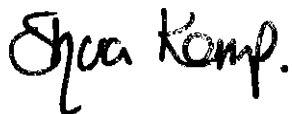
To put questions, if any, to the designated Members on the discharge of functions of the South Yorkshire Police and Crime Panel, South Yorkshire Fire and Rescue Authority, Barnsley, Doncaster, Rotherham and Sheffield Combined Authority and South Yorkshire Pensions Authority, in accordance with Council Procedure Rule 11(5).

27. MEMBERS' QUESTIONS TO CABINET MEMBERS AND CHAIRMEN

To put questions, if any, to Cabinet Members and Chairmen (or their representatives) under Council Procedure Rules 11(1) and 11(3).

28. URGENT ITEMS

Any other public items which the Mayor determines are urgent.



SHARON KEMP,
Chief Executive.

**The next meeting of the Council will be on
Wednesday 13 December 2017 at 2.00 p.m. at the Town Hall.**

COUNCIL MEETING
13th September, 2017

Present:- The Mayor of Rotherham (Councillor Eve Rose Keenan) (in the Chair); Councillors Alam, Albiston, Allcock, Allen, Andrews, Atkin, Beaumont, Beck, Bird, Brookes, Buckley, Carter, Clark, Cooksey, Cowles, Cusworth, B. Cutts, D. Cutts, Elliot, M. Elliott, R. Elliott, Ellis, Evans, Fenwick-Green, Hague, Hoddinott, Ireland, Jarvis, Jones, Lelliott, McNeely, Mallinder, Marles, Marriott, Napper, Pitchley, Price, Read, Reeder, Roche, Rushforth, Russell, Sansome, Senior, Sheppard, Short, Simpson, Taylor, John Turner, Vjestica, Walsh, Williams, Wilson, Whysall, Wyatt and Yasseen.

49. ANNOUNCEMENTS

The Mayor reported she had attended over 118 engagements since the last Council Meeting, including Rotherham Show which, despite the rain, welcomed 45,000 visitors and she wanted to place on record her thanks and appreciation to all those involved

The Mayor also described how Ray Matthews' dream had been realised in the formation of a pathway for Newman School students to gain access into the wooded nature area.

The Mayor also raised the profile of a forthcoming Mad Hatter's Tea Party event during March/April, 2018 involving R.C.A.T. Art and Design students in Clifton Park. This would bring the Town Hall and the seventy R.C.A.T students together.

The Mayor invited the Leader to share any announcements of his own and he was pleased to report on the return of further powers by the Secretary of State. This returned all but Children's Services back to the Council, which would be subject to further monitoring.

The Leader referred to the publication of the independent investigation reports and the requests for further opportunities to ask questions. An item would be placed on the agenda for the next Council Meeting in October to enable this to take place.

The Leader also noted that Friday was the official "Wear Purple Day" and he encouraged all Members to engage in the support for child sexual abuse.

50. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jepson, Khan, Steele, Julie Turner, Tweed and Watson.

51. PETITIONS

The Mayor reported that two petitions had been submitted, but had not met the threshold for consideration by Council, and would be referred to the relevant directorate for a response to be prepared. The petitions were:-

- Containing 22 signatures requesting the Chief Executive to write a letter to all employees of RMBC about the importance of truthfulness in their communications with representatives and advocates of victims and survivors of Child Sexual Exploitation (CSE) in Rotherham
- Containing 80 signatures requesting the re-introduction of monthly Area Assembly meetings.

Mr. L. Harron addressed the Council as part of his presentation of the petition requiring the Chief Executive to write to staff about the importance of truthfulness in communications.

52. COMMUNICATIONS

No communications were received.

53. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

54. MINUTES OF THE PREVIOUS COUNCIL MEETING

Resolved:- That the minutes of the meeting of Council held on 12th July, 2017, be approved for signature by the Mayor.

Mover:- Councillor Read

Seconder:- Councillor Alam

55. PUBLIC QUESTIONS

(1) Mr. D. Smith asked what protocols had the Borough Council got in place to ensure that Ward Councillors consulted with and kept up-to-date the Parish and Town Councils in their area?

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services, acknowledged the importance of the Town and Parish Councils and the vital role they played in communities and described them as the grass roots of local government.

Councillor Yasseen referred to the Town and Parish Councils Liaison Working Group of which she was Chair which included eight representatives from across the Borough, including Mr. Smith. This was the main instrument and vehicle for formal relationships with Parish

Councils and for the sharing of information, the making of commitments and looking to where the Council and Town and Parish Councils could work together.

With regards to Neighbourhoods, as part of this consultation had taken place with Town and Parish Councils on the development of a new neighbourhood model as well as the new strategy. Where it was possible Ward Councillors were encouraged to work closely with their communities. Many Members not only represented the Borough, but were also Town and Parish Councillors. Across the Borough there were many different working practices of working within communities and it was hoped the transitional model would allow for closer working across the Borough.

In a supplementary question Mr. Smith referred to his own Ward Councillors, the monthly Parish Meeting and the Ward Surgery meetings which were held immediately prior to the Parish Meeting and the reluctance to give community reports at Parish Meetings by Ward Members.

Mr. Smith described how he attended a meeting called by the three Ward Councillors entitled "Plan for Dinnington" which had been arranged following the termination of Area Assemblies. The Town Council had not been informed, nor consulted. Was this what that the Borough Council called transparency and openness and how were Parish Councillors to be kept informed.

Mr. Smith did suggest and request a response from a Dinnington Ward Councillor.

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services, responded by confirming this was not the first time this had been raised. Referring generally Councillor Yasseen explained that meeting spaces needed to be areas of mutual respect, where individuals felt safe and comfortable and to be able to engage in work together.

Mr. Smith took offence at his Town Council being accused of being a place where an individual was not able to come and give a proper report.

(2) Mrs. S. Thackery referred to Cedar House and its closure and asked what other provisions were going to be put into place in a mental health crisis for people in Rotherham who experienced mental health issues, which were urgent.

Councillor Roche, Cabinet Member for Adult Social Care and Health, explained mental health was taken seriously in Rotherham.

Over the past twelve months the Council has been working with partners to improve the range of mental health provision for people experiencing a mental health crisis and their carers. This included the availability of

Council accommodation for places of safety, support at the Urgent and Emergency Care Centre, support from the Crisis and Home Treatment team, night support from the Integrated Rapid Response services and Mental Health Hospital provision. Further improvements and investment were planned over the next 12-18 months which was hoped would not only improve services for people in a mental health crisis, but also provide early support to prevent escalation to crisis.

With regard to the closure of the crisis provision at Cedar House at the end of September, the Council was currently working with the mental health trust – RDaSH, to ensure that all the people who have previously accessed the crisis provision at Cedar House have a new patient-centred crisis plan. These plans would look different for each person as each examined what type of help the individual would require during a crisis.

The Cedar House service would be replaced from 1st October, 2017 by the use of alternative service models. Support would come from the:-

- Mental health specialists based at the Urgent and Emergency Care Centre in the hospital.
- Mental Health Liaison service at the hospital.
- RDaSH Crisis and Home Treatment team in the individuals own home.
- Integrated Rapid Response service in the individuals own home.

The Council was also developing an appropriate protocol/pathway to address the needs of individuals experiencing an extreme heightened state of mental ill health due to inappropriate, unsafe housing issue/homelessness. This would ensure that alternative accommodation was available for people who have to be supported outside of their homes i.e. through use of emergency 'Crash Pads'.

Mrs. Thackery, in a supplementary question, referred to an online petition that had been running to save Cedar House which had attracted over 2,000 signatures and asked if she could present this to Council in October, 2017.

Councillor Roche, whilst not yet in receipt of the petition, pointed out the decision to close Cedar House was made as part of the budget setting meeting of Council in March, 2017. This was not to say the services provided were not valued.

Councillor Roche agreed to meet with Mrs. Thackery to hear her concerns after the meeting.

56. MINUTES OF CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Resolved:- That the reports, recommendations and minutes of the meetings of the Cabinet/Commissioners' Decision Making Meeting held on 10th July, 2017, be received.

Mover:- Councillor Read

Seconder:- Councillor Alam

57. PROPOSED AMENDMENTS TO THE CONSTITUTION - STANDING ORDERS AND EMPLOYMENT PROCEDURE RULES & CODE OF CONDUCT

Consideration was given to the report which detailed recommendations from the Constitution Working Group and the Standards and Ethics Committee regarding amendments to the Constitution and Standing Orders undertaken by the Association of Democratic Services Officers.

Resolved:- (1) That the amendments to Standing Orders be agreed and the Constitution amended accordingly.

(2) That Contract Standing Orders be removed from Appendix 4 and included in Appendix 5 of the Constitution, with Financial Regulations, and the new Appendix 5 be renamed Financial Procedure Rules.

(3) That Standing Orders be renamed Council Procedure Rules.

(4) That a New Appendix 7 entitled Officer Employment Procedure Rules & Code of Conduct be adopted within the Constitution.

(5) That the name of the Appeals and Grievance Panel in Appendix 9 of the Constitution, Scheme of Delegation, be amended to Appeals Panel and the Grievance Policy be amended to reflect the removal of the provision for an appeal to Members under that policy.

Mover:- Councillor Read

Seconder:- Councillor Alam

58. MEMBERSHIP OF COMMITTEES, PANELS AND BOARDS

Consideration was given to the proposed changes to the membership of committees, panels and boards.

Resolved:- (1) That Councillor M. Elliott fill the UK Independence Party Group vacancy on the Licensing Board.

(2) That Councillor Sansome replace Councillor Tweed on the Health Select Commission.

(3) That Councillor Tweed replace Councillor Sansome on Improving Lives Select Commission.

Mover:- Councillor Read

Seconder:- Councillor Beck

59. NOTICE OF MOTION - NJC (NATIONAL JOINT COUNCIL) PAY TO COUNCILS

Proposed by Councillor Hoddinott and seconded by Councillor Andrews

Rotherham Metropolitan Borough Council notes that:-

- NJC basic pay for local government workers has fallen by 21% since 2010 in real terms.
- NJC workers had a three-year pay freeze from 2010-2012.
- Local terms and conditions of many NJC employees have also been cut, impacting on their overall earnings.
- NJC pay is the lowest in the public sector.
- Job evaluated pay structures are being squeezed and distorted by bottomloaded NJC pay settlements needed to reflect the increased National Living Wage and the Foundation Living Wage.
- There are growing equal and fair pay risks resulting from this situation.

This Council therefore supports the NJC pay claim for 2018, submitted by UNISON, GMB and Unite on behalf of Council and school workers and calls for the immediate end of public sector pay restraint. NJC pay cannot be allowed to fall further behind other parts of the public sector. This Council also welcomes the joint review of the NJC pay spine to remedy the turbulence caused by bottom-loaded pay settlements. This Council also notes the drastic ongoing cuts to local government funding and calls on the Government to provide additional funding to fund a decent pay rise for NJC employees and the pay spine review.

This Council therefore resolves to:-

- Call immediately on the LGA to make urgent representations to Government to fund the NJC claim and the pay spine review and notify us of their action in this regard.
- Write to the Prime Minister and Chancellor supporting the NJC pay claim and seeking additional funding to fund a decent pay rise and the pay spine review.
- Meet with local NJC union representatives to convey support for the pay claim and the pay spine review.

On being put to the vote, the motion was carried.

60. STANDARDS AND ETHICS COMMITTEE

Resolved:- That the reports, recommendation and minutes of the meetings of the Standards and Ethics Committee be adopted.

Mover:- Councillor McNeely

Second:- Councillor Allen

61. AUDIT COMMITTEE

Resolved:- That the reports, recommendation and minutes of the meetings of the Audit Committee be adopted.

Mover:- Councillor Wyatt

Second:- Councillor Walsh

62. HEALTH AND WELLBEING BOARD

Resolved:- That the reports, recommendation and minutes of the meetings of the Health and Wellbeing Board be adopted.

Mover:- Councillor Roche

Second:- Councillor Evans

63. PLANNING BOARD

Resolved:- That the reports, recommendation and minutes of the meetings of the Planning Board be adopted.

Mover:- Councillor Atkin

Second:- Councillor Walsh

64. LICENSING BOARD SUB-COMMITTEE

Resolved:- That the reports, recommendation and minutes of the meetings of the Licensing Board Sub-Committee and Licensing Sub-Committee be adopted.

Mover:- Councillor Ellis

Second:- Councillor Beaumont

65. MEMBERS' QUESTIONS TO DESIGNATED SPOKESPERSONS

There were none.

66. MEMBERS' QUESTIONS TO CABINET MEMBERS AND CHAIRMEN

(1) Councillor Cowles referred to the Times on the 2nd September, 2017 where Sarah Champion stated "If they all knew what was going on why didn't the people who were meant to protect them do anything about it." He asked if the Leader could say, as according to Jay members knew about this and why did anyone not do anything about protecting vulnerable teenagers?

The Leader explained the failures in Rotherham in dealing with child sexual exploitation had been laid bare more clearly than anywhere else in the world and he could add little to what was in the public domain about failings in the Council. It was seen from the reports last week that there was activity during the period of child sexual exploitation which meant children were failed badly and sadly short of the service people should expect and that failure was demonstrated. The situation was very different today with Members, Officers and Commissioners working together and this would continue to get better over time.

As part of his supplementary question Councillor Cowles digressed and referred to this week's Cabinet and Commissioners Meeting and buried within the performance report were figures for CSE instances in the first quarter for the current year. 45 cases were reported in the first quarter and if these were extrapolated this could be 135 a year with around 1350 over ten years. He asked what had changed and how was the situation being got hold of because he suspected if Professor Jay returned she might reach a similar conclusion to himself that the Council was not making the progress that was suggested.

Going back to Ms. Champion who this week (9th September) stated the "floppy left" was failing vulnerable children for fear of being branded racist, Councillor Cowles pointed out he could write to Ms. Champion and ask her this question himself, but having written previously to all three Rotherham Members of Parliament and not received a response, he asked if the Leader could write to her and ask who she meant were the "floppy left" and who were they from the previous week to deal with this issue properly.

The Leader was clear and had repeatedly said this in the press that there would always be in society people who wished to prey and sexually exploit children. The task would be misjudged if this was not the starting premise.

Beyond that it was the response in keeping children safe and how children were prevented from coming into contact with perpetrators across the different agencies. The measure had been included in the performance report about referrals about child sexual exploitation as a reminder that there would be children who needed protection. This had been the mistake made before.

What had now changed was that the Practice Partner, Lincolnshire Council, was now satisfied there was no longer any 'widespread systemic failures'. There was still a long way to go, but there was much stronger oversight by Members in how services were run alongside the work undertaken the Multi-Agency Safeguarding Hub team. If any Member wished to go and see that team they were welcome to do so and ask questions of what challenges they faced.

Children's Services had had £20 million invested which had facilitated the recruitment of more staff protecting children with lower caseloads. The service was now moving fast in the right direction.

In the last two and a half years thirty perpetrators from past and more recent abuse have been sentenced to more 350 years in prison.

(2) Councillor Cusworth referred to the ever increasing demand on Adult Social Care and asked could the Cabinet Member please tell her how the Council was making the best use of the increased Better Care Fund.

Councillor Roche, Cabinet Member for Adult Social Care and Health, confirmed the allocation of additional funding for Adult Social Care in Rotherham under the Improved Better Care Fund was £6.2m in 2017/18, £3.8m in 2018/19 and £1.9m in 2019/20. This was tapered funding and, therefore, investments must be sustainable within the budget allocation for the three year period.

This additional Fund would allow for concentration on early intervention and prevention and inform the Place Plan, such as support for the 24 hour emergency centre and the health village.

The Rotherham IBCF Plan had been submitted to NHS England within the 11th September, 2017 deadline following agreement between the Council and Rotherham CCG, with ratification from the Health and Wellbeing Board. The Plan had five themed areas for investment of the full £6.2m in 2017/18 and further proposals for 2018/19:-

- 1) Sustainability and mitigation of service reduction, to allow transformation.
- 2) Information Sharing / system development.
- 3) Leadership capacity for system transformation.
- 4) Discharge pathways and patient flow.
- 5) Market capacity/sustainability.

Three examples of some of the areas for investment included:-

Given the wider financial challenges and to support the wider health system, it was imperative the frontline functions of Adult Care are sustainable. It was, therefore, proposed to utilise £4m from the SYB Sustainability and Transformation Collaborative Partnership Board - 08.09.17 IBCF to mitigate against adverse impacts across all cohorts supported by Adult Care. This would allow for the joint funding, transform our services and integrated place plan and provide additional social work capacity.

Rotherham had an excellent national reputation for embracing the wholesale use of social prescribing by GP's to support people with long term conditions and mental ill-health. The service was run by Voluntary

Action Rotherham (VAR) and it was proposed to invest a further £100,000 in the model. This investment would increase the social prescribing offer to support low level mental health and social isolation for adults within the Borough.

An investment of £60,000 to design an integrated approach to Delayed Transfers of Care discharge pathways would facilitate further multi-disciplinary working to improve patient flow and ensure that people go home where possible and when this was not possible that they go to the most appropriate setting.

Councillor Roche was convinced that this additional funding would make a real difference to the services provided with a deeper partnership between the hospital and the CCG.

(3) Councillor Reeder asked could the Leader tell us how much the investigation report that was released on Wednesday cost the tax payers of Rotherham.

The Leader confirmed the six reports produced that were released last week came at a total cost of just of £440,000.

(4) Councillor Carter asked why did Councillor Read not make himself available to the press on 7th September, 2017 to answer questions on the latest reports of investigations after the Jay and Casey inquiries?

The Leader confirmed this matter fell to him as Leader with overall responsibility to field those kind of enquiries from the media. On the day of the meeting he was interviewed by Channel 4 News, BBC, Hallam FM, Rother FM, the Rotherham Advertiser and he spoke briefly to the Yorkshire Post.

He was unaware he was asked to undertake any media interviews on the following day (7th). Following reports that no-one had come forward from Radio Sheffield the Leader offered time in his diary on the 8th September, but no-one turned up at the agreed time. The Leader queried Councillor Carter's attendance on the 6th September, 2017.

In a supplementary question Councillor Carter asked did the Leader, having heard what he had heard today, not think it was correct that the public were unable to ask questions on the day of the Council Meeting and the inability to question the Leaders of this Council on serious matters such as serious matters of child sexual exploitation.

The Leader explained there were arrangements in place to enable people to do this which required individuals to put questions in advance of Council meetings. There was also the opportunity to ask questions at the Cabinet meeting without formal notice.

The Leader was open to public questions and if anyone wanted to ask him a question in private his email address and address were in the public domain and were welcome to do so.

(5) **Councillor Cowles** confirmed that in the report of the Federation for Small Businesses it was reported “we are delighted that the Councils of Yorkshire have unanimously agreed this most effective way of building an inclusive economy within Yorkshire that works for all”. All, that was, except Sheffield and Rotherham, who were conspicuous by their absence and he asked the Leader to explain what was going on?

The Leader explained he had been given a commentary about what had been happening over the last few months. The position of the Council had not changed with the devolution deal that was signed two years ago alongside colleagues from South Yorkshire. It was considered then and still was considered to be the best solution to delivering devolution to South Yorkshire.

In view of other legal challenges other Leaders had taken a different view, looking at alternatives and were discussing the possibility of taking forward a Yorkshire deal. An announcement would be made early next week about the next stages for South Yorkshire, but no deviation had been made from what the Council believes was the best route for Rotherham.

In a supplementary question Councillor Cowles referred to it appearing that Sheffield City Region was splintering with Chesterfield and Bassetlaw seemingly intent in one direction and Barnsley and Doncaster in another. Rotherham and Sheffield seemed to no longer feature as part of the wider Yorkshire region and a sad day for the north and a sad day for the Sheffield City Region and asked if the Leader agreed.

The Leader agreed that the events were sad for the City Region. A proposal was being taken forward and interests had been expressed at moving away. Districts were never full members despite expressing an interest. There was talk of a choice between the Sheffield City Region and the Yorkshire deal, but there was no Yorkshire deal and no serious conversation taking place on what such a proposal would look like.

It remained the Leader's view that the best way of securing investment and powers for the benefit of the Borough was through the Sheffield City Region. If that deal was not possible consideration would have to be given as to what other options there were, but not an option at this stage.

(6) **Councillor B. Cutts** asked what was the total cost of compensation to date for the sexual abuse and to how many and what to date was the total number under review?

The Leader explained there was a small number of people who have so far received compensation and a larger number going through the process. As there was such a small number involved he had been legally advised he could not provide the information on how many were involved and how much they had received as they may be identifiable.

Councillor B. Cutts gave this as a typical example of the answer given to the public from this Chamber because there are few numbers the information could not be given. He went on to ask, therefore, how many more were in the pipeline.

The Leader could confirm there were fifty-seven cases seeking compensation consideration at this time. At the centre of all this was the victims, survivors and their families and due to the small numbers involved it was possible to identify who they may be and he did not wish to place this at risk.

(7) Councillor Cowles explained following the Improvement Plan Meeting, the CEO informed us she had tried to get shared services projects with other local authorities. She had little success, there was no political will for such projects. He asked why was the Leader and his colleagues preventing the implementation of a modern efficient council across the region?

The Leader confirmed he was not preventing any implementation of a modern efficient council across the region.

In a supplementary question Councillor Cowles referred to such projects that realised an improvement in efficiency and 10-20% reduction in operating costs. In order to provide the tax payer with the least cost back office functions surely you as Leader should be pressing for such projects amongst your colleagues rather than simply ignoring.

The Leader pointed out that if Rotherham's Chief Executive was the lead Chief Executive trying to develop shared services because he did not want to see them happening, then Councillor Cowles was misunderstood.

(8) Councillor Cowles confirmed following the bank holiday, he was invited to Eastwood it was grim, fly-tipping still rife, ordinary litter and nut shells everywhere, and the subway stank. People state that the Council was deluded if they suggested it was improving. He asked where was the enforcement when it was needed?

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, shared information on enforcement and confirmed since April 2017, 195 fixed penalty notices have been issued 51 formal enforcement notices have been issued since April relating to a range of offences including overcrowding, housing hazards, noise nuisance, waste in gardens and filthy and verminous premises. 6 prosecutions were currently awaiting court action.

Last year (2016/17), there were 438 enforcement investigations including 38 for fly-tipping offences and 175 for the accumulation of waste in gardens.

It was not just about enforcement there was the Eastwood Deal with a whole range of activity with other agencies, 5 community litter picks; one of which was attended by over 40 members of the community and very successful.

Issues were ever changing and agencies and Ward Councillors would respond to see what could be done.

In a supplementary question Councillor Cowles described Eastwood as a 7 x 24 problem with the plan no more 5 x 8 response sheet. He asked where was the enforcement when it was needed. The place was covered in litter and nut shells and it was irrelevant how many fixed penalty notices had been issued as it was not enough.

Councillor Cowles would not be raising Eastwood again, but would simply put photos in the media with a cost to date.

Councillor Hoddinott responded by confirming the residents of Whiston would welcome Councillor Cowles not asking questions about Eastwood.

(9) Councillor Cutts asked when was there to be acceptance of the offer to restore the old building in the conservation area on Domine Lane as this would only further delay/disadvantage the needed employment of “craft” skills with in the town.

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, explained the Council had agreed to the sale of Westgate Chambers subject to planning and contracts have been exchanged. A planning application had been submitted from the developer to both restore and redevelop the building and this was progressing through the planning process. The application was available for viewing via the Planning Portal and was for 50 apartments plus ground floor commercial space and work had been taking place with the developer who had been stripping the building out and a bat survey undertaken.

In supplementary question Councillor B. Cutts asked who the developer was of this building.

Councillor Lelliott confirmed the developer to be HMP Bespoke Construction Ltd. – a Mr. Peter Hill.

(10) Councillor B. Cutts referred to Riverside Offices and asked what were the circumstances and who was responsible and mind-set that positioned the most important flag into the least conspicuous position.

The Leader was pleased to report the Council followed the guidance included in "The Flag Institute A Guide to Flag Protocol in the United Kingdom", this set down the precise order that should be followed when flying flags on multiple flag poles. Where there were two or more flagpoles parallel to the building line, the senior National Flag should be the first flag on the left of an observer facing the main entrance of the building. The remaining flags then appear in order of precedence from left to right.

In the case of Riverside the protocol stated that the order of precedence for four flag poles for the "default flags" are:-

Flag Pole 4: National (union flag) which took the honours (which was the first flag pole to the right hand side with your back to the main entrance of Riverside House).

Flag Pole 3: National flag of the country (George Cross).

Flag Pole 2: Counties and metropolitan cities (Yorkshire flag).

Flag Pole 1: Cities and towns. (Rotherham Flag).

In a supplementary question Councillor B. Cutts why the Union Flag flown the furthest away from the road.

The Leader responded again by confirmed in light with national guidelines and protocols the senior flag was the one that is flown the furthest away from the road.

(11) Councillor B. Cutts asked when the Commissioners gave the Rotherham Council's report to the Council and public on Wednesday the 6th last week could the Leader give him a list of constraints placed on Councillors and the reason why.

The Leader explained the investigations reports published on Wednesday, 6th September were written by independent authors, they were not reports of the Council. The meeting convened for 2.00 p.m. on Wednesday, 6th September was not a formal Council meeting, but was rather a meeting held in public to formally receive the investigations reports from the independent authors.

In recognition of the way in which the Jay Report had been published in 2014, Members were given the opportunity to read the reports from 9.00 a.m. on the day of the meeting. Under that arrangement, Members were asked to sign for a numbered copy of the pack of reports to ensure that information was not subject to wider circulation ahead of the formal publication of the investigation reports at 2.00 p.m. The reason for the use of numbered copies to be read within Committee Rooms 1 and 2 was to ensure that Members would not be subject to allegations of leaking information prior to the publication of the reports.

The Leader acknowledged the need of Members to digest and have the opportunity to ask questions on the reports and some time would be set aside on the next Council agenda to enable this to happen.

In a supplementary question Councillor B. Cutts asked if the investigation report document was not a Council report why did he have to be supervised within the Town Hall if he left the reading room.

This had been covered in the comments by the Leader previously.

(12) Councillor Carter asked how could conclusions be drawn from these reports when 27 key people did not participate in these reports?

The Leader understood the frustrations around former Members and officers who refused to take part and agreed with Councillor Carter's premise that it would have been preferable if they had contributed.

In a supplementary question Councillor Carter struggled to see how conclusions could be drawn if evidence was lacking and found it peculiar that reports were commissioned only for them to come back and report that no-one was at fault, rather than there was not enough evidence to base recommendations or conclusions on. He asked if the Leader agreed.

The Leader believed the focus was around the Gowlings report which was about senior staff looking specifically at what was in the Council's domain around terms of employment and the Local Government Pension Scheme. Whilst much of the coverage he did not agree with, it was not possible to confirm if charges would be brought against certain people or not.

The reports were based on the terms of reference and questions asked and on the information available. It was limiting, but this was the chance for the Council to exercise any potential influence or authority, quite rightly these independent reports were commissioned on the Council's behalf and published so the public could draw their own conclusions.

(13) Councillor Carter asked now that a new library was planned for Brinsworth, what provisions have the Council made to make the new library sustainable?

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services, confirmed a detailed briefing had been provided for Councillor Carter on this issue. Discussions have been taking place for some time with Brinsworth Parish Council to find a long term solution aspirational and sustainable library provision in the area. The Parish Council and in particular Councillor Buckley had worked hard to get to this point and had been proactive and championed the cause locally to ensure a successful outcome.

The Parish Council's success in obtaining significant funding to deliver their new Community Resource Centre has opened up new opportunities to relocate the current library from Ellis Street, as part of the overall development. The Parish Council have recently submitted a planning

application to develop an existing building on their site which could potentially include library provision, funded with support of Section 106 monies.

Whilst awaiting the outcomes of planning work had been taking place with the Parish Council looking at a detailed revenue plan which was not able to be shared at this time.

In a supplementary question Councillor Carter asked would the new library give local community groups subsidised rent or free use of the room.

Councillor Yasseen believed the Parish Council would consider as part of the plan to look at community use. Co-location of some services was being explored. However, should Councillor Carter have any further questions it was better he direct them to the Parish Council as part of their plans for the area.

(14) Councillor Carter asked now Council officers have looked into a new crossing on Bawtry Road in Brinsworth, would the Cabinet Member ringfence money to ensure that a new crossing happens?

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, thanked all three Ward Councillors for raising these issues on behalf of residents. A meeting took place recently to look at what safety measures were feasible and which could be implemented including some immediate safety measures on reducing the speed limit, narrowing running lanes and vehicle activated signs.

Discussion took place on a pedestrian crossing, which was not quite so simple given that it was such a long stretch of road. It was agreed that Councillors would discuss with local residents and local groups about what was the most appropriate place for a crossing in this area. A further meeting was planned, but it was difficult to ringfence funding until it was known was feasible and what would work in that area.

In a supplementary question Councillor Carter asked if officers were to look into this in further detail would it not be better use of officer time and less wasteful if the conclusion was a crossing in a certain area that the money was ring fenced in the first instance.

Councillor Hoddinott referred back to previous discussions and the need to consider safety requirements consultation processes which could mean the timescales may go beyond the financial year. It would be irresponsible to ringfence funding when further discussions were required and for Councillors to consult with local residents what was felt right for that area.

(15) Councillor Carter referred to the last meeting where this Council agreed to lobby the Government for more funding for the local NHS, when and what action has the Council taken to do this?

Councillor Roche, Cabinet Member for Adult Social Care and Housing, confirmed the Council agreed to write to Government to lobby for more funding for the local NHS and social care in the Borough. A letter had been sent to the Secretary of State for Health setting out the content of the Council's resolution on 12th July, 2017. The Council, as a member of the Local Government Association, continued to lobby for increased funding for both the NHS and Adult Social Care.

Members have lobbied the MP's representing the Borough to ensure that pressure had been applied both inside and outside of Parliament.

The Joint Health Overview and Scrutiny Committee for South Yorkshire, North Derbyshire and North Nottinghamshire, of which the Chair of our Health Select Commission was a member, continued to scrutinise the Sustainability and Transformation Programme plans and were a consultee on all proposals. It was clear that it was important that this area of work was better communicated and local people were consulted on the implications of any proposals which may arise.

The Labour Party was rightly proud of the NHS. If the previous Liberal Democrat coalition with the Tory Government along with the current Tory Government had really thought through what was needed in the NHS or a reform programme, it would not have needed a motion that came to the Council in July. Nurses and doctors in the NHS were dissatisfied and it was hoped that it did not come to privatising the NHS and the lobbying was making a real difference.

In a supplementary question Councillor Carter heard of what had happened, but asked for an indication of when those things would happen and asked could he have a written copy of those actions taken.

Councillor Roche confirmed this would be provided outside of the meeting.

(16) Councillor Carter asked what was the Council doing to improve air quality in Rotherham?

Councillor Hoddinott, Cabinet Member for Waste, Roads and Community Safety, confirmed the Council had statutory obligations to declare Air Quality Management Areas in locations where air pollution exceeded national trigger levels. In Rotherham there was a particular issue around traffic movements and a number of things have been implemented to improve congestion in key areas and reduce speed limits to try to mitigate this.

The Council also undertook other work to affect air pollution in the Borough, including enforcement of compliance of emissions limits in industrial premises, smoke control and domestic statutory nuisance enforcement against domestic pollution.

The Council would like to do more on air pollution and had made recent bids to increase electric car usage, but these have been rejected.

In a supplementary question Councillor Carter referred to the school at Tinsley which had recently been moved further away from the motorway due to air quality. He asked would this Council consider making better provisions within his Ward and around the Borough to improve air quality around schools.

Councillor Hoddinott indicated this was a National Government issue. Rotherham suffered with major motorways going through the Borough which were a major source of air pollution. More action was required than reducing speed limits and extra lanes to tackle vehicle emissions. The Government need to seriously improving electric car infrastructure, tackling diesel emissions and scrappage schemes.

Unfortunately, the Government Air Quality Plan solution was to include road charging and had recommended charging on the Parkway and Centenary Way. This was not a solution as this would disperse traffic onto residential roads and make the position even worse for residents. Government had listened in part to the Council's objections and had removed proposals for the charging on Centenary Way, but still wanted to consider or implement charging on the Parkway. The Council had real concerns and how this would affect residents and key strategic sites like the AMP. The Government had requested a Feasibility Study on road charging, but this was not the solution and more Government action was needed.

(17) **Councillor Carter** asked what was the Council's position on new fracking developments in Rotherham?

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, the Council did not have a specific position in respect of 'fracking' developments. Each application submitted would be considered on its own merits, in accordance with National and Local Policy and taking account of all material planning considerations.

A Members' seminar was held recently which gave all the details around fracking. Unfortunately, Councillor Carter was not present and could have received all the information he required.

(18) **Councillor Carter** asked was the Council working towards making all Council buildings carbon neutral?

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, confirmed the Council did currently have a policy for working towards making all Council buildings carbon neutral. The Council did adopt a 2% year on year CO2 reduction target for operational buildings and street lighting in 2010, complying with the Government target of 80% (from the 1990 baseline) by 2050.

The Council had exceeded this target each year since 2014.

If needed the figures are:-

| Emissions Annual Reporting Period | Total Emissions (tonnes of CO2) |
|--|--|
| 2014/2015 | 14,589 |
| 2015/2016 | 12,796 |
| 2016/2017 | 10,896 |

Examples of how the Council was reducing its emissions include the conversion of street lighting to LEDs, switching to LED lighting in buildings (for example in Riverside House), use of solar panels (e.g. in schools), better insulation and other energy efficiency measures.

Officers were in the process of reviewing and developing a new environmental and energy policy that would be ready for Cabinet Member consideration in the Autumn, prior to public consultation.

A full copy of the response would be provided to Councillor Carter in writing and an opportunity of speaking to the Cabinet Member and relevant officers was offered.

In a supplementary question Councillor Carter asked would the Council commit to all new Council buildings becoming more carbon neutral and environmentally friendly.

Councillor Lelliott confirmed this would be looked at in all developments, but confirmed she was happy to sit down with Councillor Carter and look at this further.

(19) **Councillor Carter** asked as Rotherham only had one Park Green Flag award were there plans in place to increase the number of awards won by 2020?

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services, confirmed Rotherham residents were lucky that they had access to so many green spaces such as country parks at Ulley, Thrybergh, Rother Valley and, of course, Clifton Park. All within access of a few miles.

There were currently no plans to increase the number of applications to Green Flag for urban parks in Rotherham. This was as a result of previous budget decisions, which required savings to be made in relation to the cost of entering parks for the award and reductions in grounds maintenance resources that made meeting the necessary standards more challenging.

Priority had been given to Adult and Children's Services so it means investment needed to apply for Green Flag status more challenging.

However, the service was applying for Country Park Accreditation at two country parks (Thrybergh and Rother Valley) as there was no cost for this and to date standards at these parks have been maintained.

It was also pointed out that from Rotherham consultation undertaken in 2015, it was reported that the parks and green spaces were in the top three priorities for residents and as part of the Cultural Strategy process the Council was reviewing plans with partners for parks and green spaces, including participation in Green Flag and other award schemes and becoming more creative.

In a supplementary question Councillor Carter alluded to other funds and budgets that could be applied for as a Council and asked would lottery funding be applied for to improve the park provision in Rotherham given the importance for communities.

Councillor Yasseen confirmed some of this was already done by the Assistant Director for that area to enhance the investment in Rotherham as part of the cultural offer and how to be more creative. The Council did readily apply for pots of money when they became available and there were a couple of opportunities currently, the details of which would be forwarded on to Councillor Carter for information.

(20) **Councillor Carter** asked how could the Council properly scrutinise external bodies when Council bodies were accepting verbal, not written reports?

The Leader explained in general reports were received for meetings, but asked Councillor Carter if he had an examples have in mind.

In a supplementary question Councillor Carter referred to the briefing pack for the Health and Wellbeing Board and asked should it not be a written premise that written reports be received so Members could give proper consideration and digest before having to react to a verbal report given by an external body.

The Leader explained it depended very much on the circumstances if there were particular developments or proposals to study written documents. However, this was sometimes difficult for public sector partners who were under pressure and more a matter for the Chair to take

a view what was appropriate when matters were to be reported into those meetings.

(21) **Councillor Carter referred to the** Health Board noting that the number of care homes in Rotherham rated as inadequate was 23.3%, around the national average and asked why was the Council accepting mediocrity when looking after vulnerable people?

Councillor Roche, Cabinet Member for Adult Social Care and Health, explained there were often good reasons why a Member could not attend a meeting, but had Councillor Carter attended a seminar on care homes in Rotherham a few months ago he would have received a more detailed report. That seminar was based on a very similar question raised at full Council a few months ago and offered to send Councillor Carter the information from the seminar and any other associated document.

At the seminar it also went into detail why powers were so very limited because all were private businesses. It was hoped Councillor Carter would attend the seminar later on the year by CQC which regularly monitored the quality of care. The Cabinet Member had spoken to the Lead Inspector from CQC and she was happy with the state of affairs in terms of Rotherham's care homes.

There were 35 independent sector care homes in Rotherham that supported Adults (65+) supplying 1709 beds that provided residential care, nursing care and specialist dementia provision. All were contracted with the Council's Adult Care Directorate who implement a robust contract monitoring system.

One failing care home in Rotherham was one too many, but contrary to suggestion of mediocrity as the picture of quality in the region reported by *Independent Age: Care Home Performance Across England*, as of January 2017 describes Rotherham as in third in terms of rank for quality in the region (1 best – 15th worst):-

1. Doncaster (18.2%)
2. East Riding (22.0%)
3. Rotherham (23.3%)
4. City of Kingston upon Hull (24.1)
5. North Yorkshire (24.2%)
6. North Lincolnshire (25.5%)
7. North East Lincolnshire (32.0%)
8. Sheffield (32.7%)
9. Barnsley (36.7%)
10. York (39.5%)
11. Leeds (39.5%)
12. Kirklees (39.7%)
13. Calderdale (43.1%)
14. Bradford (46.5%)
15. Wakefield (46.0%)

A dedicated team of Officers regularly monitored the quality of care in collaboration with health partners Safeguarding and the Care Quality Commission (CQC) – the latter having the statutory responsibility for care quality. The Adult Care Directorate had systems to capture contract concerns, reports of concerns from professionals visiting care homes via the ‘eyes and ears’ reporting, and safeguarding issues and to maintain oversight both remotely and by attending the locations.

A Quality Board had been established and was led by the Council. This would meet for the first time in late September and had membership from a range of health and care stakeholders and the CQC. The Quality Board would have a focus on quality, safety and effectiveness of services commissioned and delivered by the Council and Rotherham CCG. The Quality Board would bring together the different parts of the system to share information and would be a proactive forum for collaboration and report to the Health and Wellbeing Board.

In a supplementary question Councillor Carter asked would the Council commit to aim to becoming the best in the region in terms of care home provision.

Councillor Roche confirmed he would certainly aspire to do his best.

(22) **Councillor Carter** referred earlier this year to the district heating scandal and asked what guarantees could the Cabinet Member give to residents in his Ward that they were not facing similar unprecedented charges?

Councillor Beck, Cabinet Member for Housing, confirmed the charges for all district heating schemes were in the process of being reviewed. Reports and recommendations would come forward and it was expected reductions would be made. The properties in the Brinsworth Ward would be involved.

The review would include residents and if any Elected Member wished to become involved then please let the Cabinet Member know.

For information as part of the engagement exercise with tenants on the district heating schemes sixteen events were planned. Seven had already taken place and the one for Brinsworth would be on 28th September, 2017. Details would be forwarded on to Councillor Carter.

Councillor Wyatt raised a point of clarification on the issue of district heating and urged the Cabinet Member for Housing to press on with the review as a written response received from the Director of Housing back in February, 2016 indicated rebates would be issued where appropriate.

(23) Councillor Carter referred to Votes at 16 being a longstanding Liberal Democrat policy. Since the Council backed this at the last Council meeting, what had the Council done to make this closer to becoming a reality?

The Leader confirmed the Council had written to the Minister of State for the Constitution to lobby the Government to lower the voting age to 16 for all elections.

Councillors and MP's have continued to advocate the lowering of the voting age to 16.

In a supplementary question Councillor Carter asked would the Council, if a scheme was trialled in the country, be in favour of this for local Council elections here in Rotherham.

The Leader offered his personal opinion and agreed this would be a good idea.

(24) Councillor Carter referred to the last meeting when the Cabinet Member stated that the Council exceeded the new housing target last year and asked how many of these houses were built on Green Belt land?

Councillor Beck, Cabinet Member for Housing, confirmed this figure as none.

In a supplementary question Councillor Carter asked would this continue to be the case throughout the Council term.

Councillor Beck explained the Local Plan would be adopted next summer and on adoption great swathes of land across Rotherham would be released from Green Belt and developers invited to come forward for suggestions for development. The Planning Board was subject to its own regulations and would consider merits of each application as they came forward.

(25) Councillor Carter referred to IKEA moving to Sheffield and asked what plans do the Council have to attract major new retailers to the town?

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, confirmed IKEA have taken a large out of town store near to Junction 34 of the M1. Rotherham was well provided with out of town shopping options and continued to attract businesses and investors. For example, Australian firm, Bunnings, one of the world's leading retailers of home improvement and outdoor living products, had announced plans to open a new store in Rotherham by taking over the former B&Q store close to Parkgate.

A number of new retail outlets have just opened or are about to open at Cortonwood including Marks and Spencer, JD Sports, Mountain Warehouse, Wilko's, H&M, River Island and New Look.

A major investment at Waverley for a new local and retail centre had also been submitted to the Planning Department.

It was also important to bring retailers into the town centre as part of the master plan and included the major investments for the cinema and food stores. The Town Centre Master Plan was agreed by Cabinet on Monday and applications from developers on how to take forward proposals were invited, alongside major industry projects bringing confidence and investment into the town.

On the finalisation of questions the Chief Executive clarified the reference to questions disappearing or being scrapped and confirmed some questions were removed as they did not meet constitutional requirements. Democratic Services had spoken to those individuals before the meeting to explain why they did not meet the criteria. Any Member seeking clarification on questions or how they should be framed should speak to Democratic Services before the next meeting.

67. URGENT ITEMS

There were none, but the Mayor allowed Councillor Cowles at this point to address the Council as part of his presentation of the petition requesting the re-introduction of monthly Area Assembly meetings.

**CABINET/COMMISSIONERS'
DECISION MAKING MEETING
11th September, 2017**

Present:- Councillor Read (in the Chair); Commissioner Kenny, Councillors Alam, Beck, Hoddinott, Lelliott, Roche and Yasseen.

Also in attendance was Councillor Steele, Chairman of the Overview and Scrutiny Management Board, Ward Members Allen, R. Elliott and Williams for Minute No. 35 and Councillor B. Cutts.

Apologies for absence were received from Commissioners Bradwell and Ney and Councillor Watson.

29. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

30. QUESTIONS FROM MEMBERS OF THE PUBLIC

(1) A member of the public asked would you please explain why RMBC invited expressions of interest for Greasbrough Public Hall in October, 2016 only to inform the four parties who had submitted interests in December, 2016 that a complete U turn had been made and decided to retain ownership and demolish the building to make way for a traffic congestion programme.

The Strategic Director for Regeneration and Environment explained it was an unfortunate situation when expressions of interest had been invited for the acquisition of Greasbrough Public Hall through private venture or asset transfer. Unfortunately, staff were unaware that colleagues in Transport were also looking at this area as part of the Bassingthorpe Farm development and potential solutions for the traffic requirements to alleviate the current congestion and traffic management following the development of housing on this site. The options being considered both required the land adjacent to the roundabout to do the improvements necessary. The timing was unfortunate as the service at the time were not aware of the potential traffic management solutions when the expressions were invited.

(2) A member of the public asked if the demolition proceeds Greasbrough would be left without a public hall. Could a new public hall be built as part of the Bassingthorpe Farm development under Section 106 of the Town and Country Planning Act 1990 thereby reducing the impact on the community, the cost of which could be recovered from the developers. This would resolve the problem and replace the public hall. In light of this could the Council please advise if Greasbrough could expect to see a new public hall.

The Strategic Director for Regeneration and Environment advised it was too early to predict what the development would look like and how viable, subject to a business case and viability assessments as part of the housing proposal. However, the member of the public was correct there was the possibility of using Section 106 monies, which was replaced by the Community Infrastructure Levy, which does allow the use of funding where it was able to be determined it was a viable proposition and there was enough money to contribute to the infrastructure needs with monies set aside for community use. A number of reasons would come into play around the community size, which in theory could potentially be the case due to number of houses planned, but this would come down to viability as the Council could not insist on something being built that rendered the development non-viable. So, yes potentially funds could be set aside, but there was still a way to go before this could be determined.

The Chair confirmed this was a fair challenge and this would be carefully monitored to see what could be done.

(3) A member of the public asked in these days of austerity where the Government was urging people to be more involved with communities, what consideration did RMBC give to Greasbrough Public Hall Community Trust's market research, which was compiled with help of views of local people where 90% of those interviewed expressed their support and interest in keeping the public hall as a community hub for the village of Greasbrough.

The Strategic Director for Regeneration and Environment confirmed a number of discussions had taken place with Ward Members and members of the Community Trust regarding the sensitive subject of a removal of a hall which had been a community facility for some time. Under normal circumstances asset transfer could take place to community groups unless there was a strategic requirement. In this case there was a strategic requirement for highway infrastructure that overrode the benefit of transfer to a community group.

The Assistant Director for Planning, Regeneration and Transport confirmed the market research document had been received and the detail considered in meetings with Ward Councillors, the Cabinet Member and members of the Community Trust. The document was well put together, contained lots of information about the hall and potential uses. This led onto further discussions about what elements of the hall could potentially be kept and salvaged for reuse and forms part of the report on the agenda for today's meeting.

(4) A member of the public asked, in light of growing problems of social isolation especially in economically deprived areas, could you explain how RMBC believe that local residents and community groups would experience greater benefits from the hall's demolition from it being used as a much needed resource for local people.

The Strategic Director for Regeneration and Environment explained that as a result of the removal of the hall for public use as to requirements or future provision, this was a discussion that could take place with developers to see if there was demand or need for a facility. Failing this a look would need to be made at other assets in the area that may be utilised, such as Greasbrough library and whether it could be used more appropriately for public use. The public hall has been redundant for some time and there was now a strategic requirement need to improve the access arrangements at that junction which overrode the need for the public hall.

(5) A member of the public asked would you explain why it was that Rotherham Borough Council considered only the public hall junction to be of primary importance when the Church Street and Cinder Bridge Road junctions were of secondary importance, when improvements to all three junctions should be carried out as all three junctions were equally as important in alleviating the traffic congestion throughout Greasbrough.

The Strategic Director for Regeneration and Environment explained all the junctions have been looked at and whatever happened at the roundabout would impact on the other junctions. The options that have been explored up to now did consider all the junctions including the Church Street area. The final design solution had not yet been agreed and would be something that would be discussed further as the proposal emerged.

Ward Councillors were invited to give their view on the proposals for Greasbrough Public Hall.

Councillor R. Elliott described how Greasbrough Town Hall was built in 1926 by public subscription in a prominent position in the heart of the village, the first building seen on the approach from Potters Hill and a beautiful backdrop to a vibrant village.

He explained how Greasbrough Town Hall was a vibrant well used facility, used daily by the public for a variety of classes and groups and a popular venue for birthdays, presentations and weddings. All of which brought economic benefit to the village. Suddenly RMBC increased the high charge to an incredible amount, resulting in the hall being too expensive to hire and unused. Cynically it was thought this was the result the Council had wanted and with hindsight something should have been done by Ward Members at the time.

Speaking as a resident of Greasbrough and a past hirer of the hall Councillor Elliott shared the frustration and anger of residents and with the development of Bassingthorpe Farm no-one from RMBC seemed to listen. Despite consultations, signatures and discussions public opinion appeared to count for nothing. The end result no matter what RMBC would prevail.

Councillor Elliott, therefore, urged the Council to save the hall as the junction was not needed and Councillor Williams would explain further. He asked let the people of Greasbrough have the hall as those residents present today had an excellent business plan that would breathe new life into the hall and provide a new hub for the community. This supported the new mantra for RMBC and Ward Councillors' locality working for the community.

Councillor Williams offered his thanks for the opportunity to speak today and also to the Chief Executive and officers who had met with Ward Members and members of the Community Trust about the concerns.

He described how Greasbrough Public Hall was considered an Iconic local building, which was part of community and local heritage and the much loved heart of the village. In fact he had his own fond memories of birthday parties and attendance at events, which would be a similar situation for people not just from the area, but across the Borough.

From his election in 2016 Councillor Williams described his proud involvement with the Community Trust and their hard efforts and dedication which was highlighted and reflected in the documents. He expressed his disappointment and frustration that it had reached this point.

Describing what he believed to be main justification for the demolition of the hall with a road congestions scheme, he was concerned that whilst tackling the congestion that existed there were other pinch points in the system that required action. Action which should be taken before the demolition of Greasbrough Public Hall.

The current congestion problems were not just around the roundabout near the hall, but on Main Street and Church Street with no proper lanes to filter traffic which also caused tailbacks and queues. The location at the Wince at the junction of Cinder Bridge Road also caused problems with traffic from Rawmarsh and Parkgate.

The concerns had been raised at meetings with officers and community groups and it was suggested the traffic congestion at these two locations should be tackled first before the demolition of the hall. Even if a new road scheme was installed at the location of the public hall it was felt this would still not tackle the congestion as Greasbrough was a village with village type roads on the approaches and would prevent any proper solution to the congestion that existed today.

The proposed demolition of the public hall was a sad reflection of the current economic times. However, the Government's austerity measures and budget cuts were preventing local councils from providing community facilities in local buildings. Demolition of Greasbrough Public Hall would not only be a loss of a community facility it was also a loss of a local asset and heritage.

Councillor Williams was deeply saddened by the decision today and the possible demolition of a much loved iconic building and even at that this late stage urged the Council to pursue all other options that would tackle congestion and protect a much loved local building as well.

Councillor Allen echoed the comments by Councillor Williams at being given the opportunity to speak and the discussions that had taken place with officers and particularly thanked Greasbrough Public Hall Community Trust for sticking with the proposals here today.

She shared advice she had received from a Baptist Minister that the process was often far more important than the outcome, which was why she was so disappointed in the way the process had unfolded in relation to Greasbrough Town Hall.

As had already been indicated expressions of interests were invited by one section of the Directorate which was then nullified by another section and the requirement for the land for a traffic improvement scheme. It was highly regrettable that expectations were raised and cruelly dashed and unfortunate. If demolition was agreed this would leave a gap in community provision in Greasbrough.

Being pragmatic work had been taking place with officers looking at replacement facilities and identification of these was now available. As a result it was likely that proposals would be submitted back to the Cabinet for a community campus which would capitalise on existing facilities, which it was hoped would be supported as recognition of the loss of the hall.

Councillor Allen indicated she was keen to be genuinely involved in the asset management process to ensure no other community had to endure such an unacceptable and painful process as here today.

(6) A member of the public referred to an item on today's agenda relating to the "Introduction of a Public Spaces Protection Order for Rotherham Town Centre" and his disappointment at the consultation process. A drop in session for the 10th August, 2017 between 10.00 a.m. and 3.00 p.m. was advertised on the 21st July, 2017, with a consultation end date of 16th August, 2017.

The member of the public reiterated his dissatisfaction with the consultation process, the lack of appropriate information to fully understand what the Protection Order entailed, whether this was Borough-wide or restricted to the town centre, the limited information that was available and the impact this would have on unsuspecting vulnerable members of the public and communities who received £80.00 fines for littering, often only for a discarded cigarette butt.

He described the role of private security companies like Kingdom and their disregard for equal opportunities in the pursuit of profit fining victims, which was a fundamental change. It was for these reasons he regarded the consultation process as being flawed, did not bring people in and affected communities more due to not following guidelines issued by the Local Government Association about consultation duration and holiday periods, unlike Newcastle who had allowed a two month period of consultation prior to the implementation of their Protection Orders.

The member of the public, therefore, asked if he was approached by a member of a private sector firm was it not the case that he did not have to reply, could just walk away and nothing could be done. This would cost the Council more in the future. The legislation indicated these Orders should not be used unless it was absolutely necessary taking into account the difficult and delicate position Rotherham was in.

The Chair summarised the member of the public's question which appeared to be in two parts; the first about the consultation process and the number of people engaged, how that was run and whether it was an equitable process and secondly, who was doing the enforcement and the role of Kingdom.

Councillor Hoddinott, Cabinet Member for Waste, Road and Community Safety, confirmed a formal consultation process had been undertaken and the feedback and reasons received for doing it were not uncommon. As part of the consultation a number of roadshows had taken place across Rotherham, with discussions at Rotherham Show and as part of the Town Centre Masterplan. The main feedback was around safety in the town centre and the need to address the concerns and the behaviours of the minority who were spoiling it for the rest.

94% of the public and 99% of business agreed with the proposals, which was very high by public sector standards and this was one tool that could demonstrate that inappropriate behaviour in the town centre was not acceptable.

In terms of the role of Kingdom this was on a pilot basis as part of enforcement working closely with the Police and existing Council. This already had had an impact as part of the enhanced enforcement.

The Strategic Director for Regeneration and Environment confirmed the consultation process was a month long and compliant with current legislation. This was not just undertaken online, but involved the local media, the Council's website, Member seminars, Overview and Scrutiny visits, drop-in sessions, attendance at the national citizen scheme, Youth Cabinet, visits to businesses along with consultation with the Clifton Park Friends Group and the Police. Comprehensive survey statistics were so high in support of action being taken, when compared with performance on footfall in town centre which was down.

In addition, it was noted that littering was an offence across the U.K. not just in Rotherham Town Centre, and those individuals that chose to walk away from officers could possibly face obstruction offences.

Councillor Yasseen as Ward Councillor confirmed this had raised a huge amount of debate in the Ward, especially around the inclusion of Clifton Park, the need to combat the undesirable behaviours and the engagement of the public during holiday periods.

(7) A member of the public confirmed he had attended the consultation at Riverside House, which he described as not adequate. He believed a further period of consultation was warranted given the constraints being placed on dog walkers in Clifton Park, when often for pensioners this was the only time they came out of the house.

The Chair advised changes had been recommended following feedback about keeping dogs on a leash in Clifton Park.

Councillor Hoddinott, Cabinet Member for Waste, Road and Community Safety, confirmed having listened to the consultation a number of changes had been made since the original proposals. The proposal was now for dog exercise areas to be designated on the green space areas to allow walkers to allow their dogs off leash. However, the water and play areas accessed by adults and children required dogs in these areas to be kept on leads and kept under control.

31. MINUTES OF THE PREVIOUS MEETINGS HELD ON 26 JUNE AND 10 JULY 2017

Resolved:- That the minutes of the Cabinet and Commissioners' Decision Making Meetings held on 26th June and 10th July, 2017, be agreed as a true and correct record of the proceedings.

32. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That under section 100(A) of the Local Government Act 1972, the Public be excluded from the meeting should the appendices be discussed for Minute Nos. 45 and 46 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to information) (Variation) Order 2006.

33. DETERMINATION OF ASSET TRANSFER REQUESTS

Consideration was given to the report which sought approval for the granting of three Asset Transfer Policy lease agreements without break options which was a departure from the current adopted policy and, therefore, could not be approved under the existing Officer Scheme of Delegation.

Canklow Depot – A request for the term of the lease agreement to be extended to twenty-five years without any break options, in order to secure grant funding with plans to secure a further £300,000 to invest into the former depot and create local jobs as well as improve the infrastructure. As part of the negotiations of the proposed terms the necessary safeguards would be included within the lease in the event that funding was not secured, such as the re-instatement of break clauses.

Ulley Recreation Ground – A request for a new 50 year lease under the Council's Adopted Asset Transfer Policy without the break options. The benefits would provide a long term commitment and protect the long term future of the recreation ground for the residents of Ulley with the Parish Council continuing to be responsible for the ongoing maintenance liabilities and responsibilities.

Chislett Community Centre - A twenty-one year Asset Transfer lease on the Youth and Community Centre had been granted without break options to secure funding to extend/develop and refurbish the community centre which resulted in securing grant funding of £486,000. Following the completion of the works a request had been received to the existing term of the lease to extend to ninety-nine years to secure the long term future of the Community Centre so that the benefits of refurbishment works and the community services delivered by the building were continued in the long term. As part of the negotiations of the proposed term extension the necessary safeguards would be included within the lease should the centre cease to operate and no longer deliver the community benefits.

Commissioner Kenny agreed:- (1) That all three requests for Asset Transfer Policy lease agreements as detailed within the report be approved.

(2) That the Assistant Director of Planning, Regeneration and Transport be authorised to negotiate the terms of the requests.

(3) That the Assistant Director of Legal Services be authorised to complete the necessary documentation.

34. **ADOPTION OF LAND ADJACENT SALES POLICY AND PROCEDURES**

Consideration was given to the report which sought approval for the adoption and implementation of a new policy and procedure for dealing with enquiries to purchase small plots of land adjacent to the enquirer's property.

Appendix 1 (Procedures for dealing with small land sales) set out the basic streamlined procedure for dealing with these applications and included set tables to work out land values based on the size of the land and its proposed use.

Should any enquirers wish to proceed then an initial administration charge of £250 would be payable at the point of application, to cover the cost of obtaining planning and legal advice. If the application was successful then this payment would be deducted from any additional amount due in respect of Council's fees. If the applicant failed to complete then this administration charge was to be retained.

It was suggested that the new policy, if approved, could be advertised on the Council's website so anyone considering applying to purchase land could work out the likely costs of purchase (or renting) and then if they still wished to apply could do so by downloading and printing off an online application form to fill in.

Having a set minimum disposal value from the outset should ensure that abortive work was not undertaken as a result of applicants withdrawing from the process once an offer was made to them in terms of the purchase price.

Commissioner Kenny agreed:- (1) That the proposals contained in the report considering the adoption of new policy and procedures for dealing with land adjacent sales be approved.

(2) That the Assistant Director of Planning, Regeneration and Transport be authorised under delegated powers to approve qualifying disposals and that the Assistant Director of Legal Services be authorised to complete the necessary legal documentation.

(3) That a minimum value threshold of £2,000 plus fees be set for all disposals that arise through applications to purchase.

(4) That an administration charge of £250 be payable at the point of application which will be refunded if the application proceeds to completion.

(5) That any applications to purchase areas of land which are dedicated as public open space are not part of the delegated authority or considered as part of the policy.

35. GREASBOROUGH PUBLIC HALL FUTURE OPTIONS

Consideration was given to the report which set out details and how Greasbrough Public Hall was declared surplus to the operational requirements of the Council following the "Review of Directly Managed Community Centres" undertaken in 2014. The hall was formally closed as a Community Centre following the review and the building had remained vacant ever since.

A number of options were initially considered for the hall following a marketing period inviting "expressions of interest". However, the Council's Transportation and Highways Team have now identified a requirement for

the site of the building for the delivery of a Highway Improvement Scheme at the junction of Main Street/Coach Road in Greasbrough.

The use of the site to facilitate a Highways Improvement Scheme should significantly reduce traffic congestion in the immediate area and would also support the delivery of the Bassingthorpe Farm development.

The Strategic Director for Regeneration and Environment confirmed a strategic requirement had been identified for the site and whilst it was regrettable some "expressions of interest" had been received, use of the site by the Transportation and Highways Team was the favoured option. This junction would not be considered in isolation, but along with other junctions in the locality to combat congestion.

It was also noted the building had attracted anti-social behaviour of late and recently been the subject of a number of vandalism attacks, including a number of thefts from the building (leadwork flashings and valleys from the roof). An issue also raised by Ward Members.

The Greasbrough Public Hall Community Trust had also objected to the demolition of the building, but the stone façade of the building was to be salvaged as part of the demolition works and retained for future use.

Other options to support community groups in the locality were to be explored.

Commissioner Kenny agreed:- (1) That the proposed demolition of Greasbrough Public Hall be approved and the cleared site be then retained in Council ownership for the delivery of the highway improvement scheme.

(2) That the façade and stone from the Greasbrough Public Hall be salvaged and retained for potential future use and the detail of what is to be retained be agreed in partnership with the Greasbrough Public Hall Community Trust.

(3) That the required funding for the project be taken from unallocated operational building maintenance capital funding.

36. COUNCIL PLAN 2017/18 QUARTER 1 PERFORMANCE REPORT

Consideration was given to a report which detailed the Performance Report and Performance Scorecard (Appendices A and B) which provided an analysis of the Council's current performance against fourteen key delivery outcomes and seventy-two measures.

At the end of this first quarter (April to June 2017) twenty-seven measures had either met or exceeded the target set in the Council Plan. Although this represented only 37.5% of the total number of measures in the Plan, it equated to **47.4%** of the total number of indicators where data was

available or where targets have been set. A total of sixteen (**27.6%** of those measured in the quarter) performance measures have not hit their target for the year (22.2% overall).

Cabinet Members provided an update in accordance with current performance for service areas:-

Councillor Beck, Cabinet Member for Housing, reported on the number of new homes being delivered and new and challenging target to ensure at least 10% more new homes would be built in the Borough.

It was also pointed out 93% of privately rented properties were compliant with Selective Licensing, which was slightly below the year-end target of 95%. Work was in progress to increase property compliance during the current year.

Councillor Roche, Cabinet Member for Adult Social Care and Health, also reported on the continuing commission of specialist stop smoking in pregnancy services. Work was also taking place with partners and G.P's looking at best practice in terms of drug treatment. The service was currently out to tender.

In terms of Adult Social Care the direction of travel was positive for the nine measures rated against targets; four were on target, one progressing satisfactorily, two off target and two measures not applicable.

Ian Thomas, Strategic Director for Children and Young People's Services, reported on the good progress against the improvement plan and one measure of success was around Early Help, and the offer that would reduce over time as families were offered supported at an earlier point.

He also referred to the numbers of children subject to a Child Protection Plan, which continued to increase as had the proportion of children on a repeat Child Protection Plan. This would need further improvement and work continued. He explained further, when questioned, that a further report on this issue giving more detail and what action had been taken would be provided in due course.

In terms of education Rotherham's current data for early years was strong with good progress being made in KS1 and KS2 with a slight dip in KS4. Work was taking place with secondary group leaders to understand the reasons for the drop in performance.

Councillor Alam, Cabinet Member for Corporate Services and Finance, reported on how council tax collection rates had been maintained at the same level as last year whilst the collection rate for non-domestic rates had been improved upon.

The pre-decision scrutiny process was now well embedded in the decision-making process and had been positive to date.

The Council's response rate for complaints had also decreased below the target of 85% and would be subject to further monitoring.

Sickness was also on a downward trend with a reduction of 3.5% on last year's outturn, which had been achieved by the end of the first quarter.

Councillor Hoddinott, Cabinet Member for Waste, Road and Community Safety, referred to the positive increase in the reporting of hate crime, outcome measures for the successful support for people at risk of domestic abuse, the strong commitment to tackle flytipping and enviro-crime and the number of fixed penalty notices issued, new measure for public perception of anti-social behaviour and the release of up-to-date information from the Police.

In terms of measure 3.B3 it was noted the next report would provide more up-to-date information in terms of complaints about litter, but the position would be closely monitored.

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services, also highlighted the changes to some indicators, one of which included borrowing books, which was a poor reflection on the drive and participation in culture and leisure services.

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, was pleased to report on the statutory function of delivering determinations on planning applications and the achievement of 10% in all three categories of determination.

Footfall in the town centre had decreased and the reasons for this were being explored.

The Business Incubation Centred had another strong quarter with the average occupancy level of the four centres at 86%.

Commissioner Kenny agreed:- (1) That the overall position and direction of travel in relation to performance be noted.

(2) That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics

(3) That the performance reporting timetable for 2017/18 be noted.

37. INTRODUCTION OF A PUBLIC SPACES PROTECTION ORDER (PSPO) FOR ROTHERHAM TOWN CENTRE

Consideration was given to the report which set out in detail the Powers introduced by the Anti-Social Behaviour, Crime and Policing Act 2014 which created the provision for local authorities to implement Public Space Protection Orders (PSPO). These orders were designed to address

anti-social behaviour in local areas and were, therefore, adaptable to meet local need. This meant that prohibitions or requirements could be made at a local level in response to complaints from a range of sources including the public, business and Councillors.

Following analysis and initial consultation with stakeholders, the Council had undertaken a statutory consultation on a proposed Public Space Protection Order. In excess of 500 views were gathered, across a variety of forums and methods, and a significant majority (93.7%) of respondents supported the introduction of a Public Space Protection Order. Further consultation had also taken place with partners and greater consideration been given as to the impact of the proposed conditions which had led to the removal of some and the evolution of others.

This report, therefore, sought the approval to implement a Public Space Protection Order, in Rotherham Town Centre, in order to prohibit the following activity:-

- A. Behaving in such a way or using language that causes, or is likely to cause, harassment, alarm or distress to another person.
- B. Making unsolicited approaches, in the open air, for the purposes of face-to-face fundraising and marketing of commercial products, carried out by organisations without prior written permission from the Council.
- C. Failing to keep a dog on a leash and under control (otherwise than within the designated area within Clifton Park, where dogs may be off leads but must remain under control, see attached maps)
- D. Littering
- E. Urinating or defecating in a public place, other than within designated public toilets.
- F. Spitting saliva or any other product from the mouth
- G. Consuming alcohol other than on licensed premises or at a licensed event

The Council's Monitoring Officer also clarified points raised specifically around civil liberties and the loose definition of anti-social behaviour, but it was believed the above behavioural boundaries were considered necessary to support the Council and its partners in developing and supporting the town centre experience.

Following the period of consultation it was proposed that changes to the draft Order around the use or carrying controlled drugs otherwise than in accordance with a valid prescription not be included at this time along with the use of a vehicle to cause a nuisance by gathering in groups, playing loud music or otherwise impacting the quality of life in the locality and that further work be undertaken

Due to the case made by respondents to the public consultation, officers have recommended that dogs be allowed off leash within a designated zone in Clifton Park and be otherwise under control on leash in public areas such as the water play areas and playground.

The Cabinet Member supported the proposals for the introduction of a Public Spaces Protection Order.

The Chairman of the Overview and Scrutiny Management Board confirmed this report had been considered on the 6th September, 2017. The Board were in broad agreement with the recommendations, subject to the two insertions relating to the use of a vehicle to cause a nuisance being included in the Order and that a single code of practice in respect of enforcement activity be adopted. It was also suggested that this Order be closely monitored and progress be reported back to Overview and Scrutiny Management Board in twelve months' time.

In response to the Chairman of the Overview and Scrutiny Management Board Councillor Hoddinott welcomed the implementation of a single code of practice, but suggested that the use of a vehicle to cause a nuisance be subject to information gathering and reviewed for inclusion in six to twelve months' time.

Commissioner Kenny agreed:- (1) That approval be given to the Public Spaces Protection Order, for a period of three years, following consideration of the public consultation and relevant legal requirements.

(2) That a 12 month review, post implementation of the Order be undertaken to assess impact and make variations, adjustments or new orders as necessary and for this to be considered by the Overview and Scrutiny Management Board.

(3) That a single code of practice in respect of enforcement activity and issuing of penalties be adopted by the Council or any external body undertaking these functions on behalf of the Council.

38. APPOINTMENT OF THE ACADEMY SPONSOR FOR THE PROPOSED PRIMARY SCHOOL ON THE WAVERLEY DEVELOPMENT SITE

Consideration was given to the report which detailed the progress of the Waverley development site and following the construction and occupation of 550 dwellings, the Local Authority (LA) had a responsibility to ensure an education sponsor is appointed for the first primary school proposed for the site.

This report, therefore, detailed the appointment of Aston Community Education Trust (ACET) as sponsor for the proposed first primary school, as procedures commenced to establish a primary school on the site.

Resolved:- That the appointment of Aston Community Education Trust (ACET) as sponsor for the first proposed primary school at the Waverley development site be noted.

39. JULY 2017/18 FINANCIAL MONITORING REPORT

Consideration was given to the report which set out the financial position for the Revenue and Capital Budgets at the end of July 2017 and was based on actual costs and income for the first four months of 2017/18 and forecasted for the remainder of the financial year.

As at July 2017 the Council had a forecast overspend on the General Fund of £3.4m. The majority of the £24m budget savings approved within the 2017/18 budget were being achieved. £11.9m of those savings were Directorate budget savings, however, in addition to those budget savings, Directorates also have to achieve £5.4m of budget savings in 2017/18 which were agreed in previous budgets. Total Directorate savings for 2017/18 were, therefore, £17.3m. The current position was that around £5.2m of those total savings were at risk of not being achieved in this financial year in the manner approved by Council when the 2017/18 was set (and were reflected in the current overspend projection along with the impact of mitigating actions).

A significant in-year pressure of £6.460m on the Dedicated Schools Grant (DSG) High Needs Block continues. A recovery strategy set in place last year would, however, resolve £3m of the deficit and mitigate the in-year pressure through a series of measures including: a revised Special School funding model; a review of high cost out of authority education provision with a view to reducing cost and moving children back into Rotherham provision where possible; and a review of inclusion services provided by the Council. Whilst this pressure did not directly affect the Council's financial position at this time it was imperative that the recovery strategy is implemented which clearly set out how this position would be resolved and to avoid any risk to the Council in the future.

Control over spending was critical to maintaining a robust Medium Term Financial Strategy and avoiding unplanned spending impact on the Council's reserves. All Services continue to develop mitigating actions and alternative savings to compensate for financial pressures and delays in delivering the full amount of savings. The financial impact of the mitigating actions that have been identified and implemented to date were reflected in the current forecast outturn.

The July revenue full year forecast for Children's and Young People's Services was £2.592m over budget. The service continued to face a range of pressures. Further actions to mitigate the budget pressures were being developed by the Service.

It was confirmed, in relation to a query raised, that support was available for victims of child sexual exploitation, but that Government intervention for a statutory review of funding for those at risk of significant harm was still awaited.

It was also noted the HRA forecast outturn and budgeted use of reserves would now be less than planned, but a revision position would be submitted to the Cabinet in due course.

Resolved:- (1) That the current forecast overspend for 2017/18 of £3.4m be noted.

(2) That the management actions continuing to be developed to address areas of overspend be noted and any alternative and additional savings to mitigate shortfalls in achieving planned savings in 2017/18 be identified.

(3) That a detailed Dedicated Schools Grant (DSG) Recovery Strategy which will transfer £3m in 2017/18 to reduce the forecast High Needs Block deficit and mitigate the in-year pressure through a series of measures has been set in place be noted.

(4) That the current forecast outturn position on the approved Capital Programme for 2017/18 and 2018-2022 be noted.

40. COUNCIL TAX DISCOUNT FOR CARE LEAVERS

Consideration was given to the report which detailed how the Council had the discretion to reduce the Council Tax liability for individuals or prescribed groups. The Council exercised this discretion in accordance with Section 13A of the Local Government Finance Act 1992, in respect of the local Council Tax Reduction scheme, for ad hoc cases of extreme financial hardship or by determining a class of case for which the charge should be reduced.

It was proposed that the Council exercise its discretionary powers to award a 100% Council Tax discount for all Rotherham's care leavers aged between 18 and 21 years and up to the age of 25 for those in full-time education who resided within the Borough boundaries and were liable for Council Tax. It was further proposed that the Council Tax owed by eligible care leavers who resided outside of the Rotherham area be paid by Rotherham Council.

This proposal had been developed to help improve the life chances of looked after children and support care leavers in making an effective social and financial transition from Local Authority care to independent living.

It was proposed that the discount be awarded as part of the Council Tax Reduction scheme. However, changes to the scheme could only be implemented from 1st April, 2018, following a review and public

consultation and it was, therefore, proposed that a local discount be awarded under Section 13A (1)(c) for the period from the relevant date at the end of the formal call in period following decision (likely to be 22nd September) for the period to 31st March, 2018.

Resolved:- (1) That a 100% Council Tax discount be awarded for Council Tax liability arising from the relevant date at the end of the formal call in period following decision for the period to 31st March, 2018, under Section 13A (1)(c), to Rotherham care leavers between the ages of 18 to 21 and up to the age of 25 for care leavers in full-time education, who reside in the Borough based on the principles set out in this report.

(2) That for those care leavers from Rotherham living outside of the Borough, Rotherham Council will pay 100% of Council Tax liability arising from the relevant date at the end of the formal call in period following decision based on the principles set out in this report.

(3) That a full review of the Council Tax Reduction scheme be undertaken, including public consultation, to consider potential changes to the scheme for 2018 including the incorporation of the care leavers discount into the scheme.

41. NEW APPLICATIONS FOR BUSINESS RATES DISCRETIONARY RATE RELIEF

Consideration was given to the report detailing applications from two organisations for the award of a discretionary business rate relief in accordance with the Council's Discretionary Business Rates Relief Policy (approved 12th December, 2016).

Resolved:- (1) That 100% discretionary rate relief be awarded to SYTT Riverside Ltd reducing to 20% discretionary rate relief once the organisation becomes a registered charity.

(2) That 100% discretionary rate relief be awarded to Dext Skatepark (Yorkshire) Ltd from 8th March, 2017 when they occupied the new premises.

42. CONSULTATION ON CHANGES TO POLICY FOR HOME TO SCHOOL TRANSPORT

Consideration was given to the report which sought approval to carry out consultation on the Home to School Transport Policy for Rotherham, including post-16 students and children with Special Educational Needs or Disability (SEND). A number of policy options were put forward for consultation including:-

- To develop and promote Independent Travel Training as a central service in Rotherham and apply it in particular at transitional stages (e.g. the Year 6 to Year 7 transfer).

- To consider whether to make transport support dependent on the parents/carers agreeing to an assessment of the young person's suitability for Independent Travel Training.
- To consider whether the Council should offer and promote alternative options to compliment transport arrangements, such as bicycle loans or grants, walking buses and bus passes.

It was proposed to report back to Cabinet with the results at the December, 2017 Cabinet Meeting as it was recognised that some children would not be suitable for some of the policy options, but this would be considered in full following the consultation period.

The Council was currently facing significant financial challenges as a consequence of Central Government's austerity measures and grant funding reductions. The Council's Financial Strategy required the identification of significant savings across the provision of services.

The report had been considered by the Overview and Scrutiny Management Board at its meeting on the 6th September, 2017 and the Chairman reported the Board were generally in support, but asked that any proposals for change to the policy be resubmitted back to the Board prior to its submission to Cabinet for decision.

Resolved:- (1) That approval be given to carry out a consultation on all aspects of home to school transport in Rotherham.

(2) That a further report be submitted to the Cabinet meeting in December 2017 detailing the outcome of the consultation exercise and presenting the recommended policy options for approval.

(3) That any proposals for change to the policy for Home to School Transport be submitted to the Overview and Scrutiny Management Board for consideration prior to submission of the report to the Cabinet for decision.

43. PLANNING SERVICE: PLANNING ENFORCEMENT PLAN

Consideration was given to the report which detailed the period of consultation on the draft Planning Enforcement Plan, which described the range of powers available to remedy breaches of planning control; how decisions would be made; and the details of the enforcement process.

The Plan set out how planning enforcement would be managed and when direct action could be taken to ensure that Councillors, officers, external agencies and the community have clear information about the process and the action that could be taken to resolve issues in relation to development.

This report, therefore, sought approval to adopt the plan.

Resolved:- That the Planning Enforcement Plan be approved and adopted.

44. ROTHERHAM TOWN CENTRE MASTERPLAN

Consideration was given to the report which detailed how a Masterplan had been produced for Rotherham Town Centre, which included viability and deliverability analysis, and an Implementation Plan to help to turn the vision and plans into reality. The Masterplan identified early delivery of redevelopment on Forge Island as an essential catalyst to wider regeneration.

This report sought the approval of Cabinet and Commissioners to adopt the recently completed Town Centre Masterplan. It also sought agreement to go out to the market to secure a development partner to redevelop Forge Island, which was identified in the Masterplan as a major component of a re-invigorated Town Centre offer and a catalyst for the regeneration of adjacent sites. The Masterplan's proposals for a major leisure destination were consistent with the Supplementary Planning Document which identifies Forge Island as a strategic development site and a variety of options moving forward were considered.

Cabinet Members welcomed the adoption of the Masterplan alongside the introduction of housing in the town centre.

Resolved:- (1) That the Rotherham Town Centre Masterplan be adopted.

(2) That the Council go out to the market to secure a development partner for Forge Island.

45. RIGHTS OF REPRESENTATION TO SHEFFIELD COUNTY COURT FOR MATTERS RELATING TO HOUSING POSSESSION CLAIMS

Consideration was given to the report which, following the restructure of the Housing Income and Financial Inclusion Team, which was approved by Cabinet in October, 2016, the legal representation for Housing Possession claims in the County Court would now be undertaken by employees in the Housing Income Team. This report, therefore, sought authorisation for the relevant officers to appear in appropriate cases on behalf of the Council in the County Court.

Resolved:- That the following officers be authorised under Section 60 of the County Courts Act 1984 to initiate, represent, defend or appear in proceedings on behalf of the Council in the County Court:-

- Specialist Income Recovery and Court Co-ordinator
- Court Officer
- Area Income Recovery Co-ordinators

46. UNLOCKING PROPERTY INVESTMENT - BEIGHTON LINK

Consideration was given to a report which detailed how the Council had analysed and compared a number of commercial property development opportunities in Rotherham for the potential to stimulate business growth and generate an investment return. This had identified a preferred deliverable option on a site owned by JF Finnegan at Beighton Link and the potential to improve the attractiveness of the project through regional investment funding.

This report recommended that the Council acquired the land and entered into a development agreement for JF Finnegan to construct business units, which on completion of construction the Council would own. The project would secure economic growth benefits and an investment return which would help support the Council's revenue budget.

It was proposed that the costs of this project were funded from the £5m Growth Fund, which was approved by Council on the 8th March, 2017, as part of the Council's Capital Strategy 2017-2022.

Resolved:- (1) That the Strategic Director of Regeneration and Environment be authorised to agree terms to acquire land at Old Colliery Way, Beighton Link, Rotherham and enter into a development agreement with JF Finnegan Ltd.

(2) That, subject to an assessment of the financial viability of the proposed final terms of the agreement with JF Finnegan and formal approval of the JESSICA funding bid, the funding for the purchase be taken from the £5m Growth Fund, which was approved as part of the Capital Strategy 2017-2022.

(3) That the Assistant Director of Legal Services be authorised to complete the necessary legal agreements.

(4) That, in order to allow the development to proceed, an exemption to standing orders under paragraph 43.2.4 be agreed.

47. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Consideration was given to the circulated report, the contents of which were included as part of the relevant items and the details included accordingly.

Summary Sheet

Committee Name and Date of Committee Meeting

Council – 18 October 2017

Report Title

Swinton Town Centre Redevelopment – Development Brief and Acquisition of Integral Site

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 of Regeneration and Environment

Report Author(s)

Louise Murray, Strategic Asset Manager
01709 254050 or louise.murray@rotherham.gov.uk

Ward(s) Affected

Swinton

Summary

Cabinet has been asked to consider a report in respect of proposals concerning the redevelopment of Swinton town centre. These proposals will be considered at the Cabinet and Commissioners' Decision Making Meeting on 16 October 2017. One of the recommendations within the report requires formal approval by Council to give effect to including the scheme in the Capital Programme. Whilst Cabinet has not made its recommendation at the time that the agenda for this meeting has been published, this report has been included to enable Council to expedite any recommendations arising from the Cabinet meeting, rather than waiting for the next Council meeting on 13 December 2017.

In the event of Cabinet making a recommendation in accordance with the proposals from officers, consideration and approval by Council must be given to the recommendation set out below. The report detailing the reasoning behind the recommendation is appended in order to provide Members with sufficient knowledge to agree the proposals.

Recommendations

That, subject to consideration by and the recommendation of Cabinet on 16 October 2017, Council be recommended to approve the acquisition of the integral site forming part of the redevelopment site on the basis outlined in Exempt Appendix E, subject to the agreement of satisfactory terms, and that this acquisition is added to the Council's Capital Programme 2017/18

List of Appendices Included

Appendix 1 - Report to Cabinet and Commissioners' Decision Making Meeting (16 October 2017) - Swinton Town Centre Redevelopment – Development brief and acquisition of integral site

Appendix A – Plan of Swinton development site.

Appendix B – Development Brief for Swinton.

Appendix C – Informative plans to be included in Development Brief pack.

Appendix D – Plan of site to be acquired – Exempt Addendum.

Appendix E – Exempt Addendum to report with details of owner of site to be acquired and proposed acquisition price.

Background Papers

Report to Cabinet and Commissioners' Decision Making Meeting (26 June 2017) - Demolition of Charnwood House, Swinton and inclusion in the capital programme

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Cabinet and Commissioners' Decision Making Meeting – 16 October 2017

Council Approval Required

Yes

Exempt from the Press and Public

An exemption is sought for Appendices D and E 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 the potential acquisition of land and negotiation strategy which could disadvantage the Council 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 this commercial information.

Summary Sheet

Committee Name and Date of Committee Meeting

Cabinet and Commissioner's Decision Making Meeting – 16 October 2017.

Report Title

Swinton Town Centre Redevelopment – Development Brief and Acquisition of Integral Site

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 of Regeneration and Environment.

Report Author

Louise Murray, Strategic Asset Manager, Asset Management.

Ward(s) Affected

Swinton

Executive Summary

This report asks that Cabinet approves the Development Brief for Swinton Town Centre and its proposed submission to developers and further, approves the acquisition of the integral site identified in Exempt Appendices D and E, subject to agreement of satisfactory terms, as part of the Council's Town Centres regeneration ambitions.

Recommendations

1. That the content of the Development Brief for Swinton Town Centre and the proposed submission to developers with a view to obtaining design submissions be approved.
2. That Council be recommended to approve the acquisition of the integral site forming part of the redevelopment site on the basis outlined in Exempt Appendix E, subject to the agreement of satisfactory terms, and that this acquisition is added to the Council's Capital Programme 2017/18.
3. That the Assistant Director for Planning, Regeneration and Transport be authorised to negotiate and agree the terms of the acquisition outlined in Appendix E.

4. That the Assistant Director of Legal Services be authorised to complete the necessary documentation relating to the acquisition of the integral site.

List of Appendices Included

Appendix A – Plan of Swinton development site.

Appendix B – Development Brief for Swinton.

Appendix C – Informative plans to be included in Development Brief pack.

Appendix D – Plan of site to be acquired – Exempt Addendum.

Appendix E – Exempt Addendum to report with details of owner of site to be acquired and proposed acquisition price.

Background Papers

Demolition of Charnwood House, Swinton and inclusion in the capital programme – 26 June 2017.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

An exemption is sought for Appendices D and E 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 the potential acquisition of land and negotiation strategy which could disadvantage the Council 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 this commercial information.

Swinton Town Centre Redevelopment – Development Brief and Acquisition of Integral site

1. Recommendations

- 1.1 That the content of the Development Brief for Swinton Town Centre and the proposed submission to developers with a view to obtaining design submissions be approved.
- 1.2 That Council be recommended to approve the acquisition of the integral site forming part of the redevelopment site on the basis outlined in Exempt Appendix E, subject to the agreement of satisfactory terms, and that this acquisition is added to the Council's Capital Programme 2017/18.
- 1.3 That the Assistant Director for Planning, Regeneration and Transport be authorised to negotiate and agree the terms of the acquisition outlined in Appendix E.
- 1.4 That the Assistant Director of Legal Services be authorised to complete the necessary documentation relating to the acquisition of the integral site.

2. Background

- 2.1 A report was considered at Overview and Scrutiny Management Board (OSMB) on 1 July 2016, outlining the proposals for the regeneration of Rotherham Town Centre. As part of the ensuing discussion, it was confirmed that town centres throughout the Borough were being considered for regeneration where opportunities could be identified and that details of each would be presented to Cabinet for consideration in due course. Swinton was confirmed at that meeting as a town centre which would be brought forward at an early stage due to a specific opportunity related to existing Council-owned land and buildings and an option to acquire an adjacent site from a public sector partner organisation. More lately, discussions have begun with regard to other potential Town Centres regeneration opportunities, for example, Wath.
- 2.2 The regeneration of Swinton Town Centre has been under consideration for some time. The proposal has been underpinned by a number of demolitions and this has resulted in a largely clear site which is ready to be redeveloped.
- 2.3 Certain public buildings are proposed to be retained as part of the development, namely the community centre, the parade of shops together with the residential accommodation above and also a library function, in some form, as part of the proposals. However, the main intended outcome of the development will be the delivery of new homes in a range of sizes and tenures.
- 2.4 More recently the site of the former Charnwood House has been included in the wider site with demolition planned to commence in late August 2017. The demolition was approved by Commissioner Kenny on 26 June 2017.

- 2.5 Only one part of the site is still to be acquired, and once this is complete the entire site will be within the Council's ownership. The combined site is shown edged in red on the attached plan at Appendix A.
- 2.6 A Development Brief has been prepared with the intention that this is provided to developers and design proposals requested. The Brief is attached at Appendix B. Additional informative plans, which will be included in the Development Brief pack, are attached at Appendix C.

3. Key Issues

- 3.1 The redevelopment of Swinton Town Centre by the Council, in partnership with a developer, will enable control of the nature and quality of the development to be retained, ensuring that all needs are met. The Development Brief also requires that any proposal allows for refurbishment of the shop parade, the community centre and the appropriate relocation of the library, providing public realm improvements within the overall cost envelope.
- 3.2 In addition, the Brief requests that developers approach the proposal with a focus on creativity and a view to providing a catalyst for further improvements in the area. It is expected that the redevelopment will be innovative in design and quality terms and that both the market and affordable homes provided will enhance the community further, creating a new customer base for existing businesses and increasing the viability of the Town Centre offer.

4. Options Considered and Recommended Proposal

Option 1

- 4.1 **The site to remain in its present state with no action or intervention** – the land assembly and associated demolition which has taken place at the location has been undertaken with the long term view that the site would either be sold on the open market or would be redeveloped by the Council in partnership. To leave the site in its present state would increasingly place a blight upon Swinton Town Centre, affecting its viability in the future and depressing surrounding property values.

Option 2

- 4.2 **Sale on the open market** - An analysis of this option is included in Exempt Appendix E.

Option 3

- 4.3 **Development through a potential Special Purpose Vehicle (SPV) for Housing and Regeneration** – exploration of the options in respect of the SPV is underway though if it is decided to proceed, its creation will take some time. The timescale therefore does not accord with the need to develop the site in the near future but, also, it is not considered that placing the site within the SPV will deliver any additional benefits.

Option 4

- 4.4 **Development of grant-funded affordable housing, rather than mixed tenure provision** – the development of a large number of affordable homes in Swinton Town Centre may be sustainable though the overall viability of the site will be diminished. In addition, the limiting of tenure provision will exclude those who wish to own their own home outright and therefore reduce community integration through a lack of tenure mix.

Option 5

- 4.5 **Submission of Development Brief to Developers together with the acquisition of the integral site** - this will allow the market to deliver a scheme which meets all requirements, ensuring viability but with the Council retaining control of the outputs, especially in terms of quality and design. The Brief requires that developers include 25% affordable provision in their proposals, ensuring that the eventual offer at the site meets all customer needs and that affordable provision is maximised. While the intention is to generate 25% affordable housing from the scheme this will be dependent on viability and there is the prospect of a lower percentage of affordable housing. This is the preferred option.

Acquisition

- 4.6 An analysis of the options for the **acquisition** is included in Exempt Appendix E.

5. Consultation

- 5.1 Consultation has taken place with local members. Soft market testing has also been undertaken with developers and architects.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Following approval, the Development Brief will be submitted to developers for consideration by the end of October 2017 with a return date of the end of December 2017. Options together with a recommended proposal will be placed before Cabinet in April 2018.

7. Finance and Procurement Implications

- 7.1 It is proposed that the acquisition of the integral site, as referred to in Paragraph 2.6 of the Exempt Appendix, be added to the Council's Capital Programme for 2017/18. Any financial implications arising from proposals, submitted following the issuing of the Development Brief, will be considered in the report that is timetabled to be taken to the Cabinet and Commissioners' Decision Making Meeting in April 2018.

- 7.2 The proposed recommendation to submit the Development Brief to developers will be undertaken in accordance with the Public Contract Regulations 2015 and the Council's own Contract Procedure Rules.

8. Legal Implications

- 8.1 There are no direct legal implications arising at this stage from the recommendations.

9. Human Resource Implications

- 9.1 There are no human resources implications arising from this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The proposal will provide a range of market and affordable housing options which are likely to enhance the lives of children, young people and vulnerable adults who access them.

11. Equalities and Human Rights Implications

- 11.1 There are no Equalities and Human Rights implications relevant to this report.

12. Implications for Partners and Other Directorates

- 12.1 The acquisition proposal will enable the owner to dispose of a surplus site, facilitating the redevelopment of a key site in the Borough.

13. Risks and Mitigation

- 13.1 There is a risk that the offering of the site to developers in the marketplace may not result in a suitable, viable proposal or indeed result in the submission of any proposals at all. If this happens the options above will be reconsidered and an alternative proposed way forward determined.
- 13.2 The successful proposal may not be viable if all public realm improvements are included though the position will not be known until submissions are received and assessed. If this is the case further consultation with local members will take place and the outcome will be fully referenced in any ensuing Cabinet reports.
- 13.3 Soft market testing in relation to the redevelopment of Swinton Town Centre has been undertaken with developers and architects and this has indicated that there appears to be demand for the site from the development market.

14. Accountable Officer(s)

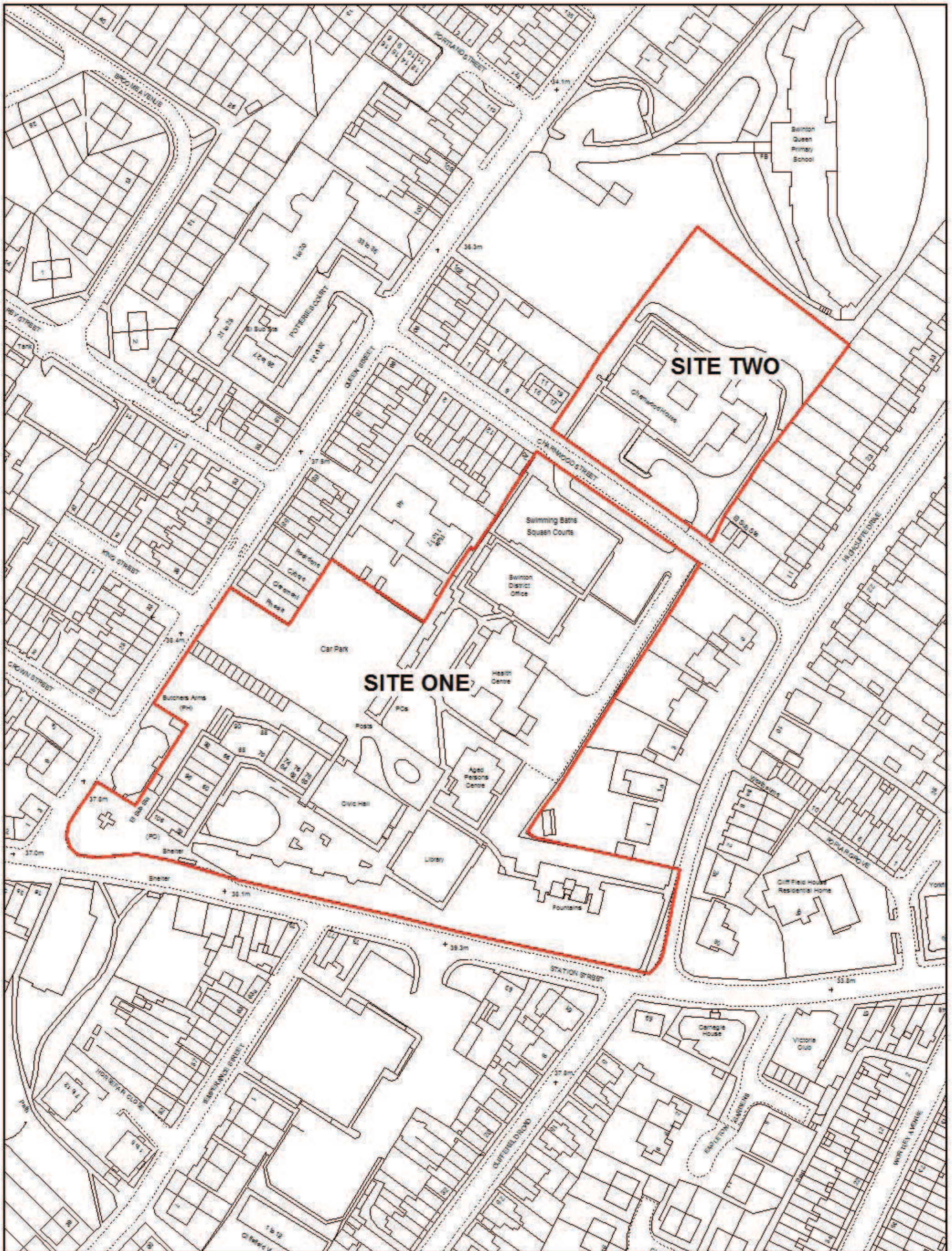
Damien Wilson – Strategic Director of Regeneration & Environment.
Paul Woodcock – Assistant Director of Planning, Regeneration & Transport
Paul Smith – Head of Asset Management
Louise Murray – Strategic Asset Manager

Approvals obtained on behalf of:-

| | Named Officer | Date |
|---|----------------------|-------------|
| Strategic Director of Finance & Customer Services | Graham Saxton | 29.09.2017 |
| Assistant Director of Legal Services | Dermot Pearson | 28.09.2017 |
| Head of Procurement (if appropriate) | Joanne Kirk | 28.09.2017 |
| Head of Human Resources (if appropriate) | John Crutchley | 28.09.2017 |

Report Author: Louise Murray, Strategic Asset Manager

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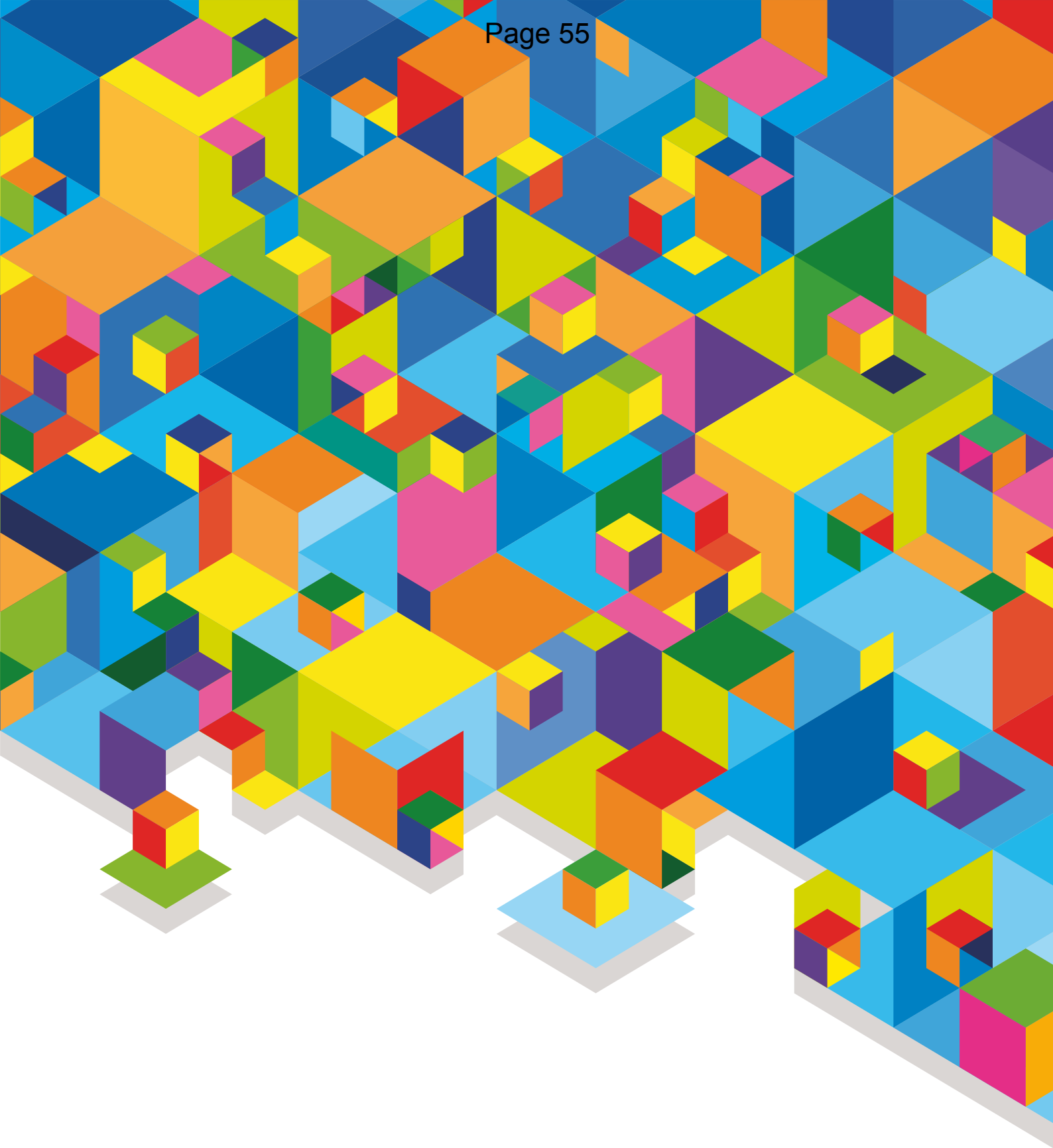
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SWINTON CIVIC CORE
SWINTON
ROTHERHAM

Rotherham MBC
Land Terrier, Estates
Riverside House, Main Street
ROTHERHAM S60 1AE





Swinton Town Centre **Redevelopment**

Development Brief

Introduction

Swinton is located five miles north-northeast of the large town of Rotherham with a history of deep coal-mining, glassmaking, canal barge-building, engineering and famous for the manufacture of ceramics of international importance. The town itself is situated on a hillside and is well served by the road and rail networks. The Sheffield and South Yorkshire Navigation canal also runs through the town and is used for the carrying of freight and pleasure craft.

It is expected that the redevelopment of the area identified in this brief will enhance the offer of the town centre to both Swinton residents and visitors, increasing the quality of the civic facilities, the impact of the public realm and also provide varied housing to suit the needs of a range of potential customers wishing to move home within the area or to set up home in Swinton for the first time.



The proposal

Rotherham Metropolitan Borough Council wishes to improve the vitality and viability of the town centre of Swinton, introducing additional residential accommodation in close proximity to the centre together with a civic and community offer complemented by an enhanced retail offer in the form of a limited number of new units and refurbishment of the existing parade.

So that all potential options can be explored, it has been decided to invite interested parties to present proposals which meet as far as possible the aims outlined in this brief. Though the proposals must ultimately prove to be viable, creativity is encouraged with a view to the redevelopment forming the catalyst for transformation in Swinton Town Centre. The overall site is extensive and the quality of design and materials used is expected to encourage a ripple effect of improvement in the vicinity.

Aims and objectives

As part of the wider vision of the redevelopment of the town centre, consideration should be given to how the following can be incorporated into any design. These will be key drivers in the assessment of the suitability and viability of submitted proposals though the provision of housing will be the priority:

Residential – all units should be to dimensions in accordance with the South Yorkshire Residential Design Guide (SYRDG) and provide a varied offer of accommodation, see below for more detail of the identified housing need in the area.

Different size retail units to complement those already in situ – the lack of sufficient retail units in the town centre of Swinton was identified in a previous 2009 study. An enhancement of the town centre shopping facilities is desired with a view to increasing overall footfall. Retail units to have separate residential accommodation above.

Parking – sufficient to serve the remastered town centre and the newly provided residential accommodation.

Public Realm and Landscaping to meet Planning requirements – please note the existing green space information below. A positive contribution to, and improvement of, the visual quality of the area. To create a revitalised public open space area.

Provision for a Library – of approximately 200 sq m plus ancillary office space of 20 sq m. It may be possible to move into the building to the rear of the existing library and this can be considered as an option.

Refurbishment of community centre/Civic Hall – to fit in with the overall redevelopment, to enhance the aesthetics of the scheme overall.

Refurbishment of the externals of the Council owned retail units – to fit in with the overall redevelopment of the Town Centre.

Apprenticeships and job creation – the development to act as a catalyst for the provision of apprenticeships and the creation of jobs in the local area.

A link to the SYDRG can be found below:
http://www.rotherham.gov.uk/corestrategyexamination/downloads/file/371/reb12_south_yorkshire_residential_design_guide_2011



Location and site description characteristics

The overall site is comprised of two sections, shown on the attached plan A edged red and identified as Site One and Site Two.

Site One comprises 5.38 acres/2.18 hectares and is constituted of a number of Council owned buildings, a car park and associated amenity and infrastructure that is currently operational. The former swimming pool, District Office and Health Centre identified on the plan have now been demolished. The area hatched in red houses a parade of Council-owned commercial lock-up shop units with residential Council flats above. The aim is that these are improved and retained.

Site Two extends to 1.535 acres/0.62 hectares and was the site of the former Charnwood House, a residential elderly person's home which has been decommissioned and is in the process of being demolished.

The total site lies at the heart of the settlement of Swinton and, since the early 1970s when it was an Urban District, has been occupied by functional civil and municipal buildings. Topographically, the site is flat. It lies alongside the main road affording good links to all areas of the Borough and beyond via roads and bus links and the nearby train station.



Neighbourhood

Swinton is a well-positioned site in the north of the Borough of Rotherham with direct bus links to all major local conurbations and a main-line train station with routes to Sheffield, Doncaster, York and Leeds.

It has a popular town centre and is well-served by a range of retail outlets and other facilities making it a desirable place to live. A number of the outlets sit around a small, well-used shopping precinct which forms part of the subject site.

Opportunities

To create a focal point through the innovative re-design of this key part of the town centre.

To improve the Conservation Area through the use of sympathetic but creative design and by the employment of materials which complement the personality of the town and its buildings.

To enhance the existing retail offer, making it sustainable for the future.

To meet the identified housing need in Swinton Town Centre.

To include an element of affordable housing in the scheme in accordance with the usual 25 % required by the Council under its Affordable Housing Policy. The Council to be granted an option to purchase the affordable housing element at a suitably discounted rate.



Constraints

Car park area:

The land which is presently used as a car park houses 98 designated car parking spaces and is subject to a reserved right of way – the approximate route of which is shown on Plan B.

Garage site:

There are 15 garages housed within a single block to the rear of the Commercial shop units/flats. Rights of Way reserved are shown on Plan C and access to these areas will need to be maintained in any proposal made,

Former Charnwood House:

There are various rights relating to access, drainage and utilities reserved to the benefit of the land.

Pool and Office Area – No sale, supply or distribution of intoxicating liquors. Also an easement has been granted along the edge of the former swimming pool site as shown on the attached plan D.

Utilities – As the land adjoins housing there may be utilities running through the site and this will need to be checked with the various authorities concerned.

Though the above rights and covenants affect the site at various points, it is not considered they will impact too adversely upon any design. However it is appreciated this will depend on the exact proposals and the Council will therefore be happy to discuss how any restrictions on design or proposal effected by them might be overcome.



Planning policy

The Planning service has confirmed that the site covers the Swinton civic centre area, the majority of which is part of the Swinton Conservation Area.

The allocated use of the land under the adopted Unitary Development Plan (UDP) includes retail use, a community facility, urban greenspace and residential use. The exact allocations are identified on Plan E, attached.

Housing site H49 estimates 50 units and housing site H50 estimates a further 20 units (Sites and Policies Annexe).

There is also an area of public open space along the Station Street frontage which includes a number of existing mature trees along with other planting and seating areas.

The Planning service has further confirmed that any future redevelopment proposal of the core site will be judged against the current development plan – the Core Strategy and the UDP. Regard will also need to be had of the proposed Rotherham Sites and Policies Document (RSPD) which is due to be adopted by the end of 2017.

The Conservation Team has indicated that the existing complex of civic and community buildings add little to the character of the conservation area. This redevelopment is expected to enhance the area appropriately.



Transportation issues

Vehicular access directly from Station Street should be avoided.

Parking provision, especially if less than currently available, must be confirmed as being enough to meet town centre needs in the future.

Planning would prefer parking to be within the site rather than on the frontage of the development.

There are no adopted highways within the curtilage of the site, as far as we are aware other than in the south eastern corner. This and the adopted highway identified alongside the site is shown shaded blue on the attached plan F.

Rights of Way/Prescriptive rights – there are no recorded definitive rights of way over the site

Design, materials and external appearance

The site lies within the Swinton Conservation Area and the Conservation Team has indicated that the redevelopment of the sites which form part of this brief presents an ideal opportunity to achieve a high standard of design, using materials which tie in with the surrounding area, and to a scale which enhances the existing offer.

Specification and suggested materials information should be submitted with the brief. The detail of this will be agreed at a later date.



Public open space, trees and landscape

The mature trees along the Station Street frontage and to the rear of the detached properties on Highcliffe Drive should be retained wherever possible as they provide a valuable and wholesale amenity within the Swinton Conservation Area.

Any removal will require a detailed tree survey and report, carried out in accordance with BS5837 Trees in Relation to Design, Demolition and Construction.

Drainage

The designer/developer will be expected to make their own enquiries in respect to drainage.

Housing density

There is a high demand for housing in the vicinity of the site and this includes a need for further family accommodation.

The Housing Needs Survey states a requirement for one and two bed apartments and two and three bed houses in the vicinity of Swinton Town Centre. There is also a requirement for four bedroom executive homes in this location.

Affordable housing

There will be a requirement for 25% affordable housing to be included in the development (in accordance with planning policy and subject to viability). This is in addition to any further Section 106 or Community Infrastructure Levy (CIL) liability in respect of the development.

Demand information from bids for current affordable accommodation shows that there is a particular need for two and three bedroom houses together with one and two bed bungalows. In addition, a limited number of four bedroom homes and one bedroom flats would be desirable.

Sustainable development

The residential properties will be expected to be built to current building regulations/Code for Sustainable Homes 3.

Demolition

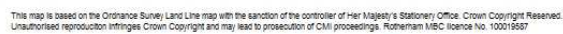
Demolition of the former Charnwood House (Site Two) will commence by mid-August 2017 and is expected to be completed by mid-October 2017. The site will be left in a developable condition and with confirmation that any contamination has been removed as part of the demolition process.

Demolition has taken place previously on Site One and all areas were made good by the demolition contractor in accordance with the contracts and declared free of contamination.

Caveats, noise and contamination

The designer/developer will be expected to make their own enquiries in respect of the potential impact of contamination at the site.

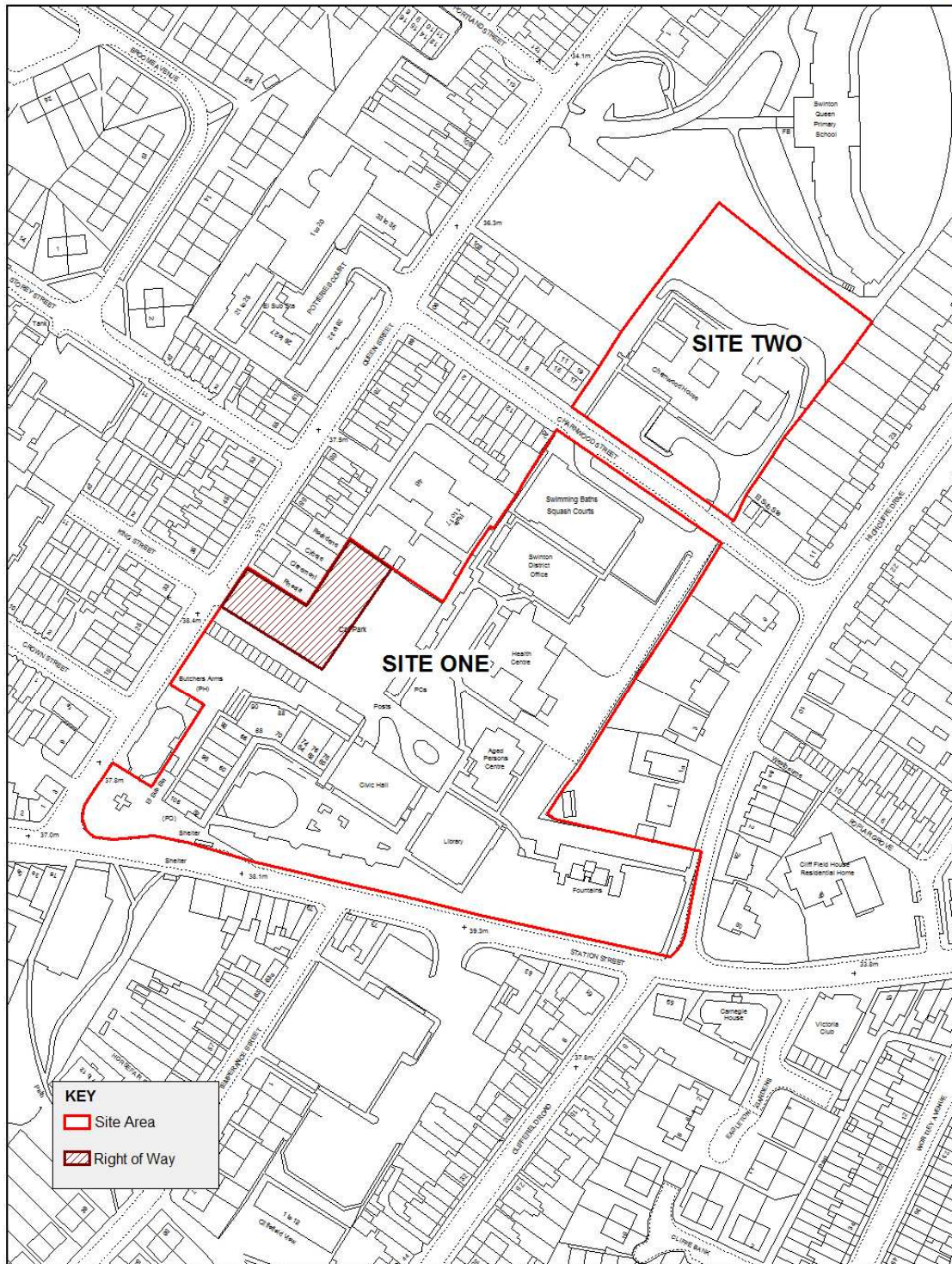




Rotherham MBC
Land Terrier, Estates
Riverside House, Main Street
ROTHERHAM S60 1AE



PLAN B



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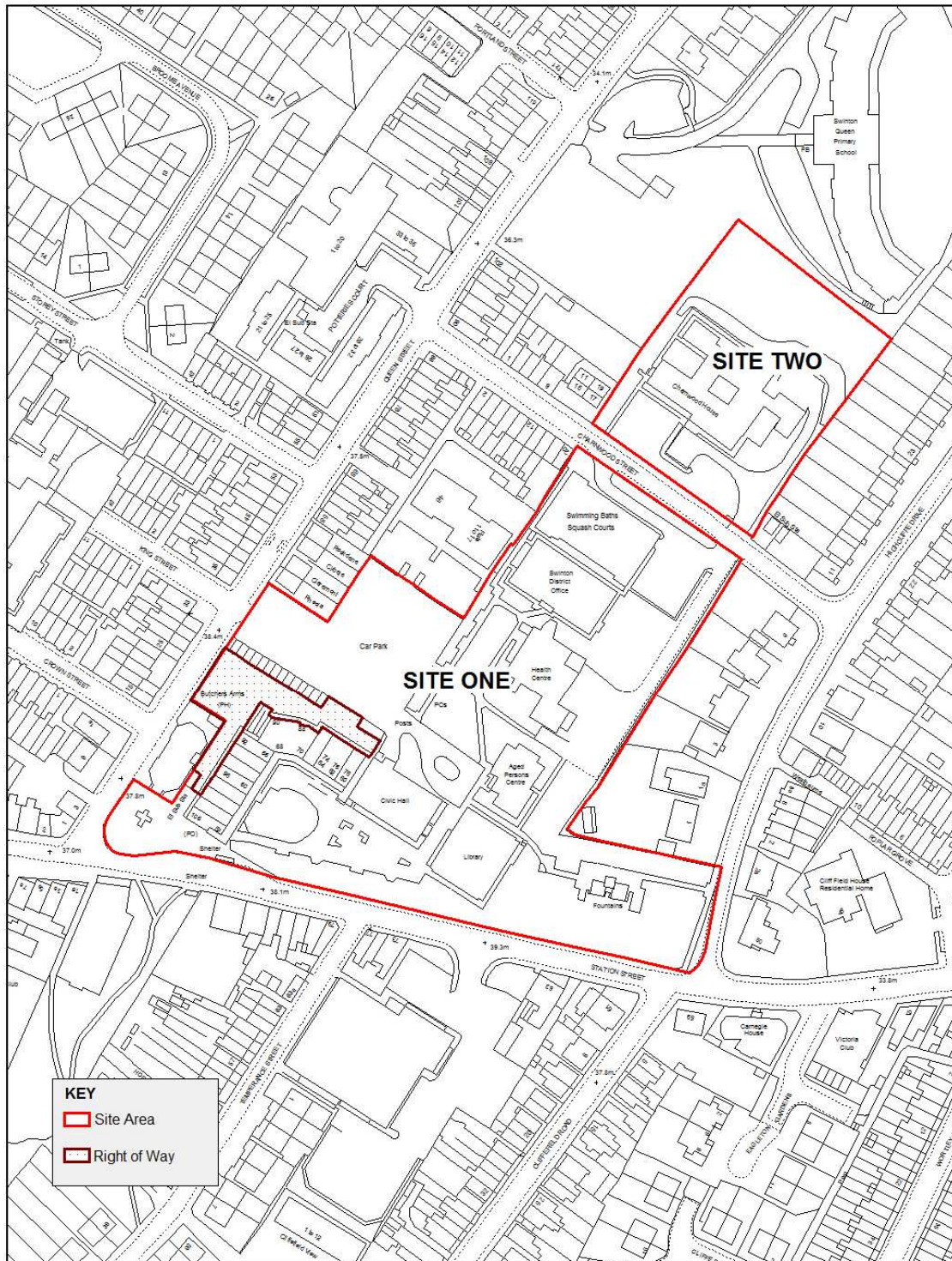
**SWINTON CIVIC CORE
SWINTON
ROTHERHAM**

Rotherham MBC
Estates Department
Riverside House, Main Street
ROTHERHAM S60 1AE



M:/Strategic Property/Angle/Swinton Civic Core. Wrk

PLAN C



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**SWINTON CIVIC CORE
SWINTON
ROTHERHAM**

Rotherham MBC
Estates Department
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ROTHERHAM S60 1AE

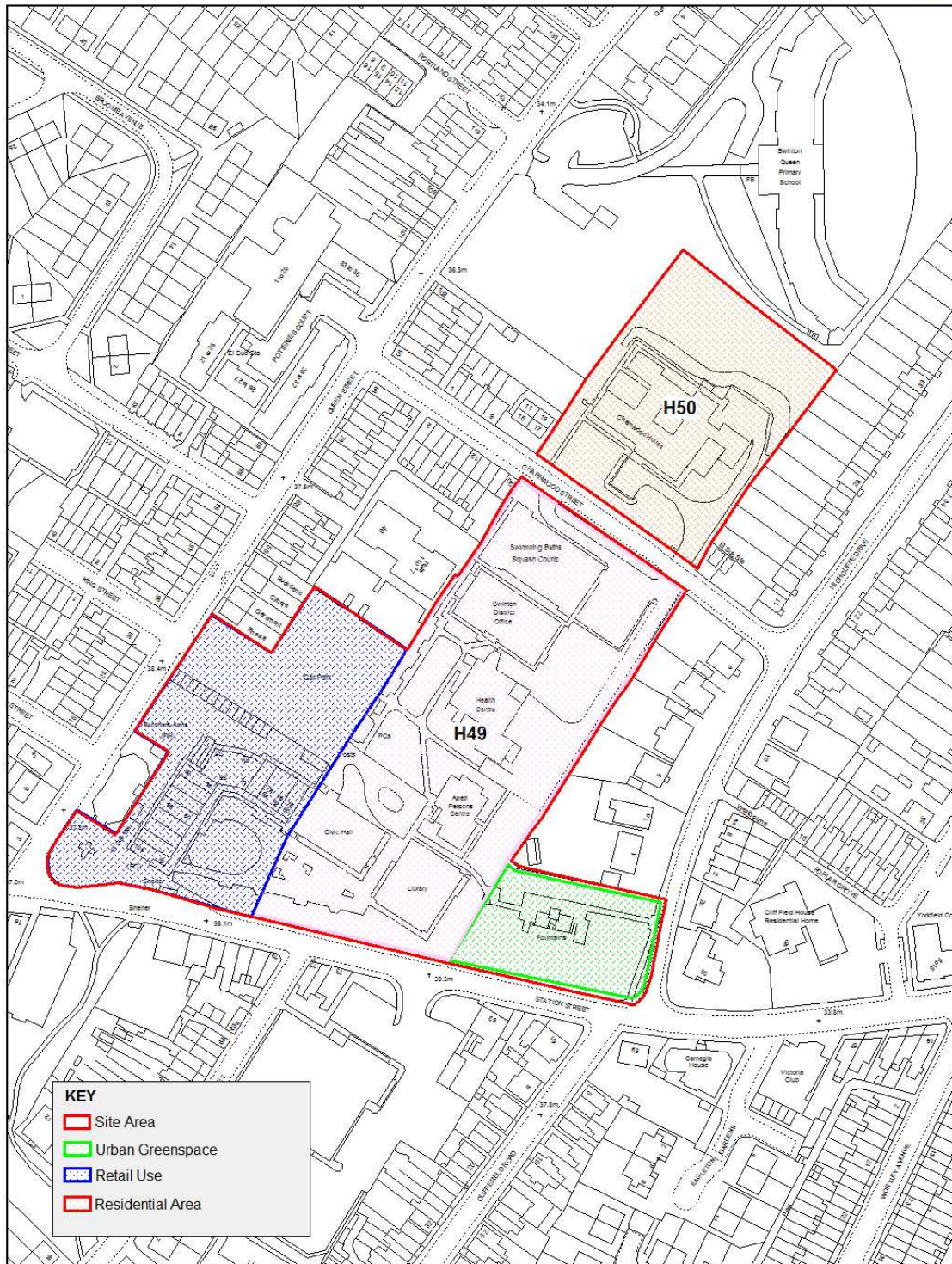


M:/Strategic Property/Angle/Swinton Civic Core. Wrk



M:/Strategic Property/Angie/Swinton Civic Core, Wrk

PLAN E



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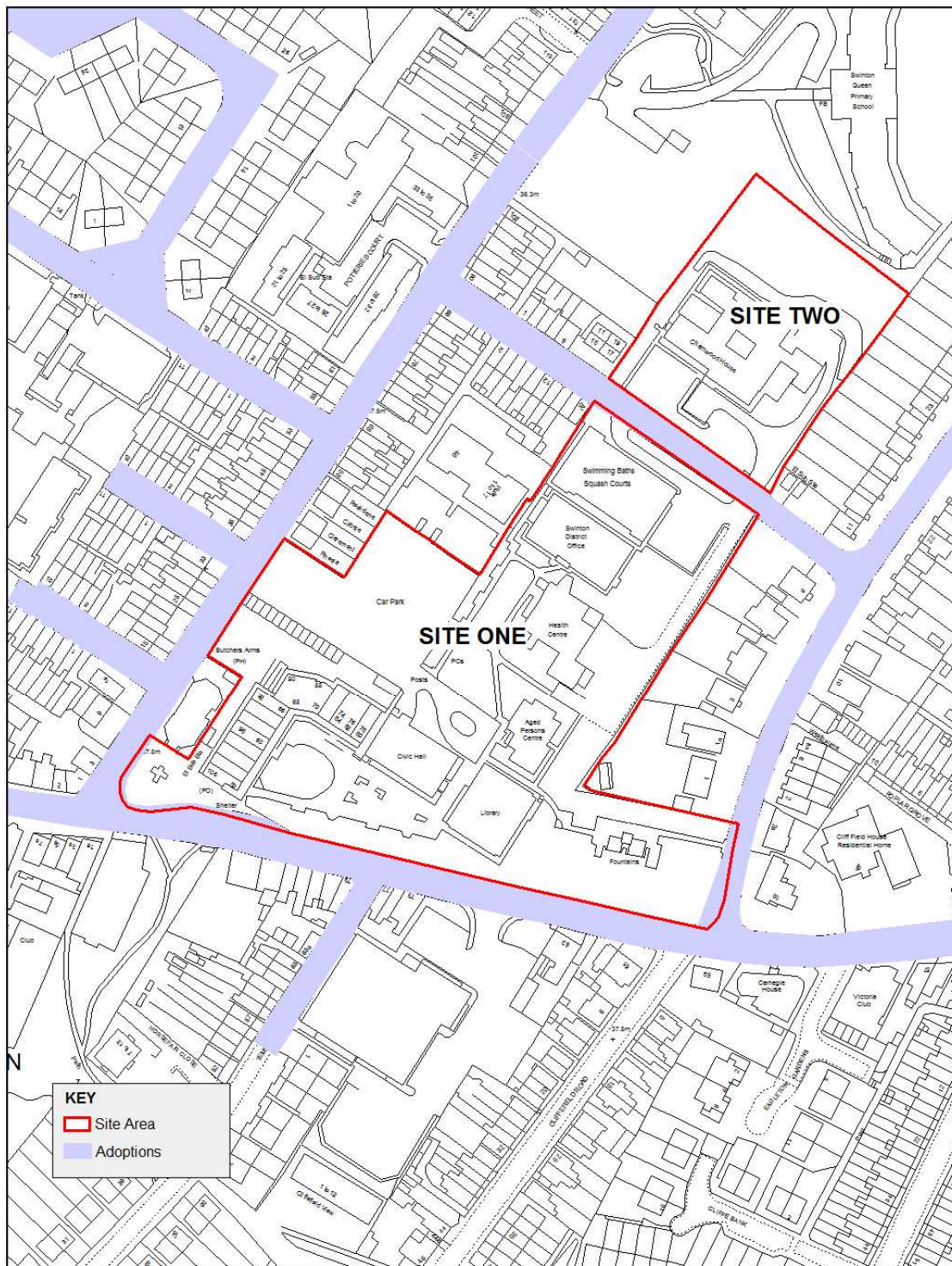
**SWINTON CIVIC CORE
SWINTON
ROTHERHAM**

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Estates Department
Riverside House, Main Street
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PLAN F



KEY
[Red Outline] Site Area
[Blue Shaded Area] Adoptions

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

Document is Restricted

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

Document is Restricted

Summary Sheet

Council – 18 October 2017

Title:

Review of Code of Conduct and Associated Procedures

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

No

Strategic Director Approving Submission of the Report

Judith Badger, Strategic Director of Finance and Customer Services

Report Authors

Dermot Pearson, Assistant Director of Legal Services and Monitoring Officer
01709 255768 or dermot.pearson@rotherham.gov.uk

Ward(s) Affected

All

Summary

At the Standards and Ethics Committee meeting on 29 June 2017, it was agreed to recommend the Council to approve a revised procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct within Rotherham Borough Council.

In order to give effect to the proposal from the Standards and Ethics Committee, consideration and approval by Council must be given to the recommendation set out below. The report detailing the reasoning behind the recommendation is appended in order to provide Members with sufficient knowledge to agree the proposals.

In making this recommendation to Council, Members should be aware of the provision at paragraph 36 of the procedure whereby the Complaints Hearing Sub-Committee will meet in public to consider the Monitoring Officer's report in respect of the complaint.

Recommendation

That the revised Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council be approved.

List of Appendices Included

- Appendix 1 Report to Standards and Ethics Committee – 29 June 2017 ‘Review of Code of Conduct and Associated Procedures (Procedure for Considering Complaints Alleging a Failure to Comply with the Members’ Code of Conduct within Rotherham Borough Council)’
- Appendix 2 Procedure for considering complaints alleging a failure to comply with the Members’ Code of Conduct within Rotherham Borough Council (as amended by Standards and Ethics Committee on 29 June 2017)

Background Papers

Minutes of the Standards and Ethics Committee – 29 June 2017

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Standards and Ethics Committee – 29 June and 2017

Council Approval Required

Yes

Exempt from the Press and Public

No

Summary Sheet

Standards and Ethics Committee Report

Standards and Ethics Committee – 29th June 2017

Title

Standards and Ethics Committee - Review of Code of Conduct and Associated Procedures (Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council)

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

No

Strategic Director Approving Submission of the Report

Judith Badger, Strategic Director of Finance and Customer Services

Report Author(s)

Sumera Shabir, Legal Services
Tel : 01709 823568

Stuart Fletcher, Legal Services
Tel : 01709 823523

Ward(s) Affected

All

Executive Summary

A report updating the Committee on the progress of the Standards and Ethics Committee Working Group, in its review of the Code of Conduct and associated procedures.

Recommendations

That the Committee

1. Notes the Working Group recommendation that the Code of Conduct remain the same; and
2. Approves with any suggested amendments the revised Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council.

List of Appendices Included

Appendix 1 - Revised Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

Yes

Exempt from the Press and Public

No

Title

Standards and Ethics Committee – Review of the Code of Conduct and Revised Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council

1. Recommendations

1.1 That the Committee:

1. Notes the Working Group recommendation that the Code of Conduct remain the same; and
2. approves with any suggested amendments the revised Procedure for Considering Complaints Alleging a Failure to Comply with the Members' Code of Conduct within Rotherham Borough Council.

2. Background

- 2.1 At the meeting of the Standards and Ethics Committee on 12th January 2017, a Working Group was established to review the Council's Code of Conduct and associated procedures.
- 2.2 Meetings of the Working Group took place on 31st January, 6th March and 7th April 2017 and between officer and the Independent Person on 23rd March 2017. At those meetings, the Council's current Code of Conduct was considered along with the procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct. Other versions of such a procedure were also considered as they were felt to provide a more efficient procedure for dealing with such complaints.
- 2.3 It was felt appropriate following consultation with former Lead Commissioner Sir Derek Myers that the Code of Conduct having recently been reviewed should remain in its current form.
- 2.4 The final draft Procedure is at Appendix 1.

3. Key Issues

- 3.1 The key issues are that the revised procedure is now more efficient and easier to use.

4. Options considered and recommended proposal

- 4.1 Recommendations are set out above.

5. Consultation

- 5.1 Any recommendations made by the Standards and Ethics Committee would need to be approved by full Council.

6. Timetable and Accountability for Implementing this Decision

6.1 None at this stage

7. Financial and Procurement Implications

7.1 None

8. Legal Implications

8.1 The Council and the Standards and Ethics Committee have a statutory duty to maintain and promote ethical standards. Pursuant to the Localism Act 2011, the Council is required to adopt an appropriate Code of Conduct and arrangements for the investigation of allegations of breach of the Code of Conduct.

9. Human Resources Implications

9.1 None

10. Implications for Children and Young People and Vulnerable Adults

10.1 None

11. Equalities and Human Rights Implications

11.1 None

12. Implications for Partners and Other Directorates

12.1 None

13. Risks and Mitigation

13.1 None

14. Accountable Officer(s)

Dermot Pearson, Monitoring Officer and Assistant Director of Legal Services

Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct within Rotherham Borough Council

Introduction

1. This procedure should be used to deal with complaints submitted under the Members' Code of Conduct adopted by Rotherham Borough Council and the Parish and Town Councils in the Borough.
2. This procedure will only be engaged either in the absence of or cessation of additional criminal proceedings or other legal proceedings in respect of the same substantive matter. Any such decisions will be at the discretion of the Monitoring Officer.
3. The Members' Code of Conduct applies to elected Members and voting co-opted members when they are acting in that capacity. Complaints which relate to a failure to comply with the rules about 'Disclosable Pecuniary Interests' may (at the discretion of the Monitoring Officer) be immediately directed to South Yorkshire Police for their consideration. Complaints about a potential breach of the general obligations should be submitted to the Monitoring Officer for consideration.
4. A copy of Rotherham Council's Code of Conduct can be downloaded from the Council's website by accessing 'Code of Conduct for Members' at:
[http://www.rotherham.gov.uk/downloads/file/293/appendix_6 -
code of conduct for members and co-opted members - january 2017](http://www.rotherham.gov.uk/downloads/file/293/appendix_6_-_code_of_conduct_for_members_and_co-opted_members_-_january_2017)
 or is available upon request from the Monitoring Officer. Parish and Town Councils are also required to adopt a Code of Conduct. Copies of a Parish or Town Council's Code of Conduct can be inspected by contacting the respective Parish Clerk. A list of contact details for Parish/Town Councils can be accessed via Rotherham Council's website at:
[http://www.rotherham.gov.uk/info/200033/councillors democracy and elections/467/see local elected representatives/4](http://www.rotherham.gov.uk/info/200033/councillors_democracy_and_elections/467/see_local_elected_representatives/4)
 Alternatively, Democratic Services may be contacted on: tel. 01709 822477.
5. In order to ensure that the Council has all the information it needs to be able to process the complaint, the Complainant should complete the complaint form, which can be accessed from the Council's website via this link:
https://www.rotherham.gov.uk/forms/form/333/en/complain_about_a_councillor
 Alternatively, a copy of the complaint form can be requested from the Legal Department - Tel. 01709 254437 or jillian.dimbleby@rotherham.gov.uk.

6. The Monitoring Officer is a senior officer of the Council who has statutory responsibility for maintaining the register of Members' interests and who is responsible for administering the system in respect of complaints of Member misconduct.
7. The Monitoring Officer may nominate another officer of suitable experience and seniority to carry out any of the functions listed in this procedure.
8. Complaints will not normally be processed under either stage 1 or stage 2 of this procedure during the statutory election period for local elections or by-elections with the exception of any matter which requires referral to the Police such as complaints regarding Disclosable Pecuniary Interests.
9. The Independent Persons are people who have been appointed under the Localism Act 2011, by the Council. The Independent Person must be consulted and have their views taken into account before the Council makes a finding as to whether a Member has failed to comply with the Code of Conduct or decides on action to be taken in respect of that Member. The views of the Independent Person may also be sought at any other stages of the complaints process, or by a Member, Co-opted Member or Parish and Town Council Member against whom an allegation has been made.
10. The Independent Persons do not represent and are not advisors to the Councillor who is the subject of the complaint, but they can assist in providing factual information on the complaints process. The Independent Person must remain completely impartial and objective and cannot take sides. Their role is to assess complaints and form a view on them. There is no right for the complainant to seek the views of the Independent Person and no such contact will be permitted. The complainant can however be given advice by the Monitoring Officer.

Stage 1 - Initial assessment by the Monitoring Officer

11. Complaints should be submitted in writing using the complaint form (as mentioned above), must provide substantiated information, and should outline what form of resolution the complainant is seeking, such as an apology or explanation. Otherwise the Monitoring Officer should ask the complainant to resubmit their complaint. The complainant should use the correct complaints form to submit their complaint, but other written complaints may be accepted so long as they contain the relevant information.
12. When sufficient information has been provided, preferably on the complaint form, the Monitoring Officer will consider the complaint and make a decision within 5 working days as to the validity of the Complaint. The Monitoring Officer will communicate to the complainant the decision as to whether the complaint is to be treated as a valid complaint or not.
13. Whilst not an exhaustive list, the following types of complaint are likely to be considered as 'valid complaints' under this procedure (provided the conduct occurred while the Member complained about was in Office):

- a. Failing to treat others with respect
 - b. Bullying any person
 - c. Intimidating any person involved in an investigation or proceedings about someone's misconduct
 - d. Doing something to prevent those who work for the Council from being unbiased
 - e. Failing to respect the confidentiality of information received as a Member
 - f. Damaging the reputation of the Member's authority or office
 - g. Using their position as a Member improperly, to their own or someone else's advantage or disadvantage
 - h. Misuse of public resources
 - i. Failure to register Disclosable Pecuniary Interests, as defined in the Code of Conduct for Members
 - j. Failure to declare Disclosable Pecuniary Interests at a meeting (if not already on the Member's Register of Interests) or other interests at meetings
 - k. Failure to notify the Monitoring Officer of any gifts or hospitality received in their role as a Member, worth over £50.
14. The complaint must relate to conduct that occurred when the named Member was acting in his/her official capacity or for Parish Councillors, at any official Parish Council meeting). For example, the Council's Code of Conduct only applies to Councillors in the following circumstances:-
- a. at meetings of the Council, its Committees and Sub-Committees and its Cabinet
 - b. when acting as a representative of the authority
 - c. in taking any decision as a Cabinet member or Ward Councillor
 - d. in discharging their functions as a Ward Councillor
 - e. at briefing meetings with Officers
 - f. at site visits
 - g. when corresponding with the Council other than in a private capacity.
15. The following types of complaint will not be considered as 'valid complaints' at the discretion of the Monitoring Officer) under this procedure
- a. Complaints which are submitted anonymously (though the Monitoring Officer reserves the right to investigate if he/she thinks appropriate);
 - b. Complaints which do not identify a subject Member;
 - c. Complaints which relate to a Member's personal or private life;

- d. Complaints concerning a failure to respond to a request from a constituent or other individual;
 - e. Complaints which relate to the alleged actions of employees of the Council or non-voting co-opted members;
 - f. Complaints which relate to dissatisfaction with a Council decision or service, relating to an employee or a Committee;
 - g. Complaints which relate to a person who is no longer a Member of the Council or which refer to alleged incidents before the person became a Member of the Council, or after they have resigned or otherwise ceased to be a Member.
 - h. Complaints which refer to alleged incidents which happened so long ago that there would be little benefit in taking action now;
 - i. Complaints regarding substantially similar alleged behaviour which has already been the subject of an investigation or enquiry or some form of action.
 - j. Complaints which relate to conduct which is alleged to have taken place more than **3 months** prior to the submission of the complaint, unless there exceptional circumstances to justify the later submission of the complaint.
 - k. Complaints which are considered malicious, vexatious, politically motivated, tit-for-tat or not sufficiently serious to warrant further action.
16. If the Monitoring Officer receives a number of complaints from different complainants about the same matter, he/she will endeavour to deal with these in a manner that is a practical use of time and resources.
17. Complaints which relate to an alleged failure to comply with the rules regarding Disclosable Pecuniary Interests may be referred to South Yorkshire Police for investigation. If the Police determine not to take any action in response to the allegation, then the Monitoring Officer will consider whether it is appropriate for the complaint to be considered under this complaints procedure.
18. Complaints which contain a request for the complainant's identity to be withheld may be considered to be 'valid complaints', although the complainant's identity will only be withheld in exceptional circumstances. If the Monitoring Officer does not consider it appropriate to withhold the complainant's identity, the complainant will be given the opportunity to withdraw their complaint before it proceeds to the next stage.
- Anonymous complaints which reveal potential fraud or corruption will be referred to Internal Audit for consideration under the Council's adopted Whistleblowing Policy.
19. In all cases where the complaint names a Member of a relevant authority, the Member will be notified of the complaint. If the Monitoring Officer decides that the complaint is 'invalid', this notification is made for information purposes only.

20. If the complaint relates to an employee or is a service related issue, the Monitoring Officer will refer the complaint to the relevant service in order for them to respond to the complainant directly.
21. In any case where the Monitoring Officer decides that the complaint is 'invalid' **within 5 working days**, they will write to the complainant explaining why their complaint cannot be dealt with under this procedure. There is no appeal process for decisions taken by the Monitoring Officer at this stage.

Stage 2 - Informal Resolution

22. If, following initial assessment, the Monitoring Officer decides that the complaint should be treated as a 'valid complaint' they will write to the complainant **within 5 working days** and explain that the matter is to be referred to the subject Member for them to provide a response to the complaint
23. At the same time the Monitoring Officer will refer the matter to the subject Member for their consideration. In this correspondence the Monitoring Officer will provide the subject Member with a reasonable timescale within which to respond to the complaint (usually this will be **within 10 working days**, unless there is good reason for an extension to this timescale), and will provide the subject Member with the contact details for the Independent Person. See paragraph 10 above on the role of the Independent Person. A different Independent Person will then advise the Standards and Ethics Committee; if subsequently required.
24. In the case of a Parish or Town Council, a copy of the complaint will also be sent to the Clerk of the Council.
25. The subject Member will be asked to consider whether he/she is prepared to agree to or propose an informal resolution of the complaint to be communicated to the complainant. The Monitoring Officer will determine if a matter has been informally resolved.
26. Whilst not an exhaustive list, types of informal resolution might include:
 - a. An explanation by the subject Member of the circumstances surrounding the complaint;
 - b. An apology from the subject Member;
 - c. An agreement from the subject Member to attend relevant training or to take part in a mentoring process;
 - d. An agreement from the subject Member to engage in a process of mediation or conciliation between the subject Member and the complainant; or
 - e. Any other action capable of resolving the complaint.

27. Before deciding upon a course of action the subject Member may seek guidance from a Group Whip, the Independent Person, and/or the Monitoring Officer.
28. The Independent Person is available to the subject Member to give them advice on the severity of the complaint and what form of resolution they would consider appropriate. Providing such guidance will not prevent a different Independent Person from giving a view to the Standards and Ethics Committee about the complaint at a later stage.
29. **Within 5 working days** of the receipt of the Member's response, the Monitoring Officer will provide the complainant with the response and any proposals for resolution of the complaint received and ascertain whether the complainant is able to agree with any proposals.
30. Once the Monitoring Officer has received details of the complainant's position regarding the response from the subject Member he/she will determine whether the subject Member has appropriately addressed matters which have been raised by the complainant.
31. The Monitoring Officer (in consultation with the Independent Person), will consider whether the complaint is malicious, vexatious, politically motivated, tit-for-tat or not sufficiently serious to warrant further action (taking into account factors identified in paragraph 15 above). If they consider that is the case then no further action will be taken.
32. Where the subject Member has agreed to an informal resolution, provided the Monitoring Officer is satisfied with the outcome, there will be no further action taken in respect of the complaint and the Monitoring Officer will notify both the complainant and the subject Member of this decision.
33. Where it has not been possible to informally resolve matters, the complaint may be referred to a Sub-Committee of the Standards and Ethics Committee ('the Hearing Sub-Committee') for consideration. The Monitoring Officer will notify both the complainant and the subject Member of his/her decision. After considering all other aspects, the Monitoring Officer may decide not to take any action.
34. There will be no appeal process for decisions taken by the Monitoring Officer and at this stage.

Stage 3 – Standards and Ethics Committee: Hearing Sub-Committee

35. The Monitoring Officer will prepare a report for consideration by the Complaints Hearing Sub – Committee. This report will include all appropriate information (such as minutes of meetings or Clerk's notes), a summary of the complaint and the efforts made to resolve the matter informally.
36. The Monitoring Officer must arrange for a meeting of the Hearing Sub-Committee to be convened to consider the Monitoring Officer's report of the

complaint. The Hearing Sub–Committee will consider the Monitoring Officer’s report in public (unless there are exceptional/extenuating circumstances – in the opinion of the Monitoring Officer - justifying a private session) but the outcome of their deliberations will be reported to the next meeting of the Standards and Ethics Committee in public.

37. The Sub-Committee will be made up of five Members of the Standards and Ethics Committee, one of whom must be from the same political group as the subject Member (wherever possible), one from a different political group , one Parish Councillor and two independent members. The Chair will be elected from the independent members at the beginning of the meeting.
38. The following people will also be invited to attend the Hearing Sub–Committee meeting:
 - a. The complainant;
 - b. The subject Member and/or their representative;
 - c. Any relevant witnesses.
39. The Monitoring Officer or his representative will also attend the meeting in order to present their report and advise the panel.
40. After initial consideration of the Monitoring Officer’s report, the Hearing Sub–Committee will take statements from the following parties (either in person or in written form if the person is unable to attend the meeting):
 - a. The complainant;
 - b. The subject Member;
 - c. Any relevant witnesses.
41. The Hearing Sub-Committee may also ask questions of anyone present at the meeting in order to reach a conclusion on the complaint.
42. Before reaching a final decision, on the complaint, the Hearing Sub-Committee must seek, and take account of, the view of the Independent Person in relation to the complaint.
43. Once the Hearing Sub-Committee is satisfied with the information before it, it must decide the following issues:
 - a. Whether the subject Member has failed to comply with the Members’ Code of Conduct;
 - b. Whether further action is warranted; and
 - c. What form of action might be appropriate.
44. For Parish or Town Councillor complaints:
the Hearing Sub-Committee will only make a decision regarding whether the subject Member has failed to comply with the relevant Members’ Code of

Conduct. This decision, and the recommendation or sanctions and reasons for it, will be communicated to the relevant Parish or Town Council in order for it to make a decision as to whether further action is warranted and what form of action would be appropriate.

Any decision will then be reported back to the Standards and Ethics Committee.

45. For Borough Councillors complaints:
if the Hearing Sub-Committee concludes that, on the balance of probabilities, the subject Member did not fail to comply with the Members' Code of Conduct, this will conclude the complaints process. In such cases no further action will be taken in respect of the complaint, although the Hearing Sub-Committee may still wish to consider making a recommendation to the Council with a view to promoting and maintaining high standards of conduct in general. Such recommendations may include proposed changes to internal procedures and practices or training for Members in general.
46. If the Hearing Sub-Committee concludes that, on the balance of probabilities, the subject Member has failed to comply with the Members' Code of Conduct, the Hearing Sub-Committee must go on to consider whether action should be decided in respect of the subject Member, and what form of action might be appropriate.
47. The Council has delegated to the Standards and Ethics Committee and its Sub-Committee such of its powers to take action in respect of individual Councillors as may be necessary to promote and maintain high standards of conduct. Accordingly, the Hearing Sub-Committee may choose to apply any of the following sanctions:-
- (1) Censure or reprimand the Councillor
 - (2) Publish its findings in respect of the Councillor's conduct ;
 - (3) Report its findings to Council [or to the respective Parish/Town Council if appropriate], for information;
 - (4) Recommend to the Councillor's Group Leader (or in the case of ungrouped Councillors, recommend to Council or to Committees) that he/she be removed from any or all Committees or Sub-Committees of the Council;
 - (5) Recommend that the Councillor be removed from the Cabinet, or be removed from particular Portfolio responsibilities;
 - (6) Instruct the Monitoring Officer to *[or recommend that the Parish/Town Council]* arrange training for the Councillor;
 - (7) Remove *[or recommend to the Parish/Town Council that it removes]* the Councillor from all outside appointments to which he/she has been appointed or nominated by the Council *[or by the Parish/Town Council]*;
 - (8) Withdraw *[or recommend to the Parish/Town Council that it withdraws]* facilities provided to the Councillor by the Council, such as a computer, website and/or email and Internet access; or

- (9) Exclude *[or recommend that the Parish Council exclude]* the Councillor from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings.

At the time of imposition, appropriate time limits will be imposed.

The Hearings Sub-Committee has no power to suspend or disqualify the Councillor or to withdraw Members' or Special Responsibility Allowances.

48. The Hearing Sub-Committee may also make general recommendations to the authority with a view to promoting and maintaining high standards of conduct within the authority. As stated above, such recommendations may include proposed changes to internal procedures and practices or training for Members in general. The Monitoring Officer will be responsible for communicating such recommendations to the relevant Committee or officer for consideration.
49. As soon as reasonably practicable thereafter and **within 10 working days**, the Monitoring Officer shall prepare a formal decision notice in consultation with the Chair of the Hearing Sub-Committee and the Independent Person, and send a copy to the complainant, the subject member (Councillor) and the Parish Clerk (if appropriate). The decision notice will be made available for public inspection on the Council's website and the outcome of the hearing will also be reported to the next available meeting of the Standards and Ethics Committee.
50. There is no right of appeal for the complainant or for the subject member (Councillor) against a decision of either the Monitoring Officer or any Hearing Sub-Committee.
51. The complainant may however refer the complaint to the Ombudsman, in respect of any procedural matters.

Summary Sheet

Name of Committee and Date of Committee Meeting

Council – 18 October 2017

Report Title:

Authorisation of officers to represent the Council in Magistrates Court Proceedings and the Delegation of the power to authorise officers to the Assistant Director of Legal Services

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

No

Strategic Director Approving Submission of the Report

Judith Badger, Strategic Director Finance & Customer Services

Report Author(s)

Robert Cutts - Service & Development Manager – Revenues, Benefits & Payments

Ward(s) Affected

All

Executive Summary

This report seeks authorisation from the Council under section 223 of the Local Government Act 1972, for two newly recruited Technical Officers to the Council's Account Management Team to appear in the Magistrates' Court on behalf of the Council.

In order to efficiently deal with similar issues in the future and avoid delay, the report also seeks delegation to the Assistant Director of Legal Services to authorise officers to appear in the Magistrates' Court on behalf of the Council in the future.

Recommendations:

1. That Sean Beesley and Martin Selman be authorised under section 223 of the Local Government Act 1972 to prosecute, defend or appear in proceedings on behalf of the Council in the Magistrates' Court.
2. That the power to authorise Council officers under section 223 of the Local Government Act 1972 to prosecute, defend or appear in proceedings on behalf of the Council be delegated to the Assistant Director of Legal Services.

List of Appendices Included

None

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Authorisation of officers to represent the Council in Magistrates Court Proceedings and the Delegation of the power to authorise officers to the Assistant Director of Legal Services

1. Recommendations

- 1.1 That Sean Beesley and Martin Selman be authorised under section 223 of the Local Government Act 1972 to prosecute, defend or appear in proceedings on behalf of the Council in the Magistrates' Court.
- 1.2 That the power to authorise Council officers under section 223 of the Local Government Act 1972 to prosecute, defend or appear in proceedings on behalf of the Council be delegated to the Assistant Director of Legal Services.

2. Background

- 2.1 The Council's Account Management Team is responsible for seeking recovery of Council Tax and Business Rates arrears. The team includes Technical Officers whose role incorporates representing the Council in the Magistrates' Court to conduct applications for liability orders and committal to prison as part of the arrears recovery process.
- 2.2 Whereas only certain qualified legal persons, such as solicitors and barristers, normally have a right of audience before a Magistrates' Court, a Local Authority has the power under section 223 of the Local Government Act 1972, to authorise officers to appear on its behalf to prosecute, defend and conduct proceedings in the Magistrates' Court.

3. Key Issues

- 3.1 The Council's Account Management Team has recently recruited Sean Beesley and Martin Selman to the post of Technical Officer. In order for them to fulfil all their duties they require authorisation from the Council under section 223 of the Local Government Act 1972, to appear on its behalf to prosecute, defend and conduct proceedings in the Magistrates' Court.
- 3.2 In order to deal with similar authorisations in the future and to avoid delay, this report also seeks delegation to the Assistant Director of Legal Services to authorise officers to appear in the Magistrates' Court on behalf of the Council in the future.

4. Options considered and recommended proposal

- 4.1 The officers concerned cannot lawfully appear in the Magistrates' Court on behalf of the Council without proper authorisation. Therefore, the recommended proposal is that Sean Beesley and Martin Selman be authorised by the Council to appear on its behalf to prosecute, defend and conduct proceedings in the Magistrates' Court.

5. Consultation

- 5.1 The recommendations have been considered by the relevant Cabinet Member who is supportive of both.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Assuming the proposed recommendation is passed by the Council, at that stage the officers concerned will have completed all necessary training and it is intended that they will start to appear in the Magistrates' Court on behalf of the Council at the next scheduled court hearing.

7. Financial and Procurement Implications

- 7.1 There are no financial or procurement implications as a result of the proposed recommendation which could be implemented within existing budgets.

8. Legal Implications

- 8.1 Section 223 of the Local Government Act 1972 gives the Local Authority the power to authorise its officers to prosecute, defend and conduct the proceedings on its behalf before the Magistrates' Court. This power is currently exercisable by Council but can be delegated to an officer.

9. Human Resources Implications

- 9.1 No direct implications from this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 No direct implications from this report.

11. Equalities and Human Rights Implications

- 11.1 No direct implications from this report.

12. Implications for Partners and Other Directorates

- 12.1 No direct implications from this report.

13. Risks and Mitigation

- 13.1 The passing of the recommended resolution will ensure that all proceedings conducted by Technical Officers in the Magistrates' Court will be lawful.

14. Accountable Officer(s)

Graham Saxton, Assistant Director of Financial Services

Dermot Pearson, Assistant Director of Legal Services

Approvals obtained on behalf of:-

| | Named Officer | Date |
|---|----------------------|-------------|
| Strategic Director of Finance & Customer Services | Graham Saxton | |
| Assistant Director of Legal Services | Dermot Pearson | 10/10/2017 |
| Head of Procurement (if appropriate) | N/A | |
| Head of Human Resources (if appropriate) | N/A | |

Report Author – Rob Cutts, Service & Development Manager – Revenues, Benefits & Payments



Overview and Scrutiny Update



June - September 2017

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
- ◆ Urgent and Emergency Care Centre
- ◆ Carers Strategy (*with ILSC*)
- ◆ Accountable Care System 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 and Allocations/Adaptations
- ◆ Tenant Involvement
- ◆ Implementation of Neighbourhood Working
- ◆ Housing Revenue Account - 30 year Business Plan
- ◆ Cultural Strategy
- ◆ Financial Inclusion Plan - Council Tenants
- ◆ Asset Management

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

Introduction

Welcome to the first Overview and Scrutiny update for 2017-18

The purpose of this update is to give an overview of the work carried out by the Overview and Scrutiny Management Board and the three Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC) during the last few months.

Page 2 provides a reminder of the broad work programme previously agreed for 2017-18, with the notable addition of the Cultural Strategy. HSC will also be scrutinising the refresh of the Health and Wellbeing Strategy this autumn.

Inevitably other issues emerge during the year and it is important that Scrutiny has the flexibility to consider and respond to these in a timely manner. One such example is the work undertaken by IPSC to seek assurance about fire safety in the Council's high rise properties following the disaster at Grenfell Tower.

The first section of this report covers pre-decision scrutiny, whether by OSMB or any of the Select Commissions, followed by a section for each committee. Where relevant for this period the update will include details of:-

- Progress monitoring of strategies and plans following past scrutiny
- Recommendations made by the committees
- Outcomes resulting from scrutiny
- Reviews - underway or due to commence
- Sub-group/Task and Finish Group activity
- Member visits
- Public involvement in scrutiny
- Key future items
- Other activity undertaken by the Scrutiny Members

I hope this will be a useful and informative update of overview and scrutiny work undertaken to date in 2017-18.

Cllr Brian Steele,
Chair of Overview and Scrutiny Management Board

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

Pre-Decision Scrutiny

The recommendations made in all the pre-decision reports considered by OSMB and ILSC were supported. Details of additional recommendations made by Scrutiny, plus any requests for specific information and intentions for future monitoring, are outlined below.

OSMB

- ◆ [Local Plan: Additional Consultation on Sites and Policies Document, Site Cluster II and Acquisition of 3-7 Corporation Street, Rotherham](#) - Recommendations in these reports were supported with no additional recommendations or further work requested.
- ◆ [Integrated Health and Social Care Plan](#) - OSMB requested that HSC continue to scrutinise implementation of the plan.
- ◆ [Council Plan 2017 - 2020](#) - The Board made an additional recommendation, approved by Cabinet, that the term 'domestic abuse' be used consistently in relevant Council documents. Members also requested information on the baseline indicators for all measures, in order to enable a comparison to be made at year end.
- ◆ [Budget Outturn Report 2016-17](#) - OSMB asked for Cabinet to be provided with further detail on the issues involved in delays to works at the Dropping Well landfill site and with regard to District Housing Schemes, which had led to budgets not being fully utilised.
- ◆ [Financial Monitoring Report May 2017-18](#) - Members decided to continue having bi-monthly budget monitoring reports for Adult Care & Housing and Children & Young People's Services. The Board also requested a report from CYPS on Higher Block Funding for December 2017.
- ◆ [Review of the Learning Disability Offer and the future of in-house services for Adults with a Learning Disability and/or Autism](#) - The Board requested a further report on additional costs associated with the proposals and also asked for the final proposals to come back to OSMB after consultation before the final decision by Cabinet. Ongoing scrutiny would be by HSC.
- ◆ [Consultation on Changes to Policy for Home to School Transport](#) - OSMB asked to consider the final proposals for changes to the policy prior to submission to Cabinet for their decision.
- ◆ [Introduction of a Public Spaces Protection Order for Rotherham Town Centre](#) - OSMB made a recommendation that the condition of using a vehicle to cause a nuisance should be included - this will be subject to further information gathering and reviewed for inclusion at a later date. The OSMB recommendation that a single code of practice in respect of enforcement activity and issuing of penalties be adopted by the Council, or any external body undertaking these functions on behalf of the Council, was approved. The Board also recommended having a review once the order had been in place for a year and it was agreed that a 12 month review, post implementation of the order would be undertaken to assess impact and make variations, adjustments or new orders as necessary and for this to be considered by OSMB.

ILSC

- ◆ [Personal Budget and Resource Allocation System for Disabled Children](#) - Members requested further work to ensure the 'voice of the child' is captured in monitoring the implementation of the Resource Allocation System.
- ◆ [Early Help: Phase Two](#) - IPSC asked to be involved in the pre-decision scrutiny of proposals at an early stage.

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Overview and Scrutiny Management Board

Items/Issues considered

- ♦ **Home to School Transport Policy** - Prior to pre-decision scrutiny, OSMB had already discussed a detailed presentation on the policy and requested the relevant sections of the Education Act 1996 that the Council had to abide by for information. The Board endorsed taxi companies in Rotherham not being allowed to sub-let contracts unless the sub-contractor met Rotherham's Taxi Licensing Policy, including the use of CCTV cameras in their vehicles.
- ♦ **Corporate Plan 2016/17 Quarter 4 Performance Report** - It was agreed that ILSC would undertake scrutiny in respect of Adult Learning and that Cabinet Members would be invited to attend Select Commission meetings when performance information was scrutinised.
- ♦ **Update on Sheffield to Rotherham Tram Train Project** - The update was noted and Members requested a further report detailing the outcomes of the learning from the project.
- ♦ **Briefing on Public Spaces Protection Order for Rotherham Town Centre** - OSMB indicated that the final proposal for Cabinet would be subject to pre-decision scrutiny. (See Page 4)
- ♦ **Safer Rotherham Partnership Annual Report** - Following discussion of the report Members made a number of recommendations for future versions:-
 - the format of the report and language used should be accessible for members of the public
 - data should be reported at ward level as well as Borough wide, as there were significant differences between wards
 - longer term five-year trend data should be included to enable a fuller understanding of changes over time
 - public contact numbers for domestic abuse and child sexual exploitation should be included in the report
- ♦ **Scrutiny Review: Use of Agency Staff, Interims and Consultants** - A sub-group has been undertaking a review to seek assurance that the Council measures performance and value for money in this area and is taking appropriate action to maintain spend within acceptable limits. Evidence gathering has nearly concluded with the review group due to report in the autumn.

The following items were scrutinised by OSMB at its meeting on 27th September and details on these will be included in the next update:-

- **Council Plan 2017/18 Quarter 1 Performance Report**
- **July 2017/18 Financial Monitoring Report**
- **Adult Social Care - Budget Update**
- **Day Care and Transport Charges**
- **Regeneration and Environment Directorate Fees and Charges - Progress in Respect of Full Cost Recovery**
- **Rotherham Construction Partnership Framework**

Other activity

- Call-ins - None in this period
- Petitions - None in this period

Coming up

- **Complaints Annual Report**
- **Consideration of the Council's methods for public consultation**

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

Health Select Commission

Items/Issues considered

- ♦ **Evaluation of the Integrated Locality Pilot** - As part of its continuing scrutiny of health and social care integration and transformation HSC discussed a presentation and initial evaluation report, exploring the impact on patients and performance, and some of the challenges faced. It was agreed to scrutinise the final evaluation and plans for rolling out the pilot in January.
- ♦ **Director of Public Health Annual Report 2016** - After scrutinising the report HSC requested a future progress report on the detailed action plan. Members also recommended that the previous spotlight review on urinary incontinence be considered in developing the action plan.
- ♦ **Adult Social Care - Provisional Year End Performance 2016-17** - The content of the provisional summary of the 'high level' year-end performance results was noted. Members requested a further report in January 2018, showing the final detailed results and benchmarking against regional and national data due to be published from late Autumn 2017.
- ♦ **Learning Disability Update** - The Strategic Director of Adult Care and Housing provided HSC with a verbal update on the work to transform learning disability services. Discussion centred on the challenges in undergoing this transformation and service modernisation, both for Adult Social Care and for families, and the importance of consultation and involvement. It was agreed to receive further updates as the work progresses.
- ♦ **Transformation initiatives - Care Co-ordination Centre and Integrated Rapid Response** - HSC noted the plans for a phased implementation to extend both services to include mental health and social care and discussed issues around ICT and information governance with regard to sharing patient records. Further information was requested regarding issues raised by GPs.
- ♦ **Update on RDaSH Rotherham Care Group Transformation Plan** - A broad overview of the new RDaSH structure was presented and Members explored how the locality model would work in practice and the balance between specialisms and generic working. HSC requested a more detailed update on the new pathway framework for November.
- ♦ **Delayed Transfers of Care (DTOC)** - Members considered the DTOC action plan and noted the progress being made. A suggestion was made regarding prescribed medication on discharge from hospital which will be followed up and reported back.
- ♦ **NHS Commissioners Working Together Joint Health Overview and Scrutiny Committee (JHOSC)** - HSC received updates regarding progress on the proposals for NHS service reconfiguration for hyper acute stroke and for children's surgery and anaesthesia services.
- ♦ **New National Ambulance Standards** - HSC members have determined a number of questions to put to Yorkshire Ambulance Service on implementing the new standards and targets.

Other activity

- Liquid Logic Demonstration - This enabled Members to have a better understanding of the information that is collated and analysed for service users and specific cohorts.
- Chair and Vice Chair quarterly briefing with NHS on key issues and scrutiny involvement.

Coming up

- Evaluation of the schools mental health pilot
- Update on child and adolescent mental health services

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

Improving Lives Select Commission

Items/Issues considered

- ♦ **Evaluation Report: Barnardo's Reach Out Service** - After scrutinising the report ILSC requested a future update outlining the work to evaluate the impact of the training package, plus a detailed account of work with schools and their levels of engagement.
- ♦ **Child Sexual Exploitation Post Abuse Services Update** - Following discussion of the progress monitoring report, Members requested specific information for the next six-monthly update:-
 - map of all provision across Rotherham and how this is quality assured
 - impact of funding reductions on voluntary sector provision and on service users
 - contingency plans if funding bids are unsuccessful
 - evidence of post-trial support to survivors
 - an assessment of the needs analysis to establish if it requires refreshing
- ♦ **Domestic Abuse Update** - The Commission identified a need for more information regarding: how the voice of the victim was captured in the strategy; outcomes of the peer review; and details of the perpetrator programme. Members recommended that as part of the strategy's development further consideration should be given to investment in women's empowerment and preventative work in school. They also requested an update on progress in addressing the recommendations of the PEEL review in relation to South Yorkshire Police's response to domestic abuse. Finally, Members asked for the Strategy be circulated on completion.
- ♦ **Children & Young People's Services 2016-2017 Year End Performance Report** - Noted.
- ♦ **Special Educational Needs and Disability (SEND) Sufficiency Strategy Update** - ILSC will seek a further update on the progress being made on the SEND Sufficiency Strategy; subject to authorisation be given by Cabinet and Commissioners to develop the strategy, and once consultation has taken place.
- ♦ **Children and Young People's Services 2017-2018 Quarter One Performance** - Following discussion on the report the Commission requested an update on Family Group Conferencing and Edge of Care in six months.
- ♦ **Scrutiny Review - Alternative Management Arrangements for Children's Service in Rotherham** - Members approved the report and recommendations made by the sub-group and the report will be forwarded to Cabinet and Commissioners, following consideration at OSMB. The review group will also reconvene to consider the additional learning points from the review and these will be fed back to the Senior Leadership Team for consideration.

Other activity

Liquid Logic Presentation - A detailed presentation explained how this system had been rolled out across CYPS. Assurances were given and tested about how this worked in practice. No additional recommendations were made but Members were reassured that its implementation was on track and practice embedding.

Coming up

- Rotherham Local Safeguarding Children Annual Report
- Regional Adoption Agency
- Rotherham Adult Safeguarding Board Annual Report

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

Improving Places Select Commission

Items/Issues considered

- ♦ **Scrutiny Review: Emergency Planning** - The task and finish group, chaired by Cllr Wyatt presented their review report in September. The primary factors behind the review had been that the current Emergency Plan was viewed as out of date, having been written in September 2013, plus the turnover of both Members and officers within the Council recently had led to questions about the resilience of the existing plan. The review identified a number of issues with current arrangements and formulated 15 recommendations covering a range of strategic and operational issues. Running in parallel to the scrutiny review had been a refresh of the Emergency Plan (now known as the Major Incident Plan), and subject to approval the scrutiny recommendations will be incorporated into the refreshed plan.
- ♦ **Fire Safety on RMBC High Rise Properties** - Officers presented an overview of actions taken in managing fire risk at Beeversleigh and other Council housing following the fire at Grenfell Tower. Members asked a number of questions in relation to safety issues such as access to buildings and dry risers for the fire service, building insulation, communication of evacuation/stay put policies with tenants, and provision of customised alarms for people with particular sensory needs. Fire safety in non-Council buildings such as residential care homes or where services such as supported housing were delivered were also discussed. A joint document had been drafted between Housing and Facilities Management on actions to be carried out, with the Senior Leadership Team receiving weekly updates on progress. More information could be provided for Members on the non-housing related work.
- ♦ **Rotherham Town Centre Masterplan** - The Commission discussed a presentation outlining proposals and the phased implementation plan for Forge Island, Riverside residential, Rotherham Interchange and the Learning Campus and Doncaster Gate Higher Education Hub. Members were keen to ensure that the town centre offer, both leisure and housing, would be attractive to all age groups. Several points raised required specific information from Housing and were followed up after the meeting to ensure a full response.
- ♦ **Cultural Strategy** - IPSC supported commissioning a Cultural Strategy for Rotherham and the creation of a new external partnership to oversee the development of the strategy. Members drew attention to important cultural assets in their own wards and popular annual events across the Borough that raised the profile of Rotherham and attracted people who then spent money. They also highlighted the importance of having a strategy covering the entire Borough and all residents, linking in with the vast array of activities in place. It was felt that communication, especially marketing/promotion, together with making better use of existing assets, could be improved upon. Scrutiny involvement at an early stage in developing the strategy was welcomed, with further discussion to follow to clarify the approach.
- ♦ **Asset Management Improvement Plan** - A presentation set the context on recent changes that have informed the development of the Strategic Assessment function in the Council and Members then scrutinised the performance indicators in the Asset Management Improvement Plan dashboard. They requested further information on the current reviews of Operational Property and Commercial/Non-operational property. IPSC also recommended that the costs associated with being a Corporate Landlord were monitored.

Coming up

- Update on the Waste Management review
- Latest on Neighbourhood Working plans
- Housing session 17 January 2018

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Summary Sheet

Committee Name and Date of Committee Meeting

Council – 18 October 2017

Report Title

Scrutiny Review – Alternative Management Arrangements for Children's Service in Rotherham

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

No

Director Approving Submission of the Report

Chief Executive

Report author(s):

Caroline Webb, Senior Scrutiny Advisor (Scrutiny and Member Development)
01709 822765

Ward(s) Affected

All

Executive Summary

The scrutiny report (attached as Appendix 1) presents the latest analysis and current thinking of the Improving Lives Select Commission's cross-party review group on the range of Alternative Management Arrangements (AMAs) for children's services. It evaluates the relative strengths and challenges of the primary options available to the Council. The paper then provides initial recommendations for future management arrangements. The review was approved by Improving Lives Select Commission at its meeting held on 12 September 2017 and considered by Overview and Scrutiny Management Board on 11 October 2017.

This report is presented for information to share the findings with the wider membership of the Council. Following this meeting, the Cabinet and Commissioners will be required to respond formally to the recommendations and indicate agreement or otherwise, what action, will be taken to implement the recommendations, along with details of timescales and accountabilities.

Recommendations

1. That the report and recommendations in respect of alternative management arrangements for Children's Services in Rotherham, as outlined in Section 11 of Appendix 1, be noted.
2. That the response of Cabinet and Commissioners be fed back to Improving Lives Select Commission.

List of Appendices Included

Appendix 1 – Scrutiny Review - Alternative Management Arrangements for Children's Service in Rotherham

Annex 1 – Full Option Appraisal

Annex 2 – Terms of Reference and background information

Annex 3 – Isos Partnership: 2nd Workshop Summary

Annex 4 – Letters from Partners

Annex 5 – Children and Young People's Plan

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Lives Select Commission – 12 September 2017

Overview and Scrutiny Management Board – 11 October 2017

Council Approval Required

No

Exempt from the Press and Public

No

Scrutiny Review – Alternative Management Arrangements for Children’s Service in Rotherham

1 Recommendations

- 1.1 That the report and recommendations in respect of alternative management arrangements for Children’s Services in Rotherham, as outlined in Section 11 of Appendix 1, be noted.
- 1.2 That the response of Cabinet and Commissioners be fed back to Improving Lives Select Commission.

2 Background

- 2.1 The scrutiny review underpinning this report has been undertaken by cross-party members of the Improving Lives Select Commission. In October 2016, the former Lead Commissioner, Sir Derek Myers, wrote to the Leader of the Council, Councillor Read, and the Chief Executive, Sharon Kemp, commending the Government’s policy paper “Putting Children First” (Department for Education, 2016). The publication sets out a challenge to all councils to think about how they can make and sustain improvements across children’s services, including considering alternative delivery models or management arrangements.

3 Key Issues

- 3.1 This report presents the latest analysis and current thinking of the Improving Lives Select Commission on the range of Alternative Management Arrangements (AMAs)¹ for children’s services which might secure the long-term success of Rotherham’s Children and Young People’s Services. It evaluates the relative strengths and challenges of the primary options available to the Council and provides initial recommendations for future management arrangements.
- 3.2 The review concluded that a Practice Partner model would secure the most rapid and sustainable improvements in the short term (two years) and present the lowest risk to the Improvement journey. In particular, its evidence suggested that the Practice Partner model will:
 - Establish the right balance of political ownership, oversight and accountability for CYPS at the same time as rigorous external challenge;
 - Enable the good progress being made on the improvement programme to continue at an accelerated pace with minimal disruption to partners, wider council priorities or management focus; and
 - Avoid high transition and operating costs associated with each of the AMAs and enable spend to be focused on front line delivery.
- 3.3 It is acknowledged that the peer practice partner model is by definition temporary. Once there is consistent good quality front-line practice, the Council will actively consider other options to work with others through integration, collaboration or further commissioning if this would secure more rapid and sustainable improvement.

¹ The review defined alternative management arrangements as the delivery of children’s services other than through traditional in-house local authority services. For example creating a new entity (i.e. trust) that will take operational responsibility for delivering children’s services or whereby some or all of children’s service(s) are provided by an existing entity or entities.

4 Options considered and recommended proposal

- 4.1 An option appraisal was undertaken to provide an objective analysis of the range of alternative management arrangements available to the Council. It evaluates the relative strengths and challenges of these options. This is detailed in Section 8 of the report, with the full option appraisal attached as Annex 1.
- 4.2 The options appraisal recommended that a Practice Partner model would secure the most rapid and sustainable improvements (as outlined in para 3.2).

5 Consultation

- 5.1 The views of Improvement Board partners and the Police and Crime Commissioner (PCC) were sought on this preferred option. Each partner supported the continuation of the Practice Partner model and agreed that it was likely to secure better and sustainable outcomes for children and young people in Rotherham.

6 Timetable and Accountability for Implementing this Decision

- 6.1 For ongoing discussion with the Commissioner for Children's Social Care.

7 Financial and Procurement Implications

- 7.1 The following criteria were considered as part of the option appraisal:
- Provide a sustainable, long term platform for high quality children's services in Rotherham;
 - Avoid significant and avoidable detrimental costs, for example, the treatment of VAT; and
 - Avoid protracted and complex negotiations that may be a distraction from the improvement journey (e.g. treatment of overhead/recharge).
- 7.2 Whilst there would be significant financial and procurement implications that would require careful consideration should there be a future decision on the adoption of alternative management arrangements, these are difficult to quantify at this time. However the preferred option would secure the most rapid and sustainable improvements in the short term (two years) and would avoid high transition and operating costs associated with each of the other options and enable spend to be focused on front line delivery.

8 Legal Implications

- 8.1 There are no direct legal implications from the recommendations contained in this report. There would be significant legal implications that would require careful consideration should there be a future decision on the adoption of alternative management arrangements.

9 Human Resources Implications

9.1 The following criteria were considered as part of the option appraisal and the preferred option scored most highly in this area:

- Builds on the progress made in recruitment and retention;
- Ensure that quality staff are attracted to and stay in Rotherham;
- Facilitate ongoing investment in the development of CYPS staff;
- Engage staff throughout the improvement journey.

10 Implications for Children and Young People and Vulnerable Adults

10.1 The review considered which model would secure the most rapid and sustainable improvements in the short term (two years) and present the lowest risk to the Improvement journey of CYPS. The specific considerations for Rotherham in any AMA are:

- Recognising the additional effort required to ensuring continued organisational ownership of a whole family approach;.
- Clarifying additional pathways and relationships that maybe required to retain connections between critical services such as Adult Services;
- Consideration to budget/demand challenge and mechanisms to ensure continued prioritisation/flexibility.

11 Equalities and Human Rights Implications

11.1 The preferred option would not require any additional equality impact assessment.

12 Implications for Partners and Other Directorates

12.1 See 5.1.

13 Risks and Mitigation

13.1 See option appraisal (Section 8 of the report, with the full option appraisal attached as Annex 1)

14 Accountable Officer(s)

Sharon Kemp, Chief Executive

Approvals Obtained from:

Assistant Director of Finance and Customer Services: Graham Saxton
Service Manager - Litigation and Social Care: Neil Concannon
Head of Procurement (if appropriate): N/A

Name and Job Title – Caroline Webb Senior Adviser (Scrutiny and Member Development)

this report is published on the Council's website or can be found at:-
<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

Improving Lives
Scrutiny Select Commission

Review of Alternative
Management Arrangements
for Children's Service in
Rotherham

April 2017

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Annex 2 – Terms of Reference and background information

Annex 3 – Isos Partnership: 2nd Workshop Summary

Annex 4 – Letters from Partners

Annex 5 – Children and Young People's Plan

1 Executive Summary

- 1.1 This report presents the latest analysis and current thinking of the Improving Lives Select Commission on the range of Alternative Management Arrangements (AMAs) for children's services. It evaluates the relative strengths and challenges of the primary options available to the Council. The paper then provides initial recommendations for future management arrangements.
- 1.2 It is recognised that the different delivery models and management arrangements across the country are in various stages of development. The Council will continue to receive further evidence both now and in the future regarding models and ways of working that have the greatest impact on keeping children safe from harm.
- 1.3 The scrutiny review underpinning this report has been undertaken by members of the Improving Lives Select Commission. In October 2016, Lead Commissioner Sir Derek Myers¹ wrote to the Leader of the Council, Cllr Chris Read, and the Chief Executive, Sharon Kemp, commending the Government's policy paper "*Putting Children First*" (Department for Education, 2016). The publication sets out a challenge to all councils to think about how they can make and sustain improvements across children's services, including considering alternative delivery models or management arrangements.
- 1.4 For the purposes of this review, the definition of alternative management arrangements is the delivery of children's services other than through traditional in-house local authority services. For example creating a new entity (i.e. trust) that will take operational responsibility for delivering children's services or whereby some or all of children's service(s) are provided by an existing entity or entities.
- 1.5 The review was asked to consider the lessons learnt from other trust models and also look objectively at other AMAs which might secure the long-term success of Rotherham's Children and Young People's Services.
- 1.6 The supporting evidence underpinning this report was gathered through visits/conversations with other areas to identify the impact their delivery arrangements had on improvements. In addition, Isos Partnership (with the support of the Local Government Association) used an independent research methodology to enable an objective assessment of the model/s most likely to secure sustainable improvements in Children and Young People's Services (CYPS).
- 1.7 In considering whether Rotherham had the innate ability to make sustained

¹ Commissioner Sir Derek Myers stood down from his role as Lead Commissioner on 31 March, 2017. The Lead Commissioner is now Commissioner Mary Ney.

improvement, the review looked at the following factors:

- Capacity to self-assess accurately;
- Capacity to develop strategic priorities that will address weaknesses; and
- Capacity to implement these strategic priorities swiftly and effectively.

Using the Isos framework, it judged Rotherham's position to be in the **"fair to good"** category. This category is the second stage of the improvement journey which focuses on embedding improvements; having been able to demonstrate that children's services leadership are 'getting the basics' rights; that systems and controls are in place, practice is consistent and caseloads are manageable (LGA/Isos (a), 2016, pp. 13-21).

- 1.8 Alongside this self-assessment, external peer reviews, practice partner feedback, Commissioner's reports, and Ofsted monitoring visits were also used to assess progress and improvements that have been made in Rotherham's Children and Young People's Services. The review undertaken has been a rigorous, member-led process. (The review methodology is detailed in Section 4 of the report.)
- 1.9 Using this evidence, an option appraisal was undertaken to provide an objective analysis of the range of alternative management arrangements available to the Council. It evaluates the relative strengths and challenges of these primary options. This is detailed in Section 8 of the report, with the full option appraisal attached as Annex 1.
- 1.10 Across each of the options, particular strengths and challenges identified within the evaluation include the following:
 - The importance of ongoing external scrutiny, support and challenge in delivering improved children's outcomes in Rotherham;
 - The progress achieved to date and the plans to achieve 'Good' and Outstanding' status for CYPS;
 - The operational and financial risks of establishing new organisational entities, particularly those involving multiple stakeholders;
 - The risk of disruption to the progress achieved and slowing the pace of progress during transition;
 - The use of alternative models to stimulate change when there is not the recognition or the capability to effect change;
 - The cost of transition to AMAs, both transaction costs (be that commissioning, set up, tax) as well as management time and focus at the same time as continuing to drive the Improvement programme;
 - The complex set of inter-relationships between CYPS and other Council services

and other partners in the borough which require careful management with the introduction of new AMA options; and

- The emerging evidence base for the majority of the alternative models within the children's social care landscape.

1.11 A summary of the option appraisal is outlined in the table below:

Summary Alternative Management Arrangements Options Appraisal

| AMA Option | Strengths | Weaknesses | Score |
|---------------------------------|---|---|-------|
| 1. Peer Practice Partner | <ul style="list-style-type: none"> • Build on peer model in place – knowledge transfer, critical appraisal, challenge and support • Build on partnership and integration work • Ensures ownership and political oversight • Lower cost / risk of transition | <ul style="list-style-type: none"> • Ability to continue to deliver the pace of improvement required internally • Positioning of children's services in the eyes of the public and other stakeholders – sufficiently strong demonstration of progress | 33/40 |
| 2. Commission by Contract | <ul style="list-style-type: none"> • Ability to commission new interventions / services to meet needs • Greater freedom/flexibilities, building on capabilities of providers and the voluntary sector • Risk transfer and outcome based commissioning | <ul style="list-style-type: none"> • Fragmentation of services and providers, hindering the whole system approach to improvement • Cost and complexity of commissioning multiple providers / programmes > investment in commissioning capacity • Control and oversight of quality / performance | 22/40 |
| 3. Wholly Owned Company – Trust | <ul style="list-style-type: none"> • Freedom and flexibility to drive pace of improvement but within local authority control • Emerging practice from other localities • Social work centred organisation – core focus. | <ul style="list-style-type: none"> • Cost, complexity and risk of transition (what's in scope) • Impact on partnerships, integration and whole system approach • Limited evidence base and financial risks (e.g. tax) | 25/40 |
| 4. Community Interest Company | <ul style="list-style-type: none"> • As per Trust arrangements but additional community benefit and positioning in the eyes of stakeholders | <ul style="list-style-type: none"> • As per Trust arrangements. | 26/40 |
| 5. Mutual | <ul style="list-style-type: none"> • Employee engagement and ownership for Improvement • Innovation, customer service and cost control | <ul style="list-style-type: none"> • Lack of control, political oversight • Complexity and cost of transition • Untested model at the scale of children's services • Pace of decision making (one member one vote) | 16/40 |
| 6. Managing Agent | <ul style="list-style-type: none"> • Capacity, capability and resources of external partner – e.g. commissioning; commercial • Performance management / monitoring | <ul style="list-style-type: none"> • Complexity and confusion – roles and responsibilities • Additional cost layer, particularly management costs • Fragmentation – whole system approach | 18/40 |
| 7. Joint Venture | <ul style="list-style-type: none"> • Leverage partner capacity / capability • Knowledge transfer – new approaches • Share risk and reward | <ul style="list-style-type: none"> • Identification of the right partner with the right culture • Cost, complexity of transition • Alignment of priorities • Control and influence | 15/40 |
| 8. Shared Service | <ul style="list-style-type: none"> • Best practice and innovations, knowledge transfer • Speed and simplicity of contracting arrangements • Efficiency / cost savings | <ul style="list-style-type: none"> • Practical local availability of high quality children's services • Learning whilst establishing shared services arrangements • Management focus and commissioning capacity/capability | 24/40 |

1.12 Taken together, both the options appraisal and the independent assessment model (ISOS) suggest that a Practice Partner model would secure the most rapid and sustainable improvements in the short term (two years) and present the lowest risk to the Improvement journey. In particular, the action research and evaluation suggests that the Practice Partner model will:

- Establish the right balance of political ownership, oversight and accountability for CYPS at the same time as rigorous external challenge;
- Enable the good progress being made on the improvement programme to continue at an accelerated pace with minimal disruption to partners, wider council priorities or management focus; and
- Avoid high transition and operating costs associated with each of the AMAs and enable spend to be focused on front line delivery.

1.13 The views of Improvement Board partners and the Police and Crime Commissioner (PCC) were sought on this preferred option. Each partner supported the continuation of the Practice Partner model and agreed that it was likely to secure better and sustainable outcomes for children and young people in Rotherham. The majority of respondents commented on the progress that had been made over the previous two years and how external challenge and peer reviews had made an impact on the quality of service. Partners also highlighted opportunities for further collaboration and development which, in their view, would be best fostered in the current arrangements.

1.14 The Council will continue to work effectively with our Peer Practice Partner, and once assessed as “Requiring Improvement”, we would want to continue with Lincolnshire as a partner in practice given their knowledge and understanding of Rotherham. However, it is acknowledged that the peer practice partner model aids the improvement journey and is by definition temporary. Once there is consistent front- line practice, the Council will actively consider other options to work with others knowing that integration, collaboration or further commissioning will be underpinned by strong and robust operational activity and management oversight.

1.15 It is the Council’s stated ambition to become a “Good” and then “Outstanding” Children’s Service. There is an ongoing commitment, irrespective of rating, to a rigorous and ongoing peer review model through the regional and national Association of Directors of Children’s Services and the ongoing relationship with the Department for Education. To underpin this activity, there would an appropriate amount of funding be set aside to enable external support from the sector to be drawn in either to undertake

reviews or for support. This would be done with the oversight of the Partner in Practice to continue to demonstrate the transparent way the Council now operates.

- 1.16 Whilst continuing with the Council's delivery of Children's Services with a peer practice partner model in the short term is the preferred option based on the information, evidence and research available today, this is not a closed decision. The Council remains open to other Alternative Management Arrangements such as establishing a Trust/CIC, including the potential to integrate with another Children's Trust who is rated as "Good", if there was evidence in the future that this would secure more rapid and sustainable improvement.

2 Introduction

- 2.1 This scrutiny review has been undertaken by members of the Improving Lives Select Committee. In October 2016, Lead Commissioner Sir Derek Myers wrote to the Leader of the Council, Cllr Chris Read, and the Chief Executive, Sharon Kemp, commending the Government's policy paper "*Putting Children First*" (Department for Education, 2016). The publication sets out a challenge to all councils to think about how they can make and sustain improvements across children's services, including considering alternative delivery models.
- 2.2 The Commissioner advised that the Council considers the lessons learnt from other Trust models and also look objectively at alternative management arrangements which might secure the long-term success of Rotherham's Children and Young People's Services, including but not limited to:
- A shared service with a neighbouring authority;
 - An agency arrangement whereby another authority is invited to run Children's Services on behalf of Rotherham;
 - Spinning out some services to staff-led entities;
 - Setting up local voluntary organisations or inviting local voluntary organisations to take a greater part in running some services;
 - Inviting the children's trust in Doncaster to play some part in Rotherham's provision; or
 - Setting up a Trust for Rotherham's Children's Services but making careful decisions about whether the Council retains some functions.
- 2.3 The Leader and Chief Executive committed to a transparent and evidence based review of alternative management arrangements and asked Cllr Clark, the Chair of Improving Lives, to lead a cross party member working group to undertake this work.
- The review was supported by Sharon Kemp, Chief Executive and Ian Thomas, Strategic Director of Children and Young People's Services. Scrutiny support was provided by Caroline Webb.
- 2.4 This review has been undertaken with the support of the LGA. It is hoped that the outcomes and recommendations can be used by the LGA to contribute to the national evidence base in the consideration of future management arrangements to drive and sustain improvements in children's services.
- 2.5 For the purposes of this review, the definition of alternative management arrangements is the delivery of children's services other than through traditional in-house local

authority services. For example creating a new entity (i.e. trust) that will take operational responsibility for delivering children's services or whereby some or all of children's service(s) are provided by an existing entity or entities.

3 Rotherham Context

- 3.1 The recent history of Rotherham Council and its children's services is well documented. The Corporate Governance Inspection (CGI) of the Council, led by Dame Louise Casey CB, was instigated in September 2014 as a result of the report of Professor Alexis Jay into the serious, longstanding failings in children's social care in Rotherham findings were reinforced by the Ofsted inspection report in November 2014 which assessed the Council's children's social care services as "inadequate". The CGI set out a succession of serious, corporate failings across the organisation as well as its wider partnership relations. In response to these failings, in February 2015, the Government appointed five commissioners² to take on all Executive responsibilities at the Council and drive the improvements necessary to return decision-making to democratic structures.
- 3.2 Substantial changes have been made to the political and strategic leadership of the Council since that point. A headline achievement has been the appointment of a new senior leadership team, which has been in place in full since summer 2016, which has heralded a change in organisational behaviours and values. There has also been a significant change in the Council membership with over 60% being elected since 2015³, and a new Cabinet appointed in February 2015.
- 3.3 Key elements of the shift that has taken place were captured in an LGA peer review in October 2016. In it, the new Cabinet, Overview and Scrutiny and Audit Chairs, and the Senior Leadership Team were described as "*able, confident and well-focussed, both as individuals and as groups.*" Arrangements for opposition members to gain access to information, and to officer support when they wished to explore specific issues were "*healthy and effective*". The new Leader of the Council and the new Chief Executive (are) "*...highly capable, principled, and intelligent individuals... and share high levels of integrity and parallel commitments to ensure open and transparent governance and decision-making.*" (LGA, 2016). Developments in scrutiny are captured in Commissioner Bradwell's submission to the Secretary of State for Education, which comments on the evidence of greater political ownership and effective challenge from the Improving Lives Scrutiny Select Commission (RMBC (a), 2017, p. 17).

² The Commissioner for Children's Social Care Services has been in place since October 2014 having been appointed by the Secretary of State for Education at that time.

³ 38 out of 63 councillors

- 3.4 It should be acknowledged that the Council is now in a very different position to that of two years ago. Under this new leadership, there has been a steady return of decision making powers and the majority of services are now under council control, signalling Government confidence in the achievements to date. The recent Ofsted monitoring letter stated “*The local authority is making continuous progress in improving services for children in need of help and protection*” (Ofsted (b), 2017).

4 Methodology

- 4.1 The review commenced in November 2016 and concluded in April 2017, with its findings reported to Improving Lives Select Commission in September 2017. The review consisted of four stages: self-assessment, evidence gathering, options appraisal and recommendations. These are detailed below:

Stage 1 – Self-Assessment

- 4.2 Isos Partnership (with the support of the Local Government Association) facilitated a self-assessment workshop for members of Improving Lives Select Commission, senior RMBC leaders and officers, and partners including the Children’s Social Care Commissioner and Peer Practice Partner. This workshop mapped Rotherham’s improvement journey using an independent methodology. The findings of this workshop are outlined from Section 6. The full report from the workshop is attached as Annex 3.
- 4.3 Alongside this self-assessment, is a précis of external peer reviews, practice partner feedback, Commissioner reports, and Ofsted monitoring visits to provide independent information on the progress and improvements that have been made in Rotherham’s children’s services. These are detailed in Section 5 of the report.

Stage 2 – Evidence Gathering

- 4.4 The review identified the strengths and weaknesses of different delivery models that are currently being used by councils in delivering children’s services, highlighting in particular what has driven and sustained service improvement in different areas.

It reviewed existing documentation and reports and included visits to and conversations with a number of councils and the LGA Children’s Improvement Board to establish:

- the impact of different delivery models of children’s services;
- the pros and cons attached to each approach; and
- common themes from evidence underpinning improvements.

- 4.5 Published information about improvements across children’s services was reviewed

where available⁴. However, there is little research evidence or externally validated evaluation that focuses specifically on the relative strengths of alternative models of improvement support and the circumstances in which these are likely to be effective (LGA/Isos (b), 2017, p. 11). The recent National Audit Report highlights that arrangements for developing, identifying and sharing good practice are “*piecemeal*”, with social workers having difficulty finding out what works, and only a small pool of ‘good’ or ‘outstanding’ authorities available to support those judged ‘inadequate’ (NAO, 2016, p. 8).

Stage 3: Option Appraisal

- 4.6 An option appraisal was undertaken to provide an objective analysis of the range of alternative management arrangements available to the Council. It evaluates the relative strengths and challenges of the primary options available to the Council and provides initial recommendations for future management arrangements. This is detailed in Section 8 of the report and Annex 1.
- 4.7 The review sought the views of key partners on the preferred option and a summary of their feedback is outlined in Section 10. The responses are attached in full in Annex 4.

Stage 4 – Recommendations

- 4.8 On the basis of this evidence and options appraisal, the review recommends an approach and rationale for the future management arrangements based on Rotherham’s current and future ambitions for children’s social care services.

5 Rotherham’s Improvement Journey

- 5.1 Since the appointment of a Children’s Social Care Commissioner in October 2014, there has been evidence of ongoing improvement. The last report of Commissioner Bradwell to the Secretary of State states “*There is a clear vision, purpose and direction for the service, evidence of more stable leadership and good oversight of the improvement journey.*” (RMBC (a), 2017, p. 17)
- 5.2 CYPS has encouraged external scrutiny which has included a regional Association of Directors of Children’s Services (ADCS) Sector-Led Peer Review, which focused on Looked after Children (LAC) and care leavers (October 2016). This followed a similar review on Leadership, Management and Governance (LMG) undertaken in June 2016 (RMBC (b), 2016). Additional peer reviews led by practice partners Lincolnshire, around

⁴ For example the report published by the (LGA (a), 2014) LGA: *Self, sector or centre?* An extended case study has also been published on the establishment of “Achieving for Children” (Spring Consortium, 2016), however the report has not been subject to external verification or financial analysis.

Special Educational Needs and Disabilities (SEND) and social care 'front door' and child sexual exploitation (CSE), took place in November 2016. Practice partners have also reviewed the Medium-Term Financial Strategy and commissioning arrangements.

Evidence of progress

5.3 In November 2014 the regulator published its report following the LA's inspection under the Single Inspection Framework. The inspection focuses on five domains:

- Leadership, Management and Governance
- Early Help and Protection
- Experience of Looked After Children

The above are 'limiting judgements' in that a rating of inadequate in any single domain renders the overall outcome in terms of overall effectiveness to be inadequate. There are two sub judgements pertaining to Looked After Children, viz:

- Adoption
- Care Leavers

When the LA was last inspected all of the above were rated 'Inadequate' with the exception of Adoption, which was deemed to 'Require Improvement'.

5.4 As can be seen below, since the inspection the council has secured significant progress against most domains and is clear on the actions required to continue drive progress across them.

Leadership, Management and Governance

5.5 A new DCS was appointed in January 2015 who immediately set to work on the development of an Improvement Plan. This was submitted to Ofsted on 25 February 2015. A new structure was introduced to address capacity deficits at all levels and a vision to develop outstanding services was consulted on and adopted. Weekly performance meetings were introduced and a number of Boards were established to oversee progress. These included: Children's Improvement Board; CSE Board; Progress Board and Post Abuse Support Board. A programme of coaching was made available for senior leaders and expectations around compliance with statutory child protection procedures, and adherence with statutory guidance, Working Together (WT) 2013 (subsequently replaced by WT15) were introduced as 'non-negotiable' requirements. A new 'front door' went live on 1 April 2015 in the form of a Multi-Agency Safeguarding Hub' and the existing CSE Team was decommissioned and rebuilt, with new operating guidance agreed with South Yorkshire Police.

5.6 The leadership throughout the service is now stable with 57 of circa 60 posts filled on a

permanent basis with competent staff. In a recent Ofsted monitoring letter the regulator reported that they found, *'A stable senior management team, led by the director of children's services (DCS), demonstrates determined, effective, strategic leadership with clear priorities and aspirations, and a sustained focus on improving outcomes for children'* (21 November 2016) (Ofsted (a), 2016). Areas for continued action as detailed and monitored through the Improvement Plan include improving effectiveness at team management level so that the quality of practice improves continuously.

Early Help and Protection

5.7 In late 2014 early help was fragmented, with low numbers of Common Assessment Framework (CAF) plans in place to support families with emerging vulnerabilities, although there were some positive outcomes being secured for 'Troubled Families' by the authority's Families for Change Team.

5.8 Since inspection and the launch of the new integrated Early Help Offer in January 2016, the numbers of early help assessments have increased five-fold to around 1,400. The 'Beyond Auditing Programme' has revealed that quality is mainly within the 'requires improvement' range with some good work emerging. Notably 98% of families in receipt of Early Help rate the service as good or better. In March 2017 Ofsted reported,

'The implementation of multi-disciplinary locality teams is leading to improved quality and coordination of early help support to families. Early help assessments (EHAs) are being undertaken more efficiently, and these are leading to a direct offer of help for individual children and their families. There is much evidence of children's circumstances improving as a result of the early help being provided' (Ofsted (b), 2017)

However, there is work to do to ensure partners lead on more early help assessments to ensure that the right professionals are engaged with families in a timely way, which will result in better outcomes.

5.9 In terms of child protection there have been noteworthy improvements. MASH performance indicators are strong with 90% of referrals responded to effectively within 24 hours. An increasing number of referrals are leading to assessments, which are undertaken in timely manner and re-referral rates are on a (positive) downward trajectory. The majority of Initial Child Protection Conferences are convened within statutory timescales and the 'Strengthening Families' approach is leading to better quality of plans. Most children who are assessed as 'child in need' and are subject to 'child protection plan' have up to date plans and are seen by Social Workers regularly.

5.10 The 'EVOLVE' multiagency CSE has been remodelled and is delivering good work to

protect children and young people who are vulnerable to abuse. This extends to excellent partnership work with South Yorkshire Police to pursue perpetrators, which has resulted in the conviction of 26 criminals over the last year who are now serving a total of circa 350 years in prison. There has been productive work with the PCC to ensure that partners are geared up to dealing with increasing demands over the next few years as a result of National Crime Agency investigations into historical cases of CSE.

- 5.11 Following significant investment and more effective triaging in consultation with Early Help colleagues in the MASH, caseloads are manageable at an average of 16 per social worker. Whilst some of these improvements were reported within the recently published monitoring letter, work continues on robust risk assessment and the quality of work, to move from the 'requires improvement' range, to at least 'good'.

Looked After Children (including adoption and care leavers)

- 5.12 Whilst improvement is evident, the trajectory reflects a mixed picture. This is due to a challenging cohort of children, who have experienced poor case management in the past and a lack of management stability when compared to other areas in social care.
- 5.13 There is evidence of good early permanence work following a service restructure. Whilst numbers of adoptions have decreased in line with national trends the timeliness of the adoption process is generally good. The fostering response is an emerging strength and the LA is delivering on its strategy to recruit more foster carers, with 21 approved in 2016/17 compared with 13 the previous year. As a result of better utilisation of the foster carer community, there has been a sharp increase in family based placements from 220 to 260. Placement stability is improving with fewer breakdowns and as Ofsted reported in November 2016, children feel safe in their placement which is reflected in a dramatically reducing profile of missing children/episodes. Although there has been incremental improvement in practice quality, there are still too many cases judged to be inadequate. This is a key area of focus and work is underway to address this, spearheaded by a new permanent leadership team. This includes Social Workers assessment, coaching with the support from practice partners Lincolnshire, and significant investment made to introduce the 'Signs of Safety' operating model and Restorative Practice approaches.
- 5.14 The Council's self-assessment of the Care Leaving service is 'requires improvement' with some good features. 98% of care leavers are in suitable accommodation with 91% in touch regularly with their Personal Advisor. 70% are in employment, education and

training against a national average of 48%. 9% of the qualifying cohort of young people are at university, compared with 6% nationally. Areas for development include consistency of supervision and improving the quality of pathway plans so they are consistently good.

5.15 The performance in children's social care and early help are captured in Table 1 (below)

Table 1: KPI's - Children's Social Care (CSC) and Early Help (EH)

| Service | Measure | As at 30/11/2014 | As at 31/03/2017 | Difference | Stat Neighbour March 2016 | Yorkshire & Humber March 2016 | England March 2016 |
|---------|--|--|-----------------------|------------|---------------------------|-------------------------------|--------------------|
| CSC | Children In Need | 1825 | 1617 | -208 | | | |
| CSC | Children In Need per 10k | 323.58 | 286.70 | -36.88 | 372.68 | 332.8 | 337.7 |
| CSC | % Contacts with decision within 1 working day | 59 | 86 | +27 | | | |
| CSC | % of referrals going onto assessment | 77.8 | 95.8 | +18 | | | |
| CSC | % of CIN (open at least 45 days) with an up to date plan | 43.8 | 82.7 | +38.9 | | | |
| CSC | % of CPP with visits in the last 2 weeks | 39.8 | 88.4 | +48.6 | | | |
| CSC | % of completed LAC visits which were completed within timescale - National Minimum standard | 37.7 | 94.5 | +56.8 | | | |
| EH | % of Early Help Contacts with an Early Help recommendation that were Triaged during the reporting month within Five working days of receipt (excluding Step downs) | Early Help offer implemented in January 2016 | 98.6% - 31 March 2017 | N/A | N/A | N/A | N/A |

| Service | Measure | As at 30/11/2014 | As at 31/03/2017 | Difference | Stat Neighbour March 2016 | Yorkshire & Humber March 2016 | England March 2016 |
|---------|--|--|---|---|--------------------------------|--------------------------------|-------------------------------|
| EH | No of Early Help Assessment's (EHA's) completed since the Early Help offer was launched in January 2016 | 815 CAF's completed over the previous 3.5 year period (average number of CAFS 19 per month) | 1430 EHA's completed – 18 January 2016 - 31 March 2017 (average number of EHAs 102 per month) | +615 | N/A | N/A | N/A |
| EH | Young people aged 16-17 (academic age) who are NEET Annual Outturn taken as an average for Nov, Dec, Jan returns) | 5.9% against a target of 6%. Based upon Academic Age 16-18 and with a NEET adjustment in place. (DfE counting rules changed in September 2016) | 3.1% against a target of 3.1%. Based upon Academic Age 16-17 only and without a NEET adjustment. (DfE counting rules changed in September 2016) | N/A due to changes in Academic Age and DfE counting rules | 3.8% (published Feb 16) | 3.1% (published Feb 16) | 2.7% (published Feb16) |
| EH | Customer Satisfaction | Exit Survey implemented in May 2016. | 98% people who completed an exit survey rated the support they received as either 'Good' or 'Excellent'. (May 2016-March 2017) | N/A | N/A | N/A | N/A |

Partnerships

- 5.16 The Local Safeguarding Children's Board; Children and Young People's Partnership and Health and Wellbeing Boards are maturing and operating effectively, with links to Community Safety and Adult Safeguarding Boards developing. Children and Young people are actively involved in service development within the Youth Cabinet and Looked After Children's Council; and young people are involved in the recruitment of all senior managers.
- 5.17 In June 2016 the council set out its ambition to become a Child Centred Borough. A group chaired by an elected member and supported by the Assistant Chief Executive has been established to ensure that the borough develops into a place where young people can thrive. The ambition starts by declaring that Rotherham wants every child to have a positive start in life and a good childhood so they can grow into well adjusted, emotionally resilient individuals who will enjoy healthy and mutually respectful relationships in adulthood, become responsible citizens and be able to be good parents to their own children when the time comes.
- 5.18 Joint commissioning of services, particularly in the field of Special Educational Needs and Disability is embedding. The Parents' Partnership Forum works well and provides a voice for parents of children with SEND and is seen as a national exemplar. Further work has also taken place with health partners to develop mental health services – including specialist interventions for looked after children. The Joint Management Arrangements with the Clinical Commissioning Group means that CYPS is in a better place to use resources more effectively to meet need.
- 5.19 The recent Ofsted review highlighted some areas for continued improvement. More Early Health Assessments need to be completed by partners. Some immediate action is being taken with school nurses and health visitors to improve this, but it is recognised that further work needs to be done to support partners. There is a need to ensure social workers are present at all ABE (Achieving Best Evidence interviews) with police colleagues; and action is being taken with police partners to rectify this. The feedback from Ofsted has been accepted and plans developed with partners to address the specific issues identified.
- 5.20 Rotherham's recently commissioned Youth Justice Board Peer Review of the YOT Board's Leadership and Governance highlighted some good examples of a strong and supportive partnership.

The peer reviewers' final report stated;

"Rotherham YOT is performing well in relation to reducing reoffending and the use of custody and based on what partners told us it is well regarded and not seen as a service requiring significant remedial attention. Given the serious challenges facing the Council and its partners there was a risk that youth justice would not attract sufficient attention and be left to its own devices. However, we did not find that to be the case and were impressed with the focus that partners in Rotherham had placed on the service and the local youth justice system despite other very pressing priorities."

Priorities for improving children's outcomes have now been agreed with all partners and are included in a new Children and Young People's Plan (Annex 5).

Medium Term Financial Strategy

- 5.21 As part of Rotherham's ambition to be a Child-Centred Borough, sustained investments have been made to secure a vibrant, healthy and productive future for Rotherham people for generations to come. A robust financial plan with strong governance is inextricably linked with an effective sustainable Children and Young People's Service.
- 5.22 The robustness of the budget proposals within the Strategy have been subject to comprehensive review completed by the Practice Partner for Children's Improvement (Lincolnshire County Council). The proposals seek to address the growing numbers of Looked after Children and the change in the proportion of placement settings in favour of in-house foster care. The investments focus on key areas of practice which will manage social care demand in the longer term. There is also additional investment in staff to ensure that assessments are timely and caseloads remain at a manageable level as well as a focus on workforce development and practice improvement.
- 5.23 The Council has increased its investment in CYPS by £21.9m over the last three years. The budget for 2017/18 now agreed by Council reflects this level of investment and sets the level of funding support for children's services in line with the CYPS Sustainability Strategy.
- 5.24 The CYPS Sustainability Strategy was presented to Cabinet on 14th November 2016, and ratified at Council on 7th December. It seeks to address the budget gap over a five year period to 2020/21 through a mixture of immediate funding support and investment linked to medium and longer term sustainable savings. The budget proposals for CYPS will start to deliver savings in 2017/18 and, over the medium term, will reduce expenditure whilst continuing to protect the most vulnerable in society.

Implications of the Improvement Journey for Alternative Management Arrangements

- 5.25 The council is on an ambitious journey of improvement which is underpinned by a transformation strategy. All areas for improvement above are captured within the dynamic children improvement plan, which is overseen by the Children Improvement Board, chaired by the Practice Partner. Ofsted's recent findings that, "*Workforce planning is highly effective. Recruitment and retention rates are better than the national average. Due to a positive organisational culture staff are highly committed and motivated and they report feeling valued*" means that the conditions are now in place to secure continuous improvement.
- 5.26 A non-negotiable for the Council is to disrupt or negatively impact on the progress of the Improvement journey. The preferred AMA must build on the progress made to date; increase the pace of improvement in areas requiring additional focus, particularly social work practice within LAC.

6 Isos Workshops - improvements in children's services

- 6.1 As part of the review, the Isos Partnership (Isos), working with the Local Government Association (LGA), was invited to provide independent support by drawing on their recent LGA-commissioned research. The research focuses on the enablers and barriers of improvement in local children's services, and on models of external improvement support. Isos facilitated two workshops for members of the Improving Lives Select Commission, senior RMBC leaders and officers, Children's Social Care Commissioner, Peer Practice Partner and partners in Rotherham's improvement journey.

Workshop 1

- 6.2 The first workshop focused on sharing and exploring the findings from the research conducted by Isos in order to inform members' evidence-gathering work from other local areas. It explored the in-depth action research which was conducted across a sample of authorities and stakeholders (with a range of different delivery models and Ofsted ratings). The research describes the kind of improvement activities required to progress from "poor" to "great"⁵ (LGA/Isos (a), 2016, pp. 13-21).
- 6.3 The research from Isos broadly reflected the initial stages of the improvement journey undertaken by Rotherham since intervention in September 2014. The first stage of the improvement process from "poor to fair" focused on 'getting the basics' rights; that

⁵ The research purposely avoided the Ofsted categorisation scale of inadequate to outstanding, instead describing the elements of improvement from poor to fair, to good and to great.

systems and controls are in place, practice is consistent and caseloads are manageable. The second stage of the improvement journey focuses on embedding improvements. The third stage of the journey from “good to great”, reflects further consolidation of culture, practice and management of risk, signalling a shift from improvements being seen as discrete to these activities being seen as the norm.

6.4 The research explored with Councils the key factors underpinning their improvements (what are described as “enablers”). These were used in workshop 2 as a basis for the self-assessment. The enablers were as follows:

- Strategic approach;
- Leadership and governance;
- Engaging and supporting the workforce;
- Engaging partners;
- Building the support apparatus;
- Fostering innovation; and
- Judicious use of resources.

To summarise, the first four enablers focus on the importance of ensuring that key people and organisations were ‘bought’ into the improvement strategy; and this support was reflected in the organisational culture and behaviours of the workforce, partners and political and managerial leadership. Once this has been established, there can be a greater emphasis on high quality social care; further workforce development and maintaining focus on process, quality and outcomes; whilst ensuring that resources and innovations are used to enhance and sustain improvements (LGA/Isos (a), 2016, pp. 8-9).

Workshop 2

6.5 The second workshop focused on drawing together the evidence from Rotherham around two key questions:

- **Where is Rotherham currently on its improvement journey?** What has been achieved, what is the evidence?
- **What are the priorities for the next stage of Rotherham’s improvement journey?** Are conditions in place for further, sustained improvement? What support is needed?

6.6 The workshop drew upon the LGA action research and background evidence to build a shared picture of Rotherham’s improvement journey and establish which model would secure the quickest and most sustainable improvement. Participants were asked to

provide evidence and score where they placed Rotherham's current position on its improvement journey against the seven key enablers. A small group of Councillors from the review group, officers with Commissioner Bradwell and practice partner lead Debbie Barnes took part in the workshop, bringing a range of views from different professional and lay perspectives.

- 6.7 Using the “enablers” outlined in paragraph 6.4, workshop participants were asked to ‘plot’ where they judged Rotherham to be on its current improvement journey. As can be seen by Figure 1 (below), the majority of participants judged Rotherham's position to be in the “**fair to good**” category.

Figure 1: Rotherham's improvement journey: self-assessment exercise, using the framework from LGA action research



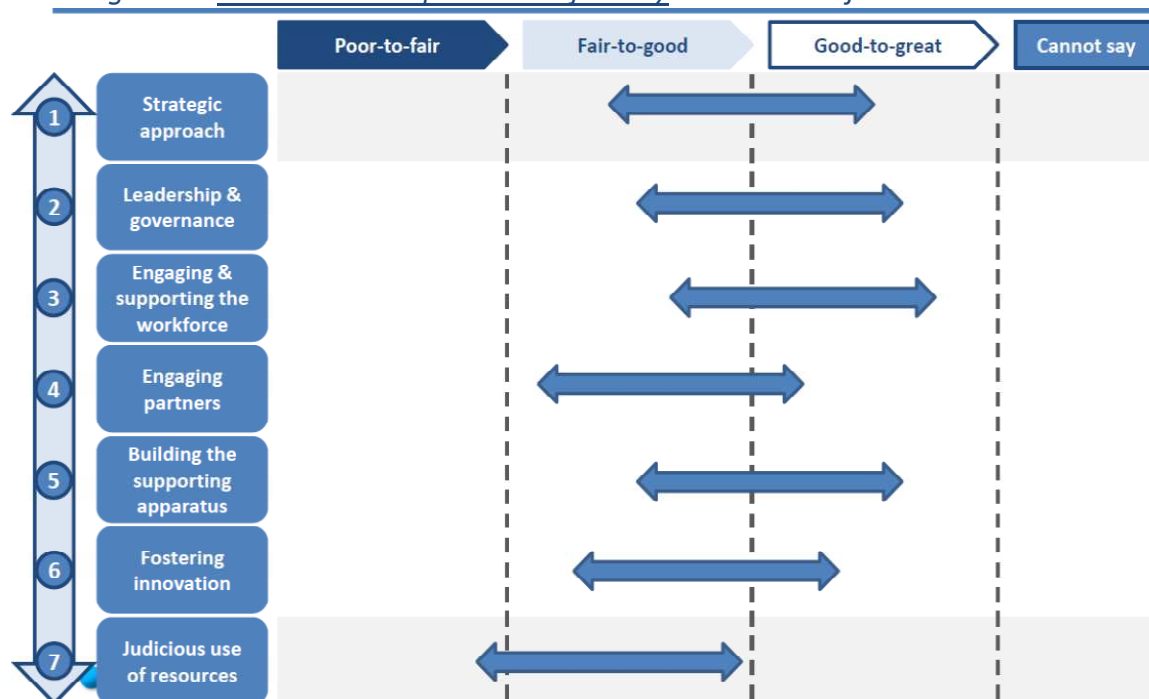
- 6.8 The evidence underpinning the assertion of “**fair to good**” is based on the outcomes from the workshop **and** an overview of external reports and feedback. Together these have been used to validate and provide assurance of the progress and improvements that have been made in Rotherham's children's services.

CYPS Directorate Management Team Self-Assessment

- 6.9 This exercise was also undertaken by CYPS' Directorate Leadership Team (DLT) – see Figure 2 (below). Using independent evidence sources, the professional practitioners based their assessment on in-depth and specific information from monitoring visits, peer reviews, reports to the Improvement Board and current performance data sets. These data sources have been subject to external validation.
- 6.10 There is a good level of correlation of evidence between the Workshop and DLT's self-assessment to support the view of Rotherham improvement journey. These triangulate

with the findings from Ofsted visits and peer reviews as detailed Section 5, which highlight strength and areas for further improvement.

Figure 2⁶: *Rotherham's improvement journey: CYPS DLT self-assessment exercise*



6.11 DLT's self-assessment against the 'key enablers' is summarised in Table 2 (below) and is set out next to the commentary from Workshop 2.

Table 2: *Isos framework – self-assessment of evidence against “enablers” of improvement*

| | Comments from Isos Workshop 2 | Comments from DLT |
|----------------------------------|--|--|
| Strategic approach | There is a clear, strategic plan for improvement and clarity about “what good looks like”. The data shows a pattern of improvement and compliance with key performance measures. Core “mission-critical” services are now safe. This picture is supported by Ofsted monitoring reports and feedback from external practice partners. The focus now is on increasing the quality of practice, and ensuring members are kept aware of improvements | Performance Management highly effective, HMI/Peer Reviews highlight effectiveness. Senior leader and team demonstrate high expectations and are focused on strategic development of the service. Cycle of improvement in place with developing trends of consistency across all areas of service. Improvement – Embed across the service |
| Leadership and governance | There is now strong, experienced, credible and stable leadership, both corporately and within children's services. Heads of Service report feeling empowered and comment positively on the difference over the last twelve months. There is not yet a full | Robust and challenging governance in place. Evidence in internal and external judgements / practice. Middle leaders well engaged with improvement developing. Improvement – Embed across the |

⁶ Rather than a series of dots, the responses are represented by an arrow across the range of views.

| | Comments from Isos Workshop 2 | Comments from DLT |
|--|--|---|
| | <p>complement of team managers in place.</p> <p>Members are rightly challenging for evidence of improvement, and are keen to triangulate this through more regular frontline visits.</p> | service |
| Engaging and supporting the workforce | <p>The workforce is increasingly stable, as shown by benchmarking data and supported by the findings from Ofsted monitoring visits and peer review. A unifying model of social work practice and new practical tools have been rolled out, and staff say (including to Ofsted) that they understand this has been done to support their work. Positive feedback from new recruits suggests Rotherham is increasingly seen as an employer of choice.</p> | <p>Stable workforce across the directorate – continues to be evident. Ofsted/Peer outcomes demonstrate improvements, national interest in the practice being developed and embedded in Rotherham. Staff surveys are positive regarding support, induction and development. Evidence of Rotherham as an employer of choice.</p> <p>Improvement – Embed across the service and further develop the Workforce programme for the service</p> |
| Engaging partners | <p>Stronger partnerships at a strategic level, but not always matched at an operational level. Multi-agency audits are taking place, but a more systematic and embedded approach is needed. There have been successes in building better partnerships with schools around SEND, and with the VCS. Would welcome greater challenge from partners, but requires trust and confidence to be built. There is recognition this is an incremental process.</p> | <p>Key partner agencies involved in CYP Partnership with a new plan. Steering groups across CYPS areas well established, good support from key agencies. Evidence of key agencies held to account and also key agencies holding CYPS to account. Evidence in the work of the improvement board.</p> <p>Improvement – information sharing, developing, consistency of practice and further engagement with partners</p> |
| Building the support apparatus | <p>There is pride in an effective management information and data system, which produces accessible dashboards of benchmarked performance data. These are being used with team managers, with support to help them use data to inform decision-making. Data are being used to inform conversations about children and outcomes, not just numbers. There is further to go, however, to see the impact on outcomes and embed the voice of the child</p> | <p>Management information used effectively. Evidence from Ofsted/HMI/Peer challenge, internal, monitoring. Data used well across CYPS with middle managers and external bodies. Data used in planning.</p> <p>Improvement – Embed across the service</p> |
| Fostering innovation | <p>Innovation, in the sense of being open to new approaches and seeking to embed effective ideas in practice, is championed by children's services leadership and supported by the Council (e.g. investment in new initiatives, participating in the Pause pilot, new approaches around recruitment). In time, the aim is for practitioners to be more</p> | <p>Service open to innovation outward looking and using best practices to inform development i.e. signs of safety. Innovation being integrated into the day to day practice across the service. Evidenced by peer challenge/HMI. Innovation projects moving beyond CYPS, e.g. recruitment and retention activity.</p> |

| | Comments from Isos Workshop 2 | Comments from DLT |
|-----------------------------------|--|--|
| | innovative, but this comes with a level of risk and will need to be managed carefully. | Improvement – Embed across the service and continue to identify good and outstanding practice |
| Judicious use of resources | There has been considerable investment in supporting children's services improvement. There is now a realistic base budget, which has been used to set robust financial plans for next three years. This provides security for children's services improvement, but will also allow political and corporate leaders to track and monitor the impact and progress of these investments. Members are rightly keen to hold officers to these plans. | Evidence for resourcing being based on effective planning and benchmarking. Investments and research being made to improve long term development of service. Good practice and expertise increasingly used across CYPS. Improvement – Embed good plan across all areas |

Conclusions from the workshop:

6.12 On the basis of the discussions, and evidence from other visits, the review concluded that regardless of how Rotherham's children's services are configured; the principles underpinning its model of delivery should be as follows:

- **Be in the best interests of children in Rotherham**—the right future arrangements must be those that provide the best platform for sustaining improvement services that support children and keep them safe
- **Work *with* people, rather than doing *to* them**—particularly by engaging RMBC staff and key strategic partner agencies
- **Maintain strong oversight of children's services by elected members**— that all Councillors, including the Lead Member, continue to exercise their corporate parenting and scrutiny roles (and in case of lead member statutory responsibilities) to secure the best outcomes for children and young people in Rotherham
- **Maintain links with other local services and strategies that contribute to young people's development and long-term outcomes** —particularly the links with housing, economic growth and jobs and skills
- **Be sustainable** —the right future arrangements must be those that offer a sustainable long-term basis for delivering high-quality children's services
- **Involve robust external scrutiny**— this will remain an important part of Rotherham's ongoing improvement journey, and should be embraced as an opportunity to track progress and address barriers
- **Maintain the integration of services**— avoid creating barriers at key service

interfaces, such as between early help and social care, or with education services.

6.13 These principles have been used to inform the options appraisals outlined in Section 8 (and attached in Annex 1).

6.14 The workshop set out priorities (improving the quality of practice, strengthening partnerships), seven core principles (see paragraph 6.12), and specific actions around strengthening self-assessment and challenge (the voice of the child, enabling members to triangulate evidence through thematic frontline visits) to inform the review's considerations.

6.15 One of the key messages emphasised in the workshop was that two years into the children's services improvement journey, whatever options are considered in the future must not destabilise what has been put in place over the past two years. Although it is accepted that once consistent front-line practice is in place, different options, collaboration or commissioning models will be actively considered, underpinned by strong managerial oversight.

6.16 Having visited other councils, the numbers of alternative delivery models are small, many are in their early stages, and therefore there is not a firm and broad evidence-base regarding their progress. A key finding from the Isos research is that alternative management models *can* play a role in helping to overcome persistent and systemic barriers and to create the conditions for sustained improvement to take place. However, these benefits are not exclusive to alternative delivery models – rather, in certain circumstances, they have helped to overcome barriers that the local area had not been able to previously.

6.17 In considering whether Rotherham had the innate ability to make sustained improvement, we looked at the following factors:

- Capacity to self-assess accurately;
- Capacity to develop strategic priorities that will address weaknesses; and
- Capacity to implement these strategic priorities swiftly and effectively.

The evidence to support these factors are summarised as follows:

- **Routine self-assessments are embedded** – growing culture of reflection and challenge, is now systematic.
- **There is a high level of congruence between internal self-assessment and external feedback** – peer reviews, practice partner reviews, Commissioner reports, Ofsted monitoring visits. Clarity about what is being invested in

improvements, and how this is working.

- **Members are asking probing questions of children’s services** – this is positive and important. Equally important is the willingness of members to triangulate with feedback gathered from thematic frontline visits.
- **Continued outward-facing engagements** – Rotherham has not “hunkered down”, but has remained open to others.
- **Significant (“heroic”) investments for a council of its size** – long-term financial plans, but also monitoring arrangements to take account of changing circumstances.
- **Strong alignment of Council and children’s services priorities** – the Council has embraced the “seven tests”, and there is clarity about how Council plans, financial plans and children’s services plans fit together in the long term.

6.18 The independent methodology developed by Isos sets out a framework which considers the three forms of improvement support which is outlined in Figure 3 below:

Figure 3: A framework for considering the three forms of children’s services improvement support (LGA/Isos (b), 2017, p. 6)

| A framework for considering the three forms of children’s services improvement support | | | |
|--|--|--|---|
| Type of support | Potential benefits | Key success factors | Circumstances when it is likely to be effective |
| Sector-led improvement | <p>Can build capacity – working alongside those who have done the job.</p> <p>Both rigorous and developmental – challenging, but can create space to improvement, less public, high-stakes.</p> <p>Can help to avoid insularity – avoid the risk of “believing your own narrative”.</p> | <p>Rigour – whether formal (rigorous challenge) or informal (project focus).</p> <p>Quality and credibility – must bring practical expertise, gain trust.</p> <p>Flexible and tailored – must be grounded in context of that local area, at the right time and with right people.</p> | <p>Start of an improvement journey – to give (new) leaders a baseline.</p> <p>During the journey (perhaps between inspections) – to test, are we on track?</p> <p>To draw on additional expertise or capacity – in a specific area of practice.</p> |
| External scrutiny & formal intervention | <p>Can create robust governance – brings focus, shape improvement journey.</p> <p>Can bring partners together – creates impetus and can facilitate partnership.</p> <p>Can mediate between key players – “honest broker” between national and local partners.</p> | <p>Independence – of the person / body providing external scrutiny.</p> <p>Strategic focus – if not, can become bogged down, critical and defensive.</p> <p>Triangulation – able to triangulate reports with evidence from frontline. ... and the basics of good governance.</p> | <p>Where there is the right children’s services leadership capacity, but one of two things may be missing:</p> <ol style="list-style-type: none"> 1. “grip” on one key area of practice – “taken their eye off the ball”; or 2. effective governance – political, corporate and/or partnership. |
| Alternative delivery models | <p>Fresh start, re-focus improvement journey – getting to good, not running away from inadequate. Able to stabilise leadership, workforce.</p> <p>Speed and focus – of decision-making, sole focus on creating environment conducive to strong children’s services.</p> | <p>Informed design – clear aims re: how will support improvement journey.</p> <p>Clarity relationship with council and partners – governance, other services.</p> <p>All other enablers of improvement – an alternative model can enable, but will not on its own drive, improvement.</p> | <p>Where issues are systemic, deep-rooted and/or persistent ... and where leadership “grip” is lacking in three areas – capacity to:</p> <ol style="list-style-type: none"> 1. diagnose weaknesses accurately; 2. develop strategy to address them; & 3. implement the strategy effectively. |

6.19 It sets out the circumstances in which each type of support would be most effective. Using this model, recognising the distance travelled by CYPS whilst acknowledging the there is still much to be done on its improvement journey, the review concluded that “external scrutiny and formal intervention” would provide the platform for further improvement. Its rationale for this is that CYPS has the stable leadership which can identify, initiate and embed an effective approach to improvement. For this reason, at

this stage based on the independent research and evaluation, the review felt that continued support from the Commissioner and Practice Partner would provide the most effective arrangements to secure sustainable improvements in children's services although once consistent practice is established, it is open to considering other options including collaboration or further commissioning opportunities.

7 Themes emerging from visits

7.1 A series of fact-findings visits and conversations were organised by members in early 2017. This built on a number of visits organised by the Chief Executive in the summer of 2016. The findings from their enquiries are themed as follows:

- Impact on improving social care;
- Accountability and Corporate Governance;
- Economies of Scale;
- Finances and Budget;
- Speed of improvement.

Each visit/discussion took place with the respective Chief Executive or Director of Children's Service (DCS) (plus other relevant senior officers) and when available, Lead Member (or Leader). The programme of visits is outlined in Annex 2.

Impact on improving social care

- 7.2 Particular structures or delivery models – whether in-house or externally provided – do not alone drive improvement within children's social care services. What is fundamental to improvement and recovery from failure is strong, focused leadership and management that can: first, get to grips with performance and associated quantitative data to demonstrate the “health” of the service overall; and, second, when this “quantitative grip” on performance is in place, focus on the quality of service responses, more effective demand management, and move towards a culture of continuous improvement that embraces service transformation.
- 7.3 A further critical component to successful improvement, across all discussions held, was the need for stability in management, vision and commitment. Fluctuations and uncertainty around any new delivery model was seen to put the service and outcomes at risk. There is evidence that adopting new structures can cause instability in staffing arrangements; which in turn can adversely affect performance.
- 7.4 Alternative delivery models – such as Children's Trusts, external Community Interest Companies, or shared service approaches with other boroughs - can, however, inspire a positive, fresh start for councils in their drive for improvement following service failure.

Specifically, they can instigate a critical change in senior leadership, where this has previously been lacking, which can positively drive-up standards by inspirational leadership, focusing on 'what good looks like', driving-out poorly performing managers and bad professional practice. By the same token, some authorities that had retained their children's services (with external support such as Improvement Boards), had been able to take decisive action to change leadership and improve practice without a radical change of structure.

- 7.5 Some saw alternative models as providing greater opportunities for innovation and organisational agility – however, evidence of innovatory practice, collaboration and agile working were also seen in local authority controlled children's services where there was the will and flexibility to make this happen.
- 7.6 In general, there were greater risks perceived to achieving sustainable service improvement and better outcomes for children a result of "imposed" new delivery models. Where local areas work collaboratively with the DfE, practice partners or other support, greater control and focus can be sustained on the needs of the services and the needs of young people.

Accountability and Corporate Governance

- 7.7 Political leaders have a *"crucial role in catalysing a speedy and effective response to serious weaknesses and have a vital role in driving and sustaining improvement"* (LGA/Isos (a), 2016, p. 6). This was evident in a number of the visits where the Leader and Lead Member took an active role in overseeing improvement and transformation. It was acknowledged that in alternative models, the relationship between the lead member; overview and scrutiny and the governance arm of the delivery model, was often more complex.
- 7.8 Externalised models of delivery can create inevitable tensions between the corporate role of a DCS in the organisation– i.e. contributing to all council priorities (particularly in the RMBC context of its "Child Centred Borough" ambitions) - and the need to demonstrate appropriate levels of independence from the Council. There is a risk that in alternative models Children's Social Care can become more entrenched, not engaging with wider priorities and links between children's services and the wider corporate, political and partnership landscape and the needs of the borough. This can impact on service issues ranging from transition from Children's to Adult Social Care; to the need for education and skills considerations being linked to wider economic growth policy (e.g. birth to adulthood strategies). In particular, a strategic disconnect between

children and young people-focused services in a borough can undermine early intervention and preventative approaches, which are critical to long term service efficient and transformation in local government and the wider public sector.

- 7.9 The complex nature of children's services means that local authorities cannot deliver high quality services without input from other agencies and partners. Without exception each of the areas cited the importance of working with partners, although each recognised the difficulties of building and maintaining good relationships. However, without the apparatus of local strategic partnerships (and all key partners attending), the ability to 'unblock' difficult issues may be impeded.

Economies of Scale

- 7.10 A clear driver for some voluntary alternative models has been to generate economies of scale, and reduce costs. For this to work well there is a view that there is a need for a high-performing partner to be part of the arrangements – i.e. pairing together two struggling or failing authorities, solely in the interests of economies of scale, would not be a recommended strategy. To do this effectively, the view is also that sharing needs to be with near neighbours and in areas of common/compatible cultural identity. Shared approaches across wider, unconnected geographical areas are not regarded as viable prospects.
- 7.11 On a positive front, where sharing and collaboration is seen as a viable prospect, there is a view that joining forces can improve the desirability of social work roles, providing social workers more varied and exciting experiences, across different boroughs and contexts, which supports job satisfaction, worker retention and morale.

Finances and Budget

- 7.12 In all cases, it is clear that responding to service failure requires significant investment – the Rotherham situation is repeated elsewhere in this regard, particularly where there have been many years of inadequate practice and the *inadequate* judgement is deep-seated.
- 7.13 Councils need to move rapidly on to focusing on demand management as soon as they have their 'house in order' – again, instability in structures can impact on this. A decision to externalise the delivery model for children's social care can in some instances provide a crucial catalyst towards generating a more modern, renewed focus on service transformation and demand management, away from more traditional, local authority models.

Speed of improvement

- 7.14 Regardless of the model, improvement took time to embed. Broadly speaking, it was estimated that initial improvements to establish a baseline of the organisation's capacity and competency and stabilise the service and practice may take up to a year. Following this, it was reported that it had taken between a further two and six years to embed quality, consistency; provide systems wide leadership (these improvements are not 'linear' and progress may be stalled and reassessed). This echoes the findings of the Isos research which charted the improvement from "poor to fair" to "good to great" and the time taken to sustain improvements (LGA/Isos (a), 2016, p. 19).

Specific Issues for Rotherham arising from visits

- 7.15 Addressing corporate, organisation-wide failure has been a key priority of the Council for over two years. The findings from the Corporate Governance Inspection by Dame Louise Casey were accepted and the Council has demonstrated significant improvement with only six services remaining under the decision making control of Commissioners.
- 7.16 A complete and stabilised senior management cohort has been established within CYPS and is now bedding in. There are, therefore, risks posed by further change in this as a result of a new model. Furthermore, the future council-wide improvement at the council is being embedded by a new Strategic Leadership Team, fully in place since August 2016. Again, new instability as a result of a new model for children's social care could pose particular risks in the Rotherham context.
- 7.17 There is also the critical role of the Lead Member in the Rotherham context, who is also the Council's Deputy Leader. The Deputy Leader and DCS are demonstrating effective leadership which is subject to review by the Children's Social Care Commissioner. Alternative models could, potentially, create additional issues between these key relationships and would need to be given particular attention.
- 7.18 Inevitably, externalised models of delivery can create tensions between the corporate role in the organisation of a DCS – i.e. contributing to all council priorities (particularly in the RMBC context of its "Child Centred Borough" ambitions) - and the need to demonstrate appropriate levels of independence from the Council.

Scrutiny work programme

- 7.19 There are a number of issues arising from visits/conversations that will be included in the scrutiny work programme for 2017/18, demonstrating the value of this work and the commitment of members to Rotherham's improvement journey. In particular, the review

group were keen to explore how corporate parenting responsibilities could be strengthened further for elected members and across the wider council and this will be the focus on an in-depth review in the forthcoming municipal year. Regular visits to frontline staff, voluntary sector providers and service users will be scheduled throughout the year in order for members to validate evidence of performance and improvement.

8 Alternative Management Arrangements: Summary Options Appraisal

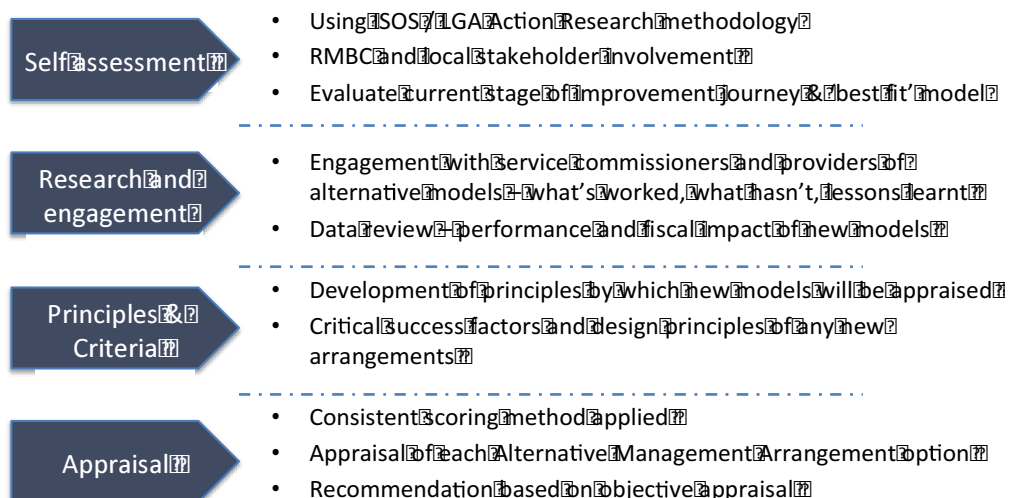
Introduction

- 8.1 This options appraisal presents the latest analysis and current thinking on the range of Alternative Management Arrangements for CYPS. It evaluates the relative strengths and challenges of the primary options available to the Council. The paper then provides initial recommendations for future management arrangements.
- 8.2 It is recognised that the different delivery models and management arrangements across the country are in various stages of development and the Council will continue to receive further evidence both now and in the future regarding models and ways of working that have the greatest impact on keeping children safe from harm.

Methodology

- 8.3 The Council has adopted a structured approach to appraising the range of children's services management arrangements available. The Council's approach has been designed to ensure that a wide range of potentially appropriate options have been considered; that research and evidence from other localities in different stages of the improvement journey have been included; and that a range of stakeholder perspectives (providers, strategic partners and staff) have been factored into the options appraisal process.
- 8.4 The Council has undertaken the following structured process:

Options Appraisal Process



Evaluation criteria

- 8.5 The evaluation criteria used to appraise each option has been developed in Rotherham by Members, staff and local stakeholders. The criteria, which reflect the key operating and design principles that should underpin any new model, have been categorised into eight themes, described below.

Table 3: Evaluation Criteria for Options Appraisal

| Criteria | Description – What should the Option offer? |
|------------------------|--|
| 1. Child Focused | <ul style="list-style-type: none"> Be in the best interests of children in Rotherham Provide the best platform for sustaining improvement in services that support children and keep them safe Enable robust and accountable leadership and management whilst ensuring flexibility and agility to achieve the best outcomes for children Provide leadership and management autonomy for decision making and accountability for the outcomes of children in Rotherham |
| 2. Partnerships | <ul style="list-style-type: none"> Facilitates strong partnership working with local partners and stakeholders, particularly South Yorkshire Police and PCC, schools and health services Avoid, as far as is possible, disruption to partnership arrangements that have been strengthened as part of the improvement journey |
| 3. Commissioning | <ul style="list-style-type: none"> Ensure the right intervention is available at the right time (and right cost) to meet the needs of Rotherham's children Secure the best available provision in the market Adopt a collaborative model that is provider neutral, capturing the best of the public, private and voluntary sector provision Promote local voluntary sector and SME engagement |
| 4. Political oversight | <ul style="list-style-type: none"> All Councillors, Including the Lead Member, continue to exercise their corporate parenting and scrutiny roles |

| | |
|---|---|
| and governance arrangements | <ul style="list-style-type: none"> • Maximise transparency and accountability • Retain responsibility for securing the best outcomes for children and the performance of children's services in Rotherham • Maintain appropriate external scrutiny, tracking progress, addressing challenges, shared problem solving |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> • Provide a sustainable, long term platform for high quality children's services in Rotherham • Avoid significant and avoidable detrimental costs, for example, the treatment of VAT • Avoid protracted and complex negotiations that may be a distraction from the improvement journey (e.g. treatment of overhead/recharge) |
| 6. Workforce | <ul style="list-style-type: none"> • Builds on the progress made in recruitment and retention • Ensure that quality staff are attracted to and stay in Rotherham • Facilitate ongoing investment in the development of CYPS staff • Engage staff throughout the improvement journey |
| 7. Integration | <ul style="list-style-type: none"> • Avoid creating barriers at key service interfaces e.g. early help and social care • Ensure education and social care are integrated and seamless • Ensure that CYPS play a part in the wider goals of the Council - economic growth, affordable housing, promoting jobs and skills |
| 8. Risk | <ul style="list-style-type: none"> • Be deliverable and within reasonable timescales • Avoid high costs of transition – both fiscal and management attention that may distract from the improvement journey • Avoid introducing additional significant risk to the delivery of the improvement journey • Be evidence based – a tried and tested model. |

Specific considerations

8.6 There are a number of areas that whilst included within the Criteria and explored within the Options Appraisal are worthy of some further exploration here namely:

- a) how the Council continues to discharge its statutory responsibilities particularly line of sight on performance and quality;
- b) the operational impact of a separation between services;
- c) the role a good corporate Council contributes to a Children's Services and how this would need to be maintained.

Statutory responsibilities, performance and quality.

8.7 In **any** new model, the Council would retain its role in discharging its statutory duties⁷ and these would need to be clearly articulated within a Memorandum of Understanding

⁷ The Director and Lead Members of Children's Services are appointed for the purposes of discharging the education and children's social services functions of the local authority. The functions for which they are responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority or in custody (regardless of where they are placed).

(MoU) and Service Contract with the DfE and the Trust. From the site visits, Doncaster, has agreed that whilst the Trust is accountable to the Secretary of State via its Trust Board Chair, the Council acts as the local commissioner with the responsibility for the contract management. This has recognised that the Trust and the Council have a wider relationship as providers of services within a whole system partnership and that the statutory functions of the Director of Children's Services (DCS) and Lead Member are required to be retained within the Council. DMBC remains ultimately accountable for the children's social care functions that have been assigned to the Trust through a Statutory Direction from the Secretary of State.

8.8 This model has been replicated in Slough. Under Direction from the Secretary of State, Slough Borough Council contracts with the Trust to deliver agreed services on its behalf. The Services Contract will stay in place for the duration of the Statutory Direction. The Council will remain statutorily responsible and accountable for the exercise of its children's social care functions under section 497A(4) of the Education Act 1996. This model suggests:

- Monitoring, evaluation and reporting requirements between the Council and any AMA model would need be set out within a Service Contract to ensure line of sight on performance and quality and this would need to be subject to formal agreement between the parties and the DfE.
- In Doncaster for example, the contract between the Council and the Trust sets out arrangements for quarterly performance monitoring (QPM) meetings which are supported by a suite of performance indicators, and an annual review meeting. In addition, the DCS is required to report six-monthly to the Scrutiny Committee on the performance of the Trust.
- A series of informal meetings underpin these arrangements, for example monthly 'finance to finance' meetings, meetings between the Chief Executive and the DCS, Trust Directors and Assistant Directors in the Council and meetings with the Lead Member. The Trust Chair meets regularly with the Chief Executive of the Council, and these meetings also involve the DCS and the Trust Chief Executive.

8.9 The specific considerations for Rotherham in any AMA are:

- To recognise the importance of clarity within the MoU and Service Contract, articulating the specific roles and responsibilities of each party in terms of statutory duties;
- To retain corporate statutory roles (e.g. a DCS) within the Council, alongside

commissioning and contract management/performance monitoring arrangements, with the cost and complexity this may create;

- The development and agreement of a performance management/monitoring framework and sufficient resource/capability to interrogate and act on the analysis
- Clarity on the role of the Council's Scrutiny function and the particular requirements on the AMA to report regularly in an open and transparent manner;
- The strength and robustness of performance monitoring system(s) to produce timely management information or the set up costs of establishing these.

The operational impact of the separation of services

8.10 There are risks in separating children's social work and other services (both in children's services and wider council services) hence the criteria regarding integration. Evidence from Doncaster suggests that this is a real risk to be assessed and managed in the set-up of any arrangements.

8.11 The Slough Children's Services Trust model is attempting to address this by moving a greater proportion of children's services into the Trust, including the following:

- Early Help, Assessment and Children in Need
- Child Protection and Looked After Children
- Placement and Resources
- Safeguarding and Quality Assurance

8.12 The specific considerations for Rotherham in any AMA are:

- The diligent review of the scope of any AMA in terms of services included and the application of the learning from the current models;
- The consideration of the maturity of the early help offer and in particular the roles of partners (i.e. how resilient would early help be to a change in operating structures);
- Retaining a stable workforce and connections across wider services that contribute to outcomes for children and young people.

The contribution of a good corporate council to Children's Services

8.13 The Council has clearly stated its ambition to be a Child-Centred Borough and has embraced the 7 tests from the Children Services Commissioner which clearly set out the contribution that a 'good' Council contributes to safeguarding children as well as creating the conditions for their future success. This relates to but is not exclusive to corporate parenting, community safety, education, dealing effectively with domestic

abuse, drug/alcohol abuse and mental health.

8.14 The Options Appraisals has a key principle of 'child focused' and any new AMA would need to demonstrate the ability to continue the progress that has been made in developing organisational ownership of a whole family approach to issues that impact upon children and young people.

A particular area of acute focus is the connection between children's and adults services. Learning from the importance of this has been taken from Doncaster's experience.

8.15 The research into other AMAs highlighted the budget and demand challenge in a number of localities that have moved to a different Trust type model. Participants in the research suggested that moving to an AMA does not take away the budget/demand challenge and instead makes it more difficult to respond flexibly, using wider council resources, to meet those challenges.

8.16 The specific considerations for Rotherham in any AMA are:

- Recognising the additional effort required to ensuring continued organisational ownership of a whole family approach.
- Clarifying additional pathways and relationships that maybe required to retain connections between critical services such as Adult Services.
- Consideration to budget/demand challenge and mechanisms to ensure continued prioritisation/flexibility.

Overview of Alternative Management Arrangements options

8.17 Stage one and two of this option appraisal process (self-assessment, research and engagement) has highlighted that there are a wide range of potential Alternative Management Arrangements. Using the learning, evidence and research from these stages we have aggregated the various options in to eight AMAs, categorised under 'Collaborative in house'; 'External vehicle'; and 'Strategic partner' options. It is not an exhaustive list, rather, we have selected AMAs which may offer a realistic prospect of future management arrangements for CYPS in Rotherham.

8.18 In developing this shortlist of AMA options, it should be noted that stakeholders and research targets highlighted the following key themes:

- AMAs are not a silver bullet and a change of structure and/or ownership does not in itself deliver improvements to children's services.

- There is limited but emerging evidence base for a number of AMAs in the children's services context.
- The timing of the adoption of an AMA has in the most part been when the service(s) have experienced Inadequate Ofsted inspection results and are perceived as broken and require a dramatic, catalytic change – to both reform the service, children's outcomes and re-position the service in the eyes of local stakeholders, building public trust.

8.19 The table below provides a summary overview of each option appraised within this paper:

Table 4: Summary Overview of Options

| Strategic Option | AMA Option | Description |
|---|--|---|
| ‘Collaborative In House’ services – the Council retains control, working with external partners to deliver Children’s Services. | 1. Appointment of a Peer Practice Partner | Structured external advice and continuous improvement from sector leading experts and local authority peers working in partnership with DfE. Formal and informal arrangements e.g. data sharing, training etc with the Practice Partner, which has been recognised by the DfE for its innovation, quality of practice and children’s outcomes. RMBC commissions / delivers all elements of children’s services. |
| | 2. Commission by contract | Commissioning parts or the whole service to another entity or entities by contract. The Council would commission services/operations currently provided in house to an external provider. |
| External Vehicle – creation of a new entity to deliver Children’s Services. | 3. Wholly owned council limited company – ‘Trust’ arrangements | A company registered with Companies House, wholly owned by the Council. Children’s services that are agreed to be in scope (covering operations, assets and staff) are transferred into the company. Some or all of current CYPS would be transferred into the new entity. |
| | 4. Community Interest Company | Traditional social enterprise model that locks assets and defines a social purpose within the Companies Act 2004. As per 3, services, staff, operations and assets in scope are transferred into the CIC. |
| | 5. Employee owned mutual | An independent business established by a mutual community who have a common interest in the services provided by the mutual. |

| | | |
|---|----------------------|--|
| | | As per 3, services, staff, operations and assets in scope are transferred into the mutual. |
| Strategic Partner – Some or all CYP Service(s) are provided by an existing entity or entities. | 6. Managing Agent | A third party selected to manage the services in scope on behalf of the Council, which may include commissioning in house services and external services. |
| | 7. Joint Venture | A Joint Venture (JV) (registered with Companies House and subject to legislation) wholly owned by the Council with one or more parties from the public, private or not for profit sectors. As per 3, services, staff, operations and assets in scope are transferred into the JV. |
| | 8. Shared Service | One or more elements of CYP Services are delivered by another Authority through an SLA, contract or in certain circumstances a JV. This may include a Trust or similar wholly owned local authority vehicle. |

Options Appraisal

8.20 The detailed options appraisal, exploring each option against each of the evaluation criteria, is included as Annex 1 to this report.

Each option was appraised against each criteria out of a score of 5:

0 = unsatisfactory, does not meet any of the requirements of the criteria

3 = meets some aspects of the criteria but with risks and concerns

5 = fully meets the requirements of the criteria, no material risks or concerns

Each option is then given a total score and summary appraisal, with a relative ranking provided within the conclusion.

8.21 A summary of the relative strengths / weaknesses of each option and the evaluation score is provided in the table on the following page.

Table 5: Summary Alternative Management Arrangements Options Appraisal

| AMA Option | Strengths | Weaknesses | Score |
|---------------------------------|---|---|-------|
| 1. Peer Practice Partner | <ul style="list-style-type: none"> Build on peer model in place – knowledge transfer, critical appraisal, challenge and support Build on partnership and integration work Ensures ownership and political oversight Lower cost / risk of transition | <ul style="list-style-type: none"> Ability to continue to deliver the pace of improvement required internally Positioning of children's services in the eyes of the public and other stakeholders – sufficiently strong demonstration of progress | 33/40 |
| 2. Commission by Contract | <ul style="list-style-type: none"> Ability to commission new interventions / services to meet needs Greater freedom/flexibilities, building on capabilities of providers and the voluntary sector Risk transfer and outcome based commissioning | <ul style="list-style-type: none"> Fragmentation of services and providers, hindering the whole system approach to improvement Cost and complexity of commissioning multiple providers / programmes > investment in commissioning capacity Control and oversight of quality / performance | 22/40 |
| 3. Wholly Owned Company – Trust | <ul style="list-style-type: none"> Freedom and flexibility to drive pace of improvement but within local authority control Emerging practice from other localities Social work centred organisation – core focus. | <ul style="list-style-type: none"> Cost, complexity and risk of transition (what's in scope) Impact on partnerships, integration and whole system approach Limited evidence base and financial risks (e.g. tax) | 25/40 |
| 4. Community Interest Company | <ul style="list-style-type: none"> As per Trust arrangements but additional community benefit and positioning in the eyes of stakeholders | <ul style="list-style-type: none"> As per Trust arrangements. | 26/40 |
| 5. Mutual | <ul style="list-style-type: none"> Employee engagement and ownership for improvement Innovation, customer service and cost control | <ul style="list-style-type: none"> Lack of control, political oversight Complexity and cost of transition Untested model at the scale of children's services Pace of decision making (one member one vote) | 16/40 |
| 6. Managing Agent | <ul style="list-style-type: none"> Capacity, capability and resources of external partner – e.g. commissioning; commercial Performance management / monitoring | <ul style="list-style-type: none"> Complexity and confusion – roles and responsibilities Additional cost layer, particularly management costs Fragmentation – whole system approach | 18/40 |
| 7. Joint Venture | <ul style="list-style-type: none"> Leverage partner capacity / capability Knowledge transfer – new approaches Share risk and reward | <ul style="list-style-type: none"> Identification of the right partner with the right culture Cost, complexity of transition Alignment of priorities Control and influence | 15/40 |
| 8. Shared Service | <ul style="list-style-type: none"> Best practice and innovations, knowledge transfer Speed and simplicity of contracting arrangements Efficiency / cost savings | <ul style="list-style-type: none"> Practical local availability of high quality children's services Learning whilst establishing shared services arrangements Management focus and commissioning capacity/capability | 24/40 |

Ongoing performance monitoring and continuous improvement

- 8.22 A consistent theme from local authorities and other stakeholders involved in the research of AMAs was that a change in structure or ownership is not an end in itself in driving improvements in children's services. In particular, the need to establish a wider culture of continuous improvement; openness and candour; constructive challenge; staff ownership for seeking solutions and problem solving; constructive working relationships between members and staff; and seeking external insight and peer review/challenge were all critical in establishing a culture that enabled children's services to be good or outstanding over the long term.
- 8.23 Alongside the cultural aspects of sustained improvement, supporting systems and processes should include robust performance monitoring; peer reviews; transparent performance management; engaged member oversight and effective scrutiny; rigorous inspection and audit arrangements etc – all approaches that are model neutral.
- 8.24 Ensuring that Rotherham has a continued rigorous performance and improvement culture and system is a key part of the improvement plan and is becoming embedded. This will remain of critical importance irrespective of any future ratings (or model). This is particularly relevant given the recent incidences of Council's who were good or outstanding receiving OFSTED judgements of inadequate.

9 Conclusions

- 9.1 These conclusions set out the relative scores, ranking and implications of the options appraisal; the high level themes and considerations emerging; and the recommendations in taking forward the preferred option(s).
- 9.2 The table below ranks each option by the total appraisal score from Table 4 (Summary Alternative Management Arrangements Options Appraisal)

Table 6: Appraisal score

| AMA Option | Total Score |
|-------------------------------|-------------|
| 1. Practice Partner | 33/40 |
| 4. Community Interest Company | 26/40 |
| 3. Wholly owned company | 25/40 |
| 8. Shared Services | 24/40 |
| 2. Commission by contract | 22/40 |
| 6. Managing Agent | 18/40 |
| 5. Mutual | 16/40 |
| 7. Joint Venture | 15/40 |

- 9.3 Across each of the options, particular strengths and challenges identified within the evaluation include the following:
- The importance of ongoing external scrutiny, support and challenge in delivering improved children's outcomes in Rotherham.
 - The operational and financial risks of establishing new organisation entities, particularly those involving multiple stakeholders.
 - The risk of disruption to the progress achieved and slowing the pace of progress during transition.
 - The use of alternative models to stimulate change when there is not the recognition or the capability to effect change.
 - The high cost of transition to AMAs, both transaction costs (be that commissioning, set up, tax) as well as management time and focus at the same time as continuing to drive the Improvement programme.
 - The complex set of inter-relationships between CYPS and other Council services and other partners in the borough (particularly the police, PCC, health, schools etc) which could be destabilised by new AMA options.

- The emerging evidence base for the majority of the alternative models within the children's social care landscape.

9.4 The scores and analysis suggests there are three clusters of options. Firstly, there is clear water between the Peer Practice Partner Model and the other options within the options appraisal. The Peer Practice Partner model offered high scores in each response (4 or above) apart from Financial Viability and Sustainability, scoring a 3. The Peer Practice Partner model evaluation highlighted the benefits to the continuation of the Improvement journey; the lower risk in destabilising partner relationships and cross council working; the ability to drive integration of CYPS alongside other Council services and priorities; ongoing and strengthened external appraisal and challenge to CYPS; and the reduction in the costs. Secondly, the Community Interest Company, Shared Services, Wholly Owned Company and Commission by Contract options are clustered with scores from 22-26 out of 40. As the CIC can be established at the same time as the Wholly Owned Company we would treat this as one option (with marginally stronger benefits within the Child Focus score as a result of a stronger community purpose under the CIC option). Within this cluster our analysis suggests there **are two key considerations**.

9.5 The first consideration is A) the cost/benefit of establishing a Trust/CIC:

- Performance would need to be identified as sufficiently poor, and unlikely to improve, to justify the level of identified risks and lack of evidence in the trust model.
- The trust model would need to deliver substantial improvements over and above the Practice Partner Model to justify the disruption to the improvement journey.
- The move to a Trust model could reduce the political ownership and oversight of children's services (and the ownership of a child centred borough). Given the significant improvement in member oversight and scrutiny, any reduction would be a backward step in the improvements achieved so far.

The evaluation suggests, on the current evidence of the improvement programme and evidence from localities that have moved to a trust model that the Peer Practice Partner model presents the right balance of risk/reward, but this is subject to ongoing performance improvements and the strengthening of the evidence base of trust models elsewhere.

9.6 The second consideration, B) is the extent to which the insight, innovation and best practice from third party organisations (be they commissioned or shared) can be

leveraged within the Practice Partner or Trust/CIC arrangements. The evaluation highlighted both the opportunities and challenges of greater third party involvement. The evaluation suggested that a wholesale shift from one model to an externalised model presented too great a risk to progress, whilst acknowledging that these models can deliver innovation/insight. The recently undertaken LGA Peer Review of commissioning capacity/capability in the Council highlighted both the strengths (e.g. Leadership within CYPS) and the challenges in increasing the role of external parties in delivery, particularly the practical commissioning resources needed to increase the pace/scale of commissioned services.

- 9.7 The final cluster of options which scored the lowest (Joint Venture, Mutual, Managing Agent) within the evaluation offered higher levels of risk over the other options. Whilst the potential benefit of external partners and insight was welcomed, the organization forms presented both high set up costs; commissioning complexity; risk in terms of competing priorities with third parties; availability of good organisations to partner with, potential damage to partner relationships in the borough and the lack of any evidence base for children's social care.
- 9.8 The evaluation across the options suggests that a number of key themes within the options are not mutually exclusive. In particular, in selecting a Practice Partner model or Trust/CIC arrangements, the Council should continue to:
- Strengthen its commissioning capacity/capability
 - Look outwards and capture innovation and best practice from the public, private and not for profit sectors
 - Seek independent advice and critical appraisal as part of a cycle of continuous improvement
 - Establish shared services arrangements, further integration or collaborations where it makes sense to do so with other partners in Rotherham and neighbouring local authorities
 - Strengthen the relationship with, and the role of, the voluntary sector within CYPS.

10 Feedback from Partners

- 10.1 The views of Improvement Board partners and the Police and Crime Commissioner were sought on this preferred option. Each partner supported the continuation of the Practice Partner model and agreed that it likely to secure better and sustainable outcomes for children and young people in Rotherham in the short term.
- 10.2 The majority of respondents commented on the “*considerable*” progress that had been made and the positive changes underway, “*Rotherham is a different town to the one it was two years ago*”. There was an acknowledgment of the positive change in culture, confidence and direction, and how this had been driven by the leadership.
- 10.3 Specific comments from school partners highlighted the improvement in practice, particularly in response to referrals and in the development of the multi-agency safeguarding hub, locality working and Early Help. The partners expressed a view that external challenge from the Practice Partner and peer reviews had made a positive impact and it provided an opportunity to reflect upon and develop practice accordingly.
- 10.4 A detailed response was received from the Chair of the Local Children’s Safeguarding Board. She cites the improvements that have taken place in corporate services (HR and Legal) to support the drives in improvement and how this reflects well on the aspiration to become a Child Centred Borough. She also outlines the improvements in information and how this drives performance, which is moving from compliance to improving quality of delivery.
- 10.5 A school partner acknowledged that there were still areas for development in children’s services, but was reassured that partners were sighted on these areas and robust plans were in place to address them. These arrangements were described as “*heartening*”. Although partnership relationships were viewed positively, it was suggested that there is still progress to be made in developing challenge, trust and consistency at all levels.
- 10.6 The consensus emerging from partners is that the improvement journey requires stability and they were keen that any future model could develop and sustain progress in partnership working across all relevant agencies from early help to child protection. To this end, opportunities for further collaboration or integration, including an exploration of alternative arrangements, could be considered at a future point. However, at the current time it was agreed that a change in delivery model at this stage, may undo some of the improvements that have been achieved, undermine momentum and act as a distraction.

11 Recommendations

11.1 Taken together, both the options appraisal and the independent assessment model (ISOS) suggest that a Practice Partner model would secure the most rapid and sustainable improvements in the short term (two years) and present the lowest risk to the Improvement journey. In particular, the action research and evaluation suggests that the Practice Partner model will:

- Establish the right balance of political ownership, oversight and accountability for CYPS at the same time as rigorous external challenge;
- Enable the good progress being made on the Improvement programme to continue at an accelerated pace with minimal disruption to partners, wider council priorities or management focus; and
- Avoid high transition and operating costs associated with each of the AMAs.

11.2 The Council will continue to work effectively with our Peer Practice Partner, and once assessed as “Requiring Improvement”, we would want to continue with Lincolnshire as a partner in practice given their knowledge and understanding of Rotherham.

11.3 It is the Council’s stated ambition to become a “Good” and then “Outstanding” Children’s Service. There is an ongoing commitment, irrespective of rating, to a rigorous and ongoing peer review model through the regional and national Association of Directors of Children’s Services and the ongoing relationship with the Department for Education. To underpin this activity, there would an appropriate amount of funding be set aside to enable external support from the sector to be drawn in either to undertake reviews or for support. This would be done with the oversight of the Partner in Practice to continue to demonstrate the transparent way the Council now operates

11.4 However, it is acknowledged that the peer practice partner model aids the improvement journey and is by definition temporary. Once there is consistent front line practice, the Council will actively consider other options to work with others knowing that integration, collaboration or further commissioning will be underpinned by strong and robust operational activity and management oversight.

11.5 Whilst continuing with the Practice Partner is the preferred option based on the information, evidence and research available today, this is not a closed decision. The Council remains open to other Alternative Management Arrangements such as establishing a Trust/CIC, including the potential to integrate with another Children’s Trust who is rated as “Good”, if there is evidence in the future that this would secure more rapid and sustainable improvement. .

12 Thanks

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- Ben Bryant, Isos Partnership
- LGA Children's Improvement Board
- Jo Miller, Chief Executive and Damian Allen, Director of Learning Opportunities and Skills, Doncaster Borough Council and colleagues
- Paul Moffatt, Chief Executive, Doncaster Children's Services Trust and colleagues
- Cllr Brigid Jones, Lead Member for Children's Services, Birmingham City Council and colleagues
- Cllr Judith Blake, Leader of Leeds City Council and Cllr Lisa Mulherin, Lead Member
- Tom Riordan, Chief Executive, and Steve Walker, DCS, Leeds City Council and colleagues
- Trevor Doughty, DCS, Cornwall Council
- Ade Adetesoye, Deputy Chief Executive, London Borough of Bromley
- Dr Alan Billings, Police and Crime Commissioner, South Yorkshire
- Christine Cassell, Independent Chair of Rotherham Local Children's Safeguarding Board
- Chief Supt Robert Odell South Yorkshire Police
- Donna Humphries, Head teacher, Aston Hall Junior and Infant School
- Pepe Di'lasio, Head teacher, Wales High School
- Chris Edwards, Chief Officer, Rotherham Clinical Commissioning Group
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- Janet Wheatley, Chief Executive, Voluntary Action Rotherham
- Andy Bowie, 50 Degrees Ltd
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Improving Lives
Scrutiny Select Commission

Review of Alternative Management Arrangements
for Children's Service in Rotherham

April 2017

Table of Annexes

Annex 1 – Full Option Appraisal

Annex 2 – Terms of Reference and background information

Annex 3 – Isos Partnership: 2nd Workshop Summary

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Annex 5 – Rotherham's Children and Young People's Plan (2016-2019)

ANNEX ONE – DETAILED OPTIONS APPRAISAL

Option 1 – Appointment of a Peer Practice Partner

Practice Partners have been selected by the DfE to understand how local authorities get to good and what it takes to move from good to excellent; to interrogate the most important practice questions facing children's social care; and to drive sector-led peer-to-peer improvement. The Partners in Practice are all demonstrating excellent practice and are committed to innovation and continuous improvement. They have all delivered successful Innovation Programme projects and continue to gather and disseminate learning through the Innovation Programme learning network. They are all also actively driving sector-led improvement, particularly in authorities working to get to good.

The Practice Partners include a number of authorities that the Council has engaged as part of its research for this options appraisal (including Achieving for Children; Leeds City Council) and the Council's ongoing work with Lincolnshire County Council as part of its Improvement programme. This option would involve formally appointing a Practice Partner to support Rotherham continue to deliver its Improvement programme, sharing innovation; insight; best practice; critical appraisal; and practical support on key functional areas to improve Children's Services.

| Criteria | Evaluation | Score |
|------------------|---|-------|
| 1. Child Focused | <ul style="list-style-type: none"> + Selection of advisers and experts who can support the council to focus on Children's outcomes, operating at a strategic level to support and challenge RMBC's improvement journey. + Ability to leverage practice specific advice, best practice and innovation from partner authorities / experts to improve the pace of improvement. + Build on the progress made towards improving Children's outcomes (as evidenced by Ofsted monitoring visits letters; peer reviews (ADCS) and the Commissioner's reports to Secretary of State). + Strategies have been established, together with partners, to improve Children's outcomes and make Rotherham a child friendly borough. For example, Rotherham's Children and Young People's Plan 2016-2019. By retaining control of Children's Services, the Council would ensure that all services are focused on Rotherham being a child centred borough, not only the remit of Children's Services. + Maintains corporate parenting role and ensures Member and senior officer ownership and accountability for children's outcomes in the borough. + Facilitates an integrated approach across education, early help and social care services to improve children's outcomes (see Integration below). • Contingent on ongoing improvement against agreed milestones and improved practice particularly within the quality of social work in the LAC service and strengthened management stability. | 4 |

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| 2. Partnerships | <ul style="list-style-type: none"> + The Practice Partner model will build on the good progress made in engaging partners in the Improvement journey, with a lack of disruption in terms of new organisation identify / structures, particularly recognising the increasing engagement required of partners to play their part in the delivery of the Improvement Plan. + External advisers will bring external challenge to ensure partners are playing their part in the Improvement journey – sharing lessons and insight from other localities and best practice models + Partner engagement and involvement has been a particular focus of the Improvement programme, particularly schools, health services and the Police. Feedback has highlighted the importance of sustained engagement at a strategic and operational level to maintain improvement. • Contingent on ongoing leadership from Children’s Services management team to prioritise local partnership work alongside internal service improvements. | 5 |
| 3. Commissioning | <ul style="list-style-type: none"> + The Practice Partner model will provide ongoing support and challenge to ensure that Children’s Services are leveraging the best available provision, interventions and services available in the market. + The Council has proactively commissioned a peer review on its commissioning approach and identified ways in which it can improve its commissioning capacity and capability, including Children’s Services (see option 2). + The Council would not need to invest in additional commissioning or procurement costs to deliver this option, but strengthen its commissioning capacity/capability to drive the quality and performance of services commissioned. | 4 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> + Rotherham has invested heavily in engaging new Members and involving Members in Children’s Services, the Council’s corporate parenting role and alternative management arrangements. + The peer practice partner model will mean that political ownership and oversight is retained by Members, the Lead Member and Leader, alongside additional external peer challenge. + The Council’s strengthened internal governance arrangements, including partner involvement in the Improvement process, would remain – strong governance is a pre-requisite of the Practice Partner model to succeed. + The peer practice partner model creates additional independent scrutiny and challenge, alongside playing an honest broker role between the Council, local stakeholders and other parties (e.g. DfE) + The peer practice partner model means that the Council retains control of Children’s Services and means that a Council wide approach to children (a child friendly borough) is retained – a one Council approach. – In establishing the model, the Council would need and want to ensure that the governance arrangements, scope and remit of the external advisers have sufficient teeth to escalate and challenge the Council. | 4 |

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| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + There is a low cost of transition to the peer practice model, other than the continued funding for the peer practice partner and administration costs of hosting and facilitating Practice Partner board meetings, visits, etc. + The Council has made significant investment in Children's Service (£20m over the last two years) and has an agreed funding plan for social care over the next 3 years. + By retaining control and ownership, the Council is able to – if it chooses – to invest additional funds in Children's Services and is not locked into a long term commercial deal with a provider. + Additional demand risks to Children's Services remain with the Council, directly impacting on the Council's budget. + The Peer Practice Partner model supplemented by other peer reviews means that alternative approaches to demand management; cost reduction; funding models etc can be captured and shared at a strategic level. – The Council faces significant budget pressures over the next three years (c£42m savings required) at the same time as demand pressures within Children's and Adults Services. The Practice Partner model does not change the budget position. | 3 |
| 6. Workforce | <ul style="list-style-type: none"> + Staff would be retained by the Council and there would be no changes to T&Cs as a result of this option. This means limited impact on staff or management distraction focusing on structures rather than performance. + As part of its Improvement programme, the Council has implemented a number of workforce reforms and more flexible models to improve recruitment, retention and reduced agency usage. + The Improvement programme has evidenced the strong leadership in place (referenced by Ofsted) and the series of measures undertaken to attract staff; retain staff; improve quality and practice have resulted in significant improvements in permanent recruitment and lower than national average agency rates. + Significant investment has been to implement the Signs of Safety Model from April 2017 to improve the quality of social work within LAC to ensure all children/families receive a high quality, responsive service. + The Practice Partner model is designed to build capacity through close collaboration from professional peers. This should happen at both a strategic level and also operational (facilitated best practice, job shadowing, rotation etc). – Whilst this option creates significantly less upheaval compared to a number of the other AMAs, . The model is contingent on the strong leadership, focus and capability of not just the senior management team but social work managers driving performance and quality. – Whilst progress has been made there is work to do to continue to reduce agency staff and turnover. | 4 |
| 7. Integration | <ul style="list-style-type: none"> + The Peer Practice Partner model facilitates strong integration between Council services as there will be senior leadership team driving the best outcomes for children across all Council service . Similarly, | 5 |

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| | integration with other services, including health, housing, education, criminal justice is enhanced by adopting a 'one council' model. | |
| 8. Risk | <ul style="list-style-type: none"> + The peer practice partner model presents the lowest risk and cost of transition of the AMAs. However, the risk lies in the ability of the Council to continue to deliver improvements and drive the pace of change alongside its wider priorities and budget challenges. + There is good evidence from other localities that the structured involvement of peers model (in different forms and structures) delivers sustained results in the quality of Children's Services and children's outcomes (including Leeds and Cornwall from our research visits), which in part has led to the development of the Practice Partner model. – Realism is required on the pace of change, with each of the local authorities visited as part of the research process articulating a five year journey from Inadequate to Good. – The model is contingent on sourcing, securing and retaining suitable individuals with the time, skills and aptitude to fulfil the wider peer reviews to full effect. Demand challenges will continue to present a challenge to the sustainability of the Children's Services model. | 4 |
| | TOTAL SCORE | 33 / 40 |

Option 2 – Commission by Contract

This option would involve the Council commissioning Children's Services to external providers. Whilst the Council already commissions a number of providers (e.g. LAC accommodation), this option would see a greater degree of commissioning and in particular those areas traditionally seen as 'in-house' services. Clearly the extent of commissioning would be a Council-led decision.

| Criteria | Evaluation | Score |
|------------------|--|-------|
| 1. Child Focused | <ul style="list-style-type: none"> + As the Council would retain control of Children's Services, the Council would be able to build on the progress made towards improving Children's outcomes (as evidenced by Ofsted monitoring visits letters; peer reviews (ADCS) and the Commissioner's reports to Secretary of State). + Commissioning activity would be directed at those services, functions or interventions that are under-performing or failing to improve fast enough to meet children's needs in Rotherham. This may increase the pace of change, if the right external provider(s) are identified. + Commissioning activity would be within the context of existing strategies established to meet children's needs in Rotherham. For example, Rotherham's Children and Young People's Plan 2016-2019. By retaining control of Children's Services, + By retaining control of Children's Services, the Council would ensure that commissioning activity is aligned to the Council's wider priorities e.g. being a child friendly borough. + Commissioning services may enable the Council to secure more innovation and best practice in the delivery of Children's Services, selecting providers that have a proven track record of meeting children's needs in other localities. + The Council would maintain its corporate parenting role and ensures Member and senior officer ownership for children's outcomes in the borough. However, the extent of commissioned activity may impact on this. – The greater the extent of commissioned activity, the greater the chance of fragmentation and disconnects between different commissioned services, particularly in relation to partnership working, early help and wider council services. | 4 |
| 2. Partnerships | <ul style="list-style-type: none"> + Again the potential impact on partnerships is contingent on the scope of commissioned activity; the procurement process and timetable for delivery. The greater the extent of commissioned activity, particularly if broken down into separate lots/contract packages, the greater the complexity, confusion and risk - who does what where – for partners. – Effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. Moving to a predominantly commissioned model brings uncertainty, potential changes to staff roles, terms and | 2 |

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| | <p>conditions and processes and accountabilities.</p> <ul style="list-style-type: none">– The transition process may result in greater internal focus rather than external collaborative working, particularly if core functions are transferred to a new provider(s)– The move to a predominantly commissioned model may result in additional complexity of partnership working in terms of the role of the Council, commissioned providers, and partners, linked to the scope of the contract. | | | |
| 3. Commissioning | <p>The Council has undertaken a Commissioning Peer Review via the LGA to assess the quality and structures of commissioning across the Council (with partners) to deliver good outcomes. It identified the following strengths and areas for consideration:</p> <table><tr><td><ul style="list-style-type: none">• Strengths• Strong leadership from Director of Children’s Services and senior team inspiring confidence• Clear mission• Driving change• Can evidence progress• Good transferable commissioning models• Addressing the issues e.g. sufficiency, mental health, etc.</td><td><ul style="list-style-type: none">• Areas for consideration• Opportunities to influence Rotherham Clinical Commissioning Group• Building commissioning capability• Balancing Ofsted expectations and need for development• Whole family approach to commissioning• Senior commissioning succession planning• 0-25 agenda</td></tr></table> <ul style="list-style-type: none">– In moving to a predominantly commissioned model, the implications are three-fold. Firstly, a significant investment in commissioning capacity/capability (under the existing leadership) to effectively manage a large scale and complex commissioning process. Secondly, integrated commissioning as far as is practical and possible with health/other partners to deliver shared outcomes. Thirdly, the ability to adopt alternative commissioning models (e.g. outcome based commissioning, PBR pay mechanisms) to transfer risk and align providers to shared outcomes.– The scale and complexity of commissioning activity would strongly suggest a long lead time in terms of market engagement, development, procurement, negotiation and contracting, particularly if multiple providers are selected over multiple lots. This activity could be phased, but would bring more uncertainty for staff and partners. | <ul style="list-style-type: none">• Strengths• Strong leadership from Director of Children’s Services and senior team inspiring confidence• Clear mission• Driving change• Can evidence progress• Good transferable commissioning models• Addressing the issues e.g. sufficiency, mental health, etc. | <ul style="list-style-type: none">• Areas for consideration• Opportunities to influence Rotherham Clinical Commissioning Group• Building commissioning capability• Balancing Ofsted expectations and need for development• Whole family approach to commissioning• Senior commissioning succession planning• 0-25 agenda | 3 |
| <ul style="list-style-type: none">• Strengths• Strong leadership from Director of Children’s Services and senior team inspiring confidence• Clear mission• Driving change• Can evidence progress• Good transferable commissioning models• Addressing the issues e.g. sufficiency, mental health, etc. | <ul style="list-style-type: none">• Areas for consideration• Opportunities to influence Rotherham Clinical Commissioning Group• Building commissioning capability• Balancing Ofsted expectations and need for development• Whole family approach to commissioning• Senior commissioning succession planning• 0-25 agenda | | | |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none">+ The Council would retain ownership and oversight of Children’s Services. The model will mean that political ownership and oversight is retained by Members, the Lead Member and the Leader.– The strength of the commissioning function (under the right leadership) and the commissioning/contracting model selected would dictate the extent to which provider(s) have autonomy to make changes to deliver in the best interests of children. In selecting this option there is a balance to be struck between getting the benefits of commissioning (freedom, flexibility, greater ability to invest, respond to changes) vs retaining control and oversight of the providers and outcomes specified. | 3 | | |

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| | <ul style="list-style-type: none"> – In commissioning services there is a higher degree of risk in services not being aligned to wider Council services that support achieving the best outcomes for children (e.g. providers operating in isolation; lack of flexibility or insufficient change control processes in place to respond to changing commissioner needs). This may create inevitable tension between the Council's commitment to make safeguarding everyone's responsibility and being a child friendly borough and the selected providers. – The executive structure and extent to which there are any dual roles between the commissioning function and key provider(s) would be subject to negotiation and contract scope. – The role of the Lead Member and Scrutiny Committee would continue to be critical in providing political oversight of Children's Services, however, the extent of influence of contracted providers maybe more limited (e.g. requests for service changes that are out of scope of the agreed contract) or more costly. – The wider corporate parenting responsibilities of the Council would be at greater risk the greater the levels of commissioning due to the greater separation. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + Selecting providers with the right commercial and financial standing may incentivise better cost control and enable the Council to more quickly achieve efficiency gains or better outcomes for lower cost. + The Council could elect risk share or outcome based commissioning payment mechanisms to drive efficiencies through the contract(s) and incentivise performance linked to children's outcomes. – Because of the demand risks to the Children's Budget the extent to which the Council would need to carry an element of demand risk along with the provider(s) would be subject to negotiation – it is unlikely that providers would accept the demand risk without a risk premium. – The scope of the commissioned service may impact on areas that have hindered Trust arrangements (see option 3) such as the treatment of overhead and back office services. – The Council's budget challenge requires a whole council approach – recognising the inter-relationship between children's and adult services budgets in relation to transitions. – The cost of large scale commissioning activity would be significant. Not only in terms of the procurement process but also the design phase (understanding the true cost of current delivery including overhead contribution); legal costs; performance monitoring regime (e.g. IT investment to monitor a more complex set of providers / outcomes) – Alongside the cost of set up, there maybe additional costs to the Council, including for example the treatment of buildings that are co-located between services; the separation of services; establishing new processes to manage the inter-relationship with provider(s). | 3 |
| 6. Workforce | <ul style="list-style-type: none"> + Staff would transfer (under TUPE) to selected provider(s). This brings both benefits (ability to use the experience of existing staff) but is also a complex, and time consuming process and transfers the cost of local government terms and conditions to provider(s). This may reduce the attractiveness of the contracts to the market and not realise significant savings in the short term. + The extent to which the Children's Services leadership team would transfer to the providers would be | 2 |

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| | <p>subject to the scope of commissioning activity. If the leadership team remains in house, this would provide stability and ensure the Improvement journey ethos continues within the new entity.</p> <ul style="list-style-type: none"> + The transfer to new providers may facilitate and be a stimulus for practice improvement – with new provider(s) bringing different ways of working, new interventions or services. – The transfer process, however well managed, introduces uncertainty to staff and may result in internal focus rather than the improvement journey and collaborative work with partners. – The benefits of existing investments in the workforce and improvements made in terms of recruiting permanent staff, reduction in agency staff etc would accrue to new providers and there could be fragmentation of the Signs of Safety model across different providers. However, new provider(s) maybe able to more quickly deliver the workforce reforms required to improve children's outcomes | |
| 7. Integration | <ul style="list-style-type: none"> – Commissioning activity may impact on the extent of integration. There may be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. Particularly if multiple providers are engaged at different stages of the social work journey. – The focus of commissioning and design activity would need to focus on the 'grey areas' where commissioned services, the Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 2 |
| 8. Risk | <ul style="list-style-type: none"> + The selection of the right providers could facilitate increased flexibility to respond to changes in demand / requirements, greater innovation and ability to invest in Children's Services specific requirements. – The extent of commissioning would dictate the level of risk (and potential reward) to the Council. Commissioning within Children's Services is business as usual within Rotherham and most local authorities. However, the contracting out of in-house services (e.g. assessment function, fostering and adoption teams) on a large scale is relatively un-tested. – The risks to the Council reflect the wider risks of commissioning, including: <ul style="list-style-type: none"> o Political – lack of control on provider behaviour / performance o Commissioning capacity / capability – only by investing in additional resource could the Council effectively commission a wider range of services on a larger scale o Financial – difficulty in forecasting medium term budgets and demand risk to contracts would increase the risk premium (i.e. cost) o Sharing of information – Commissioning services across different providers increases the challenge of effective information sharing. o Quality / performance – lack of control on the quality of delivery or performance of providers, particularly if insufficient investment is made in commissioning capacity – The risk of fragmentation (different providers with different priorities) presents a real risk to the Improvement journey. Particularly so when the potential impact on partnership working is factored in. | 3 |

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| | – As well as the specific costs of transition and commissioning costs, there would be considerable effort required (Senior Leadership Team/ Children’s Services Management Team) to design and implement the model at the same time as the ongoing need to drive the Improvement journey. | |
| | TOTAL SCORE | 22 / 40 |

Option 3 – Wholly owned company – establishing a “Trust”

This option would result in the Council establishing a new wholly owned company. The company would be a Teckal company and not subject to competition regulations (i.e. limited legal barriers to set up). The Trust would commission and deliver services deemed to be in-scope.

The majority of Trusts established so far have been predominantly social work focused Trusts – not education or wider Children’s Services. The notable exception to this model is Achieving for Children, which priorities integrated education and social work at a local school cluster level.

The independent evidence from the LGA commissioned research identifies Trusts as the model where disruptive change is required to fix fundamentally broken systems. Rotherham is two years into its improvement journey with evidence from Peer Reviews, the Peer Practice Partner and Ofsted that significant progress has been made with clear plans, robust performance data and the leadership and management both politically and managerially to continue the improvements.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + The establishment of a Trust focused on children’s social work could bring a strong, clear voice to the council, partners and to Rotherham. + Trust arrangements would facilitate greater autonomy and control to implement reforms in the best interest of the trust’s commissioned outcomes (i.e. children’s outcomes) – The sole focus on Children’s Services will mean that wider Council issues/challenges (e.g. the budget challenge to 2020 or demand challenges on adult services) would not be a distraction. However, Council wide priorities, e.g. a child friendly borough and the significant contribution other Council Services play in safeguarding (such as regulatory enforcement, housing, adult social care) could be lost as children’s services become the responsibility of the provider (the trust) rather than the Council as a whole. – There is a risk that in moving to a Trust that the good work over the last two years is undermined unnecessarily. – The scope of the Trust (in terms of the breadth/depth of children’s services) may impact on the delivery of children’s outcomes. Too narrow in its focus (i.e. a social work focused trust) would result in fragmentation and a loss of the systemic reforms underway. A wider scope to include services such as early help and SEND may impact on demand (i.e. budget risk) and the outcomes for children not in social work or SEND . – The scale of disruption would be significant in terms of management focus, cost of transition and staff transfers to the new organisation entity. This may unavoidably impact on children’s | 4 |

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| | outcomes as staff/managers focus internally rather than on the Improvement journey. | |
| 2. Partnerships | <ul style="list-style-type: none"> – There is a significant risk to the strength of partnership working in Rotherham in moving to a Trust model. Evidence from research areas highlighted the detrimental impact on partner relationships and clarity on roles and responsibilities. – Effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. Moving to a Trust model brings uncertainty, potential changes to staff roles and processes and accountabilities. – The transition process may result in greater internal focus rather than external collaborative working – The move to a Trust model may result in additional complexity of partnership working in terms of the role of the Council, the new Trust, and partners, linked to the scope of the contract. | 2 |
| 3. Commissioning | <ul style="list-style-type: none"> + The Trust will have the autonomy to commission new / different interventions and services to meet the needs of children in Rotherham, with potentially greater freedom and flexibility to de-commission and re-commission services at pace. + The Trust model avoids EU procurement legislation via establishing the Trust as wholly owned company in procurement terms a 'Teckal company' which satisfies Reg 12 of the Public Contracts Regulations 2015. – The Trust would likely require investment in commercial capability within the new entity, alongside additional commissioning capacity. – The Council would also required additional commercial/commissioning capacity / capability to manage the contract with the Trust. – There is an ongoing risk of commissioner/provider relationship management. Given the critical interplay between Children's Services and the wider Council, mature, open and transparent working would be required. | 4 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> + The Trust would remain within Council ownership. However, the Trust would have leadership and management autonomy to make changes (strategic/operational) to deliver in the best interests of children in Rotherham. + The executive structure and extent to which there are any dual roles (Council SLT and Trust Executive for example) would be subject to negotiation and contract scope. For example, the role of the Lead Member and DCS will likely retain statutory responsibilities but have to navigate the relationship with the Trust Board and the wider Council. – The role of the Lead Member and Scrutiny Committee in areas with alternative management arrangements is more diffuse – reducing (in the eyes of local research contributors) the political | 3 |

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| | <p>oversight of Children's Services.</p> <ul style="list-style-type: none"> – The Trust would require a new governance structure between the Council and the Trust that establishes collaborative partner and inter-council relationships – a complex and time consuming process to set up and run effectively. – Establishing a Trust presents the substantial risk of reducing political engagement, ownership and oversight of Children's Services in the Borough – a key area of progress in the last two years. This is as a result of Children's Services being 'the Trust's problem/remit'. – The wider corporate parenting responsibilities of the Council maybe at risk, with officers deferring to the Trust for all children related matters. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + Establishing the Trust may incentivise better cost control and surplus/profit generation – Existing Trusts that have been established are experiencing financial difficulties. One Children's Trust is 8% over its revenue budget with the local Council being its only customer. – It is likely that a fixed budget over the medium term is required to facilitate planning. However, the impact of rising demand for Children's Services would directly impact on the base budget. – The treatment of overhead and back office services have proven problematic in previous Trust arrangements, both in terms of the cost and lack of flexibility of Council support services, and the disruption in appointing new providers. – The Council's budget challenge requires a whole council approach – recognising the inter-relationship between children's and adult services. Moving to a Trust arrangement would not take away the budget challenge or the contribution that the Trust would need to make. – The transition costs in moving to a Trust are significant. Research in other localities suggest set up costs of £3-5m – costs which the Council could not carry within its existing revenue budgets. – Trust arrangements bring additional tax and VAT implications, particularly the treatment of irrecoverable VAT which add a 20% cost to services in scope. – Alongside the cost of set up, there are additional costs to the Council, including for example the treatment of buildings that are co-located between services; the separation of services; establishing new processes to manage the inter-relationship with the Trust. | 2 |
| 6. Workforce | <ul style="list-style-type: none"> + The Trust would introduce greater freedoms and flexibilities to recruit, develop and performance manage staff, with more flexible packages of employment benefits. However the Council has already implemented a comprehensive offer that is being seen as positive practice and is demonstrating significant impact on increasing permanent recruitment and reducing agency usage. + The transfer to a new organisation may facilitate and be a stimulus for practice improvement – establishing a new culture via symbolic changes to a new organisation identity | 5 |

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| | <ul style="list-style-type: none"> + Staff would transfer (under TUPE) to the new entity. This brings both benefits (ability to use the experience of existing staff) but is also a complex, and time consuming process and transfers the cost of local government terms and conditions to the Trust. + Some of the Children's Services leadership team would likely transfer to the new entity, providing some stability and ensuring the Improvement journey ethos continues within the new entity. – The transfer process, however well managed, introduces uncertainty to staff and may result in internal focus rather than the improvement journey, collaborative work with partners and see a reduction in permanent recruitment and an increase in agency usage and turnover. – The benefits of existing investments in the workforce and improvements made in terms of recruiting permanent staff, reduction in agency staff etc would accrue to the new Trust entity. | |
| 7. Integration | <ul style="list-style-type: none"> – Moving to a Trust model presents a significant threat that Children's Services becomes a more entrenched silo, not engaging with wider priorities that safeguard and provide better life chances for children. This can impact on service issues ranging from transition from Children's to Adult Social Care; to the need for education and skills considerations being linked to wider economic growth policy (e.g. birth to adulthood strategies). – There may also be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. – Research from other localities has highlighted the crucial role of the scope of any Trust services, particularly the 'grey areas' where Trust, Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 2 |
| 8. Risk | <ul style="list-style-type: none"> + A move to a Trust model should facilitate increased flexibility to respond to changes in demand / requirements. – The move to a Trust model clearly introduces more risks (financial, transition, partners, integration as highlighted above). There is a poor evidence base to support the move to a Trust model. Existing trusts are in different development stages but as a whole are in there infancy as a proven AMA. Feedback from localities has consistently highlighted that a change in structure or ownership does not de facto deliver performance or practice improvement. – As well as the specific costs of transition, considerable effort is required (SLT/ Children's Services SMT) to design and implement the model at the same time as the ongoing need to drive the Improvement journey. – The cost and complexity of support services and disentangling Children's Services from wider Council Services are significant. – If the leadership, management and staffing are transferred to a new entity, the question remains to what extent is the new entity able to realise significant change if the staffing resource remains the same? | 3 |

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| | – The timetable for implementation, delivery and transformation has been highlighted by research as a three to five year journey to move from the As Is model to sustained improvements in outcomes (good/outstanding). | |
| | TOTAL SCORE | 25 |

Option 4 – Community Interest Company

In establishing a wholly owned company, the Council may also chose to incorporate the Trust as a Community Interest Company (often described by the generic term social enterprise). The features of a Community Interest Company are:

- *A CIC can reassure the public as the community purpose of the organisation is regulated*
- *There is an asset lock in place – with any assets transferred to another asset locked body should the company be wound up.*
- *Surpluses are re-invested in the company or in the local community (cannot be returned to the Council)*
- *The asset lock means that the assets can only be used for the good of the community, in this case Rotherham's children and young people*
- *A CIC is required to report annually on how it achieves its community interest – bringing greater transparency.*

Because the arrangements would be the same as a Wholly Owned Company (Option 3), rather than repeating the evaluation content we have identified where there maybe any material benefits/disadvantages in selecting a CIC over and above a wholly owned company.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + The asset lock and community purpose (in particular the re-investment of surplus into the community / young people or children in Rotherham may re-assure local stakeholders + The CIC may help to position the Trust as more separate and distinct from the Council (if this was desired) | 5 |
| 2. Partnerships | <ul style="list-style-type: none"> • No change to Option 3. | 2 |
| 3. Commissioning | <ul style="list-style-type: none"> • No change to Option 3 as the Trust would be established as both a Wholly Owned Company <i>and</i> CIC (avoiding procurement regulation issues). | 4 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> • No change to Option 3 other than the increased transparency as a result of publishing the community benefit of the CIC on an annual basis. | 3 |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + Establishing the CIC alongside the wholly owned company would be relatively straightforward and quick, easy to establish. It is a tried and tested model. – Importantly the CIC does not have charitable status and is unable to access the full range of tax advantages of charitable entities. | 2 |
| 6. Workforce | <ul style="list-style-type: none"> • No change to Option 3. | 5 |

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| 7. Integration | <ul style="list-style-type: none"> No change to Option 3. | 2 |
| 8. Risk | <p>+ There is existing precedent for establishing a wholly owned company and CIC through 'Achieving for Children', which is a wholly owned company limited by guarantee and registered as CIC. Please note that the scope of the Achieving for Children model is wider than social care and delivers all education support, childrens services and integrated health for children with disabilities.</p> <ul style="list-style-type: none"> No other changes to Option 3. | 3 |
| | TOTAL SCORE | 26 |

Option 5 – Employee owned Mutual

In establishing a Trust, the Council could elect to chose a ‘mutual’ (a co-operative society) organisation structure, with the Council retaining a stake and potentially other third parties. The mutual would be a separate organisation. This is a separate option from the wholly owned company / CIC described above.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + Outside of the Children’s Services context, there is reasonable evidence that employee owned enterprises (Mutuals) incentivises increased innovation, customer service and ownership. + The move to an employee owned Mutual would establish strong operational independence from the Council and may facilitate additional focus on the child as its core business. The establishment of the mutual with this sole purpose could bring a strong, clear voice to the council, partners and to Rotherham. + A Mutual would facilitate greater autonomy and control to implement reforms in the best interest of the Mutual’s commissioned outcomes (i.e. children’s outcomes). – However, Council wide priorities, e.g. a child friendly borough, could be lost as children’s services become the responsibility of the provider (the Mutual) rather than the Council as a whole. . – The scope of the Mutual agreement (in terms of the breadth/depth of children’s services) may impact on the delivery of children’s outcomes. Too narrow in its focus (i.e. a social work focused Mutual) would result in fragmentation and a loss of the systemic reforms underway. This includes the integration with education, early help, skills and employment. This may impact on demand (i.e. budget risk) and the outcomes of children not in social work. – The scale of disruption would be significant in terms of management focus, cost of transition and staff transfers to the new organisation entity. This may unavoidably impact on children’s outcomes as staff/managers focus internally / on new structures rather than on the Improvement journey. | 4 |
| 2. Partnerships | <ul style="list-style-type: none"> – There is a significant risk to the strength of partnership working in Rotherham in moving to a new entity model such as a Mutual. Evidence from research areas highlighted the detrimental impact on partner relationships and clarity on roles and responsibilities. – Effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. Moving to a Mutual model brings uncertainty, potential changes to staff roles and processes and accountabilities. – The transition process may result in greater internal focus rather than external collaborative | 2 |

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| | working. | |
| 3. Commissioning | <ul style="list-style-type: none"> + A Mutual will have the autonomy to commission new / different interventions and services to meet the needs of children in Rotherham, with potentially greater freedom and flexibility to de-commission and re-commission services at pace. – The Mutual maybe required to compete for the Service Contract under regulation 77 PCR 2015 (unlike a wholly owned company which is not subject to procurement under the Public Contracts Regulations 2015) – making an illegal direct award if no open and competitive procurement process takes place. – The maximum length of term for a Mutual (spun out of public sector control) contract is 3 years. Research from other localities has highlighted the length of time required to manage the transition to a new entity, to embed the systems, controls and focus on quality as 3-5 years. – The Mutual – as per Trust arrangements - would likely require investment in commercial capability within the new entity, alongside additional commissioning capacity. Similarly, the Council would also required additional commercial/commissioning capacity / capability to manage the contract with the Mutual. | 1 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> – A Mutual introduces greater independence over and above a Trust (wholly owned company). Under normal Mutual governance arrangements for example, the Mutual has the ability to remove Directors at a General Meeting. It will be more difficult for the Council to step in and instigate changes where performance / quality is not meeting the Council's expectations. – Outside of the Council's ownership, the Mutual would have leadership and management autonomy to make changes (strategic/operational) to deliver in the best interests of children in Rotherham. This maybe counter to wider Council strategic priorities. This creates inevitable tension between the Council's purpose, priorities, budget and the Mutual's. – The executive structure and extent to which there are any dual roles (Council SLT and Mutual Executive for example) would be subject to negotiation and contract scope. For example, the role of the Lead Member and DCS will likely retain statutory responsibilities but have to navigate the relationship with the Mutual Board and the wider Council. – The role of the Lead Member and Scrutiny Committee in areas with alternative management arrangements is more diffuse – reducing (in the eyes of local research contributors) the political oversight of Children's Services. – The Mutual would require a new governance structure between the Council and the Trust that establishes collaborative partner and inter-council relationships – a complex and time consuming process to set up and run effectively. – Establishing a Mutual presents the substantial risk of losing political engagement, ownership and oversight of Children's Services in the Borough – a key area of progress in the last two years. | 1 |

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| | <p>This is as a result of Children's Services being 'the Mutual's problem/remit'.</p> <ul style="list-style-type: none"> – The wider corporate parenting responsibilities of the Council maybe at risk, with officers (perhaps sub-consciously) deferring to the Mutual for children related services/decisions. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + There is some evidence in Mutuals (outside of the Children's Services context) that Mutuals can incentivise greater innovation, cost reduction and efficiency as the budget becomes part of everyone's role. – Mutuals – in general – have limited access to external capital and investors during the start up and initial trading years. This may negate any potential ability to invest in drivers for improvement (e.g. technology). – The complexity of establishing a Mutual would be proportionately higher than establishing a Trust. – As per establishing a Trust, the following financial challenges apply: <ul style="list-style-type: none"> ○ It is likely that a fixed budget over the medium term is required to facilitate planning. However, the impact of rising demand for Children's Services would directly impact on the base budget. ○ The treatment of overhead and back office services (transfer from the Council? Establish new providers?) have proven problematic in previous Trust/new entity arrangements, both in terms of the cost and lack of flexibility of Council support services, and the disruption in appointing new providers. ○ The Council's budget challenge requires a whole council approach – recognising the inter-relationship between children's and adult services. Moving to a Mutual arrangement would not take away the budget challenge or the contribution that the Mutual would need to make. ○ The transition costs in moving to a Mutual are significant. Research in other localities suggest set up costs of £3-5m – costs which the Council could not carry within its existing revenue budgets. ○ Mutual arrangements bring additional tax and VAT implications, particularly the treatment of irrecoverable VAT which add a 20% cost to services in scope. ○ Alongside the cost of set up, there are additional costs to the Council, including for example the treatment of buildings that are co-located between services; the separation of services; establishing new processes to manage the inter-relationship with the Mutual | 1 |
| 6. Workforce | <ul style="list-style-type: none"> + There is some evidence of lower absenteeism and higher employee engagement in Mutuals within the public sector landscape. + Establishing a mutual would enable the Mutual members to protect staff terms and conditions, increasing employee engagement. | 3 |

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| | <ul style="list-style-type: none"> + The transfer to a new organisation may facilitate and be a stimulus for practice improvement – establishing a new culture via symbolic changes to a new organisation identity. + TUPE would apply to staff transfers with the benefits/costs associated as described above. – The Council is investing heavily in the Signs of Safety model to improve the quality of social work practice, without evidence of outstanding practice transferring to an employee led mutual would not be a rationale option. – The practical realities of a large membership organisation would mean that staff would be distanced from decision making. The 'one member one vote' model would not support day to day operating decisions within the Children's Services context. – The Mutual would require additional investment in commercial capability to facilitate the Mutual operating on an independent, financially sound basis. + The transfer process, however well managed, introduces uncertainty to staff and may result in internal focus rather than the improvement journey and collaborative work with partners. | |
| 7. Integration | <ul style="list-style-type: none"> – Moving to a Mutual model presents a significant threat that Children's Services becomes a more entrenched silo, not engaging with wider priorities and the needs of the borough. This can impact on service issues ranging from transition from Children's to Adult Social Care; to the need for education and skills considerations being linked to wider economic growth policy (e.g. birth to adulthood strategies). – There may also be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. – Research from other localities has highlighted the crucial role of the scope of any new entity's services, particularly the 'grey areas' where a Mutual, Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 2 |
| 8. Risk | <ul style="list-style-type: none"> + Employee ownership would undoubtedly increase employee engagement, and therefore the ownership for the Improvement challenge may increase, as well as the focus on children and innovation / problem solving. – There are no social care mutuals operating in the Children's Services landscape of this size and complexity. – Moving to a Mutual would be an untested model. – The decision making processes within a Mutual (one member one vote) may not introduce the freedoms and flexibilities that the Council would want in establishing a new organisational entity freed from local government control. – A mutual presents more complex set up and legal processes, particularly if there are additional stakeholders (e.g. the Council retains a share, staff ownership and another provider) | 2 |

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| | <ul style="list-style-type: none"> – As well as the specific costs of transition, considerable effort is required (SLT/ Children's Services SMT) to design and implement the model at the same time as the ongoing need to drive the Improvement journey. – The cost and complexity of support services and disentangling Children's Services from wider Council Services are significant. – If the leadership, management and staffing are transferred to a new entity, the question remains to what extent is the new entity able to realise significant change if the staffing resource remains the same? – The timetable for implementation, delivery and transformation has been highlighted by research as a three to five year journey to move from the As Is model to sustained improvements in outcomes (good/outstanding). | |
| Summary | TOTAL SCORE | 16 |

Option 6 – Managing Agent

A Managing Agent can be appointed by the Council to provide an independent management function, working to an appropriate governance framework. The Managing Agent would be responsible for commissioning services, developing business cases for change, and driving the performance of Children's Services. The Managing Agent maybe responsible for delivering some aspects of the service.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + A Managing Agent, subject to the scope of the contract, would bring independent challenge and ownership for driving the performance and quality of Children's Services in Rotherham. + A Managing Agent could bring additional capabilities to facilitate a stronger focus on children's services. This could include technology, performance management and monitoring, best practice interventions, commissioning capacity/capability – to improve services for children in Rotherham. + The Council would retain control of Children's Services, but the ability to influence and impact on the Managing Agent would be contingent on the quality of the procurement process (e.g. contract terms, change control) and contract management/monitoring. Given the Council would retain control, it should be able to ensure that the Managing Agent continues to build on the progress made towards improving Children's outcomes (as evidenced by Ofsted monitoring visits letters; peer reviews (ADCS) and the Commissioner's reports to the Secretary of State). + The Managing Agent would be directed to target services, functions or interventions that are under-performing or failing to improve fast enough to meet children's needs in Rotherham. This may increase the pace of change. The Managing Agent may be able to more quickly commission new services or de-commission functions/interventions that are not improving at the scale required. + By retaining control of Children's Services, the Council would ensure that the Managing Agent's activities are aligned to the Council's wider priorities e.g. being a child friendly borough. + Commissioning a Managing Agent may enable the Council to secure more innovation and best practice in the delivery of Children's Services. The Agent would be able to select providers that have a proven track record of meeting children's needs in other localities. – The Council would maintain its corporate parenting role and ensures Member and senior officer ownership for children's outcomes in the borough. However, the role of the Managing Agent maybe confusing (both internally and externally) and hinder the Improvement journey. | 3 |
| 2. Partnerships | <ul style="list-style-type: none"> – The impact on partnership working would be impacted by the scope of the Managing Agent arrangement. It is likely that the Managing Agent would have some negative implications for partnership working if there is a lack of clarity between the roles of the Managing Agent and | 2 |

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| | <p>Children's Services staff; the specific remit of the Managing Agent and remaining Council services.</p> <ul style="list-style-type: none"> – Effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. The Council may lose some control over the extent of commissioned services, bringing uncertainty, potential changes to staff roles and processes and accountabilities. – The transition process may result in greater internal focus rather than external collaborative working, particularly if core functions are transferred to a new provider(s). – The move to a Managing Agent model may result in additional complexity of partnership working in terms of the role of the Council, the Managing Agent, commissioned providers, and partners, linked to the scope of the contract. | |
| 3. Commissioning | <ul style="list-style-type: none"> + It is likely that the Managing Agent would be given autonomy to commission / de-commission services to drive service improvements, subject to agreed governance / sign off processes with the Council. + The Managing Agent would bring additional commissioning capacity/capability, and potentially stronger business processes (business case, data/analytics) to strengthen the commissioning of children's services. – The Council would also be required to invest in additional commercial and commissioning capacity / capability to procure and then manage the contract with the Managing Agent. – There is an ongoing risk of commissioner/provider relationship management. Given the critical interplay between Children's Services and the wider Council, mature, open and transparent working would be required with the Managing Agent. | 2 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> + The Council would retain political oversight and corporate responsibility for Children's Services. However, the extent of the role of the Managing Agent may impact on the extent of 'ownership' for Children's Services. – New governance arrangements would need to be established to provide effective management of the Managing Agent and establishes collaborative partner and inter-council relationships – a complex and time consuming process to set up and run effectively. – The executive structure and extent to which there are any dual roles would be subject to negotiation and contract scope. For example, the role of the Lead Member and DCS will likely retain statutory responsibilities but be required to navigate the roles/services provided by the Managing Agent. – The Managing Agent presents the risk of losing political engagement, ownership and oversight of Children's Services in the Borough – a key area of progress in the last two years. This is as a result of Children's Services being 'the Managing Agent's problem/remit'. | 2 |

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| | <ul style="list-style-type: none"> – The wider corporate parenting responsibilities of the Council maybe at risk, with officers (perhaps sub-consciously) deferring to the Managing Agent for children related services/decisions. – The risk of a ‘blame game’ between the remaining Council services and the Managing Agent exists. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + The Council could elect risk share or outcome based commissioning payment mechanisms to drive efficiencies through the contract(s) and incentivise the performance of the Managing Agent linked to children’s outcomes. – Appointing a Managing Agent would bring additional management costs to the delivery of Children’s Services. The cost/benefit could only be justified if the Managing Agent delivers improved children’s outcomes and financial savings over and above the baseline projections. – Because of the demand risks to the Children’s Budget the extent to which the Council would need to carry an element of demand risk along with the Managing Agent would be subject to negotiation. – The scope of the Managing Agent role may impact on areas that have hindered Trust arrangements (see option 3) such as the treatment of overhead and back office services. – The Council’s budget challenge requires a whole council approach – recognising the inter-relationship between children’s and adult services. The Managing Agent role would not take away the budget challenge or the contribution that Children’s Services would need to make. – The cost of appointing a Managing Agent would be significant in terms of the complexity of the procurement process, set up and mobilisation, and the wider potential areas of contract scope for example the treatment of buildings that are co-located between services; the separation of services; establishing new processes to manage the inter-relationship with existing commercial providers. | 3 |
| 6. Workforce | <ul style="list-style-type: none"> + The impact on the workforce would be contingent on the scope of the contract. However, it is likely that both management and delivery staff would transfer to the Managing Agent, alongside the Agent’s existing resource. Staff transfers would be subject to TUPE and the costs/benefits this brings (see option 3). + The Managing Agent would partly be appointed on the basis of its ability to drive the quality of practice and performance of staff. – The extent to which the Children’s Services leadership team would transfer to the Managing Agent would be subject to the scope of the Managing Agent contract. If the leadership team remains in house, this would provide stability and ensure the Improvement journey ethos continues within the new entity. – The transfer process, however well managed, introduces uncertainty to staff and may result in | 2 |

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| | internal focus rather than the improvement journey and collaborative work with partners. | |
| 7. Integration | <ul style="list-style-type: none"> – Contingent on the scope of the services agreed, there may be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. – Alongside the integration of the Managing Agent with partner services (Schools, Health etc) the issues would remain regarding the 'grey areas' where the Managing Agent, the Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 2 |
| 8. Risk | <ul style="list-style-type: none"> + The Managing Agent model could potentially increase the pace of the Improvement journey, but only following a time-consuming procurement process and subsequent mobilisation and stabilisation phase. – There is limited evidence of a Managing Agent model operating effectively within the Children's Services landscape. – The risk of appointing a Managing Agent, with the disruption and cost that it entails, could only be justified by significant confidence levels in the step change in performance of Children's Services. – The Council's budget challenge will remain a challenge for Children's Services alongside the Improvement programme within this model. Additional pressure may be exerted to deliver savings through to 2020 if other parts of the Council do not deliver their savings. – Demand challenges will continue to present a challenge to the sustainability of the Children's Services model. | 2 |
| | TOTAL SCORE | 18 |

Option 7 – Joint Venture

The Council may chose to enter into a Joint Venture with one or more organisations (from the public, private or not for profit sectors). The Joint Venture would be a separate, incorporated company, running Children's Services via a contract with the Council.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + The Joint Venture (JV) model would predominantly, subject to the scope of the contract between the Council and the JV, be focused on children's social work services. The establishment of a JV with this sole purpose could bring a strong, clear voice to the council, partners and to Rotherham. + The sole focus on Children's Services will mean that wider Council issues/challenges (e.g. the budget challenge to 2020 or demand challenges on adult services) would not be a distraction. + Establishing the Joint Venture could be a dramatic stimulus for change within the Directorate, potentially increasing the pace of change and re-positioning Children's Services in the eyes of children and young people in the borough. + A JV would facilitate greater autonomy and control to implement reforms in the best interest of the commissioned outcomes (i.e. children's outcomes). + Identifying the right JV partner(s) could bring additional specialisms, expertise and innovation to meet children's needs (including learning from other areas that may have been through an Improvement journey) if a partner could be found . The partner maybe from the public, private or not for profit sectors. + Alongside the specific contracted services with the JV, there maybe more informal peer to peer learning and sharing of best practice to enhance children's outcomes from the third party(s). – Council wide priorities, e.g. a child friendly borough, could be lost as Children's Services become the responsibility of the JV rather than the Council as a whole. – There is a risk that in moving to a JV that the good work over the last two years is undermined unnecessarily and evidence shows that moving to such a model is best undertaken where disruptive change is required and this is not the case in Rotherham 2 years into the improvement journey with significant progress made. – The scope of the JV (in terms of the breadth/depth of children's services) may impact on the delivery of children's outcomes. Too narrow in its focus (i.e. a social work focused JV) would result in fragmentation and a loss of the systemic reforms underway. This includes the integration with education, early help, skills and employment. This may impact on demand (i.e. budget risk) and the outcomes of children not in social work. – The scale of disruption would be significant in terms of management focus, cost of transition and staff transfers to the new organisation entity. This may unavoidably impact on children's | 3 |

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| | outcomes as staff/managers focus internally rather than on the Improvement journey. | |
| 2. Partnerships | <ul style="list-style-type: none"> – There is a significant risk to the strength of partnership working in Rotherham in moving to a JV model. The role of the Council within the JV may mitigate the risk, but effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. Moving to a JV model brings uncertainty, potential changes to staff roles and processes and accountabilities. – The transition process may result in greater internal focus rather than external collaborative working with partners. – The move to a JV model may result in additional complexity of partnership working in terms of the role of the Council, the JV partner, and partners, linked to the scope of the contract. | 2 |
| 3. Commissioning | <ul style="list-style-type: none"> + The JV will have the autonomy to commission new / different interventions and services to meet the needs of children in Rotherham, with potentially greater freedom and flexibility to de-commission and re-commission services at pace. + Subject to the Council's role, the JV model may avoid EU procurement legislation via establishing the JV in procurement terms a 'Teckal company' which satisfies Reg 12 of the Public Contracts Regulations 2015. – The JV would likely require investment in commercial capability within the new entity, alongside additional commissioning capacity. Similarly, the Council would also required additional commercial/commissioning capacity / capability to manage the contract with the JV. – There is an ongoing risk of commissioner/provider relationship management. Given the critical interplay between Children's Services and the wider Council, mature, open and transparent working would be required. – Establishing the JV may impact on existing commercial arrangements with commissioned providers. | 2 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> – The JV would be subject to the other party(s) strategic priorities. The extent of control by the Council would therefore be contingent on the Council's shareholding within the JV (e.g. a controlling stake). – The JV would have leadership and management autonomy to make changes (strategic/operational) to deliver in the best interests of children in Rotherham. This maybe counter to wider Council strategic priorities. This creates inevitable tension between the Council's purpose, priorities, budget and the JV. – The executive structure and extent to which there are any dual roles (Council SLT and JV Executive for example) would be subject to negotiation and contract scope. For example, the role of the Lead Member and DCS will likely retain statutory responsibilities but have to navigate the | 1 |

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| | <p>relationship with the JV Board and the wider Council.</p> <ul style="list-style-type: none"> – A JV would require a new governance structure between the Council and the JV that establishes collaborative partner and inter-council relationships – a complex and time consuming process to set up and run effectively, more complex than a Trust given the role of other parties within the JV. – Establishing a JV also presents the substantial risk of losing political engagement, ownership and oversight of Children's Services in the Borough – a key area of progress in the last two years. This is as a result of Children's Services being 'the JV's problem/remit'. – The wider corporate parenting responsibilities of the Council maybe at risk, with officers (perhaps sub-consciously) deferring to the JV for children's decisions/ services. – The risk of a 'blame game' between the Council, the JV or parties within the JV, particularly if performance drops or there are budget pressures, exists. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + There may be opportunities for economies of scale and cost savings through pooled resources; streamlined procurement; more innovation as a result of selecting the right JV parties. + There would be opportunities to identify shared risk / reward options with the JV parties to incentivise cost reduction and performance linked to children's outcomes. – The financial strength of the third parties may impact on the longevity and sustainability of the JV arrangement. – The treatment of overhead and back office services (transfer from the Council? Establish new providers?) have proven problematic in previous JV arrangements, both in terms of the cost and lack of flexibility of Council support services, and the disruption in appointing new providers. – The transition costs in moving to a JV would be significant, as per Trust arrangements but with potentially additional complexity. Research in other localities suggest set up costs of £3-5m – costs which the Council could not carry within its existing revenue budgets. – It is likely that JV arrangements bring additional tax and VAT implications, particularly the treatment of irrecoverable VAT which add a 20% cost to services in scope. – Alongside the cost of set up, there are additional costs to the Council, including for example the treatment of buildings that are co-located between services; the separation of services; establishing new processes to manage the inter-relationship with the JV. | 2 |
| 6. Workforce | <ul style="list-style-type: none"> + The JV would introduce greater freedoms and flexibilities to recruit, develop and performance manage staff, with more flexible packages of employment benefits. + Staff would transfer (under TUPE) to the new entity. This brings both benefits (ability to use the experience of existing staff) but is also a complex, and time consuming process, particularly given the multi-party dimension of a JV structure. + Some the Children's Services leadership team would transfer to the new entity, providing stability | 2 |

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| | <p>and ensuring the Improvement journey ethos continues within the new entity.</p> <ul style="list-style-type: none"> + The transfer to a new organisation may facilitate and be a stimulus for practice improvement – establishing a new culture via symbolic changes to a new organisation identity. – If RMBC did not have a controlling stake in the JV (less than 50%) then the JV would be able to lawfully change the T&Cs of employees compared to RMBC. The cost benefits of this (and the increased flexibility to recruit staff with alternative benefits packages) may be negated by the lack of control the Council would have. – The transfer process, however well managed, introduces uncertainty to staff and may result in internal focus rather than the improvement journey and collaborative work with partners. – Collaboration with the third party on areas such as recruitment, retention may deliver cost improvements and reduce agency staff use, and improve social worker retention. | |
| 7. Integration | <ul style="list-style-type: none"> – Moving to a JV model presents a significant threat that Children's Services becomes a more entrenched silo, not engaging with wider priorities and the needs of the borough. This can impact on service issues ranging from transition from Children's to Adult Social Care; to the need for education and skills considerations being linked to wider economic growth policy (e.g. birth to adulthood strategies). – There may also be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. – Research from other localities has highlighted the crucial role of the scope of any new entity services, particularly the 'grey areas' where a JV, Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 1 |
| 8. Risk | <ul style="list-style-type: none"> + The right JV partner may, subject to effective contracting, cultural fit etc, help improve the pace of the Improvement journey, through increased innovation, best practice etc. – The JV model presents a very practical problem of identifying the right JV partner, that brings both the right technical, managerial and sector/practice specific capabilities, alongside a good cultural fit with the Council and its staff. – The JV presents additional complexity over and above Trust arrangements. This may increase the cost of set up, extend the contracting and mobilisation process. – The JV presents additional governance and alignment risks over Trust arrangements, given the role of third parties, potential conflicting priorities, and risks to the integration of provision. – There is limited evidence of large scale JV activity within children's social care. There are smaller scale examples of partnership / commissioning activity in particular services, but not on the size, scope or complexity of Children's Services in Rotherham. – There are risks involved in identifying and contracting with parties with the right values, financial | 2 |

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| | <p>strength and relevant skills/experience to add real value to the JV.</p> <ul style="list-style-type: none">– The Council’s budget challenge will remain a challenge for Children’s Services alongside the Improvement programme within this model.– Demand challenges will continue to present a challenge to the sustainability of the Children’s Services model within a JV. | |
| | TOTAL SCORE | 15 |

Option 8 – Shared Service

The Council may chose to establish a Shared Services agreement with another local authority (or wholly owned company) which would provide services as agreed within a contract or SLA. The scope of the service would determine the level of risk and transition costs to the Council.

| Criteria | Evaluation | Score |
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| 1. Child Focused | <ul style="list-style-type: none"> + Within a Shared Service arrangement, the Council would retain control of Children's Services commissioning / delivery but collaborates on certain aspects or services where: there is good quality provision provided by another authority; the authority has an evidenced track record of providing those services; the relationship brings additional innovation / interventions to drive Children's Outcomes in Rotherham. + Because the extent of Shared Services would be at the discretion of the Council, a starting point would be that the Council would only select services that would demonstrably improve children's outcomes in the borough. + Identifying the right Shared Services provider would bring additional specialisms, expertise and innovation to meet children's needs (including learning from other areas that may have been through an Improvement journey) + If the Shared Service provider is co-terminus with Rotherham there may be a positive geographic impact in terms of cross border working around school clusters, or out of borough LAC placements + Alongside the specific contracted / SLA services provided by the other party(s), there maybe more informal peer to peer learning and sharing of best practice to enhance children's outcomes + As per in-house options, by retaining control of Children's Services, the Council would ensure that all services are focused on Rotherham being a child centred borough, not only the remit of Children's Services. + The Council would maintain its corporate parenting role and ensures Member and senior officer ownership for children's outcomes in the borough. – The scope of the Shared Services (in terms of the breadth/depth of children's services) may impact on the delivery of children's outcomes. The handoffs / referrals between each party may result in fragmentation and a loss of the systemic reforms underway. This includes the integration with education, early help, skills and employment. – The scale of disruption could be significant in terms of management focus, cost of transition and staff transfers to elements of Children's Services delivered by the third party. This may unavoidably impact on children's outcomes as staff/managers focus internally rather than on the | 4 |

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| | Improvement journey. | |
| 2. Partnerships | <ul style="list-style-type: none"> + The Council has direct experience of collaborating with other local authorities in South Yorkshire and the region, including collaborative working in Children's Services such as the Regional Agency Protocol to drive down costs of Social Workers and the development of Regional Adoption Agency proposals – The scope of Shared Services would determine the impact on existing partnership arrangements. If significant elements of Children's Services are transferred this would have a corresponding impact on partnership working arrangements. – Effective partnership working (with the CCG, the NHS Trust; SY Police; schools) is contingent on stable long term trusting relationships between key personnel, and robust supporting processes. If parts of the service are transferred to a new provider this may bring uncertainty, potential changes to staff roles and processes and accountabilities. – The strength of partnership working under Shared Services arrangements would be contingent on ongoing leadership from Children's Services management team to prioritise local partnership work alongside internal service improvements and contract management of shared services. | 3 |
| 3. Commissioning | <ul style="list-style-type: none"> + The Shared Service could operate at the commissioning or provider level (or both). The benefits of integrated commissioning may include economies of scale; reduced unit costs; stronger relationship management with key suppliers. – The scope of the shared services agreement would impact on the complexity and timetable of any commissioning activity to appoint the Shared Service provider. The more complex and larger in scope the arrangement, the increased investment required by the Council to commission / negotiate the contract/SLA. – The Council would also required additional commercial/commissioning capacity / capability to manage the ongoing performance and outcomes of the service. – There is an ongoing risk of commissioner/provider relationship management. Given the critical interplay between Children's Services and the wider Council, mature, open and transparent working would be required. | 3 |
| 4. Political oversight and governance arrangements | <ul style="list-style-type: none"> + The Council would retain political oversight and corporate responsibility for Children's Services. However, the extent of the services provided by another Authority may impact on the extent of 'ownership' for Children's Services. – The relationship, contingent on the scope of the services, have the risk of being more transactional rather than strategic, focusing on service delivery rather than external support and challenge at a strategic level to the Council. – New governance arrangements would need to be established to provide effective management of | 3 |

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| | <p>the Shared Services and establishes collaborative partner and inter-council relationships – a complex and time consuming process to set up and run effectively.</p> <ul style="list-style-type: none"> – The executive structure and extent to which there are any dual roles would be subject to negotiation and contract scope. For example, the role of the Lead Member and DCS will likely retain statutory responsibilities but be required to navigate the roles/services provided by another Authority – Establishing Shared Services arrangements presents the risk of losing political engagement, ownership and oversight of Children's Services in the Borough – a key area of progress in the last two years. This is as a result of Children's Services being 'the Shared Service provider's problem/remit'. – The wider corporate parenting responsibilities of the Council maybe at risk, with officers (perhaps sub-consciously) deferring to Shared Services provider children's related decisions. – The risk of a 'blame game' between the remaining Council services and the Shared Service provider exists. | |
| 5. Financial viability and sustainability | <ul style="list-style-type: none"> + There may be opportunities for economies of scale and cost savings through pooled resources; streamlined procurement; more innovation as a result of selecting the right shared services provider. + There would be opportunities to identify shared risk / reward options with the provider to incentivise cost reduction and performance linked to children's outcomes. + Compared to a Trust model there is a comparatively low cost of transition to the Shared Service model, contingent on the scope of the arrangement. The Council would be contracting with an existing entity. – The Council would have less flexibility to invest additional funds in Children's Services to meet demand if elements of the service are the responsibility of a third party. – Additional demand risks to Children's Services may remain with the Council, directly impacting on the Council's budget. – The financial strength of the third party may impact on the longevity and sustainability of the Shared Service arrangement. The party may chose for financial (or other reasons e.g. political) to disengage from the shared service arrangement. | 3 |
| 6. Workforce | <ul style="list-style-type: none"> + Collaboration with the third party on areas such as recruitment, retention may deliver cost improvements and reduce agency staff use, and improve social worker retention. + Where staff are in scope of transfer, this may facilitate and be a stimulus for practice improvement – establishing a new culture via symbolic changes within a new organisation. It may also 'raise the game' of the services that remain within Council control/delivery. – Contingent on the nature of the Shared Service arrangement, TUPE may apply, resulting in staff | 3 |

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| | <p>transfer and the relative benefits/disadvantages as laid out under the 'new entity' models described above i.e. uncertainty; distraction; lack of change as a result of the same management/staff delivering the service.</p> <ul style="list-style-type: none"> – With another local authority providing the Shared Service, there may not be the improvements in flexibility / freedoms to recruit new staff and offer alternative benefit packages. – Contingent on the scope of the Shared Services, the transition process may result in internal focus rather than the improvement journey and collaborative work with partners | |
| 7. Integration | <ul style="list-style-type: none"> – Contingent on the scope of the services agreed, there may be a direct impact on children's outcomes through a less integrated approach with partners to early help and managing the demand drivers for LAC. – Alongside the integration of Shared Services provision with partner services (Schools, Health etc) the issues would remain regarding the 'grey areas' where the Shared Services provider, the Council and local partner services interact in terms of ownership and referral processes. Fragmentation, a lack of consistency and ownership are highlighted as particular risks to outcomes. | 3 |
| 8. Risk | <ul style="list-style-type: none"> – There is a lack of robust evidence to demonstrate that Shared Services, at a large scale, within Children's Services will deliver sustained improvements. – Where shared services have been established for Children's Services, they have been developed on the back of a long history of collaborative working. In South Yorkshire there is a lack of history of shared services in social care. The adoption of a Shared Services model would be a learning curve for the authorities involved at the same time as focusing on delivering the Improvement programme. – There is also a practical risk in so far as the self assessment and Ofsted ratings of neighbouring authorities in South Yorkshire are not strong – certainly each authority (and the Doncaster Children's Trust as referenced in the Trust section above) would require detailed due diligence as part of the commissioning process to establish the quality and performance impact over and above the Rotherham baseline. – Realism would continue to be required on the pace of change – both in terms of the time to deliver the Shared Services agreement (12 months) and then sustain the improvement journey over the next three years. – The Council's budget challenge will remain a challenge for Children's Services alongside the Improvement programme within this model. Additional pressure may be exerted to deliver savings through to 2020 if other parts of the Council do not deliver their savings. – Demand challenges will continue to present a challenge to the sustainability of the Children's Services model. | 4 |

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| | TOTAL SCORE | 24 |
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Annex 2.

1 Terms of Reference

1.1 The following terms of reference were agreed by the review group:

- To identify the strengths and weaknesses of alternative management arrangements (AMA) that are currently being used by councils in delivering children's services, highlighting in particular what has driven and sustained service improvement in different areas.
- On the basis of this evidence, to make recommendations on the most appropriate model of governance and delivery based on Rotherham's current and future ambitions for children's social care services.

1.2 The review compared and contrasted AMAs of social care and how this impacts on accountability, improvement, wider corporate working and the delivery of the authority's statutory social care duties. In considering AMAs, specifically those outlined by Commissioner Myers, the review explored the potential impact that these could have on the achievement of outcomes for children and young people; financial sustainability; and how AMAs support innovation and transformation within Children and Young People's Services. Also central to members' consideration was how alternative models could support the Council's strategic response to the seven tests for RMBC children's social care set out to the Department for Education (detailed below).

1.3 The following cross-party group of members of the Improving Lives Select Commissions undertook the review:

- Cllr Leon Allcock
- Cllr Maggi Clark (Chair)
- Cllr Victoria Cusworth
- Cllr Jayne Senior
- Cllr Peter Short

2 Seven tests Children and Young People's services (as set out by Commissioner Newsam)

- 2.1 **Well-functioning corporate services** which prioritises children's social care and deliver effective financial, human resources and infrastructure support. It is critical that the corporate leadership is well engaged with the issues within children's services and provides effective support and challenge. I have outlined the risk that energy and resources will lean towards services already handed back at the expense of the prioritisation on children's social care services but it is clear to me that improvement will not be sustainable without high quality human resources, financial, legal and infrastructure support
- 2.2 **Stable and capable leadership** at both a Member and officer level. There are all out elections in May, and the Labour Group has indicated that if it returns to administration the cabinet will remain largely as is, allowing the continued development of the existing members. If that is not the case then there is the wider consideration of developing the necessary skills and experience of the new councillors. Cabinet meetings are now being held in public so over the next few months it will be a measure of readiness to see how well portfolio holders manage their new responsibilities. A permanent senior management team in the Council has been appointed and the Children's Directorate now has the benefit of a permanent departmental leadership down to heads of service. By September I would expect to see much less reliance on temporary managers at that level.
- 2.3 **Continued improvement in the quality and effectiveness of practice**, including progress against the actions in the improvement plan and evidence that recommendations from quality assurance, audits and Ofsted improvement visits have been dealt with promptly and effective. The Strategic Director has set out a vision for the delivery of outstanding child-centred services through a major transformation programme. I would expect this to be widely understood and embedded by September and progress robustly programme managed.
- 2.4 **Strong and supportive partnerships**. My progress report signals a step change in the partnership through better leadership, increased collaboration and improved working practices. Although there is much improvement, to date, partnerships have not been well supported by transparent and rigorous governance and going forward there is a need to be clear about shared priorities and how they are resourced. The new Children and Young People's Partnership (Children's Trust Board Arrangements) was re-launched in February 2016 with excellent representation

across the system, including young people, and three task and finish groups were established to lead on: development of a Children and Young People's Plan; Embedding Early Help and the development of a well-performing workforce across the partnership. Over the next six months, it should be delivering against this plan and harnessing resources around a shared agenda. Overall, by September, I would want the LSCB and the Strategic Partnership to be making good progress and this partnership commitment to be evidenced through improved outcomes.

- 2.5 **Robust financial management.** As I have indicated, the budget set for 2016/17 is unlikely to meet the forecast demands. The Strategic Director has led on the production of a medium term financial strategy which will both drive more cost effective practices through service transformation and deliver savings over the lifetime of the plan. To support him and his management team he will need the senior financial capacity with the right skills and experience to undertake the necessary financial modelling. While this has been agreed in principle, it will take some time before the benefits of better resource management and more effective commissioning begin to be evidenced in the bottom line.
- 2.6 **A compelling strategy for the workforce** which has delivered a settled structure for children's social care, more permanent social care staff in post, nearing national averages, and a return to only using interim staff as a means of upskilling or supplementing, when necessary, the permanent staffing establishment. I would expect to see in place comprehensive professional development for staff at all levels supporting effective practice and staff retention.
- 2.7 **Effective performance information and quality assurance** which is being used to measure outcomes for children and improve practice. Data has been used very effectively to monitor and drive better performance but to improve practice further there needs to be a greater emphasis on the outcomes being achieved and a clearer understanding of the quality of practice with children and young people. Performance information needs to demonstrate stable and sustained delivery of services, milestones set out in the improvement plan need to be met or on course for delivery, the budget agreed and the transformation programme for children's social care services understood and delivering.

3 The schedule of meetings

3.1 The schedule of meetings and the subject matter discussed at each is set out below:

14th November 2016

- to discuss scope of the review;
- outline of policy context - “Putting Children First”;
- recap on previous visits/telephone conversations undertaken by CX/DCS

18th November

- agree terms of reference
- consider available literature (detailed in Section 13 **Error! Reference source not found.**)

30th November

- Isos Workshop (1) – to consider key enablers and timescales for improvement from LGA action research

13th December

- To agree lines of enquiry (in light of Isos workshop)
- Agree visits

23rd January – 28th February 2017

- Visits /telephone conversations with Local Authorities (detailed in Section 7)

17th February

- Isos Workshop (2) – where is Rotherham on its improvement journey and what are the priorities for the next stage?

13th March

- Review of evidence to date
- Consideration of improvement evidence (CYPS)

15th March

- Children’s Improvement Board – high level sector led challenge of approach adopted and initial findings

10th April

- Agree final report
- Agree recommendations

4 Schedule of visits

4.1 Outline of visits/discussion programme:

| | |
|--|--|
| London Borough of Richmond upon Thames <i>Community Interest Company with neighbouring authority</i> | Tuesday 19th April 2016 |
| Royal Borough of Windsor and Maidenhead <i>Transferring to Community Interest Company with neighbouring authorities</i> | Tuesday 3rd May 2016 |
| Slough Borough Council <i>DfE Trust</i> | Tuesday 3rd May 2016 |
| Hampshire County Council <i>Agency Arrangement</i> | Wednesday 1st June (tele-conference) 2016 |
| London Borough of Kingston upon Thames <i>Community Interest Company with neighbouring authority</i> | Wednesday 15th June (tele-conference) 2016 |
| Doncaster Council and Doncaster Children's Trust <i>Neighbouring Authority – DfE trust</i> | Monday 23rd January 2017 |
| Cornwall Council <i>Sector Led Improvement</i> | Monday 6th February (tele-conference) 2017 |
| Birmingham City Council <i>Wholly owned company (shadow arrangements)</i> | Wednesday 9th February 2017 |
| Leeds City Council <i>Sector Led Improvement</i> | Thursday 23rd February 2017 |
| London Borough of Bromley <i>Intervention (Commissioner)</i> | Tuesday 7th March (tele-conference) 2017 |

Rotherham Metropolitan Borough Council Improvement in local children's services

Members' Overview & Scrutiny Committee review
Second workshop: Summary

Isos Partnership

February 2017



Introduction

Context: Children's Services Overview & Scrutiny Committee review

- In 2016, members of Rotherham Metropolitan Borough Council's (RMBC) Children's Services Overview & Scrutiny Committee initiated a review of the options for sustaining rapid and long-term improvement in children's services.
- The purpose of the review was to gather a wide range of evidence from within Rotherham's children's services, from across the Council as a whole, from partners supporting Rotherham's improvement journey, and from other local areas about what they had done and what supported had helped them on their improvement journey.
- As part of this process, Isos Partnership, working with the Local Government Association (LGA), was invited to support this review by drawing on the recent LGA-commissioned research we have carried out. This focuses on the enablers and barriers of improvement in local children's services, and on models of external improvement support.

The workshops: Isos' support for this review

- Isos was invited by RMBC and the LGA to facilitate two workshops for members of Children's Services Overview & Scrutiny Committee, senior RMBC leaders and officers, and partners in Rotherham's improvement journey. The first workshop took place on 30 November 2016, and focused on sharing and exploring the findings from our research in order to inform Children's Services Overview & Scrutiny members' evidence-gathering work in other local areas.
- The second workshop took place on 17 February 2017, and focused on drawing together the evidence around two key questions.
 1. **Where is Rotherham currently on its improvement journey?** What has been achieved, what is the evidence?
 2. **What are the priorities for the next stage of Rotherham's improvement journey?** Are conditions in place for further, sustained improvement? What support is needed?
- This document summarises the discussions at the second workshop. A small group of Councillors, officers, Commissioner Bradwell and practice partners lead Debbie Barnes took part in the workshop, bringing a range of views from different professional and lay perspectives.



1 Rotherham's improvement journey: We started with a self-assessment exercise, using the framework from our LGA action research.



Rotherham's improvement journey: This page summarises the evidence that you described to support your view of Rotherham improvement journey.

The evidence and rationale you gave for your for self-assessment scores

1

Strategic approach

There is a clear, strategic plan for improvement and clarity about “what good looks like”. The data shows a pattern of improvement and compliance with key performance measures. Core “mission-critical” services are now safe. This picture is supported by Ofsted monitoring reports and feedback from external practice partners. The focus now is on increasing the quality of practice, and ensuring members are kept aware of improvements.

2

Leadership & governance

There is now strong, experienced, credible and stable leadership, both corporately and within children's services. Heads of Service report feeling empowered and comment positively on the difference over the last twelve months. There is not yet a full complement of team managers in place. Members are rightly challenging for evidence of improvement, and are keen to triangulate this through more regular frontline visits.

3

Engaging & supporting the workforce

The workforce is increasingly stable, as shown by benchmarking data and supported by the findings from Ofsted monitoring visits and peer review. A unifying model of social work practice and new practical tools have been rolled out, and staff say (including to Ofsted) that they understand this has been done to support their work. Positive feedback from new recruits suggests Rotherham is increasingly seen as an employer of choice.

4

Engaging partners

Stronger partnerships at a strategic level, but not always matched at an operational level. Multi-agency audits are taking place, but a more systematic and embedded approach is needed. There have been successes in building better partnerships with schools around SEND, and with the VCS. Would welcome greater challenge from partners, but requires trust and confidence to be built. There is recognition this is an incremental process.

5

Building the supporting apparatus

There is pride in an effective management information and data system, which produces accessible dashboards of benchmarked performance data. These are being used with team managers, with support to help them use data to inform decision-making. Data are being used to inform conversations about children and outcomes, not just numbers. There is further to go, however, to see the impact on outcomes and embed the voice of the child.

6

Fostering innovation

Innovation, in the sense of being open to new approaches and seeking to embed effective ideas in practice, is championed by children's services leadership and supported by the Council (e.g. investment in new initiatives, participating in the Pause pilot, new approaches around recruitment). In time, the aim is for practitioners to be more innovative, but this comes with a level of risk and will need to be managed carefully.

7

Judicious use of resources

There has been considerable investment in supporting children's services improvement. There is now a realistic base budget, which has been used to set robust financial plans for next three years. This provides security for children's services improvement, but will also allow political and corporate leaders to track and monitor the impact and progress of these investments. Members are rightly keen to hold officers to these plans.

Priorities for the future: You highlighted three priorities that should be at the heart of the next stage of Rotherham's children's services improvement journey.

You identified three priorities for the next stage of Rotherham's improvement journey.

Overall, your aspiration is to foster a sense of confidence and pride in Rotherham's children's services, with a culture that is forward-facing and outward-looking, learning from others and generously sharing your experience. Informed by your self-assessment, you identified three key priorities for sustaining improvements.

- 1. Ensuring consistently high-quality practice** – there was strong consensus that the next stage of Rotherham's improvement journey should be focused on the transition from a safe, compliant, core service to a consistently high-quality one. Embedding *signs of safety*, strengthening audits and routines to drive practice improvement, strengthening the voice of the child, and securing improvements in LAC services were highlighted as key areas of focus.
- 2. Strengthening your engagement with key partners** – you want to build strong relationships with partners so that they are working alongside the Council in planning, developing and delivering services, and are providing healthy, mutual challenge about children's services improvement. In particular, you wanted to strengthen partnership working (a) to tackle the impact of domestic abuse, and (b) with key health services – starting by maximising the value of RMBC-controlled services such as school nurses and health visitors, then seeking to influence improvements in CAMHS services, and then developing approaches with other therapeutic support services.
- 3. Maintaining a sustainable budget** – implementing effectively and closely monitoring your three-year financial plans, and ensuring investments in frontline practice support early help and help to reduce demands on statutory services.

You highlighted two areas where you would welcome further support on the next stage of your improvement journey.

- 1. Practice-focused support** – you saw an important and ongoing role for external scrutiny, but also that this needed to be balanced with practice-orientated support from other local areas and practitioners in order to support ongoing work to improve the consistency and quality of practice – e.g. around support for LAC, the voice of the child.
- 2. Partnership working** – part of the role of external scrutiny in the future may also be to act as the “honest broker” to strengthen relationships, and to build trust, confidence and mutual challenge among strategic partners.

Priorities for the future: We used our LGA research to consider the evidence of whether the conditions are in place for sustained improvement in Rotherham.

| Condition | Descriptor | Evidence |
|--|---|---|
| Capacity to self-assess accurately | Able to identify strengths and weaknesses, accepts external feedback, and uses external support effectively. | <p>Routine self-assessments are embedded – growing culture of reflection and challenge, now systematic.</p> <p>There is a high level of congruence between internal self-assessment and external feedback – peer reviews, practice partner reviews, Commissioner reports, Ofsted monitoring visits. Clarity about what is being invested in improvements, and how this is working.</p> |
| Capacity to develop strategic priorities that will address weaknesses | Understands what works to drive improvement, and able to develop strategies and actions to deliver improvement. | <p>Members are asking probing questions of children's services – this is positive and important. Equally important is the willingness of members to triangulate with feedback gathered from thematic frontline visits.</p> <p>Continued outward-facing engagements – Rotherham has not “hunkered down”, but has remained open to others.</p> |
| Capacity to implement these strategic priorities swiftly and effectively | Able to put in place right resources, workforce capacity, and corporate, political and partner support for improvement. | <p>Significant (“heroic”) investments for a council of its size – long-term financial plans, but also monitoring arrangements to take account of changing circumstances.</p> <p>Strong alignment of Council and children's services priorities – the Council has embraced the “seven tests”, and there is clarity about how Council plans, financial plans and children's services plans fit together in the long term.</p> |

2 Priorities for the future: In considering options for the next stage of Rotherham's improvement journey, you highlighted seven key principles.

You argued that however Rotherham's children's services are arranged in the future, the approach agreed upon must ...

- 1 **Be in the best interests of children in Rotherham** – the right future arrangements must be those that provide the best platform for sustaining improvement services that support children and keep them safe
- 2 **Be sustainable** – the right future arrangements must be those that offer a sustainable long-term basis for delivering high-quality children's services
- 3 **Work *with* people, rather than doing *to* them** – particularly by engaging RMBC staff and key strategic partner agencies
- 4 **Involve robust external scrutiny** – you recognise this will remain an important part of Rotherham's ongoing improvement journey, and should be embraced as an opportunity to track progress and address barriers
- 5 **Maintain strong elected member oversight of children's services** – all Councillors, including the Lead Member, continue to exercise corporate parenting and scrutiny roles (and, in case of the Lead Member, statutory responsibilities) to secure the best outcomes for young people in Rotherham regardless of which model is adopted
- 6 **Maintain the integration of services** – you are keen to avoid creating barriers at key service interfaces, such as between early help and social care, or with education services
- 7 **Maintain links with other local services and strategies that contribute to young people's development and long-term outcomes** – particularly the links with housing, economic growth and jobs and skills

Priorities for the future: The next stage of Rotherham's children's services improvement journey – final points from the workshop discussion.

- **Through the Overview & Scrutiny Committee review and your discussions with national decision-makers, you are keen to have a principled, evidence-informed discussion about how best to sustain improvements in Rotherham's children's services.** You have set out priorities (improving the quality of practice, strengthening partnerships), seven core principles, and specific actions around strengthening self-assessment and challenge (the voice of the child, enabling members to triangulate evidence through thematic frontline visits) that can inform your considerations.
- **One of the key messages you emphasised in the workshop was that you are now two years into your children's services improvement journey** and, furthermore, that whatever options are considered in the future must not destabilise what has been put in place over the past two years.
- **The Overview & Scrutiny Committee review has visited local areas that have established or are establishing alternative delivery models.** You are aware that the numbers of alternative delivery models are small, that many are in their early stages, and therefore that there is not a firm and broad evidence-base about their progress. In our LGA research, we explore two types of alternative delivery models – executive leadership models and new organisations – and discuss some of the potential benefits local areas that have developed these models have achieved. A key finding from our research is that alternative delivery models can play a role in helping to overcome persistent and systemic barriers and to create the conditions for sustained improvement to take place. (Another key finding, however, is that these benefits are not exclusive to alternative delivery models – rather, in certain circumstances, they have helped to overcome barriers that the local area had not been able to previously.)
- **As we discussed in our workshop, you are confident that you will be able to draw on evidence to show that improvements are taking place in Rotherham's children's services.** You agreed that a key action was to marshal the 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 that have been made in Rotherham.
- **Equally, however, you were not complacent and recognised that the way in which children's services may be delivered in the future would need to evolve and change according to the demands on the service,** and that there may be benefits in exploring new ways of commissioning local services to meet local needs more effectively.

Annex 4:

Aston Hall J& I School
Church Lane
Aston
Sheffield
S26 2AX
Tel: 0114 2879811

27th March 2017

Councillor Maggi Clark

Dear Councillor Clark,

Many thanks for the opportunity afforded to me to share my views regarding the future direction of children's services in Rotherham. As a serving head teacher with the Local Authority for the past fifteen years I have been witness to many changes, both inside and outside education, and supported many of the most vulnerable children and families through particularly challenging and potentially life-changing circumstances. School leaders are also familiar with the improvement cycle of peer review, partner feedback, Ofsted Inspections and action planning to address priority development areas. As part of the CYPS Strategic Improvement Board I have seen at first hand the journey Rotherham has been on from the inception of the Board until now.

It would be accurate to say that Rotherham is a very different town to the one it was two years ago. The depth and breadth of improved practise within Rotherham is demonstrable in many areas such as improved workforce capacity, improved response times to referrals, updated and more responsive systems such as multi-agency safeguarding hub, locality teams and Early Help. It is heartening to see partners from Health, Social Care, Police, Education and the Borough sit around a table and talk knowledgeably about what is making a real difference to the lives of children and families in the town and also recognise what more can be done.

The changes and systems now in place are starting to make things better for our most vulnerable residents and stabilise lives that were once out of control. it would be fair to reflect that whilst some exemplary practice is evident and improved outcomes are being reported daily, there are still some are pockets of weakness and areas to be further developed but all partners are well-sighted on these and have robust plans in place to swiftly address them.

It would seem sensible therefore to endorse therefore the preferred option of continuing to work with the current model of peer practice partnership, which provides the opportunity to put up that reflective lens to all development areas. This methodology also provides opportunities for Rotherham to continue to learn from good and outstanding partners and adopt and amend and improve their systems and practices whilst creating some of our own. The change to an alternative delivery model would not be without risk and may actually undo some of the improvements now in place. I am reassured that external peer review, partnership feedback, monitoring visits and commitment high quality partnership working is the correct model and that we will continue to see impact and further improvement.

Yours sincerely,

Donna Humphries
Executive Headteacher

From: ROBERT ODELL [<mailto:Rob.Odell@southyorks.pnn.police.uk>]
Sent: 28 March 2017 13:15
To: Hatton, Lesley
Subject: RE: Letter from the Chief Executive

Lesley

Thank you for the letter

For the sake of completeness and having discussed it this end we concur that the current arrangements are the best option going forward....

Regards

Rob

From: Pepe Di'Iasio [<mailto:pd@waleshigh.com>]

Sent: 03 April 2017 17:42

To: Hatton, Lesley

Subject: Re: FAO Chief Executive, RMBC

Good afternoon Sharon,

Thank you for the opportunity to contribute to this important discussion.

I have been both proud and privileged to work alongside such dedicated professionals over the last two years as part of the 'Improvement Board' and feel I can take some (small) credit from the considerable steps that we have seen taken to improve the quality of provision and service to the young people and families of Rotherham.

I would certainly want to see a continuation in the existing arrangements whereby the LA is supported through a variety of peer to peer reviews and external challenge from identified providers of outstanding practice from across the country. I believe that it is fair to say that this has demonstrated high quality impact and is starting to 'bare real fruit'. I would be seriously concerned to see this progress jeopardised from a potential change in momentum or direction at this stage.

I remain convinced that young people, schools and families from across Rotherham remain best served by their local communities and through a local model within the Local Authority and would wish to see this remain

Pepe Di'Iasio

Headteacher

Wales High School

From: Janet Wheatley [mailto:Janet.Wheatley@varotherham.org.uk]

Sent: 27 April 2017 12:11

To: Webb, Caroline

Cc: Hatton, Lesley

Subject: RE: Request for assistance: Scrutiny review of Alternative Management Arrangement for Children's Services

Hi Caroline

Thank you for offering VAR the opportunity to express our views about the management arrangements for Children's Services going forward. The views below represent our views and input from the Children Young People and Families VCS Consortia

Our view is that with the current refreshed leadership and the changes instigated, Children's Services needs a period of stability. There also needs to be on the part of stakeholders, a realistic timeframe to embed the change management and the associated culture and relationships that have and are continuing to develop

Our experience has been the Children's Services have worked positively in partnership with the voluntary and community sector (VCS) and continues to do so. Some of the examples of this are:

1) VCS Input and direct involvement in the Peer Challenge review meetings / process

2) VCS direct input, consultation, representation and involvement in a number of both strategic and operational boards, to ensure best outcomes for CYP. Some examples of these boards / groups includes:

- | | |
|-------------------|--------------------------------------|
| Partnership | i) The Children & Young People's |
| Board | ii) The Local Children Safeguarding |
| sub group | iii) Performance & Quality Assurance |
| group | iv) Learning and Improvement sub |
| | v) CSE & Missing sub group |
| | vi) Child Centred Borough and YP |
| Voice & Influence | vii) Sexual Health Strategy Group |
| | viii) Youth Offending Board |

3) VCS direct input, consultation and involvement in the development of various pieces of work and initiatives, for e.g:

- i) Development of the Children's Plan
- ii) Development of the Early Help strategy
- iii) Development of the SEND offer

4) Partnership and voluntary community sector (VCS) input into the recruitment and selection of key personnel in Children Services, for e.g:

- i) Deputy Director Children Services
- ii) Assistant Directors
- iii) Senior commissioning roles
- iv) Heads of Localities & Early Help

5) Recognition of the value of the VCS, by direct support of the VCS infrastructure that supports the development and contribution / co-ordination of VCS into and alongside the CYP agenda and service areas; by part funding the Children, Young People & Families Consortium, without which there would not be the level of VCS engagement with CYP Services.

Rotherham Borough Council, along with a number of other statutory partners have supported the refresh of the local COMPACT with voluntary and community organisations and the reviewed version has now been adopted in Rotherham. The agreed COMPACT will provide all partners with a framework to continue to work even better together for the benefit of Rotherham communities.

We cannot say we have any experience or expertise re the merits and disadvantages of particular / alternative management arrangements for Children's Services and nor have we assessed any evidence of alternative arrangements working better elsewhere. The VCS does constructively challenge and raise issues as required and our view is that we are actively talking with Children's Services about co-production of services and there is a greater than ever recognition of the importance of prevention and early intervention; and the particular role of the VCS.

In light of all the above we agree with the preferred option of Rotherham Metropolitan Borough Council's Improving Lives Select Commission scrutiny review to continue with the preferred option of continuing with the current model of peer practice partner approach. We also believe that this will secure the most rapid and sustainable improvements for children and young people's services in the short term. I would be grateful if you could pass our views onto Cllr Maggi Clark

If you have any queries or need anything further please do not hesitate to contact us.

Best Wishes

Janet

Janet Wheatley
Chief Executive

Voluntary Action Rotherham
The Spectrum
Coke Hill
Rotherham S60 2HX

Tel: 01709 829821
Fax: 01709 829822
Email: janet.wheatley@varotherham.org.uk
Web: <http://www.varotherham.org.uk>

Registered Charity Number: 1075995
Registered Company Number: 2222190

The Rotherham



NHS Foundation Trust

Our reference

LB/CH/smj/125

Your reference

Date

6th April 2017

Rotherham Hospital

Moorgate Road

Oakwood

Rotherham

S60 2UD

Telephone 01709 820000

www.therotherhamft.nhs.uk

Sharon Kemp
Chief Executive
Rotherham Metropolitan Borough Council

Dear Sharon,

I am writing in response to Scrutiny Commission's review of children's services in Rotherham set out in your letter of 23rd March 2017.

I can confirm that The Rotherham NHS Foundation Trust (TRFT) supports the preferred option, to continue with a peer practice partnership approach. We agree that this is likely to secure better and sustainable outcomes for Children and Young People.

It is clear from TRFT's perspective, that Rotherham MBC has made significant progress over the last two years and that continuing with the current approach will provide the greatest opportunity to see these changes continue and become embedded. Thus, changing the delivery model at this stage could add significant risk.

I am pleased that the review has not ruled out the adoption of other approaches in the future and we are very interested in exploring further integration opportunities between our organisations moving forward, similar to those that are evolving for adult services. This will allow the exploration of alternative delivery models and on the basis that we are committed to maintaining this dialogue, TRFT is supportive of the proposed approach taken by RMBC.

Yours sincerely

Louise Barnett
Chief Executive

Louise Barnett
Chief Executive, The Rotherham NHS Foundation Trust

Direct Line 01709 424576

Executive Assistant: Sharree Johnstone

Direct Line 01709 424001 Fax 01709 304200 Email sharree.johnstone@rothgen.nhs.uk



Direct Dial: 01709 302009
Our ref: CE/WAC
E-mail: chris.edwards@rotherhamccg.nhs.uk
Date: 30 March 2017

Oak House
Moorhead Way
Bramley
Rotherham
S66 1YY

Sharon Kemp
Chief Executive
RMBC
Riverside House
Main Street
Rotherham
S60 1AE

Dear Sharon,

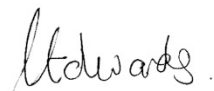
Thanks you for your letter dated 23rd March 2017.

As a key stakeholder we appreciate that you are seeking our views on the direction of travel.

I can confirm that NHS Rotherham CCG supports your preferred option of continuing with the peer practice partner approach.

We look forward to continue working closely with you to continue to improve services in the future.

Yours sincerely



Chris Edwards
Chief Officer



Chief Executive Office

Woodfield House,
Tickhill Road Site, Tickhill Road,
Balby, DONCASTER,
DN4 8QN
Tel: (01302) 796400

Email: kathryn.singh@rdash.nhs.uk
Text only phone for deaf/hard of hearing: 07771 933869

Our ref KS/dj

18 April 2017

Sharon Kemp
Chief Executive
Rotherham MBC
Riverside House
Main Street
ROTHERHAM
S60 1AE

Dear Sharon

Further to your letter of 23 March 2017 in respect of seeking our views on a preferred option for Rotherham MBC's Children's Services I am now able to provide you with a response.

Firstly, please accept my apologies for our delayed reply, however thank you for the opportunity to comment.

Having considered the options that Sir Derek has set out, we would concur that the most sensible option to support is indeed the preferred option of the continuation of the current model.

I hope this response is helpful

Yours sincerely

A handwritten signature in black ink, appearing to read 'K Singh'.

**KATHRYN SINGH
CHIEF EXECUTIVE**

Rotherham Local Safeguarding Children Board

1st Floor, Wing A, Riverside House, Main Street,
Rotherham, S60 1AE
Tel: (01709) 254925 Fax: (01709) 373336



3rd April 2017

Councillor Maggi Clark
Chair, Improving Lives Select Commission
Rotherham Metropolitan Borough Council

Dear Cllr Clark,

I am writing in response to your request of my observations concerning your review on the potential future arrangements for the delivery of children's services. My comments are based on observations made in my role as independent chair and on the evidence from the work of the LSCB since I came to Rotherham 17 months ago. I have used the action research into improvement in children's services commissioned by the Local Government Association to inform my response to you.

The appointment of permanent staff to leadership positions in the council has strengthened the co-ordinated sense of purpose for children's services. The council has embraced its responsibility for children's services as part of its overall functions. It has recognised the need to focus HR and legal services support to drive the necessary children's services improvements and taken action to ensure that its wider functions safeguard children. The plans to realise the ambition for Rotherham to be a child centred borough are as yet at an early stage but they have the potential to provide a powerful context within which children's services can understand the needs of the population of children it serves and be sensitive to their views.

Detailed performance information on children's services is now scrutinised by leaders and councillors, and is increasingly open to partners. There is a shared understanding of the improvements made in complying with statutory requirements and the need now to move to improvements in the quality of the services delivered. Children's services have also welcomed and made good use of external scrutiny and peer review as part of its improvement journey.

There are clear thresholds in place across the safeguarding system, from early help to child protection, and plans that will develop common language and understanding about levels of need across partners.

Relationships with partner agencies are developing but there is still significant progress to be made towards the degree of trust, transparency and challenge at all levels, from strategic to front-line, that drives good children's services. There are pockets of good partnership working but that is not yet consistent at all levels.

Progress since early 2016 has been rapid, with the pace maintained by determined leadership from the senior leaders appointed. The greatest change I have perceived since

coming to Rotherham has been in the culture of the organisation. Staff from across the council, as well as in children's services, display an increased sense of confidence and direction. Senior leaders in children's services make a point of regularly acknowledging the good practice of individuals, contributing to the development of confident professional decision-making and understanding of 'what good looks like'.

The progress I have observed in children's services is at a critical stage with crucial shifts taking place, for example, from compliance to quality in practice, from willingness to listen to children to a comprehensive engagement with children at strategic through to front line level and from openness to partnership working to a strong cohesive approach. All of these shifts require consistency and determination and anything that may cause distraction or diversion of energy should be avoided at this stage. I therefore support the conclusion of the ILSC review that the current peer practice partner model should be maintained at present.

The progress of children's services must and will of course be kept under review, both internally and by the inspectorate, and I agree that alternative future delivery models cannot be ruled out where there is evidence that these will better deliver the necessary outcomes. As LSCB chair I would want to be assured that any future proposed model could develop and sustain progress in partnership working across agencies and in particular with schools, which are crucial organisations in the safeguarding system, from early help through to child protection.

The further development of partnership working across the safeguarding system will be the focus for further improvement both through the current LSCB and its replacement as defined by the Children and Social Work Bill. The LSCB has an important role to play in securing improvements in children's services and the wider safeguarding system in Rotherham and I look forward to continuing engagement in gathering evidence on what is working and what requires further improvement.

Yours sincerely

A handwritten signature in black ink, appearing to read 'C. Cassell', enclosed within a thin black rectangular border.

Christine Cassell
Independent Chair to the RLSCB

C.C. Sharon Kemp, Chief Executive, RMBC

Rotherham's Children and Young People's Plan 2016 to 2019





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About This Plan

The Children and Young People's Plan (CYPP) is a single strategic, overarching plan for local services where outcomes for children, young people and their families need to improve.

Planning is not a diversion from effective front line activity and is essential if services are to be developed to meet the needs of children, young people and families; if resources and the workforce are to be deployed to best effect; and partners focus on achieving the best possible local outcomes. The CYPP is to support the Strategic Partnership as they work together to agree clear targets and priorities for the services for children and young people in Rotherham.

The Children and Young People's Strategic Partnership brings together a wide range of organisations including Rotherham Council, South Yorkshire Police, Health Services, Education and Colleges, South Yorkshire Fire and Rescue service and the Voluntary and Community Sector.

The strategic outcomes in this plan have been determined by the Children and Young People's Strategic Partnership, adopting good governance principles, with a plan that is underpinned by a common vision that is understood by all parties and is based on consultation and what young people, parents and carers in Rotherham have said about services for children and young people.

The strategic priorities that would benefit from a more focused partnership approach have been identified for this plan recognising that there are other strategic plans for Rotherham which also include priorities for children and young people.

The three main strategic outcomes to be achieved for children, young people and their families in Rotherham through the Children and Young People's Plan are:

- Children and young people are healthy and safe from harm
- Children and young people start school ready to learn for life
- Children, young people and their families are ready for the world of work.

The Children and Young People's Strategic Partnership is accountable for the delivery of this plan and therefore will allocate and approve the resources; hold partners to account for delivery; and take a lead on engaging and involving children, young people and their families.

The Children and Young People's Strategic Partnership is committed to developing a skilled workforce, making sure that the people working with children, young people and families in Rotherham have the skills to be able to identify, assess and intervene to support families. This will be achieved through existing organisational workforce development strategies but where a multi-agency focus is required in relation to a specific workforce issue or a multi-agency training requirement, such developments will be determined by the Children's Strategic Partnership.

Information About Rotherham can be found at page 30 along with further details about how Our Young People, Parents and Carers have influenced the development of this Plan.

Governance Arrangements and links to Other Strategic Priorities and Plans

There are priorities of the Children and Young People's Strategic Partnership that are already integrated into other strategic plans, such as the Health and Wellbeing Strategy and the Rotherham Safeguarding Children Board business plan, which are being delivered by the respective Partnerships Boards. These include:

- **The Rotherham Together Partnership** – delivering improvements for local people and communities through the Rotherham Together Partnership Plan.
 - **Health and Wellbeing Board** – planning how best to meet the health and wellbeing needs of the local population, tackle inequalities in health through the new Rotherham Health and Wellbeing Strategy. Some of the key priorities in this strategy where the Children's Strategic Partnership will contribute to achieving include ensuring all children get the best start in life; children and young people achieve their potential and have a healthy adolescence and early adulthood; and all children and young people enjoy the best possible mental health and wellbeing and have a good quality of life.
 - **Safer Rotherham Partnership** – includes the Council and South Yorkshire Police and a range of other partners who make decisions relating to crime and community safety issues through the draft Safer Rotherham Partnership Plan. Reducing the threat of domestic abuse and reducing the harm to victims is a priority recognising that the impact of **domestic abuse** on the victim and children is severe.
- Reducing the threat of **Child Sexual Exploitation** (CSE) and the harm to victims is also a priority, along with preventing and tackling CSE recognising that CSE has a lifelong impact on its victims. Therefore, children, young people and their families must have confidence in Rotherham's multi-agency approach to prevention, support and bringing perpetrators to justice.
- **The Rotherham Local Safeguarding Children Board** – sets out the work the Board will do to help keep Rotherham's children and young people safe through their Business Plan 2016-18. The priority areas include governance and accountability; community engagement and the voice of the child; scrutinising front line practice, and children in specific circumstances including the **safeguarding of Looked after Children**, Child Sexual Exploitation and children who go missing and **Neglect**. Children suffering neglect is the biggest category of those who are suffering significant harm. Care is a vital part of our child protection system and most Looked After Children (LAC) say their experiences are good. However children in care are at greater risk than their peers and more needs to be done to ensure that corporate parenting has a positive impact on their health, education and safety and they can move successfully into adulthood.
 - **The Rotherham Looked After Children Strategy** 2014-2017 sets out the vision for the range of services provided in partnership for looked after children, identifying priority objectives to make sure that outcomes for Looked After Children are as good in all aspects of their lives.

There will also be strategies and plans that are developed over the term of this Children and Young People's Plan. For example, changes will be required as a result of the new **Children and Social Work Bill 2016 -2017** which makes provision about looked after children; to make other provision in relation to the welfare of children; and to make provision about the regulations of social workers.

Working in partnership is essential to delivering the outcomes in this plan. It is acknowledged that there are also other organisations in Rotherham and Departments of the Council that contribute significantly to improving the health and wellbeing of children and young people, for example, Leisure and Green Spaces contribute to improving the health and wellbeing of children and young people.

The Children and Young People's Strategic Partnership will work with the Health and Wellbeing Board to ensure the priorities in the Health and Wellbeing strategy that are related to children and young people and their families are implemented. The Children and Young People's Strategic Partnership will be the delivery mechanism for those priorities enabling a wider partnership focus.

The Children and Young People's Strategic Partnership will work with the Rotherham Safeguarding Children Board to keep children and young people safe and a working protocol is in place setting out the relationship between the Children's Strategic Partnership and the Safeguarding Children Board.



Foreword by Councillor Watson

I am delighted to introduce Rotherham's new Children and Young People's Plan for 2016 to 2019 which has been developed by the partners on the Children, Young People and Families Strategic Partnership. Rotherham already has successful partnership working and it is clear there is a commitment by all partners to improve the outcomes for children, young people and families in Rotherham.

The Children and Young People's Plan is a strategic plan which sets out the vision for children and young people and their families and the outcomes that need to be improved.

Our plan also details some of the ways in which we are engaging and listening to the views of young people and how they are influencing service standards. Our Young Inspectors are telling us how we need to provide more digital solutions and improve information about services, develop customer standards and improve the overall customer journey. Our Youth Cabinet have been working with Public Health around mental health and how to improve access for young people seeking help including the development of the Website 'My Mind Matters' and much more work is planned. We continue to support the LAC Promise and within the plan there are details of various services that the LAC council have influenced including some of our commissioned services.

It is acknowledged that there are other strategic plans in place about keeping children and young people safe and improving their health and wellbeing and it is the intention that the Children and Young People's

Plan is an overarching plan which focuses on where outcomes need to be improved that would benefit from a wider partnership focus.

There are a number of focused priorities within this plan to ensure children and young people are healthy and safe from harm, are able to start school ready to learn for life and from being engaged in learning, they are ready for the world of work.

The challenge the Children and Young People Strategic Partnership faces is to achieve better outcomes for children and young people with fewer resources. So it is important that the resources that we do have are used effectively and that staff have the right skills to turn around the lives of our most troubled and challenged families.



Councillor Gordon Watson

The Vision for Rotherham's Children and Young People

The Children and Young People's Strategic Partnership have identified a vision and three main Strategic outcomes that align to the points in a child's life when they will require additional help and support.

Our Vision is to be a child centred Borough which will ensure our children, young people and their families:

- are healthy and safe from harm;
- start school ready to learn for life
- are ready for the world of work
- working with children, families and our partners, for Rotherham's Children's Services to be rated outstanding by 2018.

This will mean our children, young people and families are proud to live and work in Rotherham.

A Child Centred Borough

We adopt a partnership approach because achieving improved outcomes for all children and young people in Rotherham is the responsibility of everyone who works with and cares about children and young people. Our aspiration to become a Child Centred Borough is at the heart of our Vision to ensure our children and young people are safe, healthy, successful, heard, involved and respected at home, at school, in their communities and are part of the decisions that affect them.

Establishing the best start in life for children and young people is essential as all aspects of their development - physical, emotional and intellectual – are established in early childhood. Development in the early years can have a lifelong impact on health and wellbeing, educational achievement and economic status. A proactive and preventative approach prior to any problems occurring is required to ensure good child development and health behaviours. By placing an increased focus on health and wellbeing in those early years we hope that all Rotherham children will be able to fulfil their potential.

Strategic Outcomes and Priority Areas





Outcome 1: Children, Young People and their Families are Healthy and Safe from Harm

Early Help

Priority: Early Help Services to identify and support families at the right time to help prevent social care involvement.

Performance Measures:

- A reduction in the Children in Need Rate (rate per 10K population).
- Percentage reduction in children who had a social care concern raised within 12 months of the last concern ending (re-referrals).
- Increase in the number of multi-agency Early Help assessments.

We know that early identification and intervention are key to preventing poor outcomes for children and young people and that providing support at the earliest point can stop issues escalating. Early intervention in childhood can help reduce physical and mental health problems and prevent social dysfunction being passed from one generation to the next.

Through our Early Help Strategy we aim to improve outcomes for children and families in Rotherham and at the same time, reduce the demands upon specialist and higher tier services.

In Rotherham, most children, young people and family's needs are met by universal services, or those services that are available to everyone.

For those children and families who face more challenges and may have multiple needs, our services will provide support and expertise, building on a 'One Family, One Worker, One Plan' principle. An Early Help Assessment will ensure they receive all the support they require. Further information about Early Help services is available at:

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

Early Help Assessments

Early Help Teams provide intense, focused support when problems first emerge. The right service at the right time can reduce or prevent specific problems from getting worse and becoming deep seated or entrenched.

Our integrated Early Help Teams are based in nine Locality Teams, across three Areas - North, South and Central and can provide advice and support for the whole family on issues such as: Parenting; Teenagers; Behaviour; Emotional wellbeing; Drugs and alcohol; Domestic abuse; Money, benefits and housing; Staying safe – outdoors and online; And places to go and things to do.

From the 1st November 2015, (the pilot stage for the Early Help Assessment) until 30 March 2016 there were 799 triage outcomes that requested an Early Help Assessment.

In February 2016 weekly Step-Down Panel meetings commenced to ensure there is a consistent and robust process in place to manage, monitor and clearly record outcomes for all cases stepping down from Duty and Assessment teams and/or those coming off a Children in Need plan. At the end of March 2016 we have stepped down 73 families (191 children) to our Early Help Locality Teams, along with making recommendations for seven families and 15 children to be worked with by our partners.

Early Help Pathways

In January 2016, we launched our new; Early Help Pathway; Early Help Request for Support; Early Help Assessment; and Early Help Offer website. The Pathway to Services document outlines the Early Help offer and a virtual 'pathway to Early Help services' in Rotherham. These services are currently provided by Rotherham Metropolitan Borough Council, Health providers, the Voluntary Sector, schools, early years and education settings for children and young people aged 0 to 19* years and their parents/carers *(25 for young people with a disability). It is intended to be a sign-posting tool for families, practitioners and professionals. It is not an exhaustive guide of all services available and should be used alongside the online Early Help Service Directory and other useful documents that can be found on the website.

The Early Help offer and pathway commence with services which are classed as 'universal' – available for all families in Rotherham to access when appropriate. It also includes more 'targeted' early help support and services that are there to offer advice, support and guidance around individually identified needs for children, young people and their family.

The Pathway to Services document:

www.rotherham.gov.uk/downloads/file/2797/early_help_pathways

Rotherham Children's Centres

Priority: Increase the take up of services delivered by Children's Centres where there are high levels of deprivation in those communities.

Performance Measures:

- Increased percentage of children aged 0-5 living in the Rotherham area who have accessed Children Centre activity.

A Children's Centre is where families with children under five years can go to access a range of services and information. They deliver services in one building, or at a variety of venues in a local area.

The centre's work in partnership with parents and service providers to deliver inclusive services that are:

- child-friendly accessible
- respond to the needs of local families
- help children to reach their full potential.

Each centre will also have the services of a qualified early years teacher. They will work with early years professionals so that all children have access to quality early learning experiences. This is whether it is at school or nursery.

There are also family support workers and health professionals that are either based at or visit the centre.

Services vary between centres but will cover the following:

- Early education and childcare. This is provided by the centre, childminders, other days providers, out of school clubs or extended schools
- Support for you and your family
- Child and family health services
- Information for parents and carers
- Information about training and employment

There are 12 Children's Centres with 10 linked sites in Rotherham.

Performance against the Children's Centres measures continued to improve in the final quarter of the year, with the percentage of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre reaching 91.4 % against the target of 95 %.

Although this was slightly below the target it still represents a good achievement for the year and work is already underway to ensure that we are targeting those residing in the 30 % Lower Super Output Area's (LSOA's) and to improve registration rates across these areas and at the linked sites.

The access figures have also increased, with performance reaching 54 % against the annual target of 66 %. Heads of Centres and frontline staff focussed on the 30 % LSOA's and achieved much improved performance of 63 % against the 66 % target; despite the impact of an increase in the reach areas and with a reduction in the number of outreach staff.

Early Childcare for Disadvantaged Families

Priority: Increase the take up of free Early Childcare for disadvantaged families

Performance Measures:

- Percentage of entitled two year old accessing childcare.

Giving children and families the very best start in life continues to be a key priority for Rotherham. The entitlement to free early year's provision was first introduced in the National Childcare Strategy (DfEE 1998). By January 2010 almost all eligible four-year-olds and the vast majority of eligible three year olds in England were benefiting from the entitlement to free early years provision (DfE 2010). There is evidence showing that receiving good quality early years education is associated with improved outcomes for children's development, and is particularly beneficial for children from disadvantaged backgrounds, 'breaking the cycle' between early disadvantage and poor outcomes through life which can be linked to a number of health, education, economic and social outcomes. The priority therefore is to increase the take up of free Early Childcare for disadvantaged families in Rotherham.

Youth Offending Teams

Priority: Reduce the number of First Time Entrants into the Youth Justice System

Performance Measures:

- Percentage reduction in First Time Entrants (FTE) into youth justice system.

Youth Offending Teams (YOT's) have three targets that they are required to report back to the Ministry of Justice and Youth Justice Board (YJB). These are:

- Reducing the number of First Time Entrants into the Youth Justice system
- Reducing Reoffending
- Reducing the use of custody

Performance is measured by the YJB by comparing performance against the same period in the previous year, and comparing local with national performance. A quarterly report is produced by the YJB for Ministers RAG rating YOT's and highlighting remedial action taken for YOT's rated "red". Rotherham is currently rated as a "green" YOT.

Although YOT's return data to the YJB, with the exception of custody data, the data used by the YJB for First Time Entrants and Reoffending is taken from the Police National Computer (PNC) database. This data is provided to YOT's a month after quarterly data is submitted.

For First Time Entrants the data is shown in rolling full-years for the 12 months to March, July, September, and December of each year. The latest data is for July 2015 to June 2016 at 460 (rate per 10,000 of 10-17 population).

Reoffending figures are based on proven reoffending. A proven re-offence is defined as any offence committed in a one year follow-up period that leads to a court conviction, caution, reprimand or warning in the one year follow-up or within a further six month waiting period to allow the offence to be proven in court. Latest data is for the January 2014 to December 2014 period at 27.3 %.

Rotherham is regarded by the Youth Justice Board as a well performing YOT and the service is fully compliant with the requirements for the constitution and staffing of a youth justice service as outlined in the Crime and Disorder Act 1998.

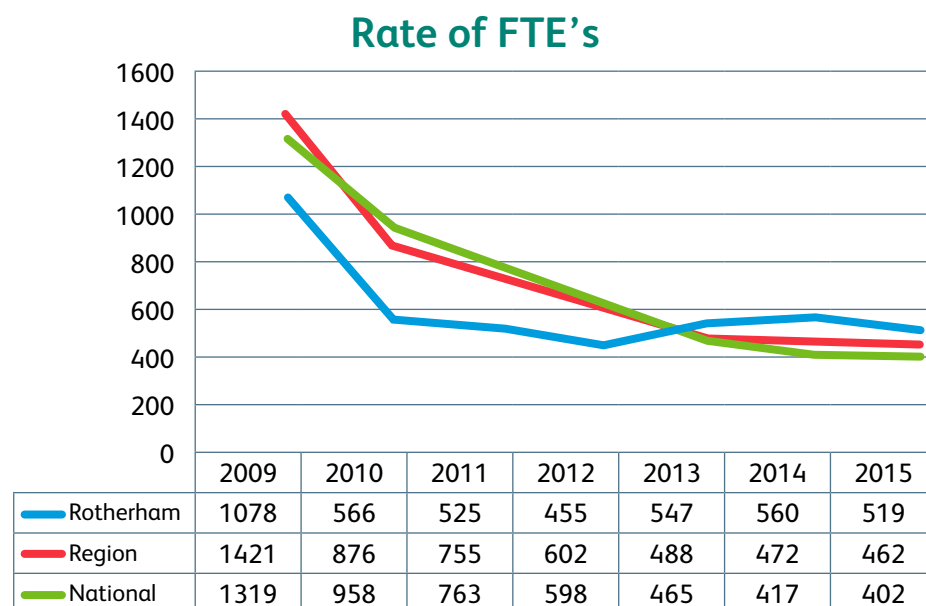
In addition to the Act's requirements the YOT is also compliant with the 190 National Standards required by the Ministry of Justice and Youth Justice Board and the Home Office Code of Practice for Victims of Crime. Compliance in respect of these two areas is audited yearly and the results fed back to the Youth Justice Board with the YOT Management Board taking responsibility for any remedial action required.

Overall in the last five years, the numbers of First Time Entrants (FTEs) for Rotherham has gone down in line with the downward trend nationally and in South Yorkshir. Rotherham's YOT Comparison Group also showed a downward trend from 2010 to 2015 although the

numbers for Sheffield have risen in 2015 compared with 2013 figures. In comparison, Walsall's (also in our comparison group) numbers rose in 2014 but reduced again in 2015 and are still well below the figures in 2010.

Since the middle of 2012 first time entrant numbers (those entering the youth Justice System) have been slowly increasing. This follows a period in which the numbers were significantly decreasing and were above those of regional and national rates. Whilst the gap between Rotherham's rates and regional and national rates is not huge (Fig 1.) and numbers involved are relatively small, (Table 1). It is nevertheless a concern that from a low baseline rates have risen above regional and national trends.

Fig 1



Families for Change Service

Families for Change (FfC) is the local delivery of the Troubled Families initiative, a national programme to work with families with multiple high cost problems. The Families for Change work is embedded in Children's Services as part of the Early Help offer.

The initiative asks local authorities to identify families using specific criteria, and deliver interventions that lead to behaviour change and better outcomes. The programme challenges local services to work together and ensure that service delivery is family-focused and well-coordinated.

Phase one of the programme was launched in April 2012 and ended in April 2015; families were identified if children were not attending school, young people were committing crime, families were involved in anti-social behaviour and adults were out of work. In Rotherham we were asked to identify and achieve outcomes with 730 families; we were successful in delivering 100% of this target.

Phase two began in April 2015. The roll out of the programme builds on the work of phase two, whilst expanding the scope in terms of identifying the families that we work with. There is an increased emphasis on service transformation, both improve outcomes for families and ensure more efficient and effective use of public money for the long-term. In phase two, Rotherham is challenged to work with 2470 families, and committed to working with 371 families in 2015/16 and 882 in 2016/17.

To be eligible for the expanded programme, each family must have at least two of the following six problems:

- Parents or children involved in crime or anti-social behaviour
- Children who have not been attending school regularly
- Children who need help; children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
- Adults out of work or at risk of financial exclusion or young people at risk of worklessness
- Families affected by domestic violence and abuse
- Parents or children with a range of health problems

The work will be deemed successful, and payment by results funding will be available, if significant and sustained progress is identified across all the problems that are identified by the family, or if a family member enters and sustains employment.

In Rotherham the work is now fully embedded in the Early Help Offer. All families supported by the service will receive a holistic offer of support, so that there is ‘one family, one worker, one plan’ and that the workforce will have the skills, experience and tools to meet the presenting need in each locality. The Early Help Offer is a multi-agency response to meet the needs of vulnerable families; the family outcomes tracked through Families for Change will provide an indicator of how effective we are at working collectively to deliver outstanding services and supporting Rotherham families to thrive.

Children and Young People achieve their potential and have a healthy adolescence and early adulthood

This is one of the key aims within Rotherham’s Health and Wellbeing Strategy. This strategy provides a high level framework which will direct the Health and Wellbeing Board activity over the next three years.

Whilst tackling inequalities in health requires focused action from the start of life and in the early years, the commitment needs to be maintained throughout childhood and adolescence. We need to provide good education and healthcare, and opportunities for good work and training in order to support young people to thrive. In common with all the priorities, whilst we need to ensure these are available for all children and young people within the borough, we must focus on those children and young people who are most vulnerable; those who are looked after, those with mental health problems, physical and learning disabilities and those from our most deprived communities.

This is a key period for developing individual resilience: developing a sense of purpose and self-esteem, becoming emotionally aware, taking responsibility for their own physical and emotional needs and being connected to others. Resilience enables children and young people to cope with the challenges they face and to contribute positively within their community.

Hospital admissions caused by unintentional and deliberate injuries

Injuries are a leading cause of hospitalisation and represent a cause of premature mortality for children and young people. They are also a source of long-term health issues, including mental health related to experience. This is a key indicator for partnership working to reduce injuries, including child safeguarding.

Childhood Obesity

Priority: Reduce the levels of childhood obesity.

Performance Measures:

- Reduce year-on-year levels of childhood obesity for:
(a) Reception year children (age 4/5) and (b) year 6 children (age 10/11)

Childhood is a critical time for the development of obesity. In Rotherham, levels of obesity are more than double between school age at reception (aged 4-5 years – 10.3 % obese, similar to the England average) and year 6 (aged 10-11 years – 21.8 % obese, higher than the England average of 19.1 %). There are many contributing factors to this increase including access to a high fat and high sugar diet (including drinks) and the local environment.

Through the Lifestyle Survey, young people have told us that they are eating less of their five portions of fruit and vegetables per day when compared to 2014 (40 %). Boys in year 10 are more likely not to eat

any fruit or vegetables per day, this being at 12 %. When asked about how many glasses of water they drank a day, 2114 (68 %) of young people said that they drank one to five glasses of water (down from 73 % in 2014). 746 (24 %) said they had 6-10 glasses (up from 18 % in 2014) and 249 (8 %) said that they drank no water at all (1 % lower than 2014). More boys said they drank no water at all, 9 % compared to 7 % of girls.

2084 (67 %) of pupils have a snack at break time (down from 70 % in 2014). This year, fruit is the most popular choice compared with crisps last year. When asked where they mainly have lunch, 1524 (49 %) said that they have a school lunch (up from 44 % last year). Year 7 pupils are more likely to have school meals than year 10 pupils (61 %) of year 7 pupils said they have them compared to 37 % of year 10.

In relation to sport and exercise, the national recommendation is that all children and young people should engage in moderate to vigorous physical activity for at least 60 minutes per day. 2488 (80 %) of pupils said that they regularly take part in sport or exercise (up from 77 % in 2014). Overall Boys are more likely to exercise regularly (80 %) compared to girls (75 %). There is an improved increase in the frequency of times per week that pupils are exercising.

Young people were asked how they feel about their general health. Pupils who said they felt their weight was about normal size was 2022 (65 %), (compared to 73 % who said they weight was healthy in 2014 survey. 93 (3 %) of young people felt that they were very overweight (up from 2 % in 2014) and 622 (20 %) felt that they were overweight (up from 17 % in 2014).

The priority for Rotherham is to reduce the levels of childhood obesity especially in relation to those families who access services in Rotherham. A whole systems approach is being adopted by partners to reduce childhood obesity as part of implementing the new national Obesity Strategy from 2016.

Self Harm and Suicide

Rotherham uses the NICE (2012) definition for self-harm which is; 'any act of self-poisoning or self-injury carried out by an individual irrespective of motivation. This commonly involves self-poisoning with medication or self-injury by cutting.' Research suggests that nationally around 10% of 15-16 year olds have self-harmed. Self-harm is more common in young women, although it is on the increase among young men.

Following a group of suicide events in Rotherham from November 2011, an Independent Review has been undertaken. The report dated January, 2015 recognises the multi-agency response established promptly but recognises the learning from such events that need to take place. An awareness of the signs of self-harm and suicidal thoughts is essential if we are to be able to respond to these vulnerable young people quickly and effectively.

Supporting Children & Young People who Self Harm: Rotherham Self Harm Practice Guidance

Priority: Reduce risky health behaviours in young people. Reduce the risk of self-harm and suicide among young people

Performance Measures:

- Hospital admissions caused by unintentional and deliberate injuries (0-14 and 15-24 years).
- Hospital admissions for mental health conditions (0-17)
- Hospital admissions as a result of self harm (10-24 years)

Often discussion around the difference between suicide and self-harm can lead to confusion amongst professions. 'While some would argue that self-harm is in fact the opposite of suicide, there is equally compelling argument that they are part of the same continuum, both being a response to distress. There is sufficient evidence to suggest that skilled support at the time of the first episode of self-harming offers an opportunity to prevent further self-harming and, potentially a suicide attempt' NSPCC (2009). The guidance explains about self-harm and suicide, what are the risk factors and warning signs, coping strategies, who is at risk and how professionals can help, the Do's and Don'ts.

Care about Suicide cards have been developed as guidelines for the general public on suicide prevention, what signs to look for, how to respond and support the individual concerned and where to get further advice and access services. The guidance explains that mental health is something everyone has, like physical health and that mental health affects how we cope with life events and that a person's mental health affects how they learn, function from day to day, how they form, keep and end relationships.

The **Rotherham Suicide and Serious Self Harm Community Response Plan** has been developed. Research estimates that between 1 and 5 % of all suicides by young people occur in the context of a cluster, and that 6 % of suicides in prisons and 10 % of suicide by people with mental illness are due to imitation or clustering effects. This plan is a multi-agency plan to support agencies and individuals specifically those who work with children and young people and is activated when Public Health perceives that a cluster is occurring or is at risk of occurring. An initial suicide may be the precipitating factor, but other external events may also act as triggers. These might include one or more deaths from other causes (e.g. trauma) which influence others to engage in suicidal acts out of grief, or pervasive environmental circumstances (e.g. economic downturn or extreme weather incidents) which cause stress for a whole community.

A Rotherham Care Pathway for Children and Young People Bereaved by Sudden Traumatic Death has also been developed.

Determining the underlying causes of suicide and self-harm and improving the emotional and mental well-being is a priority for all children and young people and there is a Rotherham Suicide and Prevention Self Harm Group taking this forward.

Risky Health Behaviours in Young People

During adolescence young people become more independent. With this increasing autonomy they may experiment with risk taking behaviours. They may try alcohol, tobacco and other substances, and may become sexually active. Modelled estimates suggest 10 % of 15 year olds in Rotherham smoke regularly (daily or weekly), which is higher than the England estimate. Alcohol specific hospital admissions for under 18s, however, are significantly better in Rotherham than the England average (29.1 per 100,000 under 18 year olds in Rotherham, compared to 40.1 per 100,000 for England).

In Rotherham we have a higher diagnosis rate of new sexually transmitted infections (STIs) than the England average. However, care needs to be taken when interpreting this data as higher diagnosis rates may not necessarily indicate that more young people have STIs. This may reflect that local services are more accessible and young people friendly.

“One in ten children aged 5-16 years has a clinically diagnosable mental health problem and, of adults with long-term mental health problems, half will have experienced their first symptoms before the age of 14. Self-harming and substance abuse are known to be much more common in children and young people with mental health disorders – with ten per cent of 15-16 year olds having self-harmed. Failure to treat mental health disorders in children can have a devastating impact on their future, resulting in reduced job and life expectations. (Source – Public Health England)”.



Outcome 2: Children, Young People and their Families Start School Ready to Learn from Life

Special Educational Needs and Disabilities (SEND)

Priority: Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives.

Performance Measures:

- Increase in the number of Education Health and Care Plans completed in statutory timescales justice system.

Consultation in relation to the Local Offer for children and young people with special educational needs and their parents has taken place with a wide range of stakeholders including children and young people with special educational needs and their parents. Providers of services have also been engaged to gain a further picture of how to develop and present the Rotherham offer.

The Children and Families Act (2014) and SEND Code of Practice (2015) have led to significant changes in the approach to provision for children and young people with Special Educational Needs and/or Disability. In particular;

- A move from provision through statements and the registered stages of School Action Plus or School Action to needs met through Education, Health and Care Plans (EHCs) and a single registered stage of SEN Support. Within Rotherham, SEN Support and EHC provision is embedded in a waved approach usually described as the Graduated Response to need

- The statutory requirement for Local Authorities to publish a Local Offer of relevant SEND services and support, including publication of how the views of young people and their parents have been acted upon.
- A clear directive for agencies and services to be led by the views of children, young people and their families in the delivery and monitoring of provision that supports SEND
- A move to provision from birth to 25 to aid transition to adult services and to improve outcomes in adulthood
- A joint approach to commissioning of services across involved areas including education, health and social care
- A potential for the provision of personal budgets to enable young people and families to purchase some services directly.

The SEND Local Offer in Rotherham aims to provide information for parents and young people about resources, services, support, activities and events for Rotherham's children and young people with Special Educational Needs and/or Disabilities and their families. Information is arranged according to age from pre-school through to early adulthood.

www.rotherhamsendlocaloffer.org

Rotherham Charter

In partnership with parents, carers, children and young people, adults and families a Rotherham Charter has been developed. This Charter is the partnerships commitment to care, include, communicate and work in partnership so that together all achieve their potential.

www.rotherhamcharter.co.uk

Short Breaks

Short Breaks are commissioned for young people. Each year we discuss this service with disabled children and young people and their parents and carers as part of the needs assessment for short breaks. An issue that is often mentioned is access to universal services and making sure that there are suitable facilities for disabled children and young people. We are working with the YMCA to help disabled children and young people access universal services by providing some one to one support. The Council's parks department are also working with the local community in North Anston to provide playground facilities that can be used by disabled and non-disabled children. In the coming years we will continue to work with our disabled children and young people and their families to help them access activities as well as working with universal service providers to help them become more inclusive.

SEND Major Project

The area of SEND provision has been identified for further development. A strategic plan to address the planning of SEND provision for the future is being written based on findings over the past year which has included consultation with providers and families. Services to support this area have been brought together within the inclusion department, a leadership structure has now been established and greater links with social care and health services are now being developed. A data dashboard has been established with closer links to the Joint Strategic Needs Assessment. The financial sufficiency and sustainability of services and provisions is targeted for development over the next three years and incorporated into the CYPs Improvement plan. This work includes;

Rotherham Joint Commissioning Strategy

The Rotherham Joint Commissioning Strategy for Children and Young People with Special Educational Needs and/or Disabilities (SEND) provides an overview of how the joint commissioning of services for children and young people with SEND in Rotherham will be developed and implemented in line with the requirements of the Children's and Families Act 2014.

The mapping and consultation undertaken has informed the development of this strategy for Children and Young People with Special Educational Needs and/or Disabilities (SEND), which provides an overview of how the joint commissioning of services for children and young people with SEND in Rotherham will be developed and

implemented. The Strategy outlines what joint commissioning is, the partners involved in the arrangement, the governance structure, the current Rotherham SEND Local Offer and how we will implement the Strategy.

The development of a SEND Assessment Hub is key to improving the co-ordination of SEND provision, as well as formalising joint working arrangements and the streamlining of assessments. The preferred option for the SEND Assessment Hub is Kimberworth Place, as a number of SEND services are already based there and therefore the number of services moving bases would be minimised.

The priorities identified for this Strategy have been identified by parents/carers and young people through the consultation undertaken. Parent/carer representation will continue through the SEND Joint Commissioning Group.

The nine priority areas of work contained within the Rotherham Joint Commissioning Strategy for Children and Young People with SEND are as follows:

- Create a joint SEND Education, Health and Social Care Assessment hub at Kimberworth Place. Year 1
- Review and re-model services that provide support for children and young people with social, emotional and mental health needs. Year 1
- Develop a performance and outcomes framework that will be applied across all local authority and Clinical Commissioning Group (CCG) SEND provision. To be implemented by Year 3
- Align local authority and CCG specifications for SEND service provision, so as to facilitate commonality of practice and a consistent approach (thus reducing duplication, improving efficiencies and developing clearer pathways). Year 1
- Develop the Education, Health and Care Planning (EHCP) process to look at how the assessment process (including the decision making process/panels and allocation of resources) can be streamlined and strengthened, so as to reduce the multiple assessments that young people and their families have to undertake. Year 1
- Ensure that there is a co-ordinated joint workforce development plan. Year 2
- Develop and implement Personal Budgets. Year 1
- Develop pathways to adulthood. To be implemented by Year 3
- Develop approaches to improving life experiences To be implemented by Year 3

Sustainable Education and Skills

Priority: Challenge all schools, academies and education settings who are not providing at least a 'good' level of education to our children.

Performance Measures:

- All children make good or better progress,
- The progress a pupil makes from the end of primary school to the end of secondary school (Key Stage 4 Progress 8 Measures).

A priority is that the quality of education for children and young people should enable them to be well prepared for further education, higher education and work.

All young people should have the tools and opportunities they need to fulfil their potential, regardless of background or life circumstances. We believe that all young people should have access to opportunities to develop skills for life and work and to create a more responsible, engaged and cohesive society.

Key Stage 2 is the final year of primary education when pupils are aged between seven and 11. Key Stage 4 is the term used for the two years of school education which incorporate GCSEs, and other exams, normally Year 10 and 11 when pupils are aged between 14 and 16.

The priority is that all children make good or better progress from the end of primary school to the end of secondary school (Key Stage 4).



Outcome 3: Children, Young People and their Families are Ready for the World of Work

Priority: Enable hard to reach young people to achieve their full potential through education, employment or training.

Measure:

- Reduction in the percentage of young people aged 16-18 who are Not in Education, Employment or Training (NEET)

Priority: Increase the number of young people aged 15-19 in Rotherham Schools and Colleges receiving support from Rotherham Youth Enterprise (FYE).

Measure:

- Increase in the number of young people receiving support from RYE in terms of the delivery of employability skills sessions and self-employment awareness sessions

Priority: Young people are ready for Level 3 Qualifications (equivalent to A Level).

Measure:

- The progress a pupil makes from the end of primary school to the end of secondary school. (Key Stage 4 Progress 8 Measure.)

We need to make sure that there are high quality options for young people to undertake both academic and vocational education, including apprenticeships and traineeships.

Education and Skills are involved in a number of activities to help prepare young people for the world of work.

The focus on preparing young people for the world of work is through good participation in learning (i.e. apprenticeships, college, school or university) and strong attainment outcomes (especially at Key Stage 4 and Level 3 at 19. However, it should be recognised that there is no universal offer, funding, or authority (e.g. careers guidance, education-business links, work experience, or curriculum enrichment around employability and enterprise skills) for the Council to prepare young people for the world of work, as responsibility and resources rests with colleges and schools.

However, there are a number of work areas that Council is involved in:

- Early help work is undertaken with vulnerable young people and/or NEETs. Early Help also send out weekly apprenticeship bulletin distributed to all colleges and schools. A Search and Apply and Youthi websites have been developed which provide an online prospectus and application process of all 16-18 provision and careers, support and vacancy information. This is the only universal information to young people.
- The Council is working with Rotherham North Notts (RNN) College (North Notts College and Rotherham College who completed a merger on 1st February 2016 to create a new organisation called the RNN Group (Rotherham and North Notts Group)) to successfully

bid for £4.4m from the Sheffield City Region Capital Growth Fund towards the building of a new £11m Centre for High Level Skills at Doncaster Gate. The Centre, due to open by 2018, will work with businesses and communities to address the shortfall in skills. It will provide both accessible and affordable higher education provision in Rotherham and is key to the economic regeneration of the town centre.

- Science, Technology, Engineering & Maths (STEM) Co-ordinator (jointly employed by Sheffield and Rotherham Council) and partially funded by Mondelez International (Cadbury) to:
 - Raise awareness of STEM for students to find out more about the industry. Including, working with employers to give young people a taste of work – including visits to employers and employer led projects. E.g. Sandvik, TATA Steel, Mondelez International, Gripple
 - Support teaching and learning in schools and colleges to raise attainment and engagement with key subjects e.g. Advanced Manufacturing Research Centre (AMRC) to raise attainment in maths
 - Celebrate success of young people including the Annual STEM Celebration.

An annual business-education event for teachers, this year focussed on post-16 options with a range of employers and post-16 providers exhibiting and 50 delegates attending.

£676k Ambition pilot to the Local Authority (Jan 15-July 17) to engage 259 jobseeker claimants aged 18-24 into work placements with 104 securing sustainable employment – as of March 2016, 111 starts and 40 securing employment.

Rotherham Youth Enterprise (RYE) contributes to the local economy by supporting young people/adults to make the leap from education into self-employment and business; supporting business growth; and long term business survival rates. RYE:

- Supported businesses to have an 81 % survival rate at five years of trading
- Support 30 - 40 new business starts per year
- Work with around 1,800 students in schools and colleges raising awareness of self-employment, including engaging post 16 students in an annual Business Planning Competition, delivering a range of employability and enterprise activities in schools and colleges
- Is a key partner in the annual Local Employers Advisory Forum (last year 71 businesses and providers exhibited at Magna to 863 attendees from schools, colleges and the workless community. Job Centre Plus (JCP) reported that a month after the event 27 people had secured jobs with companies who exhibited on the day)
- Run the annual Rotherham Young Entrepreneur of the Year Awards
- Delivering the Government/SCR's new Enterprise Adviser programme and achieved the target to match 20 employers to 20 schools and colleges in Rotherham to advise them on how better to engage with the business community and prepare young people for the world of work. The programme aims to widen young people's horizons, increase their knowledge of the range of career opportunities and the new and emerging sectors that are 'out there'

- To increase the number of business encounters in schools/ colleges, address the issue of employers offering work experience opportunities to special needs young people and better prepare young people for the 'world of work'
- Establishing a Post-16 Providers Network led by the sector to identify and develop proposals for schools, the LA, employers and the SCR to better support young people into the world of work; and to work collaboratively to develop progression pathways and support transition into further learning and/or employment for 16, 17 and 18 year olds.

Economic Regeneration is supporting Commissioners to 'Get Rotherham Working' by supporting employers to:

- Become a Schools Enterprise Advisor, working with a schools senior leadership team to improve awareness of business, and assist young people to develop their future employability skills
- Exhibit at the Local Employer Advisory Forum (LEAF) – Rotherham Jobs and Career event which is held annually in November. Advising schools as well as working with job seekers to fill current vacancies and provide them with the knowledge of the skills needed to be successful in employment
- Take on a university / college intern
- Provide industry talks or visits to schools and colleges
- Take on an apprentice or a trainee
- Provide work experience opportunities for school students and/or the unemployed community

- Convert existing employees into apprentices, including higher level apprentices
- Undertake new in work training.

Employability skills within Study Programmes

Department of Education (DFE) guidance on Study Programmes states that:

- "All 16 to 19 students should be given the opportunity to take a study programme which reflects their prior attainment, education and career goals
- Study programmes should normally include substantial academic or applied and technical qualifications; non-qualification activity including work experience; and the study of English and maths where students do not hold a GCSE graded A*-C in these subjects
- Study programmes should be focused on progression to the next level of education, a traineeship or apprenticeship, or other employment".

In terms of the work experience element, the guidance states that all study programmes should

- "allow for meaningful work experience (related to the vocational area) and/or other non-qualification activity to develop students' personal skills and/or prepare them for employment, training or higher/further education.

Work experience can take many forms including work tasters, participation in social action projects, or a work placement.

Whilst training in a simulated work environment can help a student develop new skills and support progression into an external working environment, it is a work placement with an employer in an external work environment that has the greatest impact on students' employability. We expect providers to ensure that wherever possible all young people spend time in an external workplace."

Source: Departmental advice for education providers on the planning and delivery of 16 to 19 study programmes, DFE, January 2016.

Successfully planning and delivering this work experience is an important factor when devising and implementing study programmes. This often includes work related activities for the basic development of a student's employability skills through to work related experience such as volunteering on community projects. Independent work experience is where students have undertaken work experience or a placement for Employers and experience what it is like in the world of work. There are various organisations in Rotherham providing work experience for young people.

Improving Access to Emotional Wellbeing and Mental Health Services

Priority: To improve the access to emotional wellbeing and mental health services.

Measure:

- CAMHS referrals triaged for urgency within 24 hours of receipt
- Percentage of triaged CAMHS referrals that were assessed within three weeks.

The NHS England Future in Mind Report was published in May 2015 and sets out a clear national ambition to transform the design and delivery of a local offer of services for children and young people with mental health needs. This covers five key themes:

- Promoting resilience, prevention and early intervention
- Improving access to effective support – a system without tiers
- Care for the most vulnerable
- Accountability and transparency
- Developing the workforce

The Clinical Commissioning Group (CCG) responded to the guidance with a Local Transformation Plan (LTP) that is a five year vision to transform the system for children's mental health and wellbeing.

Consultation took place with parents and carers and young people to identify the issues with the current services. These comments have been used to inform the key objectives in the transformation plan. A significant number of comments related to having better access to mental health services. Parent and carer representatives are also on the partnership group and continue to influence the implementation of the plan.

The reconfiguration includes the establishment of clear treatment pathways, a Single Point of Access (SPA) and locality workers linked with locality based Early Help and Social Care teams as well as schools and GPs. Extensive staff consultation and recruitment to a whole new structure has taken place.

The Future in Mind & Local Transformation Plan will be finalised in December 2016 and has provided some new investment into the service allowing for the recruitment of additional resource. Staff are being mobilised into new ways of working.

The key objectives in the transformation plan are:

- **Support for Universal Services** – The development of an enhanced single point of access with a Primary Mental Health Worker based within the Early Help Hub. Named Child and Adolescent Mental Health Service (CAMHS) workers for schools and primary care.
- **Move away from the current tiered system** – Implement a consultation model that moves away from referrals and towards joint working, advice, guidance and support.

- **Implement the crisis care concordat** – Implement all aspects of the concordat, in particular the embedding of a new 24/7 helpline, ensuring no child or young person is placed in a police cell as a place of safety. Creation of a nurse liaison provision to work within the acute hospital setting.
- **Development of an Intensive Home Treatment Provision** – Implementing a new home treatment service that acts as an alternative to inpatient services and has a key role in pre-crisis, enabling step down from acute/inpatient services.
- **Eating Disorders** – Creation of a new community eating disorder service to reflect local need.
- **Caring for the most vulnerable** – Dismantling the barriers and reach out to children and young people in need through better assessment and an integrated flexible system that provides services in a way that are evidenced based.
- **Children, Young People and Families have a voice** – By developing sustainable methods to effectively engage with our children, young people and families so they have a voice and shape our services. Young Minds have been commissioned to support this.

Significant engagement has been undertaken with schools as it is recognised the key role they play in the identification of emotional health and wellbeing as well as the on-going support they provide.

About Rotherham

The Joint Strategic Needs Assessment for Rotherham tells us:

There are approximately 204,400 adults resident in Rotherham (2015 Mid Year Estimate) of whom 64,600 people are aged 60 and over (24.8 % of the population), 37,100 are aged 18 to 29 years (14.2 %) and 102,700 are aged 30 to 59 years (39.4 %).

The number of children and young people aged 0 to 17 years is 56,400 (21.6 %) of whom 16,000 are aged 0-4 (6.1 %).

There were 43,128 children and young people attending state funded schools in Rotherham as at January 2016. 22.8 % of children live in low income families.

The percentage of pupils with special educational needs reduced from 25 % in 2010 to 19.5 % in 2014 and the percentage with statements fell from 2.5 % to 2.3 % over the same period. The general reduction is in line with national trends although the percentage with statements has not been falling nationally.

According to the Index of Multiple Deprivation (IMD 2015), Rotherham is the 52nd most deprived out of 326 English districts. The Indices of Deprivation 2015 domains that are most challenging for Rotherham are: Health and Disability; Education, Training and Skills; Employment.

Almost a fifth of Rotherham's population live in areas which are amongst the most deprived 10 % in England. The most deprived areas of Rotherham have seen deprivation increase the most between 2010 and 2015. From the needs analysis it is evidenced that there is a high

correlation between deprivation (IMD 2010) and risk of/experience of CSE.

Rotherham's Black and Minority Ethnic (BME) population is relatively small but has been growing and becoming increasingly diverse. According to the 2011 Census, 8.1 % of Rotherham's population were from BME communities but the 2016 School Census shows that 16.7 % of pupils were BME. The largest BME community is Pakistani and Kashmiri who numbered 7,912 in the 2011 Census. The Kashmiri and Pakistani community is well established in Rotherham. There are also much smaller established communities such as Chinese, Indian and Irish. The fastest growing population has been Black African communities and the Eastern Europeans. The Slovak and Czech Roma community is estimated at around 4,000 people and several hundred Romanian Roma have settled in Rotherham since 2014.

The full joint strategic needs assessment for Rotherham can be found at **www.rotherham.gov.uk/jsna**

Our Young People, Parents and Carers

The priorities in this plan have been based on what children, young people and their families/carers have told us about services for children and young people in Rotherham. Some of the ways in which these views are captured are detailed in this section.

Young Carers

Through consultation with young people through the Lifestyle Survey, 653 young people considered themselves to be young carers. When asked about what the three main things are that they do to help, the results are very similar for both year 7 and 10 and follow the same pattern as 2014. Helping around the house is the highest rated task, followed by helping to look after a brother or sister and keeping someone company is third choice. There has been an increase in the percentage of pupils saying they care more than eight hours per day. 89 pupils said they are caring more than eight hours per day. Caring for between one to three hours and four to seven hours, the percentage has reduced from 2014. There has been a positive increase in the number of young people who have heard about the Young Carers Service, this has increased to 33 % (from 26 % in 2014).

Many young people within Rotherham are helping to care and the person being cared for will usually be a family member such as a parent, grandparent, sibling, or someone very close to the family. The person or people they care for will have a serious or long term illness, disability, mental health difficulties or problematic use of alcohol or drugs; many young carers also help to care for younger siblings.

Rotherham Young Carers Service, which is currently commissioned from Barnardos Services Limited, works with young people aged 8-18 years,

and offers the young people guidance and support around issues they face as a young carer. They offer the young people activities during the school holidays, giving young carers a break and a chance to get together as a large group. The service also provides training and advice to other services and schools in contact with young carers.

The Rotherham Young Carers Service has increased the number of young carers and their families supported by 35 % in 2015/16. Throughout the year, the Service supported 135 young people and their families by assessing need and making a long-term difference; meaning that children and families can support each other without long term dependency on multiple service interventions. Of the 135 young people supported; 48 young people were male; 87 female. 26.7 % of children worked with had either a current or historical Child Protection Plan.

The service identified a very small number of females who have accessed the support of CSE services, some having allocated CSE social workers. While this number was very low it continues to highlight the vulnerability of young carers. Having CSE specialist workers within Barnardo's helped the service undertake joint work.

In 2015/16, 44 % of young carers accessing the service were caring for someone who had mental health and substance misuse issues. Some young people care for more than one person and many young carers help care for siblings.

Service users that are more vulnerable, where possible have been actively encouraged to participate in the Young Carers Council to maintain some contact when they no longer need to be an open case with the service.

Rotherham Youth Cabinet

Rotherham Youth Cabinet is a group of enthusiastic, motivated and committed young people who endeavour to campaign on issues which are important to other young people in Rotherham. Their main aim is to be an active voice, representing all young people equally in order to have a positive effect throughout our communities.

What Youth Cabinet Do

- Undertake research and campaigns to help improve Rotherham
- Ensure that all young people in Rotherham are listened to and have a Voice
- Convert words into action
- Hold formal meetings at Rotherham Town Hall and informal sessions at Myplace
- Have FUN, make friends, meet new people, develop confidence, gain skills, work with Elected Members and decision makers in Rotherham
- Plus lots more...

How they do this

- Consultation with other young people to find out what we need to work on
- Meet regularly and work together as a team on our issues
- Have training to enable us to perform our role

- Go on residentials and visits to help us develop our skills and knowledge and to help us work as a group.

Current Campaigns

Every summer, following consultation with other young people in Rotherham, Youth Cabinet members write their Manifesto which is launched during Local Democracy Week. Their key aims for 2015-2016 were:

- Young People's Mental Health & Emotional Wellbeing
- Improving Public Transport For Young People
- Supporting other Young People to Understand Politics
- Helping to create a Proud and Positive Image of Rotherham
- Understanding the needs of all people from within our diverse communities to help community cohesion

Youth Cabinet Members will be creating a new manifesto during the summer, which will detail their priorities for 2016/2017.

Examples of Recent Achievements

One of the main areas that Youth Cabinet members have worked on is mental health. Some of this work has included:

- Working with Council Scrutiny, Councillors and a wide range of stakeholders around support for young people who self harm; with their recommendations being incorporated into CAMHS Service Plan and Public Health Self Harm Practice Guidance for professionals

- Working with the Commissioning Team on the development of the Mental Health Strategy and Transformation Plan in Rotherham
- Shared issues and concerns with CAMHS managers about young people accessing their services which helped to inform their Service Plan
- A member was elected as a Governor for RDASH and now attends Governors Meetings and CAMHS Partnership and Strategy Meetings, ensuring young people have a voice in this group
- Wrote a report 'Mind The Gap' on the national and local picture of Mental Health services for young people, which gave ten recommendations on how improvements could be made
- RYC members worked with Public Health and Commissioners to develop an Emotional Well-being support Website 'My Mind Matters' (www.mymindmatters.org.uk)
- Supported a CAMHS Scrutiny Review and fed into their findings to the Scrutiny Review Panel
- Members held a successful Children's Commissioner Takeover Day with the Overview Scrutiny Management Board and a range of partners and stakeholders, resulting in 11 recommendations being made
- Organised a conference for 120 young people and professionals around Mental Health called 'It's My Mind'. This provided workshops, stalls, speakers etc delivered by mental health professionals to enable young people and adults gain strategies to help support and maintain positive mental health
- Supported the commissioning of the new 0-19 Public Health Nursing Service
- Participated in a Department of Health Takeover Day in London with Alistair Burt MP, the Minister for Social Care, where they discussed issues raised by young people with regard to Mental Health Services
- Attended a Yorkshire and Humber regional meeting hosted by the NHS Mental Health Improvement Managers, where young people met with local Mental Health Commissioners and discussed barriers to services and how to break these down to improve services for young people.

The group have received a Diana Award for their contribution to mental health services for young people.

Further Involvement and Achievements

Youth Cabinet Members have also completed vast amounts of work to achieve their other Aims. These include:

- Creating videos and music to endeavour to get young people interested in Politics
- Liaising with South Yorkshire Passenger Transport Executive (SYLTE) and transport organisations around bus passes for young people
- Working with Looked After Children's Council and Rush House on projects to encourage young people to be proud of where they live
- Representing young people on other groups such as; Children & Young People's Strategic Partnership Group, Police Young People's

Advisory Group, Rdash/CAMHs Partnership Group, Healthwatch Ambassadors, Rotherham Transport User Group

- Participating in interview panels for Senior Officers and Directors within RMBC
- Taking part in events such as Holocaust Memorial Day, Armed Forces Day, White Ribbon Campaign Event etc.

Looked After Children and Care Leavers

The Council takes its role as Corporate Parent to Looked After Children very seriously. Members and officers understand that looked after children as a group are more vulnerable than their non-looked after peers and that in general, outcomes and life chances are poorer for looked after children than for other children. The Leaving Care Service has a duty to ensure that young people leaving care are found suitable accommodation. The aim is to achieve the best possible outcomes for all children and young people looked after and the provision of suitable accommodation for Care Leavers is a key factor in achieving this by providing safe and secure accommodation.

Rotherham has a Looked After Children Strategy Group which includes multi-agency professionals working with looked after children in local authority services and professionals working with looked after children in key partner agency services. This partnership is responsible for making sure that outcomes for Looked After Children are good in all aspects of their lives and in achieving successful independence as adults. The Rotherham Looked After Children Strategy 2014-2017 sets out the vision for the range of services provided by the Council and

its partner agencies for looked after children, and identifying priority objectives. These include:

- To improve the degree and timeliness of placement stability and permanence and ensure children are able to enjoy continuity of relationships
- To improve the emotional wellbeing and physical health of looked after children
- To improve educational progress and attainment and narrow the gap between attainment of looked after children and their non-looked after peers
- To improve the support for and opportunities open to care leavers sufficiently to increase the number and proportion of them who are in employment, education or training (EET)
- To listen to children and young people so as to ensure that their views influence their own plans, as well as wider service delivery and development.

Voice of the Child Education Lifestyle Survey

The Lifestyle Survey is open to all young people in Y7 and Y10 in secondary schools and Pupil Referral Units. This is an electronic survey that is accessed by pupils in educational establishments through a web-link. All young people that participated in the survey were able to do so anonymously and this is the 8th year that the survey has been run in Rotherham.

Each educational establishment that participated receives a data pack giving them access to their own level of survey data; which they use to compare with borough wide information once published. The borough wide results are shared with partners and specific trend data shared with partners on their specialism to allow them to update the overarching action plan. Individual school reports will be used by schools to help them gauge how well they are meeting their own health and wellbeing objectives and help shape their PSHE curriculum.

A summary of the findings of the 2015 Lifestyle Survey includes:

- In total 3110 participated in lifestyle survey
- 3 Schools chose not to participate in the survey
- Participation in the survey varied widely between schools, the variances ranged between 14 % to 90 % participation rates from one school to another.

Positive Results

- Fruit is the most popular snack option
- There has been an increase in the number of young people having school dinners and an overall reduction in the number of young people not having lunch at all
- More young people are participating in regular exercise
- There is greater awareness of where to obtain support if a young person had a weight issue

- Good awareness amongst young people where they can get support if they have any issue relating to mental health
- More young people are aspiring to go to university
- Almost all young people aware of internet safety
- Reduction in the number of young carers
- Greater awareness of Young Carers Service
- Less young people report being bullied
- Fewer young people are drinking high energy drinks
- Increase in positive responses against participating in smoking, drinking alcohol and use of drugs – gives positive message against the peer pressure to partake in these
- Reduction in the number of young people actually smoking or trying alcohol
- Improvement on the sale of cigarettes to under-age young people from local shops
- Improvement in all areas of young people feeling safe in all areas including Rotherham town centre locations.

Areas for attention

- Greater awareness around disability and long-term illnesses, more young people putting themselves in this category
- More young people saying they have a weight issue

- A proportion of young people in Y7 saying they use the internet to meet new friends
- Increase in the number of young carers, saying they need to care eight or more hours per day
- Although less young people reported bullying, less young people also said that they felt as though they were helped after being bullied
- Less young people wanting to stop smoking
- Increase in number of young people trying electronic cigarettes
- One third of young people who said they have drunk alcohol, have tried it before age of 12
- Large proportion of young people who said they have drunk alcohol, said they have been drunk in past four weeks
- The use of legal highs increased
- Education around sexual exploitation, 40 % of Y7 and 29 % of Y10 still need to be taught this
- Almost a quarter of those pupils who said they have had sex, did not use contraception
- Young people visiting Rotherham town centre has reduced
- Y10 girls are the most likely not to recommend living in Rotherham or want to live in Rotherham in 10 years' time

- In response to the questions in relating to recommending Rotherham as a place to live or wanting to live in Rotherham in 10 years' time – more young people were unsure and gave the responses don't know or maybe rather than a definite yes or no.

Demographic Information

At the time of the survey there were 3251 young people in year 7 and 3356 in year 10 attending 16 secondary schools and three Pupil Referral Units in Rotherham. The survey was offered to all 16 secondary schools and three Pupil Referral Units in Rotherham. 13 out of 16 secondary schools and all pupil referral units took part in the 2015 survey with 3110 young people participated in total.

Participation rates for those 13 schools and Pupil Referral Units was 60 %. Overall participation rate for all Y7 & Y10 young people was 47 %.

In 2014 all 16 secondary schools participated and three pupil referral units in the survey in total 4,123 young people participated give a participation rate of 63 %. Of the pupils that completed the 2015 survey, 1624 (52 %) were female and 1486 (48 %) were male. 1624 (52 %) were in year 7 and 1,486 (48 %) were in year 10.

2,564 pupils described themselves as White British (82 %, slightly down from 84 % in last year's survey), 451 were classed as Black & Minority Ethnic (BME) (15 %, up from 13 % last year) and 95 preferred not to say (3 %).

496 (16 %) of pupils said they had a long term illness, health problem or disability, this is a 7 % increase from 2014. This large increase could

be due to the change in the question in 2015; this was changed to ask if they had a diagnosed long-term disability/illness or medical condition. In 2014 pupils were asked if they had a long-term illness or disability.

Young Inspectors

A commitment was made in our Children and Young People's Single Improvement Plan 2015 to develop a Young Inspectors Programme to ensure that young people are at the heart of service delivery and effective quality assurance arrangements are in place. In 2016 an action was also developed to utilise the Young Inspectors Programme to measure progress against our key priorities.

This contributes to improving the direct engagement of children and young people following Ofsted recommendations to ensure that the voices and experiences of the most vulnerable are heard, and they inform strategic planning and commissioning.

Rotherham's Young Inspectors Programme was set up in May 2015; based on good practice from Lincolnshire Council, national good practice and previous experience from within the Youth Service. The purpose of the Young Inspectors Programme is to:

- Place young people (aged between 13 and 24) at the heart of inspecting services delivered to children, young people and their families to ensure compliance against standards and inform service improvements
- Ensure the views and experiences of the Young Inspectors and children, young people and families are actively listened to, and acted upon to make a difference

- Improve the direct engagement of children and young people to ensure that the voices and experiences of the most vulnerable are heard, and they inform strategic planning and commissioning
- Provide young people from across Rotherham with opportunities to develop their skills, raise their confidence and self-esteem, all of which can lead to improved life chances
- Increase uptake and participation in services by those children and young people who have previously not engaged with Children and Young People's Services.

The Young Inspectors team currently consists of eight young people, four male and four female, of White British origin, ranging between ages 13 to 19 who are Rotherham residents. Some of the young people have a learning disability or social, emotional and mental health needs. Some of our young people are vulnerable and have received services and support from Children and Young People's Services.

The Young Inspectors have developed a Young Inspector Programme which has carried out 15 inspections over the school holidays. The Young Inspectors themselves have also achieved positive outcomes such as undertaking the Assessment and Qualifications Alliance Award, enhanced their social and personal development, increased skills, raised confidence and self-esteem and they have made a difference to other children and young people following the improvements made.

The Young Inspectors have identified many positive areas through their inspection programme including where children and young people feel they are actively listened to. The outcomes achieved:

- Lots of improvements have been made to the quality, range and access to information on the website – making it young person friendly
- Improvements have been made to our buildings with numerous repairs, maintenance, cleaning and gardening carried out
- The quality of information has been improved at our customer access points and buildings; where children and young people visit and live. For example signage, leaflets, notice boards and new furnishings
- New procedures have been implemented, for example complaints, 'meet and greet', increased choice for meals and activities
- Young Inspector experiences and findings informed a wider variety of staff training, new training matrix and induction files.

The Young Inspectors have a packed scheduled planned for more inspections of services also. Further work is required to understand children and young people's journeys for accessing information and services through the website; ensuring easily accessible, customer friendly experiences, which take into account immediate access for our mobile and internet users.

During the summer holidays an exchange is planned with Lincolnshire Young Inspectors whereby each Local Authority will choose a theme for the young people to inspect; through the eyes of first time visitors.

Rotherham's Young Inspectors Programme has been identified as good practice by Derbyshire Council. Key activities include fundraising, newsletters, press releases, attendance at events, promotional DVD (working with a student undertaking a filming/media course) and

Young Inspector personal stories. In the longer term Inspections of wider Council Services and Commissioned Services may be explored, inspecting wider public and private sector organisations. The future challenges of the Young Inspectors Programme include delivery within constraint budgets, group sustainability and momentum of inspections and outcomes. This will be managed through innovative thinking, planned communication and marketing campaigns, working towards our ambition of being a child-centred Borough and continued support from the Young Inspectors Team, Directors, Managers and staff.

Parents Carers Forum

The forum is led by Rotherham parents, working in partnership with RMBC, Rotherham CCG and supported by Contact a Family.

The main aim is to ensure the needs of all children and young people (aged 0-25) who are disabled or have additional needs in Rotherham are met. The vision is that all children, young people and their families living with disabilities/additional needs in our town enjoy the same opportunities, hopes and aspirations as other families in Education, Health, Social Care and leisure.

They aim to bring together parents/carers from across the borough to provide mutual support, share experience, exchange information, and influence policy.

The parents carers forum have developed a website:

<http://www.rpcf.co.uk>

Rotherham Parents Forum meet at the new Tesco Extra Store in the Community Space every Wednesday (apart from school holidays), 9.30am to 11.30am and we also hold a family drop-in session every

Monday evening (term-time only) at Kimberworth Place from 5.30pm to 7.30pm. Please see the Regular Events page on the website for further details.

Rotherham Looked After Children's Council

The LAC Council is a Voice & Influence Project which means children and young people are supported, empowered and encouraged to run their own LACC meetings, set their own agendas, have their say about things that matter to them and are provided with opportunities to influence decisions about how services are run.

LAC stands for Looked After Children and the LAC Council are a group of children and young people who are in care and leaving care, aged 11 to 18 years old. They hold regular meetings to raise awareness and have their say about things that affect them and work together to influence positive decisions to improve the lives of young people living in Care in Rotherham. The LAC Council has adopted the following statement from Article 12, of the United Nations Convention on the Rights of the Child:

“Children and young people have the right to say what they think should happen when adults are making decisions that affect them, and to have their opinions taken into account”.

The aims of the Rotherham LAC Council are to:

- Improve services for Rotherham looked after children and care leavers
- Raise awareness of the issues faced by looked after children and care leavers in Rotherham
- Build confidence, raise self-esteem and aspirations, make friends, work together and have fun!

The Looked After Children's Council have been able to positively impact on things that matter to them and meet all of their core aims within this period. Alongside working together on team building skills, increasing social capital, self-awareness and self-esteem building activities, young people have engaged in a high volume of co-production work to shape Services for looked after children. Some of the recent projects that members of the Looked After Children Council have been involved in includes:-

- **Commissioning of Foster Care Agencies for Rotherham Children & Young People** Working alongside Commissioning, a question within the tendering documents was specifically focused on the 'Voices of LAC & Young People'. Young people were surprised to receive 24 lengthy tenders from Foster Care Agencies wanting to work with Rotherham Looked After Children. Young people's task was to read and score these tenders. This was a huge undertaking with a very mixed ability group some of whom have Special Educational Needs, Mental Health Issues, Attention, Language and Comprehension challenges etc. However, with much encouragement and support, young people worked hard to complete this mammoth task and also developed an interview panel for the Foster Care Agencies
- **Dragons Den Interviews:** a collaborative piece of work where three young people from the LAC Council, the Youth Cabinet and Young Inspectors spoke to Managers, front line workers and Service users to find out how embedded good practice actually is. Valuable information from these interviews will be analysed by the Commissioning, Performance & Quality Team and utilised in future service improvement

- **Holocaust Memorial Day Event @ Town Hall:** Young people have wrote and rehearsed a presentation around the HMD theme 'Don't Stand By' where they have identified eight strong historical and contemporary characters who stood up against oppression and changed the world because of it
- **Rotherham's Early Help Service – Caring for Cared for Young People:** LAC Council members have also assisted in creating this information leaflet for Early Help Service, coming up with the title 'Caring for Cared for Young People' and ensuring the wording was young people friendly before being launched
- **Recruitment & Promotion of LAC Council:** young people looked at ways in which they could raise awareness of the many opportunities available in the LACC to other LAC across the borough and hopefully boost membership. LACC leaflets and information has been sent out to all LAC Designated Teachers in the 16 Secondary Schools across Rotherham asking for their help to spread the word about LACC with LAC young people within their schools. Also the group are creating posters to advertise the LACC which will be posted around Rotherham next week
- **LAC Council Pantomime 'oh yes it was' – Cinderella @ Civic Theatre Rotherham and LACC Christmas Party @ Cosmos Sheffield:** In order to build positive memories around Christmas for young people who may have had negative experiences in the past, and potentially distract from the pain of being separated from families at this time, the group traditionally plan for December to be a very festive fun month for the group. Alongside our annual visits to the above venues, young people shared together the fun and engaged in Christmas Arts and craft Sessions, fun activities, carol singing and games. Great fun was had by all
- **Corporate LAC Promise – Evidencing the changes:** Following from co-production of the LAC Promise and delivery of the LAC Summit in September the LAC Council were again asked to engage in a piece of work together to place the nine items within the promise in order of importance so that each month starting from February 2016 Social Care can focus on one theme each month and evidence how they are sticking to the promises they have signed up to. This LACC session caused much debate and negotiation amongst young people who had to concede some points to gain others, the task was a wonderful experience to distinguish the differences between argument and debate!

Children, Young People and Families' Consortium – Rotherham Voluntary Sector Consortium

The Children, Young People and Families Consortium is a partnership of voluntary and community sector organisations which provide services for children, young people and families across Rotherham.

Members work together and with wider partners to develop and raise standards, share knowledge and good practice, and influence change. It acts as a conduit for sharing information, engaging with partners and brings members' vast array of knowledge and good practice into one place.

Consortium members meet monthly, receive regular information updates, attend subgroups and represent the Consortium on a wide range of strategic groups to support local policy developments. Members offer each other support and the consortium is a vehicle to respond collectively and in appropriate time-scales to our changing environment. Members also work within the Consortium to develop networks and partnerships to maximise resources and jointly bring funds into the borough to meet outcomes for children and young people.

Within this flexible and responsive structure, the Consortium has a clear set of priorities which are:

- To build on the collective voice and experience of members to improve outcomes for children, young people and families through sharing skills, knowledge and good practice, and workforce development
- To work with partners to innovate and change how services are delivered to continue to meet the needs of children, young people and families amidst a challenging environment and reduced resources

- To strengthen a collaborative consortia approach to pro-actively plan ways to maximise funding and other opportunities to anticipate and meet the needs of local children, young people and families
- To continue to raise safeguarding standards amongst voluntary sector members and share learning to influence the wider sector to keep children and young people safe
- To work with partners to ensure our service users (children, young people and families) and our member organisations have a voice to influence policy and change things for the better and are responsive to emerging issues.

Activities and Deliverables have included:

- Consortium members complete Section 11 Audit tool to ensure compliance with safeguarding standards
- Consortium members working with RMBC to develop an on-line Section 11 Audit tool
- CSE Community awareness raising materials developed and activities delivered across Rotherham
- Successful bid for Home Office funding, for CSE Support across the borough (the Base Project), with over 175 victims, survivors and family members have accessed services provided by organisations within the Base project
- Consortium members' facilitated service user's involvement to Children and Adolescent Mental Health Services (CAMHS) voice and influence project
- Consortium members' contribution as strategic representatives on Children and Young People's Strategic Partnership and Rotherham Local Safeguarding Children Board and subgroups.

Delivering and monitoring the Strategic Outcomes



The Children's Strategic Partnership has made a commitment to evaluate its effectiveness in delivering the Children and Young People's Plan 2016 to 2019. Outcomes Based Accountability (OBA) is a conceptual approach to planning services and assessing performance that focuses attention on the outcomes that the services are intended to achieve. This will involve the collection and use of relevant performance data, involving stakeholders, including service users and the wider community, in achieving better outcomes.

Relevant quantitative and qualitative outcomes will be reported by each strategic partner and summarised as follows:

- How much did we do?
- How well did we do it?
- Is anyone better off?

The Children and Young People's Plan Performance Scorecard will be used to monitor performance data and be reported to the Children's Strategic Partnership Board.

The following action plan includes the three outcomes to be achieved and describes the main outcome measures, performance indicators and targets.

Action Plans

| Outcome 1: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|--------|--|------------------|--------------------------------|---|----------------------------------|---|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Early Help Services to identify and support families at the right time to help prevent social care involvement. | 1.A1 | Early Help – Reduction in Children in Need rate per 10,000 population. | Low | 320 (2015/16) | No target | Rotherham Borough Council | Identifying problems early can stop them escalating. To reduce demand upon specialist and higher tier services. |
| | 1.A2 | Social Care – Percentage reduction children who had a social care concern raised within 12 months of the last concern ending (re-referrals). | Low | 30.9 % (2015/16) | April – September 26 %. October to March 23 % | Rotherham Borough Council | Improve quality of service. Reduction in re-referrals demonstrates impact of early help interventions. |
| | 1.A3 | Early Help – Number of Early Help Assessments completed. | High | 536 (Cumulative December 2016) | No target | Rotherham Borough Council | Greater access to early help services reduces the need for more costly social care intervention. |
| Increase the take up of services delivered by Children's Centres. | 1.B1 | Early Help – increase percentage of children aged 0-5 living in the Rotherham area who have accessed Children's Centre where there are high levels of deprivation. | High | 91.4 % (2015/16) | 95 % | Rotherham Borough Council | Families with children under five can access a range of services and information including family support workers and health professionals. |
| Increase the take up of free Early Child Care for disadvantaged families. | 1.C1 | Early Help – Percentage increase of entitled two-year-olds accessing child care. | High | 78 % (Summer term 2015) | 80 % | Rotherham Borough Council | Receiving good quality early years education is associated with improved outcomes for children's development. |

| Outcome 1: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|--------|--|------------------|--------------------|----------------|----------------------------------|---|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Increase the number of families engaged in the Families for Change Programme. | 1.D(a) | Number and percentage of families engaged as a percentage of annual target Families for Change (FFC) Y2. | High | 100 % (2015/16) | 822 families | Rotherham Borough Council | Service focusses on early intervention, including family intervention, to support families with multiple problems. Successful programme – turning the lives of families around. |
| Reduce the number of First Time Entrants into the Youth Justice System. | 1.E1 | Early Help – percentage reduction in first time entrants into criminal justice system. Per 10,000 10-17 years population. | Low | 519 (2015/2016) | No target | Rotherham Borough Council | The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Prevention of offending is a priority. |

| Outcome 1: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|---------|--|------------------|--|----------------|----------------------------------|---|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Reduce the number of unintentional accidents resulting in hospital admissions. | 1.F1(a) | Rate of hospital admissions caused by unintentional and deliberate injuries in children aged 0-4 years per 10,000 resident population. | Low | 129.8 per 10,000 resident population* (498 hospital admissions). (2014/2015) | No target | The Rotherham Foundation Trust | <p>Injuries are a leading cause of hospitalisation and a source of long-term health issues.</p> <p>This is a key indicator for cross-sectoral and partnership working to reduce injuries, including child safeguarding. (Source – Public Health England)”</p> <p>*Data Source: Hospital Episode Statistics (HES). Copyright 2016. Re-used with the permission of the Health and Social Care Information Centre. All rights reserved</p> |
| | 1.F1(b) | Rate of hospital admissions caused by unintentional and deliberate injuries in children aged 0-14 years per 10,000 resident population. | Low | 106.5 per 10,000 resident population* (498 hospital admissions). (2014/2015) | No target | The Rotherham Foundation Trust | |
| | 1.F1(c) | Rate of hospital admissions caused by unintentional and deliberate injuries in children aged 15-24 years per 10,000 resident population. | Low | 122.6 per 10,000 resident population* (378 hospital admissions). (2014/2015) | No target | The Rotherham Foundation Trust | |

| Outcome 1: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|---------|--|------------------|---------------------|---|----------------------------------|--|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Reduce the levels of childhood obesity | 1.G1(a) | Reduce year-on-year levels of childhood obesity for (a) Reception year children (age 4/5). | Low | 10.3 % (2015/16) | Downward trend in excess weight by 2020 | Rotherham Borough Council | Obesity can seriously affect the physical and mental health of children, reduce self-esteem and increase the risk of social isolation |
| | 1.G1(b) | Reduce year-on-year levels of childhood obesity for (b) year 6 children (age 10/11). | Low | 21.8 % (2015/16) | Downward trend in excess weight by 2020 | Rotherham Borough Council | Obese children are at risk of becoming obese adults, reducing life expectancy. Partners to contribute to preventing obesity in childhood. |

| Outcome 1: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|---------|---|------------------|--|----------------|----------------------------------|---|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Reduce risky health behaviours in young people. | 1.H1(a) | Reduce suicide and self-harm: Hospital admissions caused by unintentional and deliberate injuries (0-14 years). | Low | 106.5 per 10,000 resident population (498 hospital admissions) (2014/15) | To reduce | Rotherham Borough Council | Group of suicide events in Rotherham from November 2011. |
| | 1.H1(b) | Hospital admissions caused by unintentional and deliberate injuries (15-24 years). | Low | 122.6 per 10,000 resident population (378 hospital admissions) (2014/15) | To reduce | Rotherham Borough Council | One in ten children aged 5-16 years has a clinically diagnosable mental health problem and, of adults with long-term mental health problems, half will have experienced their first symptoms before the age of 14. Self-harming and substance abuse are known to be much more common in children and young people with mental health disorders – with ten per cent of 15-16 year olds having self-harmed. Failure to treat mental health disorders in children can have a devastating impact on their future, resulting in reduced job and life expectations. (Source – Public Health England)” |
| | 1.H1(c) | Hospital admissions for mental health conditions (0-17). | Low | 40.8 per 100,000 resident population (23 hospital admissions) (2014/15) | To reduce | Clinical Commissioning Group | |
| | 1.H1(d) | Hospital admissions as a result of self harm (10-24 years). | Low | 312.1 per 100,000 resident population (143 hospital admissions). (2014/15) | To reduce | Clinical Commissioning Group | Determining the underlying causes of suicide and self-harm and improving the mental health well-being is a priority for all children and young people. Multi-agency suicide and serious self harm community response plan developed. |

| Outcome 2: Children, Young People and their Families Start School Ready to Learn from Life | | | | | | | |
|---|---------|---|------------------|--|-------------------------|----------------------------------|--|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Special Educational Need and Disabilities – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives. | 2.A1(a) | Percentage of Education Health and Care Plans completed in statutory. (New plans issue 9 from September 2014). | High | 58.3 % (2015/16) | 90 % (by April 2018) | Rotherham Borough Council | Legislation led to significant changes in the approach to provision for children and young people with SEND. Development of Rotherham offer required. Joint approach to commissioning services. Provision of personal budgets. |
| | 2.A1(b) | Percentage of Education Health and Care Plans completed in statutory timescales (based on conversations from statements to EHCP) from September 2014). | High | 85.5 % (2015/16) | 90 % (by April 2018) | Rotherham Borough Council | |
| Sustainable Education and Skills – Challenge all schools academies and education setting who are not providing at least a ‘good’ level of education for our children. | 2.B1 | All children make good or better progress. The progress a pupil makes from the end of primary school to the end of secondary school (Key Stage 4 progress 8 Measures). | High | New measure for secondary accountability in 2016 there is currently no performance data. | No target | Rotherham Borough Council | All young people should have the tools and opportunities to fulfil their potential. Quality of education for children and young people should enable them to be well prepared for further education, higher education and work. |

| Outcome 3: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|---------|---|------------------|-----------------------|----------------|---|--|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Enable hard to reach young people to achieve their full potential through education, employment or training. | 3.A1 | Percentage of young people aged 16-18 who are Not in Education, Employment or Training (NEET). | Low | 5.3 % (2015/16) | 3.1 % | Rotherham Borough Council | Families with children under five can access a range of services and information including family support workers and health professionals. |
| Improve the access to emotional wellbeing and mental health services. | 3.B1(a) | CAMHS referrals triaged within 24 hours of receipt. | High | 99.4 % (2015/16) | 100 % | Rotherham, Doncaster and South Humber (RDASH) | Tackling inequalities with a focus on young people who are vulnerable, specifically around mental health. Access to community mental health services needs to improve. |
| | 3.B1(b) | Percentage of triaged CAMHS referrals that were assessed within three weeks. | High | 26.3 % | 95 % | Rotherham, Doncaster and South Humber (RDASH) | |
| Young People are ready for Level 3 Qualifications (equivalent to A Level). | 3.C1 | The progress a pupil makes from the end of primary school to the end of secondary school. (Key Stage 4 progress 8 measure.) | High | No data – new measure | No target | Rotherham Borough Council | All young people should have the option to undertake academic and vocational education, including apprenticeships and traineeships. A level 3 qualification enables access to these opportunities. |

| Outcome 3: Children Young People and their families are healthy and safe from harm | | | | | | | |
|--|--------|--|------------------|----------------------|----------------|----------------------------------|--|
| Priority Area | Ref No | Measure | Good Performance | Performance | Target 2016/17 | Accountable Partner Organisation | Why this priority area is included in this Plan |
| Increase the number of young people aged 15-19 in Rotherham Schools and Colleges receiving support from Rotherham Youth Enterprise. | 3.D1 | No of young people aged 15-19 in Rotherham Schools and Colleges receiving support from RYE in terms of the delivery of employability skills sessions and self-employment awareness sessions. | High | 4,805 (2015/2016) | No target | Rotherham Youth Enterprise | Rotherham Youth Enterprise contributes to the local economy by supporting young people/ adults to make the leap from education into self-employment and business; supporting business growth; and long term business survival rates. |

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

ئەگەر تۆ یان کەسێک کە تۆ دەناسی پێویستی بەیارمەتی ھەبێت بۆ ئەوەی لەم بەلگەنامە یە تیئەگات یان بیخوینن ئەوە، تەنێک پەتووەندیمان پێوە بکە لەسەر ئەو ژمارەییە سەرەویدا یان بەو ئیمەیلە.

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

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۔

اگر جناب عالی یا شخص دیگر کی کہ شما اورا می شناسید برای خواندن یا فهمیدن این مدارک نیاز به کمک دارد لطفاً با ما بوسیله شماره بالا یا ایمیل تماس حاصل فرمایید۔

Summary Sheet

Name of Committee and Date of Committee Meeting

Council – 18 October 2017

Report Title

Scrutiny Review: Emergency Planning

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

Christine Bradley, Scrutiny Officer, Democratic Services
01709 822738 or christine.bradley@rotherham.gov.uk

Ward(s) Affected

All

Executive Summary

The scrutiny review report (attached at Appendix 1) outlines the findings from the scrutiny review into the Emergency Planning process for Rotherham Metropolitan Borough Council. The determining factors for undertaking the review were that the existing Emergency Plan was considered to be out of date and this, coupled with high turnover of both officers and Members, warranted a review as it called into question the resilience of the existing plan.

A Task and Finish Group was established from Members of the Improving Places Select Commission to carry out the review, which was undertaken by interviewing relevant Members and officers from the Council, along with a fact finding visit to Stockton-on-Tees to learn how their Emergency Planning Service is provided.

The legal context governing the provision of the Emergency Plan is covered in the report, together with basic details covering the Joint Service Agreement which exists between Rotherham and Sheffield Councils to provide the Emergency Plan.

Running in parallel to this review was a refresh of the Emergency Plan, which has now been renamed the Major Incident Plan. The 15 recommendations resulting from this scrutiny review are set out on pages 28 and 29 of the review report in Appendix 1. Subject to approval these will be incorporated into the Major Incident Plan.

This report is presented for information to share the findings with the wider membership of the Council. Following this meeting, the Cabinet and Commissioners will be required to respond formally to the recommendations and indicate agreement or otherwise, what action, will be taken to implement the recommendations, along with details of timescales and accountabilities.

Recommendations

1. That the report and recommendations in respect of Emergency Planning be noted.
2. That the response of Cabinet be fed back to Improving Places Select Commission.

List of Appendices Included

Appendix 1 Scrutiny Review: Emergency Planning

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Places Select Commission – 20 September 2017

Overview and Scrutiny Management Board – 11 October 2017

Council Approval Required

No

Exempt from the Press and Public

No

Scrutiny Review: Emergency Planning

1. Recommendations

- 1.1 That the report and recommendations in respect of Emergency Planning be noted.
- 1.2 That the response of Cabinet be fed back to Improving Places Select Commission.

2. Background

- 2.1 The legal framework governing the Emergency Plan is the Civil Contingencies Act 2004.
- 2.2 A Joint Service Agreement is in place between Rotherham and Sheffield Councils to provide the Emergency Plan.
- 1.3 The primary factors influencing this review being undertaken were:-
 - The current Emergency Plan was considered to be out of date, having been written in September 2013.
 - The significant turnover of both officers and Members within the Council recently brought into question the resilience of the existing plan.

3. Key Issues

- 3.1 The main findings from the review are summarised below:
 - How the Emergency Plan, as a controlled document, is being shared and managed.
 - Lack of joint meetings between Rotherham and Sheffield under the Joint Service Agreement.
 - Overall management of the Emergency Planning process due to changes in officers and Members.
 - Primary operations room is not exclusively used for Emergency Planning purposes but also as a training facility.
 - The secondary operations room at Clifton Park provides limited resources.
 - Requirement to recruit and train more volunteers.
 - Lack of a corporate exercise for the service.
 - Lack of information sharing between partner organisations
 - The need to provide training to Parish Councillors on the Emergency Plan.
 - No dedicated 4x4 wheeled drive vehicle.
 - Procurement staff have been excluded from the Emergency Planning process over time.

- When the Emergency Plan is operational, the Council effectively becomes an emergency service, a fact to be made known to the Council's suppliers of goods and services.
- A Corporate Risk Manager is employed by the Council and is available to provide a "critical friend" support to the Emergency Planning Team when rewriting the plan.
- Attention is given to improving community resilience in the time of an emergency.
- Ward Councillors need to receive training on the Emergency Plan and to understand their role in the process, along with supporting the Cabinet Member.
- The types of risk in the Borough could change – e.g. having the Advanced Manufacturing Park within its boundaries; this could be seen as a target for terrorism.
- All members of the Communications Team are proficient in dealing with all media types and have access to all documents on a shared drive.
- All the Managers in the Communications Team have received training in the Emergency Planning process.
- A member of the Communications Team is on call at all times, working closely with the Borough Emergency Co-ordinator in when the Emergency Plan is operational.
- The system currently in use in the Borough Emergency Operations Rooms (BEOR) is unsupported and further work needs to be done to establish the access codes for the system.
- Overall the IT systems relating to the Emergency Plan need to be examined and ultimately systems need to be based in the Cloud, eliminating the need for a BEOR.
- The IT systems are not part of the shared service agreement with Sheffield.

3.2 The review group formulated 15 recommendations, as set out on pages 28 and 29 of Appendix 1, covering a range of strategic and operational issues.

4. Options considered and recommended proposal

4.1 Options available to the Improving Places Select Commission were:-

- a) To allow the refresh of the Emergency Plan / Major Incident Plan to be undertaken by officers. Considering the Emergency Plan was last updated in September 2013 it was agreed by officers that not updating the plan could potentially provide a significant risk to life if the Emergency Plan was not fit for purpose in an emergency situation.
- b) Not to undertake the scrutiny review of Emergency Planning. This was an option with the Task & Finish Group available to agree another topic from the Improving Places Select Commission work plan to scrutinise.

- c) Undertake the scrutiny review alongside the updating of the Emergency Plan. This was the preferred option as it provided the additional benefit of scrutiny making recommendations to enhance the work of the officers updating the Emergency Plan.

5. Consultation

- 5.1 No external consultation was required but a fact finding visit to Stockton-on-Tees took place to explore how the Emergency plan operates in the area.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The findings and recommendations from the review have been submitted to Improving Places Select Commission for discussion and agreement.
- 6.2 The final report will be forwarded to the Overview and Management Board for their consideration before being submitted to Cabinet for a response to the recommendations.

7. Finance and Procurement Implications

- 7.1 Any financial and procurement implications will be considered by Cabinet in their response to the recommendations.

8. Legal Implications

- 8.1 The legal framework governing the Emergency Plan is the Civil Contingencies Act 2004 and any changes to the plan or emergency planning arrangements will need to comply with the legislation.

9. Human Resources Implications

- 9.1 The response to the review recommendations will explore any implications for human resources arising from the review.

10 Implications for Children and Young People and Vulnerable Adults

- 10.1 Any changes to Emergency Planning arrangements following the review need to take account of the needs and requirements of all groups in the community.

11. Equalities and Human Rights Implications

- 11.1 As 10.1.

12 Implications for Partner and Other Directorates

- 12.1 The Council works in partnership with Sheffield City Council through the joint agreement and all directorates are involved in the emergency planning arrangements.

13 Risks and Mitigation

- 13.1 The review and refresh of the Major Incident Plan and the Council's Emergency Planning arrangements will ensure future resilience and enhance readiness to deal with emergency situations.

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=>

Scrutiny Review: Emergency Planning

Review from the Improving Places Select
Commission Task & Finish Group

August 2017

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Executive Summary

The Improving Places Select Commission chose to undertake a review of the Emergency Plan in 2016/2017, due to the fact that the current Emergency Plan was dated September 2013, this along with the high turnover of both Members and Officers at RMBC in recent years, a review was urgently needed. Members were aware that not having an effective EP in place could potentially lead to the loss of life.

The aim of the review was to test the resilience of the EP operational from the perspective of internal governance, resilience arrangements within Directorates and also with external agencies. The anticipated outcome is to have a strong, resilient EP which is fit for purpose.

A cross party Task & Finish Group was established to undertake the review which involved a fact finding visit to Stockton-on-Tees to meet the relevant officers and Members involved in the EP process. In Rotherham interviews were held with Senior Officers, a Cabinet Member and various officers with a role to play in the operational EP.

The Legal Context covering the EP is the Civil Contingencies Act 2004, which provides a definition of an emergency, along with the responsibilities of all Category 1 responders, which Local Authorities are one of, to mitigate and manage emergencies. This work is carried out through the South Yorkshire Local Resilience Forum (SYLRF) and its Sub Group Structure.

Joint Service Agreement with Sheffield (JSA)

This agreement was signed in 2011 between Rotherham and Sheffield, the principle driver being to achieve greater effectiveness and efficiency in the delivery of services. This agreement has been in place for six years.

The findings from the review identified

- Circulation of a controlled document
- Lack of joint meetings between Rotherham and Sheffield under the Joint Service Agreement.
- Overall management of the EP process due to changes in officers and members.
- Primary operations room is not exclusively used for EP purposes but also as a training facility.
- The secondary operations room at Clifton Park provides limited resources.
- Requirement to recruit and train more volunteers.
- Lack of a corporate exercise for the service.
- Lack of information sharing between partner organisations

- The need to provide training to Parish Councillors on the EP
- No dedicated 4x4 wheeled drive vehicle.
- Procurement staff, over time have been excluded from the EP process.
- When the EP is operational, the Council effectively becomes an emergency service, a fact to be made know to the Council's suppliers of goods and services.
- Corporate Risk Manager is employed by the Council and is available to provide a "critical friend" support to the EP Team when rewriting the plan.
- Attention is given to improving community resilience in the time of an emergency.
- Ward Councillors need to receive training on the EP and to understand their role in the process along with supporting the Cabinet Member.
- The types of risk in borough could change – e.g. having the Advanced Manufacturing Park within its boundaries, this could be seen as a target for terrorism
- All members of the Communications Team are proficient in dealing with all media types along with having access to all documents on a shared drive.
- All the Managers in the Communications Team have received training in the EP process
- A member of the Communications Team is on call at all times and when they work closely with the Borough Emergency Co-ordinator in when the EP is operational.
- The system currently in use in the Borough Emergency Operations Rooms (BEOR) are unsupported and further work needs to be done to establish the access codes for the system.
- Overall the IT systems relating to the EP need to be examined and ultimately systems need to be based in the Cloud, therefore eliminating the need for a BEOR.
- The IT systems are not part of the shared service agreement with Sheffield.

Conclusion

The decision to undertake this review has been justified by the findings it has identified, which need to be addressed in order to add strength to the revised Emergency Plan. The Group concluded that due to the importance of the EP, it should be reviewed on a regular basis.

Recommendations

1. That the Major Incident Plan is reviewed bi-annually by a group of Members from the IPSC and this work forms part of the work programme for that year, however the document is to be reviewed by officers on a continual basis.

2. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.
3. Training relating to the Major Incident Plan should be mandatory to ensure all staff who volunteered are confident in the role they play in the management of the incident.
4. An “out of hours” training exercise to take place once all volunteers have been trained. Full training exercises then take place on a regular basis.
5. A targeted approach to recruitment from employees who can be “job matched” to appropriate roles in the operation of the Major Incident Plan.
6. There are sufficient volunteers to staff the EP for at least two shift changes.
7. A protocol to be developed to ensure that the partner organisations in the Major Incident Plan are notified as a matter of course when significant incidents occur in the borough and through the Local Resilience Forum, ways are to be identified and carried out on building relationships between partner organisations involved in the Emergency Plan – in particular to the turnover in staff.
8. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.
9. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.
10. A representative from Procurement to be involved in the Borough Emergency Operations Room to facilitate timely ordering of goods/services and to provide information if the Belwin Fund becomes operational.
11. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.
12. The Corporate Risk Manager is involved in the role of a “critical friend” any amendments of the Major Incident Plan
13. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.

14. The Chief Executive / Leader of the Council to inform counterparts in Sheffield of their concerns over the lack of meetings in relation to the Joint Service Agreement.
15. The situation relating to the unsupported IT systems is rectified.

Why Members wanted to undertake this review.

The Select Commission for 'Improving Places' identified that a review of the corporate Emergency Plan (EP) was a priority for the year 2016 / 2017 because:

- The existing EP was out of date, the current version is dated September 2013 Amendment 35;
- of high turnover of staff in the authority at a senior level over a short timescale;
- of high number of new elected Members in the Council; and
- the number of staffing changes in other organisations linked with the EP

Concern was expressed over the strength, structure and the effectiveness of the plan in an emergency situation. The Select Commission Group was aware that lives could potentially be at risk in circumstances where the EP would be made operational and it would not be sufficiently robust.

The aim of the review was to

Test the resilience of the Emergency Plan operation including examining the:-

- Internal governance including meetings structure, attendance and terms of reference for all the groups involved.
- Resilience arrangements networked within Directorates.
(The existing group of Directorate representatives is no longer reflective of the current Council structure.)
- Resilience of arrangements with external agencies involved in the EP process

The anticipated outcome of the review was to have an improved Emergency Plan that was fit for purpose and would provide reassurance that the service was adequately resourced to meet potential disasters and significant incidents which could occur in the Rotherham Borough.

To confirm that the governance structures are robust, effective, efficient and provide senior leadership team with the reassurance they required.

The potential impact of not having a robust EP could ultimately result in loss of life.

The unknown risks surrounding the Borough Emergency Plan requires that a robust and resilient framework exists, which enables the organisations involved to be able to react to any emergency situation when needed. It was agreed that this would be developed and implemented at the earliest opportunity.

It is important to note that when this review commenced work, officers, were progressing work to update the corporate EP, which when published will be renamed as the 'Major Incident Plan'.

Both elements of work, to develop the framework and to revise the EP, have been run concurrently, with input to the review from Senior Officers.

Method

The preferred method to evaluate the current plan was to undertake an in depth review by a Task and Finish Group (referred to in this report as "Group") which consisted of the following representatives from the Improving Places Select Commission.

Cllr Brian Cutts (UKIP)
Cllr Ian Jones (Lab) Vice Chair
Cllr Rose McNeely (Lab)
Cllr Kath Reeder (UKIP)
Cllr David Sheppard (Lab)
Cllr Robert Taylor (Lab)
Cllrs Bob Walsh (Lab)
Cllr Ken Wyatt (Lab) Chair

Co-optee Members

Mr Pat Cahill
Mrs Lilian Shears
Mr Brian Walker

The activities undertaken included a fact finding visit to Stockton-On-Tees, which took place on 17th October 2016. The objective of this visit was to learn how the Emergency Plan is managed in the Cleveland Emergency Planning Unit. Attendance on the visit included members of the Group along with the Senior Resilience Officer, now the Emergency & Safety Officer, and Claire Hanson.

During the visit Stuart Marshall, the Chief Emergency Planning Officer and Local Resilience Forum Manager at the Cleveland Emergency Planning Unit along with Cllr Marjorie James (Hartlepool Borough Council) the lead member for EP, provided an open and honest account of how their EP operates and shared their experiences with the T&F GP.

Additionally, a number of key personnel from Rotherham MBC, who have a role within the EP process, were interviewed, including:

Jo Abbot - Borough Emergency Co-ordinator

Cllr Saghir Alam – Cabinet Member for Corporate Services and Budgeting (includes EP)

Helen Chambers - Senior Procurement Category Manager

Simon Dennis - Corporate Risk Manager

Claire Hanson – Emergency & Safety Manager

Karen Hanson - Assistant Director Community Safety & Street Scene

Leona Marshall - Communications and Marketing Manager

Jane Pearson - Forward Liaison Officer

Robert Parker - Forward Liaison Officer

Luke Sayers - Assistant Director Customer Information and Digital Services

Damien Wilson - Strategic Director for Regeneration & Environment.

Paul Woodcock - Borough Emergency Co-ordinator

Three members of the Group observed the exercise 'Golden Winter,' which was facilitated by officers from the Counter Terrorism Unit in Riverside House on 28th February 2017

To provide context to this review, previous Council papers have been referred to and are referenced at the end of this report.

Legal Context

The legal framework which governs civil emergency is the Civil Contingencies Act 2004.

What is an emergency?

An emergency is defined in section 1 of the Civil Contingencies Act 2004 as:

1. An event or situation which threatens serious **damage to human welfare** in a place in the United Kingdom
2. An event or situation which threatens serious **damage to the environment** or a place in the United Kingdom
3. War or terrorism, which threatens serious **damage to the security** of the United Kingdom.

Emergency planning is the process by which unexpected incidents can be mitigated. In general terms, it is the work that the Government, local authorities, the emergency services, health services and partners all do in preparing plans and procedures for dealing with and recovering from any emergency or major incident that has an impact on the emergency services or the community.

Under the Civil Contingencies Act 2004 local authorities and other Category 1 responders, such as the emergency services and NHS bodies, have a statutory duty to:

- Assess the risk of emergencies or major incidents occurring and use this to inform contingency planning.
- Put in place robust emergency plans and recovery arrangements.
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency or major incident.
- Share information and co-operate with other local responders to enhance co-ordination, collaboration and efficiency.
- Put in place Business Continuity Management arrangements. Local authorities must: 'maintain plans to ensure that they can continue to perform their functions in the event of an emergency or major incident, as far as is reasonably practicable'.
- Provide advice and assistance to businesses and voluntary organisations about Business Continuity Management (local authorities only from May 2006).
- **(reference report – cabinet Sept 2010**
[mhttp://modgovapp/documents/g8466/Public%20reports%20pack%2022nd-Sep-2010%2010.30%20The%20former%20Cabinet%20-%202nd%20June%202004%20-%204th%20February%202015.pdf?T=10](http://modgovapp/documents/g8466/Public%20reports%20pack%2022nd-Sep-2010%2010.30%20The%20former%20Cabinet%20-%202nd%20June%202004%20-%204th%20February%202015.pdf?T=10)

South Yorkshire Local Resilience Forum (SYLRF) and Sub Group Structure

The SYLRF provides the governance structure to ensure that there is an adequate level of multi agency preparedness as required by the duties under the Civil Contingencies Act to enable an effective response to emergency incidents that may have a significant impact on the communities of South Yorkshire and its

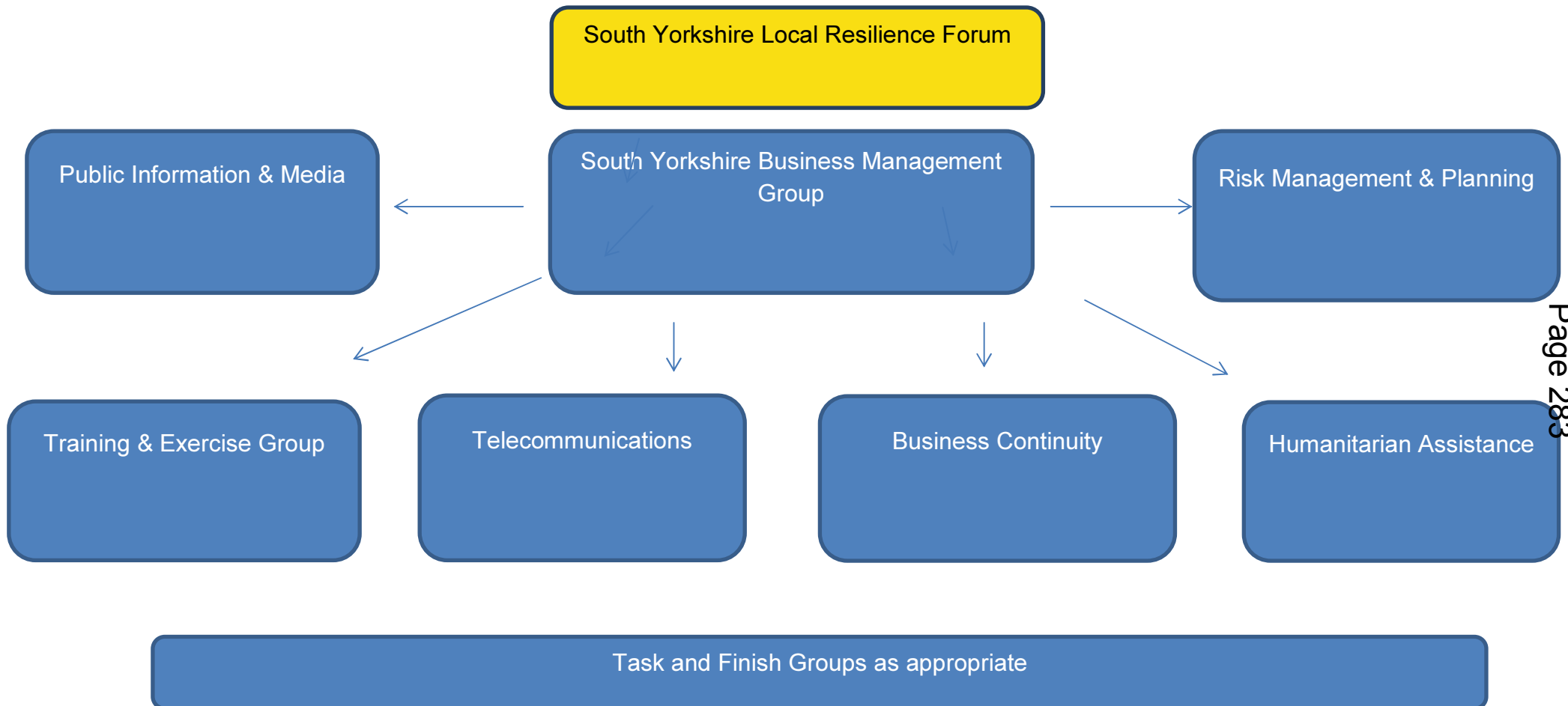
neighbouring communities. The structure is highlighted in **Diagram 1** along with the Terms of Reference noted in **Appendix 1**

This group meets twice a year in May and November. The list shows dates of meetings of past and future meetings.

- 9th June 2015,
- 12th November 2015
- 26th May 2016
- 17th November 2016
- 11th May 2017
- 16th November 2017

Diagram 1

Local Resilience Forum and Sub Group Structure



Joint Service Agreement with Sheffield. (JSA)

Within the SYLRF there is a separate service agreement between Rotherham and Sheffield

The background to this agreement is that in November 2009 Rotherham Metropolitan Borough Council was approached by the then Deputy Chief Executive of Sheffield City Council to explore arrangements for a Shared Service approach to be formed between the two areas.

The principal driver of this initiative was to achieve greater effectiveness and efficiency in the delivery of services to the communities and not primarily driven by budget savings. Under this option Rotherham MBC did see a reduction of cost in providing this service.

The signing of a legal agreement to formalise the new service arrangements was undertaken on 1st June 2011.

The legal agreement has been in place for six years and provides an overview of the obligations of both councils on aspects of commencement and terms of the agreement; representations on outside bodies; fraud and irregularity; withdrawal and termination.

The amount of funding available under the Joint Service Agreement is based allocated per head of the population so a 68/32 percentage split.

Diagram 2 shows the staffing structure agreed to deliver the shared service.

The formulation of the JSA has resulted in one team to provide an EP service for both areas. Individuals are based at one of the local authority offices, but there is no allegiance to one authority. The work is divided on a theme basis covering Rotherham and Sheffield however there are individual Major Incident Plans in place.

With the signing of the agreement came the formulation of the Emergency Planning Shared Service (Rotherham and Sheffield) Joint Committee and its role to oversee the implementation, development and operational performance of the service in accordance with the terms of the agreement. Part of the duties is to manage the budget for the service along with producing an Annual Report on activities during the year. The last Annual Report was produced in May 2016.

Appendix 2 provides the Terms of Reference for the Joint Committee (JC).

The timescale for the JC to meet is on a half yearly basis and they have met on the dates shown below.

15th July 2014

20th January 2015

3rd September 2015 – Cancelled (not quorate)

21st March 2016

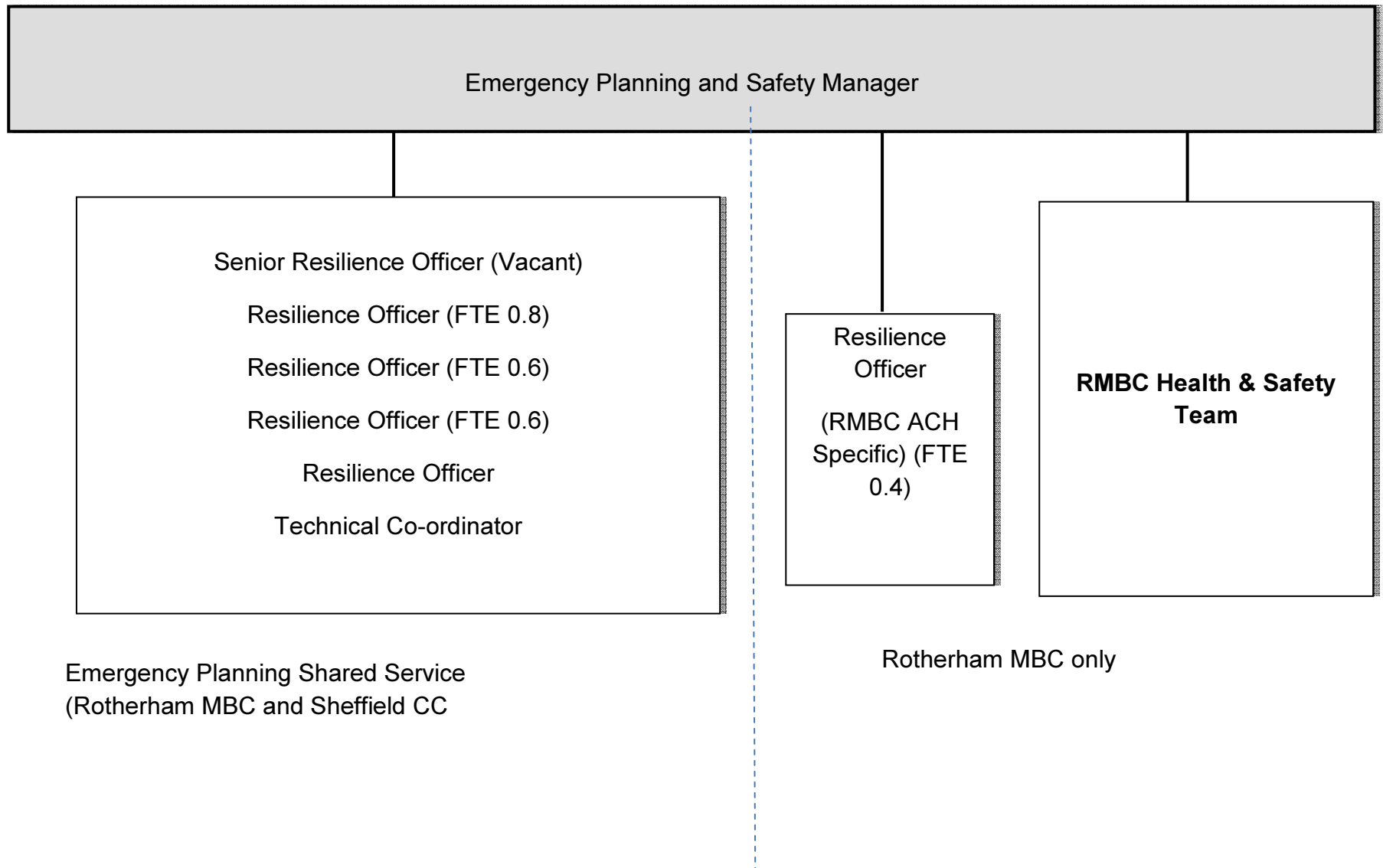
3rd November 2016 – Cancelled (not quorate)

Three people interviewed as part of the review raised concerns regarding the Joint Service Committee meetings with Sheffield which are not happening to the agreed timescale, due to lack of attendance from Sheffield. Alternative options to face to face meeting have been put forward such as teleconference calls to allow the meetings to take place. To date, no alternative solution has been implemented and consequently the occurrence of the meetings remains inconsistent.

It was also unclear from the Rotherham membership as to who the relevant councillors are from Sheffield on this committee.

The JSA will continue on an annual basis until one authority gives notice to end the agreement. Any necessary changes to the JSA are approved and noted as they arise.

Diagram 2 Emergency and Safety Team – Team Establishment



Emergency Plan

The current version of the Emergency Plan was published in September 2013 and is considered to be out of date. A refresh of the EP ran concurrently with this review and mutual support was provided by the Emergency & Safety Manager. The revised Emergency Plan will be renamed the Major Incident Plan.

One issue that came to light at the inception of the review is how the EP, as a controlled document, is being shared and managed. This was illustrated by the fact that the document had been issued to members of the Group without any registration of the fact neither did there appear to be a one-to-one exchange for the document (old for new). Therefore, a controlled document has now become uncontrolled. Hard copies of the EP are not widely issued as a matter of course. The copies were issued for information only for the review. A hard copy is provided to the newly trained Borough Emergency Co-ordinator (BEC) as part of their kit. From this point it is the responsibility of the BEC to keep the document up to date. It is practice that circulation of hard copies should be recorded. Hard copies are kept in the Primary Operations Room (Riverside) and other pertinent locations the Secondary Operations Room (Garden Room Clifton Park Museum) and the Emergency Operations Room in Sheffield. These copies are kept up to date by a member of the EP Team.

Copies of critical reference documents including, but not limited to plans, rotas, contact directory etc. are stored electronically on a shared W drive which is accessible by Borough Emergency Co-ordinators (BEC) and all other response staff. When the plans are updated all response staff are notified by email, requesting confirmation that the individual has received and accessed the document. Responsibility for storage and retention remains with the individual.

One point that was identified by several sources was that some focus surrounding the management and implementation of the EP has been lost following the departure of the previous the Emergency Planning Manager in February 2012. This has been compounded by the fact that there have been major changes in both the number of newly elected Members and Council Staff at all levels since 2014, providing the perception that the current EP is unfit for purpose in its current state.

Finance is not considered within the scope of this review, however the Group did mention the Belwin Fund which is a potential contribution from Central Government towards the cost of managing extreme situations. Further details can be found by the following link.

<https://www.gov.uk/government/publications/bellwin-scheme-2013-to-2014-guidance>

One change outlined by the Emergency & Safety Manager (ESM) is that the Primary Operations Room, is not exclusively used for that purpose, but is available to other

services within the council and is used as a training facility /meeting room. The room is in constant use and therefore this is not a sterile environment when the EP is called into operation. The identified risk with this arrangement is that when the EP is called into operation there is a time delay in clearing the room and preparing the services for the operation. It is a condition in the room booking policy that the room is to be vacated immediately if it is to be used as the Borough Emergency Operations Room. If there is an issue with this request, the ESM will contact Facilities Services for them to have the room vacated whilst they concentrate on the task in hand. This is a protocol that the Group endorses.

A check of the equipment required for use, in the room, in the event of an emergency is carried out once a month by a member of staff which takes approximately 8 hours. It could be questioned if this is the most appropriate use of limited staff time.

The Secondary Operations Room at Clifton Park provides limited resources stored in a cupboard and staff are required to take their own equipment. If the situation arose that Riverside House was destroyed, from an IT perspective, there would be no EP systems available and it is unlikely that there should be sufficient connectivity at Clifton Park to provide a service. The non-availability of the Emergency Planning Incident Management System (EPIMS) would mean that the staff would default to a paper based system.

In the event of a joint emergency situation, there is a larger operations room in Sheffield which is sterile and can be brought into use if needed.

Volunteer Structure

There are 28 volunteers available to staff the operation of the EP, (excluding FLO and BEC), but there are no trained staff for the role of Response Co-ordinator. A recruitment drive took place at the end of December, beginning of January 2017 which resulted in the appointment of 2 Forward Liaison Officers and 1 Assistant Forward Liaison Officer. Training for these roles was provided immediately and the officers joined the EP rota in May 2017.

The table below shows the current volunteer structure available for the operation of the emergency plan.

| BEOR Role | Nov 2016 | June 2017 |
|----------------------|-----------------|-------------------------------|
| Response Coordinator | 2 | 0 |
| Log keeper/PA | 5 | 5 (plus 1 dual role) |
| Mapping officer | 12 | 9 (3 have left the authority) |
| Report Writer | 3 | 5 |

| | | |
|--------------|----|-----------------------------|
| BEOR Manager | 6 | 7 |
| TOTAL | 28 | 26+2 vol. to be trained= 28 |

The recruitment drive did not yield as many volunteers as expected so there will be a few more attempts to increase the numbers this year. There have always been sufficient volunteers to run the BEOR for at least at change over in shift.

The view provided by the Service is that In terms of staffing for shift rotas ideally one person should fill a 6 hour shift so requiring 4 staff for each role in a 24 hour period. There is little room for redundancy for example during school holidays, Christmas period where attendance levels may be lower due to high percentage of annual leave. The ultimate goal would be to have 12 volunteers per role. As an aside, there is a “call out test” every six months (approx.) and this has shown that on the volunteers available, there is sufficient response, at the time of an exercise. This has provided managers with some confidence in the organisations’ ability to respond, but it should be noted that the exercises have thus far been conducted “in office hours”.

Training of Volunteers

Since January the following training sessions have been completed:

- Borough Emergency Operations Room (BEOR) refresher and new starter training on January 25th, February 28th, March 7 and April 27th
- Mapping officer refresher training March 30th
- April 11th set up a small BEOR as part of the Control of Major Accident Hazards (COMAH) Exercise Vitrex for new inexperienced volunteers only

Further BEOR refresher training courses in were held in May following which the planned BEOR training will build up the skill sets and experiences of BEOR volunteers.

At present the BEOR training program has been based around refreshing and training all volunteers in the basics and to ensure everyone receives the same course and a baseline of expertise exists. This will switch from refresher training to specialised role training and mini exercise experience over the period from May to August. Planned specialist training includes:

- Report writer training to be confirmed for June 13th or August 3rd pending feedback from the BEOR volunteers.
- Response coordinator training for June 13th / August 3rd
- Emergency Planning Information Management Systems (EPIMS) paper based training– Provisionally booked for August 29th

- “Mini-exercises” are scheduled for June 27th and July 27th to give further experience to all staff. These mini exercises will be for 1-2hrs to give as many BEOR volunteers as possible opportunity to practice.

The view from Members is that ideally a corporate exercise would be scheduled immediately after this training has taken place, potentially around September /October time (details pending ratification from our Directorate Management Team / Strategic Leadership Team,)

Emergency Planning training has been delivered to SLT.

- 20/09/2016 BEC Training
- 18/10/2016 Exercise Cygnus n- strategic representation at a multi-agency strategic meeting
- 25/11/2016 BEC Training
- 08/02/2017 SLT Gold Management Training
- 28/02/2017 Exercise Golden Winter – the Counter Terrorism exercise delivered to SLT and others by the local police Counter Terrorist Security advisors
- 19/03/2017 Exercise Historian

The Group supports a recommendation to be made by the Emergency & Safety Manager to the Strategic Leadership Team that a process of targeted recruitment take place, e.g. by targeting a particular skills set, those who use the Geographic Information System in their daily role become Mapping Assistants in an EP situation.

From a strategic staffing perspective on both the officer and Member side there is always the Chief Executive or Leader or their deputy in the borough to cover any emergency situation.

The Interviews were conducted with a Borough Emergency Co-ordinator (BEC) and a Forward Liaison Officer (FLO).

The group found that each of the officers had an excellent understanding of their respective roles

The main role of the BEC is to act on behalf of the Council in a major emergency situation and they decide when to commence the EP. They do not necessarily have to be on site to make this decision, as they act on intelligence provided by the Forward Liaison Officer and if the situations dictates, an Assistant Forward Liaison Officer, who are described as the “eyes and ears” of the Council at the site of an emergency.

Together they are the first point of contact for the Emergency Services along with gathering and recording of information in a log book about the emergency and they

also cover a Health & Safety role for other staff members on site. Being on site of an emergency provides the opportunity for FLO's to network with the members of the emergency services. It is important that other organisations know and understand the role the FLO plays in being the first point of contact for all incidents.

Neither the BEC or FLO are allowed to drink alcohol whilst on call and the FLO must be within 45minutes travel time from the centre of Rotherham.

Social media is used widely by the population in the case of an emergency and the group asked if the FLO used this as a tool whilst undertaking their duties. The response was that social media is not used by the FLO's but they rely on official reports from the EOR and that they are usually too busy dealing with the situation

Both BECs and the FLOs interviewed have a number of years of experience working in these emergency roles, but with this in mind, they thought it important to have continual assessments to maintain the level of skills required to do the role. The training sessions should be mandatory otherwise there is potential for the same volunteers to receive training and it is essential for everyone to know their role they have in the EP situation along with knowing their role in the wider team.

Any changes in the rota to accommodate leave and sickness cover are managed by the Emergency and Safety Officer, who issues a revised schedule to all FLOs and BECs so that everyone is aware of the changes.

EP Team and any "incidental changes" are co-ordinated by the FLOs with any changes being reported to the duty BEC.

One point the BEC/FLOs brought to the attention of the group was that on a few occasions, the latest one being before Christmas 2016, when there was a fire at the Rotherham Interchange, the EP team heard about this incident from the 'grapevine' and not from colleagues in the EP partner organisations.

The Group has learnt that SYPTE has their own Business Continuity Plan – which would have likely been called into action as a result of this incident, nevertheless it would have been prudent to notify other EP agencies of the event.

It could be said that this highlights the need to have a good understanding of the roles of the other organisation involved in the EP Process along with the need to have good channels of communication.

Training for all roles involved in the EP is carried out prior to being included on any rota for being on call. In previous years, training was carried out at the Emergency Planning College at Easingwold, York, however RMBC went on to develop its own package. Training exercises are provided with a multi-agency approach to situations along with a programme of desk top exercises which are facilitated by SYF&R at their HQ in Handsworth, Sheffield. Over the years, the type of training sessions required to be undertaken include the subjects of biological warfare and terrorism. In order to promote team working and promote a better understanding of the roles

required to make the EP operational, one suggestion was to have a facilitated meeting identifying individual roles and responsibilities.

Public Health 'has been part of local government since 2013. Since then there have been two BECs with this background in Rotherham. As noted public health issues tend to evolve and do not always present as an instant disaster e.g. flu pandemic.

The list of equipment kept in the personal grab bag and the communal grab bag can be seen in Appendix 3

The Group were assured through discussions with the competent and experienced FLO's that there were no issues identified relating to the handover of duties with their colleagues.

The BEC/FLO were asked what was their understanding of community resilience.

Community resilience is about the community preparing themselves for certain situations and providing an understanding of what they might have to deal with.

Once the EP is activated, this sets off links to the community through each of the Directorates. Actions and requests are cascaded down to the appropriate level to provide a response or service. The winter weather plan has community teams in place, but it was suggested that more localised plans should be developed to meet the needs of the residents in that area.

From the perspective of the T&F Group a great deal of expertise has been lost recently in a short period of time which could leave the organisation exposed. It was considered that the EP is always evolving but the test is, if it works once put into action.

It is necessary for the EP to provide guidelines around the co-ordination and management of volunteers, in an EP situation, to ensure they are connecting with other services/teams working on the emergency. In order to provide and improve community resilience then a co-ordinated approach with partner agencies, e.g. Area Plans and Parish Councils, needs to be applied.

Previously information relating to the EP had been shared with some Parish Councils but this had been on an ad hoc basis. The Group supported the provision of training sessions to be scheduled in the summer for Parish Council members.

How confident does the BEC/FLO feel on hand over from an EP situation to a recovery phase?

The activation of the EP initiates the control room activities and introduces a different team dynamic with the identified response staff.

Once the control room activities are complete and the function reverts to stand by there is a Corporate Framework for Recovery, which includes a Stand Down Section and hand over procedures. Also the FLO will check for any outstanding actions noted in the log book.

Other points raised during the interview included the fact that there is no specific 4x4 vehicle for the EP team as had been the case previously. In most cases the FLO needs to get to site which does not always warrant a 4x4 vehicle. What is important is that the EP team has immediate/priority access to this type of vehicle.

Overall the perception with the EP is that things are getting better. An increased awareness of EP is being paid to it and it is being brought to the forefront.

Most countries have a civil defence corps, except for the UK; this fact increases the importance of the Emergency Plan.

Procurement

One of the main issues experienced by the procurement team in relation to the EP is that there has been a significant turnover of staff in the service area, resulting in little or no experience of the EP and supporting processes.

In previous years there had been a procurement officer in the control room during an EP operation, to expedite any emergency purchasing.

Concerns were raised by the Group that the procurement services should not be marginalised from the EP process and an officer should be present in the Operations Room to ensure the timely acquisition of goods and services, whilst accurately monitoring expenditure, in order to provide evidence in relation to instigating the Belwin Scheme.

If at any time the procurement system is unavailable, the FLO can revert to a paper based system.

There are dedicated phone numbers for procurement in the EP.

Category Managers are currently working on obtaining a complete list of goods and services that contracted suppliers provide.

As part of the Business Continuity Plans for Procurement information is being requested from suppliers to state that in the event of an emergency they would still be able to provide a level of service.

The Group were assured that, it would be possible, if the need arose to open a community shelter in the middle of the night and supplies could be obtained from Education Catering Services as they hold two weeks supply of food.

On the list of suppliers there are a number of food vans who can be commissioned and then bill the Council direct. Local supermarkets have been very community spirited by providing supplies and donations, however this is a goodwill gesture and cannot always be relied on. The point to note here is that more supermarkets are open 24 hours and are accessible for provisions.

Another example of the work of procurement during an emergency relates to the ordering of skips and how this process might work. The Category managers have a list of suppliers, but in an emergency it may not be the Council's preferred supplier that is used but the supplier who can meet the requirements at that time, indeed, it may be many suppliers together is what is required to meet the need.

Having queried the impact of the outsourcing of services, the Group were advised that few services had been subject to outsourcing. Changes have occurred in the Public Contract Service, which is a staged application process. Central Government has ruled that the first stage of the application should only include basic information providing the opportunity to a wider range of suppliers to apply. The second stage is when further details are asked for which includes details of their Business Continuity Plans. RMBC and the Government have differing views on this process, in that RMBC would prefer the information on Business Continuity Plans to be included in stage one of the application process.

In effect, when the Emergency Plan is in operation, the Council effectively becomes an emergency service and wishes this fact to be made known to the Council's suppliers of goods and services. In an example of this during the bad winter of 2010 Wilmot Dixon was an exemplar when dealing with frozen boiler pipes in Council properties.

Corporate Risk Management

The role of the Corporate Risk Manager is to ensure that the Risk Policy and Guidance is kept up to date and applied consistently. Over the last six months, training has been provided to all M2 managers and above in the subject of Corporate Risk Management with officers from the EP Team being some of the recipients.

The EP is included on the Corporate Risk Register. Archive information included on earlier risk registers studied by the Corporate Risk Manager identifies that the EP is out of date and also that there are insufficient staff to run the EP service.

The service provided by the Corporate Risk Manager is available to all other sections in the Council to assist in writing their own Risk Register.

Cabinet Member for Emergency Planning.

Councillor Alam as Cabinet Member for Corporate Services and Finance, which includes Emergency Planning, has a monthly meeting with the Strategic Director of Regeneration and Environment, Damien Wilson on the topic along with receiving weekly updates from the BEC and FLO.

Councillor Alam told the Group that Members needed to become more involved in the EP process, as Members know their localities and the residents there which would be valuable intelligence when overseeing the response to an emergency situation. The elected members also have a role to support the Cabinet Member.

Note. One good example which came to light regarding how local ward members and a colleague from another ward in the borough got involved in a major incident was seen on 8th May 2017 in Swinton/Kilnhurst. Ward members were on site shortly before the FLO and by using their local knowledge were very proactive in arranging a safe area for some residents along with providing much needed refreshments.

As part of this review, Members were issued the booklet compiled by the Local Government Association “A councillor’s guide to civil emergencies”, however no specific training is provided for Members on what their role is in a Rotherham context.

Councillor Alam thought the EP should be included in the Member induction programme when becoming a Cllr and this should include a process flow diagram of the EP processes, detailing how and when Members would be involved.

In order to prevent the EP becoming outdated then it should be seen as a living document and should be reviewed on a quarterly basis, with controlled reissues.

Another point worth noting is that from previous experience positive outcomes arise from inviting VIPs to the scene of a disaster.

As an example John Major and Tony Blair visited Dunblane and the result was that a new school was commissioned. It is important to emphasise that in the aftermath of a disaster the recognition/involvement by national government in response to the tragedy/disaster

In the floods of 2007 Prince Charles visited Rotherham and provided a much needed boost to morale to those affected by the disaster along with marking the occasion in the history books.

The type of risks also change, as can be considered by the operations of an Advance Manufacturing Park in the borough, this could be seen as a target for terrorism along with other local sites such as Meadowhall and the M1.

The option of providing the EP Service on a South Yorkshire basis was thought to be an option to be considered. After all there are other services provided on a regional basis (Joint Waste Authority)

Regarding communications during an EP operation Councillor Alam indicated that he preferred to keep people “in the loop” and promoted good communications between all parties involved.

The recent incident in the Transport Exchange just before Christmas provided an example of how a lack of communications can impact the EP communities.

Interview with Leona Marshall, Interim Head of Communications and Marketing

The Communications and Marketing Team are located near the EP Team and close to the Service Centres in Riverside House. There was a restructure of the team towards the end of 2015/2016 which created a group of mini teams one to support each of the Directorates. Each member of the team is proficient in dealing with all media types.

All members of the team have access to all documents on the shared computer drive.

Information provided by the Interim Head of Communications and Marketing confirmed that there was a member of the Communications Team on call at all times and that they work with the Duty BEC

All the managers who are part of the Communications Team have taken part in EP training. As part of the Communications Team role in the EP they have regular contact with other external agencies keeping up to date on current events and activities from the Home Office, Environment Agency, Weather Alerts (including flood warnings) and the South Yorkshire Resilience Forum.

Findings from Interview with Luke Sayers

One point to work towards in an emergency situation is to ensure people can continue to work remotely, which is achieved by using a Virtual Private Network (VPN) solution connecting to remotely hosted or ‘cloud’ based services.

EP Operations Room at Riverside is a concern. The systems currently in use are unsupported as they were written by an employee who has since left the authority and there is no access to either the design or to the design code of the software. Currently work is underway to rectify this it is hoped that eventually all EP systems will be based on more contemporary IT solutions which will be hosted in the Cloud.

Riverside is not the only base from where the EP can be controlled from as there is a secondary site located at Clifton Park. Note that Riverside was built with flood protection systems and the IT suite does have a back-up generator for power, which will maintain operation of the server infrastructure. However if Riverside suffered a catastrophic failure and systems became unavailable or inaccessible then the EP

systems would be rendered inoperable and it is recognised that there is currently insufficient connectivity at Clifton Park. Considering the longer term, RMBC needs to get to the position where the location of the EP room becomes irrelevant as the systems should be based in the Cloud, with effective network connectivity from all sites.

A conclusion drawn from talking to the Assistant Director (Customer, Information and Digital Services) was that the IT systems should be located in the Cloud. One of the first tasks for IT is to list all the current IT systems, conduct risk assessments, complete cost analysis and then prioritise their transition to Cloud based services or locally hosted upgrades. The EP systems are considered to be prime candidates for transition to the cloud.

Included in this is an element Business Continuity Plan (which sits beneath the EP) and in that emails form part of the communications element. In the event that Riverside House is unavailable, there is no backup solution for the current email system leaving the sector of the communications at risk.

One system that is already Cloud based is that relating to Social Care and Vulnerable Adults.

The group requested clarification on whether or not the IT systems were part of the shared service agreement with Sheffield and the Assistant Director was able to confirm that under the agreement each authority has its own IT systems.

However, there are links between the different authorities across SY relating to IT through an officer network, so the Assistant Director has contact with his counterparts across the regions.

This suggests that there is an option for Rotherham to share some of its systems, as the Data centre at Riverside was built with spare capacity and for a fee, RMBC are currently hosting systems for Sunderland Council and SY Police.

For cloud based systems the requirement for a hosting building is reduced and services could be accessed from multiple locations including people's homes, although it should be recognised that within the sphere of EP the distribution of staff could adversely the dynamics of a response team. However, the potential is worthy of note.

An Email system should be developed and used alongside the phone system to communicate during any emergency. This should be automated within a new EP system.

The Good App is being phased out during June 2017 and will be replaced by an email access system that is in the Cloud and can be accessed using personal or work phones It is anticipated that the email system will be transitioned, during the

early part of 2018, to a cloud based service. This will mean that email will continue to work even if Riverside House or any other Council building is not available for use.

Operation Golden Winter

This training exercise happened on Tuesday 28th February 2017 in the operations room at Riverside House and was facilitated by officers from the Counter Terrorism Unit, with three representatives from The Group observing the session. All the officers from the Strategic Leadership Team, along with officers from Asset Management took part in the training. Not all of members of SLT stayed for the duration of the training session.

The outline of the training session was to bring out the pre-emptive thought process of an emerging terrorist threat which started overseas and through a series of events became a situation in the borough.

The main messages to come out of the session could be applied to any situation when the EP is called into operation.

- The level of threat / the incident is based on actual intelligence.
- Be aware of the potential for a terrorist attack
- Take control of the situation.
- Make use of intelligence of community engagement / intelligence
- Know your communities
- Involve Ward Members
- Provide reassurance to the community
- Adequate and appropriate communication feed
- Make sure all information logged by the note taker and decisions are recorded.
- Regular practice of activating the Emergency Plan.
- Know your part in the EP

Conclusion

There is a framework for dealing with various emergency situations as identified in Diagram 1 the South Yorkshire Resilience Forum and Sub Group Structure.

The decision to undertake this review was timely as the neglect of this service for a number of organisational issues had become apparent and focused attention was required to bring this service back to the status it commands as a category 1 responder under the CLA. Work had already started in rectifying the situation with the review of the Emergency Plan into the newly named Major Incident Plan,

The first concern identified was in relation to the lack of Joint Services meetings being held with Sheffield, with only 1 of the 2 meetings required each year taking place. Overall this shows lack of priority given to the shared service arrangements which could have implications on the delivery of the overall service.

Overtime dedicated resources available to the EP team have been reduced in so far as there is no longer a sterile room as an BEOR neither is there a dedicated 4x4 vehicle for use by the FLO's.

With regards to informing / training new officers and Members to the authority to date the training has been provided to the officers in the Strategic Leadership Team but as yet there is no specific training for Members

The number of volunteers available to run the BEOR total 28 with varying totals in role; overall this is insufficient to provide cover for a 24 hour period.

Training for everyone is being provided but is being delivered on a basic level around the BEOR with specific job training provided afterwards. A full exercise will not happen until everyone has been fully trained.

The BEC and FLO's interviewed were both experienced and confident in their roles and they could see positive changes in the structure of the EP

Community resilience is an area that needs to be developed as our findings from colleagues in the North East demonstrate that correct usage provides valuable capacity, from community resources, to support local needs.

As an organisation we are reliant on IT and need to be confident that it is accessible and useable. The critical systems currently in use are old and contain vulnerabilities. They need to be refreshed and ideally transferred to the Cloud.

The Group concluded that the Corporate Risk Manager has an important role to play in the re-writing of the EP in that an independent view can be applied to the document once a draft is available and through mitigating any risks that may be highlighted, the EP could be strengthened.

Recommendations

1. That the Major Incident Plan is reviewed bi-annually by a group of Members from the IPSC and this work forms part of the work programme for that year, however the document is to be reviewed by officers on a continual basis.
2. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.

3. Training relating to the Major Incident Plan should be mandatory to ensure all staff who volunteered are confident in the role they play in the management of the incident.
4. An “out of hours” training exercise to take place once all volunteers have been trained. Full training exercises then take place on a regular basis.
5. A targeted approach to recruitment from employees who can be “job matched” to appropriate roles in the operation of the Major Incident Plan.
6. There are sufficient volunteers to staff the EP for at least two shift changes.
7. A protocol to be developed to ensure that the partner organisations in the Major Incident Plan are notified as a matter of course when significant incidents occur in the borough and through the Local Resilience Forum, ways are to be identified and carried out on building relationships between partner organisations involved in the Emergency Plan – in particular to the turnover in staff.
8. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.
9. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.
10. A representative from Procurement to be involved in the Borough Emergency Operations Room to facilitate timely ordering of goods/services and to provide information if the Belwin Fund becomes operational.
11. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.
12. The Corporate Risk Manager is involved in the role of a “critical friend” any amendments of the Major Incident Plan
13. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.
14. The Chief Executive / Leader of the Council to inform counterparts in Sheffield of their concerns over the lack of meetings in relation to the Joint Service Agreement.
15. The situation relating to the unsupported IT systems is rectified.

Thanks

- Jo Abbot, Public Health Consultant, Health Protection / Borough Emergency Coordinator
- Cllr Saghir Alam, Cabinet Member for Corporate Services and Finance
- Helen Chambers (Milner), Senior Procurement Category Manager, Procurement
- Simon Dennis, Corporate Risk Manager, Policy, Improvement & Partnership
- Claire Hanson, Senior Resilience Officer, Community Safety & Street Scene
- Karen Hanson, Assistant Director, Community Safety & Street Scene
- Cllr Marjorie James (Hartlepool Council) the lead member for EP.
- Leona Marshall, Communications & Marketing Manager.
- Stuart Marshal, the Chief Emergency Planning Officer and Local Resilience Forum Manager at the Cleveland Emergency Planning Unit
- James McLaughlin, Democratic Services Manager
- Jane Pearson Forward Liaison Officer.
- Robert Parker, Business Support Manager, Legal and Democratic Services/Forward Liaison Officer
- Luke Sayers, Assistant Director Customer Information and Digital Services
- Damien Wilson, Strategic Director, Regeneration & Environment
- Paul Woodcock, Director, Planning, Regeneration & Transportation / Borough Emergency Coordinator

Glossary

EP Emergency Plan(ning)

LRF Local Resilience Forum

BEP Borough Emergency Plan

BEOR Borough Emergency Ops Room

DMT Directorate Management Team

SLT Strategic Management Team

COMAH Control of Major Accidents Hazards

FLO Forward Liaison Officer

RVP Rendezvous Point

Local Resilience Forum – Terms of Reference

AIM

The aim of the LRF is to ensure that there is an adequate level of multi agency preparedness as required by the duties under the Civil Contingencies Act to enable an effective response to emergency incidents that may have a significant impact on the communities of South Yorkshire and its neighbouring communities.

OBJECTIVES

The Group exists to provide strategic direction to multi-agency emergency planning preparations. Specific objectives are to:

1. To determine and approve joint strategic policy decisions relating to South Yorkshire's preparedness and response arrangements.
2. To approve the Community Risk Register and ensure it provides a robust basis for planning.
3. To ensure that appropriate multi-agency plans, procedures, training and exercises that are necessary to address identified or foreseeable local and wider area hazards, are in place and outstanding gaps identified.
4. To approve the business plan of the South Yorkshire LRF Business management Group (BMG).
5. To receive and consider horizon scanning and security reports from the Regional Emergencies Division (RED) or the Civil Contingencies Secretariat on current threat levels, on any gaps in planning and progress on any actions tasked.
6. To ensure that appropriate resources are made available to the South Yorkshire Local Resilience Forum BMG to fulfil statutory responsibilities and the work programme.
7. To consider the strategic implications of legislation, national initiatives and the decisions and recommendations of central government and its subsidiaries.

MEMBERSHIP

Category 1 responders should attend and be represented by individuals who have the right combination of seniority and expertise to speak with authority. Category 2 responders may attend as a right or may be invited (if they are required to attend because of the subject matter to be discussed).

CHAIR AND DEPUTY

To be determined by the South Yorkshire Local Resilience Forum.

FREQUENCY OF MEETINGS

The LRF will meet twice a year, normally in May and November.

Notes:

For efficient and effective functioning of the LRF, the following procedures should be followed:

- a. Set standard agenda, for example as follows:
 - i. Minutes / actions
 - ii. Forward look (horizon scanning / security)
 - iii. Legislation / policy changes
 - iv. Approval of business plan / Review of progress (one of, at each meeting)
 - v. Items presented by BMG (risk, contingency planning, training, events)
 - vi. Review of actions agreed
 - vii. AOB
- b. Each item on agenda to be supported by a short brief in a standard format.
- c. Unapproved record of meeting to be circulated quickly and include an action plan

Findings from the North East – Stockton-On-Tees visit.**Background**

The Emergency Planning Joint Committee is an Executive Committee of the four constituent unitary Local Authorities in the former area of the County of Cleveland, namely Hartlepool Borough Council; Stockton-On-Tees Borough Council; Middlesbrough Borough Council and Redcar & Cleveland Borough Council.

The Emergency Planning Joint Committee (EPJC) oversees the work of the CEPU and comprises of representatives from each of the local authorities. The EPJC meets on a quarterly basis. All papers including the finance reports and annual work plans are publically available; at least 3 member authorities must be present to be quorate with the Chair rotating between Authorities.

The Unit is co-located in premises with planners from Cleveland Police and Cleveland Fire Brigade. With Borough Officers generally hot desking within their host authorities.

Hartlepool Borough Council has been nominated as the “host / lead” authority for the Cleveland Emergency Planning Unit (CEPU) and provides the following services and facilities for/to the CEPU:

- Human Resources
- Finance
- Democratic Services
- Legal Services
- Information Technology (IT)

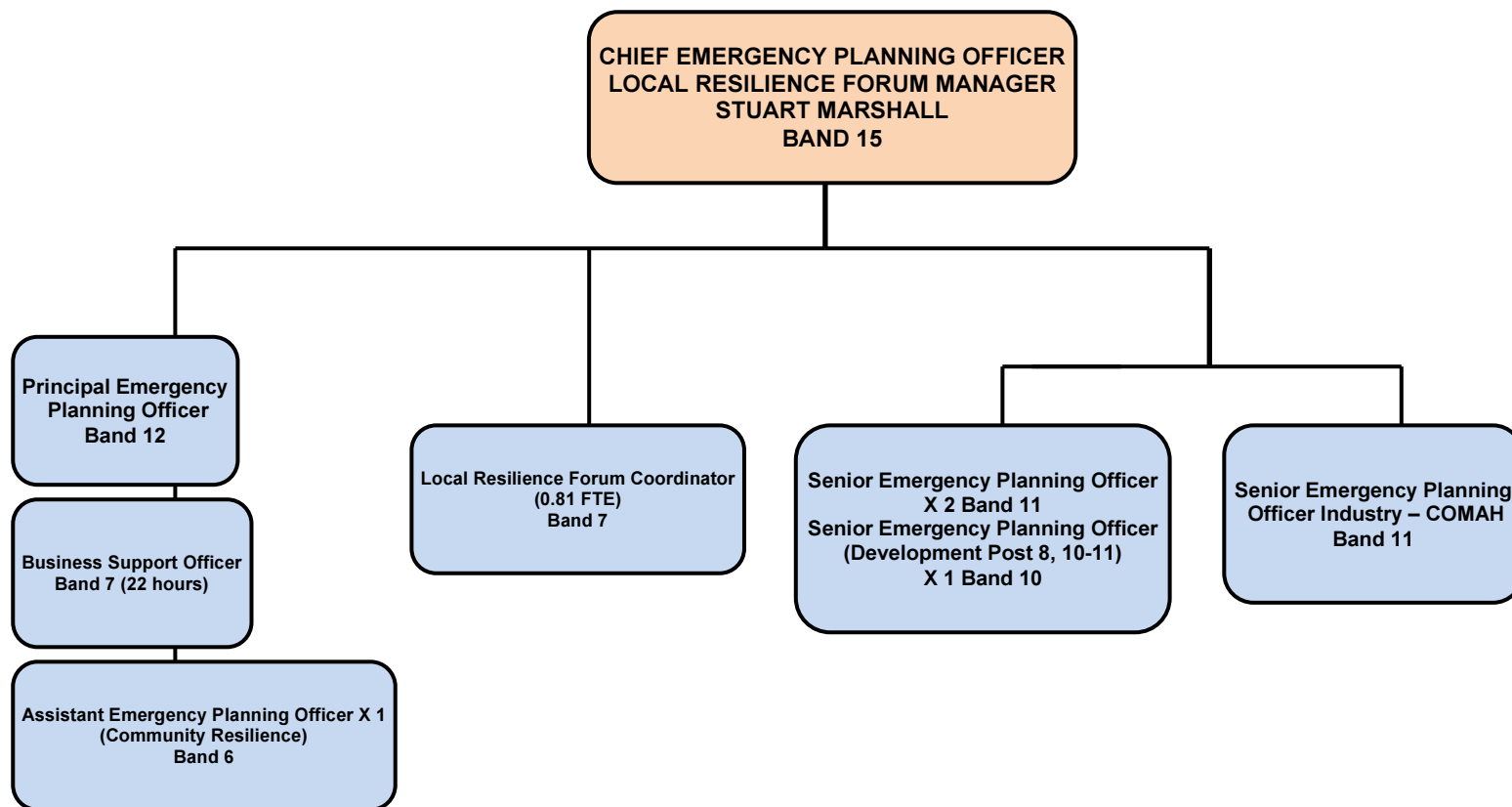
The legal position is that both the Emergency Planning Joint Committee and Cleveland Emergency Planning Unit are a public authority for the purposes of the Local Government Act and the Freedom of Information Act and are classed as an “outside body”.

The CEPU is a standalone unit and is managed by the Chief Emergency Planning Officer (CEPO), which is a non-political appointment. The CEPO is line managed by a Director within the lead Unitary Authority, with a number of reporting lines to the other authorities.

The Unit is structured as per the below outline, with an officer allocated to each of the four authorities, a specialist officer and business support. This officer has the lead for ensuring that the activities required by legislation and the CEPU workplan within their geographic area.

CLEVELAND EMERGENCY PLANNING UNIT

6th March 2017



The arrangement relies on lead officers within the Unitary Authorities (normally a Director) to whom officers from CEPU report to. This is supported by Emergency Management Response Teams, established within each authority and comprising of representatives from service areas (e.g. Highways, Neighbourhoods, Social Care).

The teams EMRTs meet approximately quarterly to train, develop plans and review incidents. In the event of an incident the EMRT members provide the backbone of the authorities' response. The EMRT members are generally not on a formal call out arrangement, but have provided their contact details should a response by the authority be required out of normal hours.

During an incident the CEPU duty officer is acts as a tactical advisor, liaising between agencies and advising on courses of action. They generally cannot activate procedures / arrangements which impact on the authorities without the consent of the impacted authority.

Therefore during a response the CEPU Officer will contact a designated Borough Coordination Officer – this is generally a middle manage with the ability to activate council resources from any department of their authority out of hours. One point was highlighted in relation to cross departmental working and the need on occasion for staff to be able to take direction from staff in other departments and at lower grade.

A number of benefits were highlighted including:

- Economies of scale,
- The ability for officers to specialise in certain risks
- The ability to request mutual aid from agencies who have the same plans, training and procedures
- Provision of a 24/7 duty officer and additional resilience during protracted incidents.

The Local Resilience Forum

In addition to the Local Authority role the Chief EPO undertakes a role of Local Resilience Forum Manager, assisted by a Local Resilience Forum Coordinator.

This arrangement ensures that there is a point of contact for the LRF capable of both the routine work, as well as provision of advice and guidance to LRF members. New guidance coming from Central Government is received by the CEPO and circulated/delegated to officers in the Local Resilience Forum. Recently there has been a drive to coordinate the work of the LRF with neighbouring areas, for example the adoption of the same templates, joint working groups etc. reducing the demands on cross LRF organisations.

Cleveland Local Resilience Forum (CLRf) provides a structure to help agencies plan and prepare for major incidents and meet their statutory duties under law (the Civil

Contingencies Act 2004 (Contingency Planning) Regulations 2005 and accompanying statutory guidance entitled "Preparing for Emergencies).

Cleveland LRF

1. Is not a statutory body
2. Operates on the boundary of Cleveland Police Force
3. Comprises of a number of agencies from the emergency services, utilities, health and local government
4. Is Chaired by a Senior Fire Officer
5. Has a secretariat provided by the Cleveland Emergency Planning Unit
6. Establishes sub-groups as required to cover specific issues such as communications or flooding

Industrial Legislation

In addition to general emergency planning under the Civil Contingencies Act 2004, the CEPU is responsible for producing legally required documents under the Control of Major Accident Hazard Regulations, Pipeline Safety Regulations and the Radiation (Emergency Preparedness and Public Information) Regulations 2001.

The area has 29 Upper Tier Chemical (COMAH) sites and a significant pipeline network, due to the demands of the related legislation a specific officer undertakes the majority of planning and exercising of industrial emergency plans.

Finance

The Unit is financed by a number of routes including:

- Contributions from authorities based upon population
- Contributions from LRF members towards the secretariat function
- Recharges to industry in relation to legislative duties
- Income generation from training

The main overheads relate to the staffing of the Unit and accommodation. One issue faced by the EP partnership is dealing with austerity measures. Pressures include the ongoing austerity which has seen significant reductions in the contributions to the Unit and the risk of experienced and skilled staff leaving for positions within other sectors - the time required to develop officers being significant.

Duty Officer

Out of office hours there is one point of contact through the Emergency Planning Officer (EPO) who covers the 4 areas and who must be able to attend central locations within 30 minutes deployment time. The officer receives an allowance for periods of standby which are generally 7 days.

The Duty EPO has a kit bag, containing a laptop and paper copies of essential documents (maps, contact details of relevant people/organisations and procedures) as required. Each Officer is issued with personal protective equipment etc.

Community Resilience

Via the Local Levy Fund the area has had a Community Resilience Officer for a number of years working primarily on flooding. The scheme was funded via a local levy where each authority adds a levy on the council tax on all properties at band D and above. The total levied is paid to the Environment Agency to assist with flood alleviation and up until recently funded a Resilience Worker, who worked with young people, the community and businesses. This source of funding allows the EA to use contributions towards applying for grant income from various sources.

One of the main objectives of the project was to support the community to help it's self in certain situations. Examples included raising awareness of household products, encouraging sign up for warning systems, working with schools and industry to develop flood plans.

On this point the group put forward the idea of involving the Rotherham Area Assemblies in the community resilience angle of the EP along with the use of snow wardens and community champions in appropriate situations.

Stockton-On-Tees

The main findings from the visit to Stockton-On-Tees revolved around how the EP service is provided across the four unitary authorities and the group highlighted similarities between the service provision in the NE and how it could be applied in the region of South Yorkshire particularly as other emergencies services such as the Police and Fire Services already work regionally.

The group were interested in the structure of the EP Services with one non-political officer leading operations who worked in conjunction with the emergency services and local resilience forum.

The community resilience officer was also an initiative that caught the imagination of the group as they saw the opportunity that the community could be assisted in helping themselves, their families, property and the community in applying appropriate measures in the event of an emergency. Two key factors here is the funding of such a post and where would that come from and as highlighted by

colleagues in the NE the importance of getting the right person employed in the job, preferably someone with a passion for the role.

One of the first questions for the group was to understand what constitutes an emergency situation and so bringing the EP into operation. It was suggested that not everyone in the authority would have this knowledge so an option of publishing an information leaflet providing this information was put forward as a solution, along with the circulation of the booklet produced by the LGA "Councillors Role in an Emergency" which should be issued to all new members on as part of their induction to the Council.

FORWARD LIAISON OFFICER BAG**Contents:**

| | |
|--|---|
| Bags x 2 | ✓ |
| Tablet includes sim card for remote connection (R51649) Docking Station (R51657) and charger/charging dock | ✓ |
| Instructions for using Tablet | ✓ |
| Sat Nav & Car Charger – FLOs stated not required at this time there is one stored in the Emergency Planning Team if and when required. | |
| 2016 FLO Log Book | ✓ |
| Flood Incident and Action Plan | ✓ |
| A4 Weather Writer | ✓ |
| Borough Emergency Plan (now in 2 soft folders, Section 8 and the rest) | ✓ |
| Forward Liaison Officer Action Card x 2 | ✓ |
| 2015 South Yorkshire Street Map x 1 | ✓ |
| Forward Liaison Officer Car Stickers | ✓ |
| Emergency Planning Handbook | ✓ |
| Action Cards for Key Plans | ✓ |
| Standard List of COMAH Contacts | ✓ |
| Multi-Agency Flood Response Plan (Section 7 only, flood addresses and maps, in a soft folder) | ✓ |
| Digital Voice Recorder | ✓ |
| Manual Order book and instruction | ✓ |
| Mobile Phone – 07748 760500 | ✓ |
| Mobile Phone Charger | ✓ |
| Procedure for putting evacuees up in Hotels | ✓ |
| Emergency Response & Recovery Contact Details | ✓ |
| Handwash x 1 | ✓ |
| Network Cable x 1 | ✓ |

Access to Emergency Plans can be accessed by all FLO's through the following link:
W:\Community Safety and Emergencies\Plans - In Case of Emergency

Appendix 4

Learning from the EP operation in Swinton / Kilnhurst on 8th May 2017

The following comments were made by officers who played an active part in the activation of the Major Incident Plan

Polly Hamilton**Assistant Director Culture, Sport and Tourism****BEC during the incident.****What Worked Well**

- Empowering the BEC to lead: As a new BEC, the opportunity to shadow Paul, as an experienced BEC, was invaluable. It was great to observe initially, work with him on key decisions and communications with the CEO, SLT and Members, and then to fully take the lead from Day 2, with his support available if required. I would recommend that all new BECs have the opportunity to shadow an experienced BEC, ideally prior to being on the rota. Because of the professionalism of all the Council staff involved, the experience was a positive one: I really enjoyed it!
- Responsiveness of the Council Team: I was impressed by the speed in which the Emergency Ops Room was set up and the way the team came together to manage the emergency. Emergency Planning were central to this, but large numbers of officers from across the Council also contributed. People were entirely committed to making sure that the focus was on ensuring the safety and wellbeing of Council clients and local residents. People worked hard to consider all the issues and to advise on the best course of action. It was a privilege to see the team in action: people understood their roles, what was required of them and they worked at speed to meet key deadlines. People within my own team were also supportive, reorganising my diary, picking up key tasks or making alternative arrangements as required.
- Identifying Critical Comms Needs and Expectations Quickly: The need to brief Ward Members, Cabinet, SLT, schools and other stakeholders regularly with progress on the incident meant that we worked hard to identify our critical Comms needs early on. This ensured that we knew who we needed to communicate with, key messages and critical timescales – and we could be really clear with the Fire Service as the lead agency about our information needs.

What I Would Do Differently

- **Formal, early clarification of a Major Incident:** Formally establish who the lead agency is and whether they have declared a 'major incident'. Other agencies, such as Public Health England, may not prioritise the incident if it is not deemed to be 'major'. In our case, this meant that obtaining clear, up-to-date information about the toxicity of the smoke was difficult – which meant

that were not in a position to reassure the public as quickly as we would have liked. In this case, both the Fire Service and the Police Service claimed that each other had declared a 'major incident', when in fact, neither had done so.

- **Communications**

- **Multi-Agency Command Structures:** Establish communications early on with the command structures in emergency services partners, ensuring that we have up-to-date contact information in place and that if there are changes in personnel, that these are communicated to us. This is important in the event any issues need to be clarified quickly at a senior level or if any issue needs to be escalated.
- **Multi-Agency Communications Plan:** Ensure that there is a multi-agency Communications Plan in place very early on to clarify who will lead and to make sure that they understand their role and our information needs and expectations. For example, on Day 2, we spent several hours chasing key messages from the Fire Service in relation to advice for residents about when they could return home, what to do if they had health concerns and advice on cleaning, having identified these issues in the morning. We knew this was important because of intelligence from staff at the Resource Centre and the queries we were fielding via the Contact Centre. Obtaining this information from the Fire Service sooner would have enabled us to reassure people much earlier, or provide them with a timeframe for when more news would be available. This would have helped residents to plan their return to their homes earlier in the day, rather than respond after 9pm which was when the formal notification came through from the Fire Service.
- **Involve the Contact Centre early:** The Contact Centre Manager got involved later in the day once enquiries had been received and this enabled him to be added to the distribution list and attend update meetings. The Contact Centre could usefully be involved at the outset to ensure early identification of key messages for Contact Centre staff to use in dealing with enquiries.

Robert Parker

Business Support Manager

Forward Liaison Officer

My initial observations would be: -

1 – The FLO received a call from both South Yorkshire Police and South Yorkshire Fire & Rescue confirming the incident and requirement for support from the Local Authority

2 – I would say the calls were timely in as much that we were involved from the early stages.

3 – The FLO was supported by an Assistant FLO which was very useful for an incident of this nature.

4 – The initial Rendezvous point (RVP) was confirmed as the Community Centre, Glasshouse Lane however on arrival at the scene it had changed. I was able to quickly determine the new RVP as being the Resource Centre, Victoria Street and no delays were experienced.

5 – SYF&R took the lead as expected and regular updates were co-ordinated throughout the first day.

6 – Lines of communication with the Borough Operation Room were effective.

7 – Use of the Resource Centre facilities was appreciated and very useful and staff within the centre were very helpful and deserve a big thank you.

STANDARDS AND ETHICS COMMITTEE
28th September, 2017

Present:- Councillor McNeely (in the Chair); Councillors Allen, Andrews, Brookes, and Mallinder, Mr. D. Bates, Mr. D. Rowley and Mr. R. Swann (Parish Council Representatives) and also Ms. A. Dowdall, Mr. P. Edler and Ms. J. Porter (Independent Co-optees).

Also in attendance were Mr. P. Beavers and Mr. D. Roper-Newman (Independent Persons).

Apologies for absence were received from Councillors Ireland and Simpson and Mr. D. Pearson (Monitoring Officer).

42. DECLARATIONS OF INTEREST

Councillor Mallinder declared a personal interest in Minute No. 44 (Outcome of the Hearing) on the grounds that she was a Dinnington Ward Member.

43. MINUTES OF THE PREVIOUS MEETING HELD ON 29TH JUNE, 2017

Consideration was given to the minutes of the previous meeting held on 29th June, 2017.

Clarification was sought on Minute No. 40 (Consideration of Complaints) and the fourth paragraph and the interpretation.

The Deputy Monitoring Officer confirmed that the evidence requested was by the Secretary of State with regards to the sanctions and powers that Standards and Ethics Committees could impose for him to consider and review.

Resolved:- That the minutes of the meeting of the Standards and Ethics Committee held on 29th June, 2017 be approved as a true and accurate record of proceedings.

44. OUTCOME OF STANDARDS AND ETHICS SUB COMMITTEE HEARING RE ALLEGED BREACH OF THE CODE OF CONDUCT

Consideration was given to the report presented by Stuart Fletcher, Deputy Monitoring Officer, which detailed the outcome of a Standards and Ethics Sub-Committee Hearing which took place on 26th June 2017.

This hearing was in relation to an alleged breach of the Code of Conduct by Mr. Brian Lewis, Town Councillor for Dinnington St. John's Town Council.

Mr. Lewis refused to participate and left the room and the hearing continued in his absence. Details of the proceedings were outlined as set out in the report.

The Committee sought clarification on a number of points and were advised a meeting of the Town Council had not yet taken place for an apology by Mr. Lewis to be formally recorded in the minutes by the Clerk, how best to arrange the formality of the hearings and Mr. Lewis' understanding of proceedings.

The Committee requested that they be informed by e-mail before the next meeting, of what happens in respect of the recommendation that Mr Lewis apologise to the Town Council.

The Committee also discussed whether or not a hearing following an alleged breach of the Code of Conduct should be in public or private. The consensus was that these should be held in public with a caveat that the Sub-Committee reserved the right to hold hearings in private if appropriate.

Resolved:- (1) That the sanctions imposed by the Sub-Committee at the hearing be noted.

(2) That any issues arising from this matter be considered.

45. TRAINING UPDATE AND REVISED STANDARDS BULLETIN (RECENT UPDATES IN STANDARDS AND ETHICS)

A copy of an article from 'Insight' magazine (Local Government Lawyer) by Mark Heath about the standards regime not working as intended was circulated to the Committee. Attention was brought to an email inbox collating views.

Consideration was given to the report and the appendices (Appendix 1 was circulated at the meeting) presented by Sumera Shabir, Solicitor, which provided an update on the future proposed training for members of Parish and Town Councils on codes of conduct and standards and ethics generally and a revised (shortened) version of the bulletin reporting on recent and key updates in standards and ethics.

The role play training as suggested would enable Town and Parish Councils to understand issues in relation to the Code of Conduct and standards generally. This form of training would promote self-awareness, provide strength and confidence for the Chair and provide the tools to understand the supportive structure for Parish and Town Councils.

Feedback following any training should be sought as part of the evaluation. It was also suggested that some element of equalities training could be supplemented to such a training session.

Whilst the benefit of a separate session for Parish Clerks using a different training method would be helpful, it was noted that separate training for Clerks was provided by the Yorkshire Local Councils' Association. It was, therefore suggested that some liaison take place with them to see what training was currently offered to avoid duplication.

The venues and arrangements for future training were yet to be confirmed, but the Committee considered whether it would be appropriate to extend invitations to Ward Councillors who were local to the venue and members of the Standards Committee and members of the Council's regulatory boards (Planning Board) itself; where relevant.

Turning attention to the circulated Standards and Ethics Bulletin the Committee were happier with the condensed version with links to the relevant subjects. It was suggested that this be circulated to members of this Committee, all Borough Councillors and Parish and Town Councils with a brief explanatory note about the bulletin, its content and the reason for its circulation.

The Committee asked for the view of the Cabinet Member of Neighbourhood Working and Cultural Services to be sought prior to any publication of the bulletin on the Council's website.

The Committee was also notified about a consultation regarding the disqualification criteria for councillors and mayors – the deadline being 8 December 2017. It was agreed that all Committee Members, Borough Councillors and Parish Councillors would be notified about this via email (with a brief explanation) so that they could make any representations. The Chair requested a hard-copy of the consultation.

Resolved:- (1) That the information about upcoming training sessions be noted.

(2) That any future training initiatives to be undertaken with Parish and Town Councils be identified and forwarded on to the relevant officers.

(3) That the revised version of the bulletin be distributed to Borough Councillors and Parish and Town Councils in Rotherham and this be published on the Council's website following consultation with the relevant Cabinet Member.

(4) That all Committee Members, Borough Councillors and Parish Councillors be notified about the consultation regarding the disqualification criteria for councillors and mayors via email.

46. A REVIEW OF CONCERNS RAISED PURSUANT TO THE WHISTLEBLOWING POLICY

Consideration was given to the report and Appendix 1 (which was circulated at the meeting) presented by Stuart Fletcher, Deputy Monitoring

Officer, which provided detail of the concerns raised pursuant to the Whistleblowing Policy and the actions taken to address these matters.

In considering the concerns raised it was noted some of these related to H.R. matters and the Committee, therefore, questioned whether or not the Standards and Ethics Committee was the appropriate forum for their presentation, given the belief that some of these matters were outside the remit of the Localism Act.

On this basis the Chair volunteered to speak to the Monitoring Officer and the Democratic Services Manager with a view to this issue being considered by the Constitution Working Group to determine the appropriate forum to avoid any undue duplication with other committees.

Whilst it was acknowledged overseeing the Whistleblowing Policy was within the terms of reference of this Committee, Members did not want certain issues to be missed if they were under the remit of others and would like to be aware of any emerging trends of concerns.

Resolved:- That the Whistleblowing concerns raised since September, 2016 and the actions taken to address these matters be noted.

(2) That the Chair take forward the Committee's concerns and discuss this further with the Monitoring Officer and Democratic Services Manager with a view to this being considered at the Constitution Working Group.

47. CONSIDERATION OF COMPLAINTS

Consideration was given to the report presented by Stuart Fletcher, Monitoring Officer, detailing the progress with the handling of complaints relating to breaches of the Council's Code of Conduct for Members and Town and Parish Councillors. The report listed thirteen current cases of complaint (eight relating to the same Council) and the action being taken in respect of each one.

The Committee suggested removal of the conclusion column on the spreadsheet as these were removed from subsequent updates.

The Deputy Monitoring Officer reported to the Committee that as part of the investigation of complaints a panel to consider one of the complaints was required and nominations sought.

Resolved:- (1) That the report be received and the contents noted.

(2) That the progress in respect of each case be noted.

(3) That a Sub-Committee be arranged as soon as possible comprising Councillor Allen (Chair), Councillor Mallinder, Richard Swann – Parish Council Representative, and Mr. P. Edler and Mrs. J. Porter – Independent Co-optees.

48. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting of the Standards and Ethics Committee take place on Thursday, 11th January, 2018 at 2.00 p.m. at the Town Hall.

AUDIT COMMITTEE
19th September, 2017

Present:- Councillor Wyatt (in the Chair); Councillors Cowles, Evans, Sansome, Walsh and Mr. Bernard Coleman.

Tim Cutler, KPMG, was also in attendance.

17. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

18. QUESTIONS FROM MEMBERS OF THE PUBLIC OR THE PRESS

There were no members of the public or press present at the meeting.

19. MINUTES OF MEETING HELD ON 19TH JULY, 2017

Consideration was given to the minutes of the previous meeting of the Audit Committee held on 19th July, 2017.

Resolved:- That the minutes of the previous meeting of the Audit Committee be approved as a correct record of proceedings.

20. EXTERNAL AUDIT ISA 260

Consideration was given to a report presented by Graham Saxton, Assistant Director Financial Services, which advised on matters arising from the external audit of the Council's 2016/17 Statement of Accounts as presented in the External Auditor's ISA260 report and, in acknowledging these findings, requested that the Audit Committee approve both the Letter of Management Representation and the audited Statement of Accounts 2016/17.

KPMG intended to issue an unqualified opinion on the Statement of Accounts and their representative at the meeting confirmed the unaudited Statement of Accounts and draft Narrative Report had no audit adjustments found to be necessary other than a small number of presentational changes. All of the presentational changes had been incorporated into the final versions of both the Statement of Accounts and the Narrative Report (Appendices 2 and 3). None of the changes affected the financial performance or financial position of the Council previously reported in the unaudited Statement of Accounts.

The ISA 260 also confirmed that working papers were of a high standard and the audit queries were dealt with in a timely and efficient manner.

In terms of the areas of significant audit risk and areas of audit focus, KPMG had confirmed that no issues had been identified other than relating to changes to the pension liability due to LGPS Triennial Valuation, valuation of the Waste Management PFI and changes to the finance team and that reasonable professional judgement had been exercised.

Other areas of audit focus were the disclosure changes and the level of prudence within key judgements, to which KPMG were happy with the action taken.

Section 2 of the ISA 260 set out the approach, risks, work and conclusion reached by KPMG on whether the Council had satisfactory arrangements in place to secure the economy, efficiency and effectiveness in the use of its resources. The conclusion reached was that the Council had made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

Discussion ensued on the report with the following issues raised/highlighted:-

- Observational requests from members of the public, of which there were very few.
- Helpfulness of the narratives in the documentation, but further clarification on the description of savings and cuts.
- GDP growth forecasts following the U.K.'s referendum to leave the European Union.
- Recommendation summary and the authorisation of new starters to the general ledger.

Resolved:- (1) That the Auditor's ISA260, as submitted at Appendix 1, be approved.

(2) That the Statement of Accounts 2016/17 (Appendix 2 of the report submitted) and the 2016/17 Narrative Report (Appendix 3 of the report submitted) be signed and approved for publication.

(3) That KPMG be issued with the Letter of Management Representation.

21. ANNUAL GOVERNANCE STATEMENT 2016-17

Further to Minute No. 73 of 19th July, 2017, consideration was given to the submitted report presented by Judith Badger, Strategic Director for Finance and Corporate Services, which detailed the updates and changes to the Annual Governance Statement as a result of developments since the 30th June publication date as well as comments from the external auditor.

An overall conclusion had been reached that the Council had demonstrated good governance and met its best value duty throughout the year. It recognised the improvements made in the Council's performance throughout the financial year but also highlighted a number of areas for further developments in 2017/18.

A process to gather assurances and evidence to support the Annual Governance Statement had been led by the Corporate Governance Group as well as each Strategic Director asked to oversee a self-assessment of governance in their Directorate.

In line with the Accounts and Audit Regulations, the final Statement would be signed by the Leader and Chief Executive.

The Committee were satisfied that the Statement demonstrated, through the recommendations, that good governance had been met throughout the year.

Resolved:- That the final 2016/17 Annual Government Statement be approved for signature by the Leader and Chief Executive as required by the Accounts and Audit Regulations and related Guidance.

22. INTERNAL AUDIT CHARTER

Further to Minute No. 21 of the meeting held on 21st September, 2016, David Webster, Head of Internal Audit, presented the revised Charter which had been updated following the changes in Internal Audit and updates to the PSIAS.

The revised Charter reflected the new reporting structure for Internal Audit and compliance with PSIAS.

The main changes were:-

- Updated throughout to reflect updates to the PSIAS.
- Incorporation of the statutory requirements for Internal Audit in Section 1 of the Charter.
- Incorporation of the PSIAS Code of Ethics in Section 3 of the Charter.
- Greater detail on the Responsibilities of the Head of Internal Audit in Section 7.3.
- Greater detail on audit reporting for individual assignments and to the senior management and the Audit Committee in Sections 8.1 to 8.4.
- Greater detail on the range of work undertaken by Internal Audit in 10.3.

Resolved:- That the Internal Audit Charter be approved.

23. ANTI-FRAUD POLICY AND STRATEGY

Consideration was given to the report presented by David Webster, Head of Internal Audit, which detailed the proposed update to the Council's Anti-Fraud and Corruption Policy and Strategy following an annual review process designed to ensure that the Policy and Strategy were up-to-date with current best practice and to take into account any changes to the Council's organisation structure.

The report also provided a summary of proposals to further strengthen the Council's fraud and corruption arrangements following a refresh of the self-assessment against the CIPFA Code of Practice on managing the risk of fraud and corruption.

The main changes to the documents were:-

- Update on the roles and responsibilities.
- Update on the procedure for reporting suspected fraud and corruption including reference to the provisions of the Public Concern at Work resources.
- Inclusion of a procedure on the investigation of suspected fraud and corruption.
- Updated assessment of the Council's arrangements compared with the CIPFA Code on Managing the Risk of Fraud.
- Reflect the assessment needed to ensure the Council meets the expectations of the Fighting Fraud Locally best practice guidance.
- Inclusion of requirements relating to the Government's Transparency Code.

The updated Anti-Fraud and Corruption Policy was attached at Appendix A and the updated Strategy at Appendix B. Appendix C of the report contained an update to the self-assessment against the CIPFA's Code of Practice on Managing the Risk of Fraud and Corruption and Appendix D was an update to the Council's action plan for Managing the Risk of Fraud. It was important that the arrangements continued to be reviewed and updated where necessary to ensure the risk of fraud continued to be minimised.

The self-assessment against the CIPFA Code of Practice (Appendix C) and management of the risk of fraud (Appendix D) were welcomed, but clarification was sought on whether or not the risk of fraud had been included within the Council's risk register.

It was also suggested that fraud awareness training be considered for reinstatement for all Elected Members as this had been included previously as part of the induction process. More recently it had only been Cabinet Members and the Audit Committee that had received this training.

Resolved:- (1) That the proposed revisions to the Anti-Fraud and Corruption Policy and Strategy be approved.

(2) That the proposed actions intended to strengthen the Council's Fraud and Corruption arrangements be noted.

(3) That consideration be given to extending the fraud awareness training to all Members.

24. FRAUD ANNUAL REPORT 2016/17

Consideration was given to a report presented by David Webster, Head of Internal Audit, which detailed the Annual Fraud report 2016/17 containing a summary of the work that had taken place during the financial year to prevent, detect and investigate allegations of fraud and corruption.

The production of such a report was in line with good practice recommended by CIPFA and would raise awareness and inform stakeholders of the work the Council was undertaking to manage the risk of fraud and corruption.

Anti-fraud work undertaken under 2016/17 included:-

- Participation in the National Fraud Initiative which compared data across the public sector and required participants to examine data matches to check on potential fraud. Savings of £16,000 had been identified resulting from the work.
- Fraud awareness training sessions held on 23rd January, 2017.
- Ongoing work with the Corporate Risk Manager to include the risk of fraud in risk registers across the Council.
- Proposed Fraud Awareness e-learning module to roll out via the Council's learning platform.
- Work on an Anti-Money Laundering Policy in conjunction with the Legal Team.
- 106 days spent by the Internal Audit Team investigating potential fraud and irregularities.

The Council had a zero-tolerance policy to fraud and corruption and it was proposed to publish the Annual Fraud report to help the Council demonstrate this commitment and act as a deterrent to further fraud.

The Committee suggested this should serve as a reminder for the Members' register of interests.

AUDIT COMMITTEE - 19/09/17

The number of disabled blue badge abuse incidents was noted and clarification sought on benchmark data and if there were some comparator data that could be shared with the Audit Committee at some point.

Resolved:- (1) That the Annual Fraud Report 2016/17 be noted.

(2) That the report be published to highlight the outcomes from the Council's anti-fraud activity and to act as a deterrent to fraud.

25. AUDIT COMMITTEE FORWARD WORK PLAN

Consideration was given to the report presented by David Webster, Head of Internal Audit, which detailed the proposed forward work plan for the Audit Committee covering the period November, 2017 - September, 2018.

It was proposed that this work plan be brought to every meeting of the Audit Committee as it clearly set out the proposed agenda items moving forward up to July, 2018.

Resolved:- That the Forward Work Plan be supported and any amendments arising actioned in due course.

26. ITEMS FOR REFERRAL FOR SCRUTINY

There were no items for referral to Scrutiny.

27. EXCLUSION OF THE PRESS AND PUBLIC

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006 (information relates to finance and business affairs).

28. PROCESSES IN PLACE IN RESPECT OF THE SALARY PAYMENT

Consideration was given to a verbal report by David Webster, Head of Internal Audit, and Shokat Lal, Assistant Chief Executive, regarding the recovery of overpayments on salaries.

Details of one such large overpayment was outlined and the human errors which prevented this from happening. An audit report had been produced with a number of recommendations.

Processes were now in place to prevent such an incident occurring in the future.

The Committee welcomed the processes now in place to ensure an incident such as the one reported did not occur in the future.

Resolved:- That the information shared be received and noted.

29. PUBLIC HEALTH'S DIRECTORATE RISK REGISTER

Councillor Roche, Cabinet Member, Adult Social Care and Health, together with Jo Abbott, Assistant Director of Public Health, and Malcolm Chiddey, Public Health Specialist, presented Public Health's Risk Register, the current position and risk management process.

The Cabinet Member confirmed he was fully briefed on the risk register on a regular basis and drew attention to the key issues set out clearly as part of the report.

The Committee were reassured by the risk monitoring and the monthly monitoring.

Discussion ensued and the following issues were raised and subsequently clarified:-

- PH1 - Minimisation of the impact of any flu pandemic on Rotherham's population, which would remain under continuous surveillance. It was uncertain who would pick up the additional cost of vaccinations should any pandemic become more widespread.
- PH3 – maintenance of TB medication which was commissioned by the CCG.
- PH8 - Risk to young children and availability of data on a South Yorkshire basis.
- PH9 – this service was the subject of a procurement exercise, but no tenders had so far been received. A second advert was to be placed.
- PH11 – the service being maintained during this period of uncertainty.

The Committee welcomed this information and suggested this also continue to be monitored by the Health Select Commission.

Resolved:- That the progress and current position in relation to risk management activity in Public Health be noted.

30. INTERNAL AUDIT PROGRESS REPORT 1ST JUNE TO 31ST JULY 2017

Consideration was given to a report presented by David Webster, Head of Internal Audit, which provided a summary of Internal Audit work completed during June to July, 2017, and the key issues that had arisen therefrom.

Performance against Key Indicators required improvement. Productive time, completion of reviews within planned time and the issue of draft reports had all been hit by sickness, annual leave and the introduction of new software during the period impacting upon the completion of the audit plan. However, the recruitment of a new member of staff would enable this to be recovered.

Summary conclusions in all significant audit work concluded during June to July 2017 were set out in Appendix A of the report submitted. Two Partial Assurances and one No Assurance audit opinions had been issued during the period which were set out as part of Appendix B.

Reference was also made Appendix C and investigative and responsive audit work on direct payments which was to be repaid.

Appendix D listed the outstanding recommendations during 2016/17 and the expected response date for completion, with a further detailed breakdown of those over a year old.

The Committee were assured that all those over a year old were being closely monitored and reviewed where appropriate.

Resolved:- (1) That the Internal Audit work undertaken since meetings of the Audit Committee on 1st June and 31st July, 2017, and the key issues arising therefrom be noted.

(2) That the information contained regarding the performance of Internal Audit and the actions being taken by management in respect of the performance be noted.

31. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting of the Audit Committee take place on Tuesday, 21st November, 2017, commencing at 4.00 p.m. and **NOT** 28th November as listed on the agenda papers.

HEALTH AND WELLBEING BOARD
20th September, 2017

Present:-

| | |
|---------------------|--|
| Councillor D. Roche | Cabinet Member, Adult Social Care and Health (in the Chair) |
| Jo Abbott | Public Health, RMBC (representing Terri Roche) |
| Ian Atkinson | Rotherham Clinical Commissioning Group (representing Chris Edwards) |
| Louise Barnett | Chief Executive, Rotherham Foundation Trust |
| Tony Clabby | Healthwatch Rotherham |
| Dr. Richard Cullen | Strategic Clinical Executive, Rotherham CCG |
| Carole Lavelle | NHS England |
| AnneMarie Lubanski | Strategic Director, Adult Social Care |
| Dr. Jason Page | Governance Lead, Rotherham Clinical Commissioning Group |
| Kathryn Singh | Chief Executive, RDaSH |
| Ian Thomas | Strategic Director, Children and Young People's Services |
| Janet Wheatley | Voluntary Action Rotherham |

Report Presenters:-

| | |
|-----------------|---|
| Nathan Atkinson | Assistant Director, Strategic Commissioning, RMBC |
| Giles Ratcliffe | Public Health, RMBC |
| Sarah Watts | RMBC |

Also Present:-

| | |
|-------------------------|---|
| Councillor S. Evans | Chair, Health Select Commission |
| Lydia George | Rotherham Clinical Commissioning Group |
| Councillor P. Short | Vice-Chair, Health Select Commission |
| Tracey Liversidge | Public Health, RMBC |
| Councillor J. Mallinder | Chair, Improving Places Select Commission |
| Janet Spurling | Scrutiny Officer, RMBC |

Apologies for absence were received from Chris Edwards (Chief Operating Officer, Rotherham CCG), Kate Green (Policy Officers, RMBC), Sharon Kemp (Chief Executive, RMBC), Terri Roche (Director of Public Health, RMBC) and Councillor G. Watson (Deputy Leader).

23. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

24. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no members of the public and press present at the meeting.

25. MINUTES OF THE PREVIOUS MEETING 5TH JULY, 2017

The minutes of the previous meeting of the Health and Wellbeing Board held on 5th July, 2017, were considered.

Mr. N. Atkinson (RMBC Assistant Director of Strategic Commissioning) was to be included in the list of persons present at the meeting.

With reference to Minute No. 17 (Rotherham Place Board and Accountable Care System):-

(a) it was noted that during September 2017 there was to be a re-advertisement for the recruitment to the new post of Deputy Director of Adult Social Care; and

(b) it was suggested that the arrangement of an annual health conference, jointly by the Rotherham Clinical Commissioning Group and the Borough Council, might serve to increase public interest and participation in health and social care issues.

Resolved:- That the minutes of the previous meeting held on 5th July, 2017, be approved as a correct record.

26. COMMUNICATIONS

There were no matters to report.

27. SOUTH YORKSHIRE AND BASSETLAW HOSPITAL REVIEW

The Health and Wellbeing Board welcomed Mrs. Alexandra Norrish, Programme Director, South Yorkshire and Bassetlaw Hospital Services Review, who gave the following presentation about the Hospital Services Review which had been established at the end of June, 2017:-

- The Accountable Care System - South Yorkshire and Bassetlaw have been identified as one of the first 'Exemplar' Accountable Care Systems; the Hospital Services Review will focus on improving the acute sector
- Objectives of the Hospital Services Review : agreement of criteria; identification of unsustainable services; suggesting a future service delivery model; considering the future role of a District General Hospital
- Design principles and 'future-proofing' of services;
- At the end of the Review, to provide (i) a detailed list of exactly which services ought to be provided on each site in South Yorkshire and Bassetlaw; and (ii) a detailed financial or activity model;

- Details of progress to date with the Review, including engagement of patients and of the general public; a number of public events are arranged in co-operation with the Healthwatch organisation;
- launch of the Review during October 2017 and its conclusion before the end of March 2018;
- Engagement of service staff and clinicians - Medical Directors to be involved throughout as the Review Steering Group; Clinical Working Groups will be established for every service that is chosen for the review to focus on;
- Engagement of Members of Parliament and Elected Members of the Local Authorities; involvement of the Local Authority overview and scrutiny committees;
- Public involvement via Healthwatch events; also, patients' participation groups and citizens forum; ensuring that the opinions of children and young people are able to be heard;
- Actions in the next few weeks : (i) confirm which services are in scope for the Review (Oversight and Assurance Group in October 2017); (ii) take forward clinical working groups for the services in Scope (October and November 2017); (iii) take forward public engagement events (October and November 2017);
- formal public consultation on the outcome of the Review (March and April 2018).

Mrs. Norrish was thanked for her informative presentation and asked to provide details of progress with the Review for consideration at future meetings of the Health and Wellbeing Board.

28. HEALTH AND WELLBEING STRATEGY AIM 4 UPDATE

Dr. Richard Cullen and Giles Ratcliffe, Public Health Consultant, presented an update on the Health and Wellbeing Strategy Aim 4 "healthy life expectancy is improved for all Rotherham people and the gap in life expectancy is reducing".

It was noted that there was very good progress being made with the strategy and that further work was required on these two specific issues:-

(a) Communications programme delivered to promote Health Checks in relevant communities; and

(b) Establish a task and finish group to look at 'self-care' and the appropriate actions needed.

Resolved:- That the progress report about the Health and Wellbeing Strategy Aim 4, as now submitted, be received and its contents noted.

29. REFRESHING THE HEALTH AND WELLBEING STRATEGY AND INTEGRATED HEALTH AND SOCIAL CARE PLAN - 'PLAN FOR A PLAN'

The Chair, Councillor Roche, presented a proposed plan and timeline for refreshing the local Health and Wellbeing Strategy and aligning the Strategy to the Integrated Health and Social Care Place Plan.

The existing Strategy was in place until the end of 2018. However, there had been a number of national and local strategic drivers influencing the role of the Health and Wellbeing Board. The refresh would ensure the Strategy remained fit for purpose and would strengthen the Board's role in relation to high level assurance and holding partners to account, as well as influencing commissioning across the health and social care system and wider determinants of health.

Rotherham's Integrated Health and Social Care Place Plan (the Place Plan) was also due to be refreshed, where necessary and it had been agreed that the two documents be refreshed together and be better aligned.

The contents of Appendix A of the submitted report demonstrated how the alignment would look and Appendix B set out a timeline of activity for both the Strategy and Place Plan refresh.

Councillor Roche made reference to a meeting of the Chairs of Health and Wellbeing Boards, due to take place in Leeds on Friday, 22nd September, 2017, at which there would be discussion about the Integrated Health and Social Care Place Plans.

Resolved:- (1) That the proposed plan for refreshing and aligning the Health and Wellbeing Strategy and Place Plan (as set out in Appendix A), including governance arrangements, be approved.

(2) That the proposed timescales for this work, as set out in Appendix B, be approved.

30. PLAN FOR PRODUCING THE CCG COMMISSIONING PLAN

Ian Atkinson, Rotherham Clinical Commissioning Group, presented the plan for producing the 2018/19 Clinical Commissioning Group commissioning plan which, once complete, required the endorsement of the Health and Wellbeing Board and was then subject to discussion with NHS England.

In light of the organisational and leadership changes across Rotherham, the Clinical Commissioning Group felt it was important to set out the timelines the CCG would work to in the 2018/19 planning round so that stakeholders could input effectively.

The landscape had changed significantly since the current commissioning plan was produced. The planning process had been built around Sustainable Transformation Plans so that the commitments and changes coming out of them translated fully into operational plans and contracts. It was, therefore, important that the CCGs commissioning plan aligned to the Place Plan and the Health and Wellbeing Plan.

Early discussions had taken place on the update and alignment of the Health and Wellbeing Strategy and the Integrated Health and Social Care Place Plan.

Reference was made to the implications of the Public Services (Social Value) Act 2012 which required those who commissioned public services to think about how they can also secure wider social, economic and environmental benefits. It was agreed that these implications would be factored in to the plan.

Resolved:- That the plan for producing the 2018/19 CCG commissioning plan and the timescales for consultation be noted.

31. HOUSING STRATEGY

The Health and Wellbeing Board welcomed Mrs. Sarah Watts, Housing Intelligence Officer, who gave the following presentation on the Borough Council's Housing Strategy:-

- Emphasis on Children and Young People : healthy childhood and transition to adulthood; scrutiny reviews with young tenants of Council housing; Move-on Panel; Residential Development Programme; Helping Hands Project (repairs and maintenance); work with schools; Early Help referral process;
- Decent housing to be available in well-managed neighbourhoods, which contributes to good mental health;
- Helping people to remain independent in their own homes e.g.: Rothercare (available to public and private sector tenants) and aids and adaptations in the home;
- The correct specialist housing should be available, including necessary adaptations;

- Healthy Life Expectancy : energy efficiency and reducing fuel poverty; joined-up working to reduce isolation and loneliness; Dementia friends; Safeguarding training for staff; inclusive housing growth: helping to reduce the gap between the most and the least deprived areas; appropriate support for the ageing population;
- Investment in housing stock and reduction/removal of sub-standard housing; provision of safe homes and communities; provision of high quality green spaces; joined-up services in localities; balance between enforcement and support;
- RotherFed organisation – strengthening tenants' and residents' associations.

After the presentation, discussion took place on the following matters:-

- the availability of suitable accommodation for key workers (eg: at hospitals and as part of the development of the university campus near to the Rotherham town centre);
- suggestion of a study of the provision of social housing, perhaps involving the voluntary and community sector organisations;
- addressing the regional inequalities in the provision of housing.

The Health and Wellbeing Board thanked Mrs. Sarah Watts for her informative presentation.

32. HEALTHWATCH ROTHERHAM ANNUAL REPORT

Tony Clabby, Healthwatch Rotherham, presented the organisation's fourth annual report (year 2016/17) and drew attention to the following:-

- Production of a Mental Health Services directory and a General Health and Social Care directory;
- 24 volunteers had supported Healthwatch during the year;
- Volunteers gave Healthwatch Rotherham 792 hours of exceptional service;
- Healthwatch supported 116 advocacy cases;
- 27,859 comments gathered in the past twelve months about health and social care in Rotherham;
- Met with hundreds of local people at community events during the year;

- Healthwatch Rotherham was organising three public events due to take place during October 2017, including the Older People's Conference to be held at the Fitzwilliam Arms Hotel, Parkgate, on 30th October, 2017;
- Mrs. Joanna Saunders had been appointed as the Chair of Healthwatch Rotherham in July 2017, succeeding Naveen Judah;
- Good relations were once again maintained with the Health Services and with the Local Authority services in Rotherham.

Resolved:- That the Healthwatch Rotherham annual report 2016/17 be received and its contents noted.

33. EQUITY OF PUBLIC HEALTH SERVICES

Giles Ratcliffe, Public Health Consultant, reported that, as part of the action plan for Aim 4 of the Health and Wellbeing Strategy, it had been agreed that Public Health would undertake an Equity Audit of its commissioned services. This would review the equity of access for people from some of the most deprived areas of Rotherham.

Accordingly, the commissioned Public Health Services in Rotherham were formally contacted to complete an audit of metrics agreed in advance with the service lead commissioning officer. Data was received and analysed from eleven services; nine services were unable to provide data and three services included in the audit had since been decommissioned and their results omitted from the report.

The data requested and received was from three of the most deprived areas of Rotherham (Eastwood, Canklow and the Town Centre and Ferham and Masbrough). The data was analysed against available population data for Rotherham to find out whether service accessibility was/equitable', 'equal' or 'unequal'. To improve health in the three deprived areas i.e. equitable access, the audit would need to show by statistics that there were significantly more clients from those areas.

Nine of the services were at the minimum expected level of equality of access in terms of service delivery, with six at a sufficiently higher level that was potentially improving the health of three of the most deprived areas of Rotherham.

Two services were failing to deliver equality of access to three of the most deprived areas of Rotherham. These services were likely to be contributing to increasing health inequalities between the three areas and Rotherham as a whole. The services had been commissioned by Public Health to reduce inequalities, although the audit had shown that this was not the case. This could also be the case across other services in Rotherham.

The resulting key actions were:-

- Public Health to use the findings to inform future commissioning, contracting and performance monitoring. Public Health to pick up the results with the services to ensure they were equitable going forward;
- Other organisations to undertake similar audits of services especially services that had the potential to reduce or add to inequalities;
- Commissioning and contracting smarter to ensure organisations/services put in place commissioning and contracting systems to ensure future services were not inequitable.

Discussion took place on the equity of access to public health services by persons who have a hearing impairment.

The Health and Wellbeing Board also requested that an update be provided, at the next meeting, of progress with the preparation of the profiles of the individual Borough Council electoral Wards.

Resolved:- (1) That the equity audit, its findings and the actions taken within Public Health as a result be noted.

(2) That other organisations/services consider undertaking similar audits to understand the contribution they were making to reducing/increasing deprivation-based inequalities.

(3) That all partners consider their future service delivery, commissioning and performance monitoring to ensure that they were able to determine whether or not a given service was in fact reducing or contributing to health inequalities.

34. BETTER CARE FUND (BCF) PLAN 2017-19

Mr. N. Atkinson (RMBC Assistant Director of Strategic Commissioning) presented an update of the current status of the Better Care Fund Plan 2017/19.

The final version of the Plan had been updated in line with the 2017/19 Integration and Better Care Policy Framework published in July 2017 and Key Lines of Enquiries (KLOE's) released in August 2017 which would support assurance of the planning requirements.

A final version of the Better Care Fund Plan 2017/19 (Appendix 1 of the report submitted) and planning template (Appendix 2 had been submitted to NHS England on 11th September, 2017.

The final version of the Better Care Fund Plan had been updated to include:-

- Accountable Care System
- Improved Better Care Fund
- High Impact Change Model and Delayed Transfers of Care Plan
- An updated Summary of Financial Plan and Summary of Investment Profile Services
- Confirmation that contribution to Social Care Services had some health benefit by reducing hospital admissions and reducing Delayed Transfers of Care (DToC)
- Description of how progress would continue on the former 3 national conditions
- Case studies to provide evidence-based impact on local vision and improving outcomes
- Capturing and sharing learning regionally and nationally around monitoring underperforming schemes
- Better Care Fund metrics
- Delayed Transfer of Care – includes narrative and reference to A&E delivery plan
- Finance

The submission and assurance process would follow the timetable set out in the report. The timetable stated that on 30th November, 2017, the Government would consider a review of 2018-19 allocations of the Improved Better Care Fund grant provided at the Spring Budget 2017 for areas that are performing poorly. This funding would all remain with local government, to be used for adult social care.

Resolved:- That the contents of the Better Care Fund Plan and planning template for 2017/19 be noted.

35. ROTHERHAM CAMHS LOCAL TRANSFORMATION PLAN - UPDATE - SEPTEMBER 2017

Ian Atkinson (Rotherham Clinical Commissioning Group) presented, for information, updates for Quarter 4 of 2016/17 and Quarter 1 of 2017/18 for Rotherham Child and Adolescent Mental Health (CAMHS) Local Transformation Plan (LTP).

Progress continued to be closely monitored through the LTP action plan which was updated on a bi-monthly basis and published on the NHS Rotherham Clinical Commissioning Group website alongside the LTP itself. It reflected all the proposed developments in “Future in Mind” report and included the specific priority development areas outlined in the LTP and to which extra funding was attached. The format of the action plan was being improved to ensure that appropriate governance was in place.

Resolved:- That the contents report be noted and a further progress report be submitted to a meeting of the Health and Wellbeing Board during the Spring, 2018.

36. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting of the Health and Wellbeing Board be held on Wednesday, 15th November, 2017, commencing at 9.00 a.m., at a venue to be confirmed.

PLANNING BOARD
14th September, 2017

Present:- Councillor Atkin (in the Chair); Councillors Andrews, D. Cutts, M. Elliott, Fenwick-Green, Jarvis, Price, Taylor, John Turner, Tweed, Vjestica, Walsh, Whysall and Sheppard.

An apology for absence was received from Councillor Bird.

23. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

24. MINUTES OF THE PREVIOUS MEETING HELD ON 24TH AUGUST, 2017

Resolved:- That the minutes of the previous meeting of the Planning Regulatory Board held on Thursday, 24th August, 2017, be approved as a correct record for signature by the Chairman.

25. DEFERMENTS/SITE VISITS

There no site visits nor deferments recommended.

26. DEVELOPMENT PROPOSALS

Resolved:- (1) That, on the development proposals now considered, the requisite notices be issued and be made available on the Council's website and that the time limits specified in Sections 91 and 92 of the Town and Country Planning Act 1990 apply.

(2) That applications RB2017/1016 and RB2017/1060 be granted for the reasons adopted by Members at the meeting and subject to the relevant conditions listed in the submitted report.

27. COURTESY CONSULTATION - RESIDENTIAL DEVELOPMENT AT LAND EAST OF LUNDHILL ROAD, WOMBWELL, BARNSELY FOR PERSIMMON HOMES (RB2017/1160)

Consideration was given to a report of the Assistant Director of Planning, Regeneration and Transport concerning the courtesy consultation from Barnsley Metropolitan Borough Council in respect of the proposed residential development of 150 No. dwellings with associated access, car parking, landscaping, public open space and infrastructure at land east of Lundhill Road, Wombwell, Barnsley for Persimmon Homes (RB2017/1160)

The application site was approximately 5 hectares in area (situated one kilometre to the South of the centre of Wombwell) and was currently two distinct fields, which are used for grazing and stabling of horses. The eastern boundary of the site with Elsecar Canal was approximately 130 metres from the administrative boundary of Rotherham Metropolitan Borough Council at the Cortonwood Retail Park.

The nearest residential properties in Rotherham to the site were located on Springhill Avenue, Brampton Bierlow approximately 300 metres to the north-east of the site, which are on the opposite side of the Dearne Valley Parkway and beyond the Cortonwood Retail Park.

In terms of impact on the Rotherham Borough's highway network, it was considered that the proposal would have no significant impact on the highway network in the Rotherham Borough.

Resolved:- (1) That the report be received and its contents noted.

(2) That the Barnsley Metropolitan Borough Council be informed that this Council has no objections to this development proposal.

28. UPDATES

(1) Members were reminded that there would be a training session before the Board meeting on 5th October, 2017.

(2) Members were informed that a planning application had been received from Ineos with regard to shale gas exploratory drilling at Harthill with a further application to be submitted for Woodsetts. Discussions were taking place with a view to a pre-application presentation by the applicant on the Woodsetts proposal following the 5th October Board meeting. In respect of the current Harthill application, it was suggested that an extra meeting of the Planning Board be arranged for consideration of the application due to the complexity of the proposals and the number of objections received. Potential dates for such a meeting would be circulated in due course.

(3) Sheffield City Council had been "minded to approve" the proposed expansion of the Meadowhall shopping centre. It had now been referred to the Secretary of State for consideration/approval.

29. DATE OF NEXT MEETING

Resolved:- That the next meeting of the Planning Regulatory Board take place on Thursday, 5th October, 2017, at 9.00 a.m.

**PLANNING BOARD
5th October, 2017**

Present:- Councillor Atkin (in the Chair); Councillors Andrews, Bird, D. Cutts, M. Elliott, Fenwick-Green, Jarvis, Price, Taylor, John Turner, Tweed, Vjestica, Walsh and Whysall.

An apology for absence was received from Councillor Ireland.

30. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

31. MINUTES OF THE PREVIOUS MEETING HELD ON 14TH SEPTEMBER, 2017

Resolved:- That the minutes of the previous meeting of the Planning Regulatory Board held on Thursday, 14th September, 2017, be approved as a correct record for signature by the Chairman.

32. DEFERMENTS/SITE VISITS

Resolved:- That consideration of application RB2017/0550 (demolition of conservatory and triple garage, conversion and extension of outbuilding to create dwellinghouse and formation of new access drive at Newcroft, 19 Woodsetts Road, Gildingwells for Mr. Standfield) be deferred pending a visit of inspection, as agreed by the Planning Board, to enable Members to view the overall layout of the site and the likely impact of the proposed development upon neighbouring properties and the area in general.

33. DEVELOPMENT PROPOSALS

Resolved:- (1) That, on the development proposals now considered, the requisite notices be issued and be made available on the Council's website and that the time limits specified in Sections 91 and 92 of the Town and Country Planning Act 1990 apply.

(2) That the Planning Board shall make a visit of inspection in respect of application RB2017/0550, as determined by the Board, in order to familiarise Members with the overall layout of the site and the likely impact of the proposed development upon neighbouring properties and the nearby amenity open space.

(3) That applications RB2017/0634 and RB2071/1087 be granted for the reasons adopted by Members at the meeting and subject to the relevant conditions listed in the submitted report.

PLANNING BOARD - 05/10/17

34. UPDATES

There were no updates to report.

35. DATE OF NEXT MEETING - 26TH OCTOBER, 2017

Resolved:- That the next meeting of the Planning Regulatory Board take place on Thursday, 26th October, 2017, at 9.00 a.m.

LICENSING BOARD-SUB-COMMITTEE
4th September, 2017

Present:- Councillor Ellis (in the Chair); Councillors Clark, Hague, McNeely and Wyatt.

Apologies for absence were received from Councillor Beaumont.

32. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the Police Act 1997 and Paragraphs 3 and 7 of Part I of Schedule 12A to the Local Government Act 1972 (business affairs and prevention of crime).

33. APPLICATIONS FOR THE GRANT/RENEWAL/REVIEW OF HACKNEY CARRIAGE/PRIVATE HIRE DRIVERS' LICENCES

The Sub-Committee of the Licensing Board considered a report, presented by the Business Regulation Manager, relating to applications for the review and renewal of hackney carriage/private hire drivers' licences in respect of Mr. Z.K., Mrs. V.R., Mr. M.R. and Mr. A.W.A.

Mr. Z.K., Mrs. V.R., Mr. M.R. and Mr. A.W.A. all attended the meeting and were interviewed by the Sub-Committee.

Resolved:- (1) That the application for the renewal of a hackney carriage/private hire driver's licence in respect of Mr. Z.K. be refused.

(2) That further to Minute No. C10(1) of the Commissioner's Case Hearing meeting held on 12th October, 2015, no action be taken resulting from the review of the hackney carriage/private hire driver's licence in respect of Mrs. V.R.

(3) That, further to Minute No. 7(2) of the meeting of the Licensing Board Sub-Committee held on 13th August, 2014, the application for the renewal of a hackney carriage/private hire driver's licence in respect of Mr. M.R. be refused.

(4) That the hackney carriage/private hire driver's licence in respect of Mr. A.W.A. be suspended until such time as he has successfully completed a practical driving test to DVLA standards.

LICENSING BOARD-SUB-COMMITTEE
25th September, 2017

Present:- Councillor Ellis (in the Chair); Councillors Elliot, McNeely, Reeder and Senior.

Apologies for absence were received from Councillor Beaumont.

34. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the Police Act 1997 and Paragraphs 3 and 7 of Part I of Schedule 12A to the Local Government Act 1972 (business affairs and prevention of crime).

35. APPLICATIONS FOR THE GRANT/RENEWAL/REVIEW OF HACKNEY CARRIAGE/PRIVATE HIRE DRIVERS' LICENCES

The Sub-Committee of the Licensing Board considered a report, presented by the Business Regulation Manager, relating to applications for the grant and review of hackney carriage/private hire drivers' licences in respect of Messrs. Y.M., A.A.A., B.A.A.S. and A.M.A.E.S.A.

Messrs. Y.M., A.A.A. and B.A.A.S. attended the meeting and were interviewed by the Sub-Committee.

In addition, the Sub-Committee briefly discussed the case of the driver's licence in respect of Mr. I.A. and it was decided that this was a matter to be dealt with by Officers under the approved scheme of delegation for Licensing.

Resolved:- (1) That the application for the grant of a hackney carriage/private hire driver's licence in respect of Mr. Y.M. be refused.

(2) That the application for the grant of a hackney carriage/private hire driver's licence in respect of Mr. A.A.A. be refused.

(3) That, further to Minute No. 12(5) of the meeting of the Licensing Board held on 10th July, 2013, the hackney carriage/private hire driver's licence in respect of Mr. B.A.A.S. be suspended until such time as he has successfully completed a practical driving test to DVLA standards.

(4) That the review of the hackney carriage/private hire driver's licence in respect of Mr. A.M.A.E.S.A. be deferred and he be afforded the opportunity of attending a future meeting of the Licensing Board Sub-Committee.

36. REQUEST FOR EXEMPTION FROM LICENSING POLICY REQUIREMENTS RELATING TO VEHICLE IDENTIFICATION

Further to Minute No. 17 of the meeting of the Licensing Board Sub-Committee held on 28th February, 2017, the Sub-Committee of the Licensing Board considered a report, presented by the Business Regulation Manager, relating to an application from Mr. P.H. for an exemption from the requirements of the Council's Hackney Carriage and Private Hire Licensing Policy in respect of licence plates and door signs being affixed to one of his licensed vehicles (as stated within the submitted report).

Resolved:- (1) That the request from Mr. P.H. for an exemption from the Council's Licensing Policy in relation to the requirements to affix licence plates and door signs to one of his licensed vehicles be granted in respect of the licensed vehicle described in the report now submitted.

(2) That, further to resolution (1) above, a condition be attached to this permission granted to Mr. P.H., such that this specific exemption from the requirements of the Council's Licensing Policy shall be subject to both review and reconfirmation prior to each and every renewal of this vehicle licence and the power to determine the matter shall be delegated to the Assistant Director, Community Safety and Street Scene.