

ORANGE BOOK FOR INFORMATION

**Venue: Town Hall,
Moorgate Street,
Rotherham.
S60 2TH**

**Date: Wednesday, 13th December,
2017**

Time: 2.00 p.m.

A G E N D A

1. Health Select Commission (Pages 1 - 33)
2. Improving Lives Select Commission (Pages 34 - 40)
3. Improving Places Select Commission (Pages 41 - 54)
4. Overview and Scrutiny Management Board (Pages 55 - 106)
5. Reports for Information (Pages 107 - 114)
6. Barnsley, Doncaster and Rotherham Joint Waste Board (Pages 115 - 117)

**HEALTH SELECT COMMISSION
21st September, 2017**

Present:- Councillor Evans (in the Chair); Councillors Andrews, R. Elliott, Jarvis, Marriott, Rushforth, Short, Whysall, Williams and Sansome.

Councillor Roche, Cabinet Member for Adult Social Care, was in attendance at the invitation of the Chairman.

Apologies for absence were received from The Mayor (Councillor Eve Rose Keenan) and Councillor Bird.

24. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

25. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no members of the public and press present at the meeting.

26. COMMUNICATIONS

1. An information pack had been circulated separately, including:-

RDaSH Child and Adolescent Mental Health Services (CAMHS)
Performance Report – the Health Select Commission (HSC) would be having an update on CAMHS in October and this might help to inform Members' key lines of enquiry
Social Prescribing overview
Health and Wellbeing Board minutes from July

2. Schools Mental Health pilot evaluation event on Wednesday 25th October – the Chair asked if one of the Members who had been involved in the monitoring visits to the schools would be available to attend the event to represent the Select Commission

After the meeting it was confirmed that Cllr Marriott would attend.

3. An early date to note for diaries was a two part event facilitated by the LGA on health prevention, with all Select Commission Members encouraged to attend. The sessions would be on 23rd and 30th November. More detail would follow but it was noted that useful Ward profiles would be available

27. MINUTES OF THE PREVIOUS MEETING HELD ON 20TH JULY, 2017

Consideration was given to the minutes of the previous meeting of the Health Select Commission held on 20th July, 2017.

Arising from Minute No.16 Membership of the Health, Safety and Welfare Panel 2017/18, it was noted that there was still a vacancy for a Member from HSC. Expressions of interest were requested.

Arising from Minute No. 17 (Adult Social Care Provisional Year End Performance 2016/17), follow up information for performance measure No.14 (permanent admissions to residential care of people aged 18-64) on sub-cohorts by age and service user group had been included in the agenda pack.

Arising from Minute No. 19 (Health Select Commission Work Programme), it was noted that the item on the refresh of the Health and Wellbeing Strategy had been postponed to November but there was still a good opportunity for the Select Commission to be involved at an early stage.

Arising from Minute No. 21 (Healthwatch Rotherham), Councillor Roche confirmed that the Autism Partnership Board had met on 20th July, work on the Autism Strategy was underway and an officer had recently been appointed who had been involved in developing the national Autism Strategy.

Resolved:- That the minutes of the previous meeting, held on 20th July, 2017, be approved as a correct record.

28. TRANSFORMATION INITIATIVES - CARE CO-ORDINATION CENTRE AND INTEGRATED RAPID RESPONSE

Dominic Blaydon, The Rotherham Foundation Trust (TRFT), presented a briefing paper to update the Health Select Commission on progress in relation to further development of the Care Co-ordination Centre (CCC) and Integrated Rapid Response (IRR) services currently provided by TRFT. The ambition within the Rotherham Place Plan was to extend both services to include mental health and social care, providing a multi-disciplinary approach to address the whole needs of the service user, resulting in an improved experience and more effective use of resource.

The role of the Care Co-ordination Centre, which was developed about five years ago, was to provide a telephone based nurse-led approach providing advice to health professionals on the correct care pathway for patients in urgent need. This could be through a district nurse, community physician or a referral to intermediate care. It was intended to address the high number of GP initiated hospital admissions and to act as a portal to community health to see whether they were able to support a patient rather than them going to hospital. It has been very successful, for example reducing GP referrals to the Medical Assessment Unit by around 20%.

A phased approach was being taken to implementation to realise benefits within the available resource and to manage risk. The first phase was to include urgent mental health referrals; work on this had commenced and from a local authority perspective was quite straight forward. Then they would be looking at linking up with RMBC and the work that they were doing on social care referrals, for people in crisis or with a high level of need.

The Integrated Rapid Response Service, formerly known as both the Fast Response Service and as the Community Assessment Rehabilitation and Treatment Scheme (CARATS), was commissioned to provide short term care packages at home for people at risk of hospital admission. It could also be used to expedite hospital discharges of vulnerable patients who no longer had a medical need and to prevent hospital re-admissions, and was working well. Instead of a patient being admitted to hospital because they were not safe at home, the IRR service went in and provided wrap around care, followed by a handover to Community Health after 72 hours.

The Service works alongside the CCC and the intention was also to extend IRR to include Mental Health and Social Care needs by working with the local authority, to provide time limited re-ablement for people experiencing a short term crisis. This would lead to a more holistic approach to care to support people with a greater level of need or more complex needs and would address any safety issues arising from providing a more one dimensional service.

Partners were also considering how IRR would link in with the integrated locality. The thinking was that urgent on the day care could be transferred to IRR, thus freeing up integrated locality workers to carry out the planned work with people with long term conditions and to be more proactive. Phase 1 of the Rapid Response Service would be co-location prior to full integration in phase 2.

The following issues were highlighted/discussed:-

- Patients calling the CCC directly and how long they might wait to speak with someone – At present the CCC was only accessed by health professionals not patients, mainly when there were working with someone and wanted information about care pathways. There had been discussion regarding expansion to specific groups of patients being able to make direct contact with the CCC. More broadly, how and where people access the NHS was almost a separate workstream.

Under RDaSH's old structure, patients would contact each business division, which were set up and resourced differently, including different service hours. Then overnight calls went to clinical staff at one central contact point and if clinical staff were busy then they did have to wait. Under the new CCC arrangements the initial point of contact would be staffed by

administrative staff 24:7 who then passed on the record to the right people; this was a significant improvement.

- Amber risk regarding GPs, what were the issues and were there contingency plans to prevent this becoming red? – There was an issue around how the CCC fitted in with the sepsis care pathway they were trying to resolve. More generally GPs feared that a reconfiguration of the CCC would mean its existing functions were compromised by the changes as it was such a good service for GPs in providing advice about current care. A fuller response would follow.

It was highlighted that from the RDaSH perspective it was a very phased implementation to help manage risk, so initially the administrators would just be working on mental health and then other RDaSH services would be gradually introduced, to help manage that, both for patients and for the existing service.

Resolved:-

That the Health Select Commission note the update.

29. RDASH ROTHERHAM CARE GROUP TRANSFORMATION PLAN - UPDATE

Steph Watt and Matt Pollard presented an update on the RDaSH Adult Mental Health transformation activity, as outlined to the Commission in Summer 2016.

Members were reminded of the key issues that had emerged from consultation with stakeholders, which had been drivers for the reconfiguration. In particular, care closer to home, “telling it once”, better access to health and not being bounced between services due to issues within the organisational structure had been raised by patients and carers

RDaSH had now moved from age related, cross-Trust business divisions to place based locality Care Groups. The Rotherham Care Group was comprised of Adult and Older People’s Mental Health Services, Learning Disability Services and Drug and Alcohol Services. A recovery and wellbeing ethos underpinned the services with care wrapping around the patient through multi-disciplinary teams and a new pathway framework. The new structure was based around two localities, north and south, although smaller specialist services, such as young onset dementia, continued to be borough-wide. A “deep dive” into access to front door services was also planned.

The Trust had also considered how IT would support the new structure and a new patient record system (PRS) would be introduced from April 2018 to be more streamlined and effective. Information governance was an important issue for mental health and processes were in development.

RDaSH were working with TRFT on Electronic Patient Records (EPR) to help with information sharing across physical health and social care, supported through funding from the Better Care Fund (BCF).

It was hoped to extend the two social prescribing pilots with the voluntary and community sector to “front door” work. Discussions were taking place with The Samaritans regarding work with people needing support but who did not necessarily meet statutory service requirements, again through the BCF.

The new management team was in place and work is underway on estates to move teams into the localities – on an interim basis initially, with a view to future co-location with health and social care, generating economies of scale and efficiencies as well as benefits for patients.

A phased roll out of the new pathways was commencing with brief interventions initially - prevention and stopping deterioration. RDaSH would be working proactively with TRFT and RMBC on the Integrated Rapid Response service mentioned above.

Benefits for patients would be a better experience through care closer to home, improved access and a more unified structure. There were also efficiencies, firstly from the management restructure and the PRS, plus an admin review was taking place. Efficiencies had been looked at from back office functions rather than clinical teams.

More integrated working had many positives but changes did bring about anxieties and the trust was continuing to work closely with stakeholders and patients.

Discussion ensued with the following issues raised/highlighted:-

- Patient records kept and stored in paper files, including off-site, and practical issues and timescales for moving fully to EPRS – Services were trying to be “paper-light” but there would still be a need to archive paper records for a period of time. To follow up with a written response.

The development of the Rotherham Care Record would enable information sharing across partners when they were directly involved in patient care, including Primary Care and Social Care. This would enable services to see what care a patient was receiving and also patients who were in hospital, which linked back to the CCC and IRR service and who they could support. The strategic intent was there within the appropriate information governance arrangements for each organisation to develop this to improve patient care.

The local Accountable Care System came under the auspices of the Health and Wellbeing Board and there had been discussions about the development of the common record with Adult Social Care fully involved and willing to share information as appropriate to improve care.

- Would the economies of scale mentioned have an impact on clinical face-to-face provision over time? - A staff skills review was under way and there may be changes but no intention to reduce front-line staffing but rather to improve the quality of the service. The other areas mentioned had been looked at first in terms of efficiencies.
- Would there be an increase in generic working or was the intention to retain all the specialisms? – The intention was for staff integration into teams to avoid the “patient hand offs” referred to, but there were specialist skills within the teams that need to be retained. So although there might be a generic front point of access and a generic process for people to work through, there would still be specialist workers who could deal with individual service user/patient’s needs.
- Dovetailing RDaSH’s two localities with other different locality models and the distribution of resources aligned to need – RDaSH had started with two localities as they needed to change but they were working really closely with TRFT and RMBC around how services would be delivered and managed in the community going forward. They were very aware of other plans and would map in the RDaSH services and where possible co-locate as this would bring so many benefits.

A piece of work had been undertaken mapping demand for RDaSH services which had shown extra demand in the smaller north locality, so they were looking at mapping staff/team volumes for localities and overlaying these with demands from other services or placed on other services from outside RDaSH.

- More information on the RUST project, such as uptake and how to access – It was early days still so more information would be provided in November. This work had already been taking place at Rotherham United through Sport England funding. RDaSH made contact with them at a social prescribing event and the activity they were doing had developed and was now underpinned by professionally trained workers providing some additional support.

Resolved:-

- (1) That the Health Select Commission note the update.

- (2) That the Health Select Commission receive a more detailed update on the pathway framework at the meeting in November 2017.

30. DELAYED TRANSFERS OF CARE

Ian Atkinson, Rotherham CCG introduced an update on progress with regard to reducing Delayed Transfer of Care (DTOC) at TRFT. As with the other workstreams discussed this was again very much a partnership approach.

NHS England defined patients as ready to transfer out of the hospital setting when:

- a) A clinical decision had been made that the patient was ready for transfer

AND

- b) A multi-disciplinary team decision had been made that the patient was ready for transfer

AND

- c) The patient was safe to discharge/transfer.

Delays in discharge could be linked to a number of different reasons; common areas of delay related to patients waiting for assessment and decision regarding Continuing Care, patients waiting for care packages to be established in the community or awaiting a care home package.

One of the four national conditions set out in the 2017 Better Care Fund planning guidance required health and social care systems to work jointly to reduce DTOC to a level of no more than 3.5% of patients at any one time being classified as DTOC within the hospital setting (equates to an average 15 patients at any one time).

Historically Rotherham health and care community had performed well on DTOC, consistently delivering below the 3.5% target. However throughout 2017 (although comparable to many other areas of the country) TRFT had reported a more challenged position.

In terms of numbers, on average the hospital had 400 beds for patients daily. 83 people per day were discharged from Acute Care, so 3.5% meant around 10 patients being delayed and 5.5%-6% was approximately 24/25 patients classed as being delayed for discharge.

DTOC had had a raised national profile recently and although Rotherham was not a significant outlier; it was a key performance indicator and was at the heart of three main indicators in the Improved Better Care Fund that needed to improve upon. In response partners commissioned an external review undertaken by the Local Government Association and a peer NHS Foundation Trust. This provided an objective view of how flows of

patients, assessment processes were managed and the capacity going forward.

Flow back end of patients out of hospital and bed availability also impacted on A&E performance. Therefore the multi-agency A&E Delivery Board had agreed and was overseeing the Rotherham DTOC action plan based on the recommendations from the review. Key points that partners wanted to challenge themselves on before the onset of winter pressures were highlighted in red in the action plan.

Key issues in the improvement challenge were:-

- integration of the discharge teams (Health and Hospital based Social Work Team) in terms of teams going and providing support around the patient and the family to expedite care out of the hospital
- data and information joined up by using similar data sets e.g. for the stop/start time for the assessment process
- discharging patients home first when it was medically safe to do so then the full assessment

Integrated Better Care Fund (IBCF) funding would help with these issues and the winter pressures, to assist with winter capacity and winter planning, with a good amount of transformation money to work across the system. A report on the IBCF was discussed at Health and Wellbeing Board on 20th September outlining the extra initiatives. The key was bringing those people involved in discharge together in a more coherent way in what was a high pressure environment. The intention was to bring in some jointly funded posts (TRFT and RMBC) to project manage the DTOC pathway and to look at different initiatives to improve practice. Rotherham could also benefit from sharing the learning from colleagues in Sheffield who had really struggled with DTOC so had invested in workforce and organisational development which partners were looking to do in Rotherham.

For patients DTOC was an emotive subject and the CCG had worked with Patient Participation Groups (PPGs) who raised other issues for consideration such as patient flow in the hospital and prescribing on discharge.

Re-ablement capacity was also being looked at as if people quickly accessed rehabilitative services there were benefits in terms of people's independence and moving through the system faster in addition to financial benefits.

The importance of the voluntary and community sector in the plan was emphasised, with £90,000 to be invested in Age UK's really successful Back to Home pilot which was limited to a small number of wards at present.

The following issues and questions were raised by Members:-

- Was there a time limit to get professionals together in order to move patients out more quickly and free up beds? – No target at this juncture but a commitment at multi-disciplinary team meetings to support discharge. As yet more co-ordination was needed.
- Reasons for the spike in March? – Although overall it was still small numbers it did have a ripple effect in the hospital and following winter there had been real reduction in system pressures.
- Information from care homes on their services and bed capacity to help people move out of hospital – The empty beds register was updated weekly. Patient choice of care home could lead to delay if there was no current availability or not until a specific week. In terms of specialisms of care homes a range was in place, including for intermediate care, such as Lord Hardy or Davies Court and health partners also used Ackroyd House.

Rotherham had an allocation but across the system there was too much reliance on the care home bed base; the wish was to increase care at home where possible and not in residential settings. As highlighted previously a shortage of nursing beds existed in the Borough compared with over supply of residential beds which could be a potential challenge in the future.

- Was a weekly update sufficient given the pressures last winter and with some care homes having vacancies? – The ultimate driver was to keep people at home and it was always a challenge with homes with vacancies, quality and individual preferences. Initiatives were coming through the NHS on bed availability, with some councils having automated systems where care homes could log on and input availability. This would be looked at as at present it was a manual system, hence weekly.

Within TRFT the award winning SEPIA interactive portal allowed staff to see the live bed base in the community and in hospital. Within the IBCF around £100,000 had been earmarked for IT development to try to get to grips with real time information across the whole system. This would assist with strategic planning and for staff on the ground to access to real time data facilitating discussion with individuals and families on bed/care package availability.

- Delays due to medication not being available did not count towards the DTOC measure but could be an issue and impacted on patient experience, affecting both discharges and transfers of care.

- How quickly was discharge planning initiated when a patient came into hospital and was it linked to an overarching view of capacity? – It was a mixed picture but moving forward on development of the discharge process there was a role for the wards to plan for discharge dates as soon as someone was admitted. There was also a role for the Integrated Discharge Team (IDT) to expedite discharge where the patient needed more complex care, plus set legal guidelines to comply with, which were part of the process.

It was worth noting that in terms of length of stay TRFT was in the top quartile and doing well on the amount of time people spent in hospital but there were still improvements, as had been mentioned with prescribing. An internal pharmacy resource was needed.

In terms of care homes, the focus in the TRFT had been on preventing admissions but providing more support to people transferring from hospital to a care home through the Care Home Liaison Service could be looked at. The service had been working more on supporting people who were already there. The IDT would also provide a more streamlined process.

Coming into winter a significant increase in influenza was anticipated which had not occurred last year but still experienced pressures so the IBCF was very important to help to address this.

- To help reduce delays could patients be discharged with a generic prescription that could be used at any chemist rather than having to go to the hospital pharmacy? Response to follow.

Resolved:-

That the Health Select Commission note the content of the report, including Appendix 1 the Delayed Transfers of Care Action Plan.

31. NEW NATIONAL AMBULANCE STANDARDS

The Scrutiny Officer introduced a short briefing paper on forthcoming changes to national ambulance standards. Following positive evaluation of a national pilot (which Yorkshire Ambulance service had been involved in) new ambulance response categories and standards were being introduced nationally.

Key drivers for change to modernise the service to be suitable for patient demand and current care pathways were outlined.

This issue would be considered by the Yorkshire and Humber Joint Health Overview and Scrutiny Committee as it was a regional service with Wakefield Clinical Commissioning Group (CCG) as the lead commissioner for the region.

Clarification was provided on the targets being applicable to 90% of calls and a request would be made to see if performance data on meeting the response time targets could be disaggregated between urban and rural areas and what performance data could be disaggregated to CCG level, as most data reporting is at regional level.

Rotherham CCG confirmed that YAS would be collecting data based on the new standards from September and would begin to report from October. This data would be available via the CCG website, including any that was reported at a Rotherham level.

Resolved:- That the Select Commission determine any specific questions to submit to the Yorkshire and Humber Joint Health Overview and Scrutiny Committee to ask the Yorkshire Ambulance Service in relation to the new standards.

32. IMPROVING LIVES SELECT COMMISSION UPDATE

There was no update to report.

33. JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE FOR THE COMMISSIONERS WORKING TOGETHER PROGRAMME

The Chair gave an update from the last meeting of the Joint Health Overview and Scrutiny Committee (JHOSC) held on 31st July, 2017:-

Children's Surgery and Anaesthesia - plans for implementation would be in place by the end of December 2017, with a further update to the JHOSC, probably in October.

Hyper Acute Stroke – the decision from the Joint Committee of CCGs was due in the autumn with an update expected for the next JHOSC.

South Yorkshire and Bassetlaw Hospital Services Review – a new workstream under NHS transformation had commenced recently:-

- to define the criteria to help understand what a sustainable hospital service would be.
- to look at services and define those which were non-sustainable.
- to advise on future models of delivery to ensure long term sustainability.

JHOSC Terms of Reference – a refresh was under way and would be communicated to the Select Commission.

Copies of a powerpoint presentation about the hospital services review and a stakeholder briefing were circulated to Select Commission Members at the meeting.

HEALTH SELECT COMMISSION - 21/09/17

34. HEALTHWATCH ROTHERHAM - ISSUES

There were no issues to report.

35. DATE OF NEXT MEETING

Resolved:- That the next meeting of the Health Select Commission be held on Thursday, 26th October, 2017, commencing at 3.00 p.m.

**HEALTH SELECT COMMISSION
26th October, 2017**

Present:- Councillor Evans (in the Chair); Councillors Andrews, Bird, R. Elliott, Ellis, Jarvis, Marriott, Rushforth, Sansome, Short and Williams.

Apologies for absence were received from The Mayor (Councillor Eve Rose-Keenan) and Councillors Allcock and Whysall.

36. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

37. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no members of the public and press present at the meeting.

38. COMMUNICATIONS

Healthwatch had organised an Older People's Conference on 30th October at Fitzwilliam Arms Hotel, Parkgate from 10:30 a.m. It would feature interactive presentations on various issues including clinical thresholds and lasting power of attorney.

The Yorkshire & Humber Joint Health Overview and Scrutiny Committee were likely to meet in early January 2018 to scrutinise an update from NHS England on Congenital Heart Disease Services.

39. MINUTES OF THE PREVIOUS MEETING HELD ON 21ST SEPTEMBER, 2017

Consideration was given to the minutes of the previous meeting of the Health Select Commission held on 21st September, 2017. Members noted that:-

Arising from Minute No.26 - LGA prevention sessions
New dates were to be arranged in early January due to a clash with a planning event in November.

Arising from Minute No.28 - Sepsis Care Pathway
The Rotherham Foundation Trust (TRFT) was working to review issues relating to the Sepsis Pathway, which was a national pathway. TRFT were conducting a service review of the current Care Co-ordination Centre (CCC) Service to ensure it was fit for purpose in co-ordinating care and providing robust and safe alternative levels of care.

Arising from Minute No.29 - Patient Records
Rotherham, Doncaster and South Humber NHS Trust (RDaSH) were moving to a single patient record system, Systm1, which would be

implemented in Rotherham in April 2018. A key part of the implementation plan was to reduce paper based processes and standardise unnecessary variation.

The CCC would be using the templates developed for the Doncaster single point of access to support both physical and mental health referrals and triage and reduce duplication and wasted activity.

Arising from Minute No.30 - Prescriptions

A response was awaited from the Pharmacy at TRFT.

Following the HSC meeting the following response was received from the Chief Pharmacist at TRFT:-

The Trust already had the ability to prescribe on FP10 prescriptions (the green prescriptions that people get from their GP) so that the prescription could be taken to any community pharmacy to get the medicines dispensed, without the need to develop a new form. Currently these FP10 prescription pads were not available in all areas and using them would mean the Trust incurred additional costs. This might be offset by additional bed capacity and activity.

Arising from Minute No.31 - Ambulance Standards

Members who had submitted questions for Yorkshire Ambulance Service to be asked through the Yorkshire & Humber Joint Health Overview and Scrutiny Committee were thanked.

Resolved:- That the minutes of the previous meeting, held on 21st September, 2017, be approved as a correct record.

40. EVALUATION OF WHOLE SCHOOL PROJECT AND NEXT STEPS

The Chair introduced the item by stating that all the Members who had been involved in the project had reported back very positively and that it had been a successful and valuable piece of work.

Councillor Marriott reported back on her visit to Wales High School on 25th October when all six schools had showcased their work to a wider audience. It had been a very interesting afternoon and showed the different approaches taken by the schools. Councillor Marriott expressed her wish that the good work continue and would lead to other schools becoming involved.

Ruth Fletcher-Brown, Public Health presented an overview of the project to set the context. This was followed by presentations from 3 of the participating schools – Maltby Academy (Sara Graham), Newman School – Community Special School (Sarah Kulmer) and Oakwood High School (Louise Grice).

A. Introduction and context to Whole School Approach

Introduction

- What is a Whole School Approach
- Where did it come from?
- How did this work in Rotherham?
- What actions did the schools take?

What do we know?

In an average class of 30 (15 year old) pupils:

- 3 could have a mental health disorder
- 10 are likely to have witnessed their parents separate
- 1 could have experienced the death of a parent
- 7 are likely to have been bullied
- 6 may be self-harming

A whole school and college approach

- *Promoting children and young people's emotional health and wellbeing: A whole school and college approach* was produced by Public Health England & Children and Young People's Mental Health Coalition in 2015.
- It sets out key actions that Head Teachers and College Principals can take to embed a whole school approach to promoting emotional health and wellbeing. These actions are informed by evidence and practitioner feedback about what works.

8 Principles to promote mental health and wellbeing in schools and colleges

- Leadership and management that supports and champions efforts to promote emotional health and wellbeing
- An ethos and environment that promotes respect and values diversity
- Curriculum, teaching and learning and to promote resilience, and support social and emotional learning
- Enabling student voice to influence decisions
- Staff development to support their own wellbeing and that of students
- Identifying need and monitoring the impact of interventions
- Working with parents and carers
- Targeted support and appropriate referral

Future in Mind 2015

NHS, public health, local authorities, social care, schools and youth justice sectors working together to place the emphasis on building resilience, promoting good mental health, prevention and early intervention. (Chapter 4).

Encouraging schools to continue to develop whole school approaches to promoting mental health and wellbeing.

Why whole school approach?

'Evidence shows that interventions taking a whole school approach to wellbeing have a positive impact in relation to both physical health and mental wellbeing outcomes, for example, body mass index (BMI), tobacco use and being bullied.'

What we did

- Funding from CAMHS Local Transformation Fund for 1 school year 2016/2017.
- 6 schools piloted this work; Maltby, Newman, Oakwood, Rawmarsh, Wales and Wingfield.
- Each school looked at the 8 principles and benchmarked themselves against these.
- They took as a minimum 2 areas to develop into an action plan.
- 1 to1 meetings with the schools and once a term as a whole group.
- Elected Members visited all 6 schools.
- Councillor Cusworth was a member of the whole group meetings.

It was confirmed that the 6 schools were committed to continue meeting to share ideas and good practice and to drive this work forward. Other schools were welcome to link in with them and several had already indicated their interest in doing so. The schools were also willing to share the resources they had developed with other schools.

B. Presentation from Maltby Academy

Objectives

- Staff development
- Leadership and management
- Working with parents/carers and local communities

Partnership working

- Maltby Academy
- Maltby Learning Trust (MLT) Academies
- Locality: Early Help/CAMHS
- Maltby Partners: Craggs Community School/Full Life Church

Staff Development: Pastoral Network

- Information sharing between schools on specialist areas of knowledge (e.g. attachment)
- Input from external providers including Virtual School and Hilltop School (sensory circuits)
- Early transition planning for Year 5's with mental health difficulties
- Input and information sharing with Early Help and CAMHS
- Access to Restorative Practice training
- Half-termly supervision for individual pastoral staff/senior leaders
- Foodbank Initiative for summer holidays

Leadership & Management: Staff training and wellbeing

- 6 staff wellbeing sessions delivered
- New training material developed including therapeutic techniques to work creatively with children and mindfulness activities
- Further 24 training sessions delivered ranging from 1 hour to full day; training offered at no cost to MLT schools (attended by majority of ALL staff across 5 schools)
- Comprehensive Life Skills programme for Y7/8 reflecting mental health perspective (in PHSE)

As well as informing children some of the work had also upskilled staff with techniques that could also be used to manage staff's own stress and anxiety. The importance of work going forward arising from needs linked to new digital technology and social media was highlighted.

Working with parents/carers and local community

- Parent workshops: Anxiety and Exam Stress incorporating mindfulness techniques
- Collaboration with Rotherham Foodbank:
- Maltby Learning Trust schools collaborated with Full Life Church (Maltby) to implement a 'food drive' within each school
- Identified families received vouchers for 3 food parcels (nine days of food) over the summer holidays as a separate allocation to standard
- Taking Maltby Academy as an example, the whole staff group took the initiative on board to contribute food items.
- Students with Social, Emotional and Mental Health (SEMH) needs were the prime organisers, collecting food from collection points in school, keeping a tally of different food items, assisting in the delivery of food to the foodbank and in putting the food parcels together.
- The Foodbank initiative therefore provided the additional benefit of a valuable enrichment experience for this vulnerable cohort of students.

Sustainability: Moving forward**Pastoral Network:**

- Recognised by Senior Leaders as valuable network
- Staff released half-termly to attend.
- CCG/CAMHS and School Inclusion invited to next meeting
- Offer of supervision continues

Staff training and wellbeing:

- Transgender training delivered October 2017 to 150 primary school staff.
- Consultation continuing on development of Lifeskills Programme in MA across all year groups.
- Further consideration for Staff Wellbeing including Charter
- Commitment reflected in Rotherham MAST role description

Intention to link further with Rotherham Foodbank at Full Life Church, Maltby

C. Presentation from Newman School

Sarah highlighted the wonderful, diverse community of young people who attended the school but drew attention to increasing numbers who were experiencing anxiety, depression and suicidal thoughts, so it had been important to consider ways of providing support for these young people.

Actions

- To review and improve staff resilience and emotional wellbeing needs in the workplace.
- To review the impact of current emotional resilience interventions and develop the whole school SEMH offer.
- Resilience is: "Life is not about how fast you run or how high you climb but how well you bounce."

Improved support for staff emotional wellbeing and resilience in the workplace - Workplace Wellbeing Charter

Need identified from analysis of whole school staff questionnaire / survey (June 2016)

- Met with Colin Ellis re. Workplace Wellbeing Charter. (RMBC Public Health)
- Prioritised as part of the school Developing Excellence Plan (2016-17)
- Attended training (ROSIS) re workplace wellbeing
- All standards are now met at 'Commitment Level'
- Staff will readily approach HR Lead and Lead SEMH teacher for support advice re workplace wellbeing.
- Newman School will achieve the Charter at Commitment level (December 2017) and will continue to measure and action approaches to support workplace wellbeing (Annual questionnaire – Governors)

Impact

- Walking and running group established – all welcome.
- Whole School social events – all welcome.
- Wow board (Corridor display) – celebrating the achievements and contributions of all staff.
- Publications/posters and advice available to staff – dedicated staff room board and dedicated e folder on the Staff Drive.
- Healthy eating week – staff involved in whole school approach and ethos.
- Staff signposted to RMBC counselling and counselling available in school if required.
- Staff choir (with Nordorff Robbins Music Therapist)

Supporting pupil mental health

January 2016

- For children and young people, the prevalence rate of mental health problems is 36% in children and adolescents with learning disabilities. (Source: Mental Health Foundation)

- There were 41 (approximately one-third) pupils throughout school who had been identified through our SEMH referral system as having mental health concerns: anxiety, depression, eating disorders, conduct disorders and self-harm / suicidal thoughts.
- Action 2: To review the impact of current emotional resilience interventions and develop the whole school SEMH offer.

Impact if not addressed

- Pupils lack motivation and commitment to learning
- Pupils have low self-esteem and self confidence
- Absenteeism
- Disruption
- Challenging/withdrawn behaviours
- Limited or no progress
- Exclusion
- Negative life chances and opportunities
- Leads to more severe and long term mental illness
- Communication break-down
- Staff have increased stress
- Unable to teach effectively
- Sickness and absence increases
- Recruitment and retention issues

Newman School SEMH referral pathway November 2016

Universal services available to all pupils

Targeted mental health support services and CAMHS – range of activities

Graduated response

Actions to review the impact of current emotional resilience interventions and develop the whole school SEMH offer.

- Research with York University (Dr. Poppy Nash – School of Psychology).
- Developed an Emotional Resilience Intervention (ReNew).
- The Research project had academic integrity and was successful in developing emotional resilience in participants.
- Counsellor appointed for one year initially (one day per week).
- Attachment Lead training (2 staff).

SEMH case study 2016 featuring

- Background
- Starting point for pupil
- Actions by school
- Positive outcomes for pupil

Impact

- Teaching and Associate staff have received training on Attachment, developing resilience (York University), training from MAST (supporting mental health).
- All pupils have equitable access to SEMH support (using a graduated approach) – as defined in Newman's SEMH referral pathway.

- Fully trained counsellor appointed and fully utilised, positive impact on pupil mental health.
- Whole school SEMH policy.

Sustainability

- Middle Leader and Senior Leader to become Specialist Leaders in Education (SEMH focus) – aim was for the SLE to support leaders in other RMBC schools to develop a whole school approach to SEMH. The actions undertaken through the project had facilitated lead staff to gain confidence and professional knowledge of the impact of current emotional resilience interventions and the development of the whole school SEMH offer as an approach to promoting positive mental health.
- Continuation of Attachment Lead work – further training to whole staff and embedding practice to promote attachment friendly practice through school. Action research project.
- Counsellor appointed for 1 more year (considering training own staff in counselling skills).
- Further development and use of a whole school graduated response to SEMH – improvement of analysis of attendance and behaviour data.

D. Presentation from Oakwood High School

Focus

- Audit of need:
- Staff development to support their own wellbeing and that of students
- Identifying need and monitoring impact of interventions
- Targeted support and appropriate referral

Initial steps

- Use of outside partners – Educational Psychology Service (EPS)
- EPS training delivered to whole staff – raising awareness of mental health, wellbeing and resilience
- Developing a system to RAG pupils – Extensive research/Tools to support

Why we developed a screening tool

- To gain a “snapshot” of pupil wellbeing
- To find a way of gathering pupil voice regarding their wellbeing
- To highlight pupils who may be “under the radar” and need support
- To be able to plan and deliver effective interventions that address pupils’ needs
- To be able to look at trends and patterns across year groups

Why we used Strengths and Difficulties Questionnaire (SDQ)

- Extensive research into wellbeing tools; many used qualitative methods and would take a long time to analyse
- SDQ was a recognised tool, used by CAMHS, Health etc.
- Using Survey Monkey, SDQ could be completed on pupils’ ipads

- Numerical responses could be analysed using Microsoft Excel
- Tested the SDQ on staff
- Rolled out to Y9 via email – prepped Personal Learning Tutors (PLTs)
- Analysis of SDQ and identification
- Allocated staff to pupils and interventions based on the 4 areas of need
- Devised entry and exit questionnaires (monitor impact)
- Resources sourced and distributed
- Interventions began at tutor time

Impact

- Interventions ran
- Learning curve – skill set? Confidence?
- Sustainability?
- Drop-in tutor session
- Identified a group of pupils – pro social – pupil voice

Louise confirmed she had a good knowledge of the strengths of the staff team and could generally identify who was best to provide support to a pupil in specific circumstances. However in this case the interventions ran with staff members available at the time and it became apparent that there were variations in staff confidence/skills regarding talking about emotions, conduct etc.

Staff Wellbeing

- Input from EPS on staff wellbeing
- Identified a core group
- Established a working party
- Small changes that had a big impact
- To look at the workplace charter
- Created an action plan – Promoting Staff Wellbeing January 2017
 - Communicating a sense of value
 - Creating a positive working environment
 - Promoting healthy work habits and self-beliefs
 - Making workloads manageable
 - Promoting a work-life balance
 - Supporting the mental health of staff

And then

- EHWB week – 24th April 2017
- Assembly, tutor activity, SDQ to all year groups
- To allow a snap shot – 77% Green, 14% amber and 9% red from whole school response (587/1000)
- Analysed the main themes
 - Emotional
 - Talk to ...?
 - Hyperactivity
 - Conduct
 - Peer problems

- Pro social – ok with school and coping with the associated pressures

The overall results were reassuring including for students having someone to talk to within school. In addition, the comments box in the SDQ also led to staff picking up pupils who had made comments and discussing these further. It was also reassuring to know that staff were aware already of nearly all students who had identified as red and there were follow up conversations with the others.

Now what?

- Process of creating whole school strategies for each red group – handbook
- Tutor based activities to back up and support
- Pupil voice work with pro-social group to highlight issues to feed into strategies
- Y7 to complete the SDQ
- Audit of staff – snap shot of their EHWP

Sustainability

- EHWP week every year to coincide with World Mental Health Day
- #HelloYellow
- Identification of key pupils who want to be ambassadors
- Drop-in Tutor time session – direct pupils there
- Small things that make a big difference – use of hash tags
- Work spaces
- Subliminal messages
- Making staff aware of where they can access support

The schools were thanked for their enthusiastic, comprehensive and professional reports that highlighted the benefits of the whole school approach.

Following the presentations the following questions and issues were raised:

- In the presentation from Maltby, work with Year 5 pupils was mentioned. In the future would primary schools be included to a greater extent as mental health problems did not just start in year 5? Or, in the future, would a set of primary schools be asked to take up this approach as it seemed a worthwhile ambition from what has been said regarding the benefits to pupils?

Maltby included their primaries; Wales also had all their primary feeder schools involved and did something similar to Oakwood in terms of RAG rating pupils but by staff rather than pupils themselves. They worked very closely with the primaries to get them to undertake that work so they could start supporting those young people before they moved to secondary school.

The funding was limited and schools were encouraged to work with other schools, including primaries, and to reach out further. Partners were also looking at local CAMHS Transformation funding for year 5 and 6 to do some work around emotional resilience. However, this was at a very early stage of putting together a business plan of what that might look like. It was recognised that there was a need to address children's mental health early on and get that right.

Several primaries attended the presentation event at Wales and many recognised there were things they could learn and take forward at very low cost. The pilot schools had been very willing to share their expertise including sharing toolkits and helping others to learn from their experiences. The 6 schools were continuing to meet and had opened up their meetings to other schools, with several taking up that offer to join, which would provide a platform to support this work going forward.

- It was incredible what had been achieved, but bearing in mind your roles and being ambassadors for a whole school approach, what was the 1 thing that worked particularly well and the ` that you would not do again?

Oakwood – Not making assumptions about the staff's skill set; even though they were keen they did worry about making situations worse for the young people by saying the wrong thing or advising them incorrectly. If it was to be repeated, attempts would be made to run those interventions as part of the learning from that experience. It also needed to be remembered that it was a whole school approach and not at an individual pupil level, so it was about tweaking things such as how to talk about mental health in a more positive way.

Maltby – The buying into training and the upskilling element had worked really well. It was also about not under or overestimating where staff were generally in terms of their understanding of mental health. The staff had been fabulous at taking on new concepts but sometimes it could be at too fast a pace so, although it would still be great to introduce concepts of transactional analysis and different models in the therapeutic world, it needed to be at a slower pace going forward.

- When the young people were approached was it with their parents' consent or, if not, do you try and get the parents involved?

Oakwood - we would definitely always try and involve the parents if it was appropriate to do so and dependent upon the age of the young person. This was mainly for issues of consent as some services required parental consent e.g. as access to CAMHS or learning mentoring within schools. If a young person was reluctant to talk to their parents or for the school to talk to their parents, for whatever reason, and there was assurance that there were no Safeguarding

issues, the School would direct them to outside agency support they could self-refer to.

It was very much the same at Newman School with heavy reliance on the support of the families. From the outset it was about engaging with the families and making sure they were aware that the School were aware and it was a joint process. Written permission would always be secured from families and from the student if they were able to do so for themselves just to make sure that everybody was aware exactly what was happening.

- What did the audit at Oakwood say about the overall picture of staff mental health? How valuable was an appreciation of staff mental health in the teaching profession?

The audit had not quite been completed yet but it had been presented to the whole school to raise awareness that it would be looking at staff wellbeing. The working party that had been set up was representative of the different areas of the staff body. The Head Teacher did not want to know all the questions in the survey but rather what things he could do to help improve staff's emotional health and wellbeing. The School had moved into a new, smaller building last year with a smaller staffroom that no longer accommodated the full staff team, which had possibly impacted on morale as staff were not as connected. Previously the talk used to be, "this is the Oakwood way and this is what we do". Hopefully the audit would be out by Christmas and then there would be data available.

- From the work across all the schools, did exam and attainment pressure factor in as a pattern in any of the work that was carried out with the students about their mental health? Or for teachers?

At Oakwood the first survey had been in April so Year 11 students had had significant exams coming up. There had been a low response from the year group as they had been too busy doing other things and students had opted out of assemblies to revise. It had also led to reflection about what was happening for teachers as well in terms of work-life balance.

- Reflecting on teachers' health and wellbeing, who looked at the Council staff Pulse survey regarding the mental health and wellbeing agenda and had input into the survey? To follow up.
- Were there issues in the 3 schools with bullying? Was there an anti-bullying programme in place?

Oakwood - With 1,100 pupils in School they did not always interact in the right way all the time but the School had a zero tolerance policy regarding bullying. No statistics were to hand regarding bullying based on a pupil having mental health issues but there was not a

feeling that this was happening. Louise worked in the team that picked up instances of bullying and carried out work around mediation. Neither had there been significant instances of homophobic bullying; much of what happened in the schools was around pupils establishing their "pecking order".

Newman School had an anti-bullying policy but were fortunate that, due to the nurturing nature of the School, they did not tend to have many instances of bullying. What was becoming increasingly challenging was that, as some of the more cognitively able pupils became aware of how they were perceived by other people, they were having significant mental health challenges e.g. low self-esteem with a pupil who was a wheelchair user unwilling to leave their bedroom. It was becoming more of an issue outside the school with the public than in school.

Maltby was a similarly sized school to Oakwood with a diverse population; pockets of affluence as well as 1 of the most deprived areas in England, which created problems of its own. A weekly internal meeting of the vulnerable learners' network was an opportunity to discuss any young person with an emerging issue. A craft club for years 7-9 had recently been set up, overseen by a Year 11, to build their confidence. The School would never say they had this totally cracked but tried to keep on top of any bullying with new initiatives and revisiting old ones. The national Anti-Bullying Week commenced the week beginning 13th November.

Paula Williams, Head of Inclusion in CYPS then provided the Commission with an overview of the work that had been taking place over the last 2 years and set the Whole School Approach Project within its wider context.

The Educational Psychology Service (EPS) was part of the Inclusion Team and had a lot of input and involvement in the work done. They were already working in quite close partnerships around some of these issues.

When the new Head of Inclusion post was created 2 years ago, the immediate focus was to try to address the subject of exclusions in schools. The first task had been to start to look at the Social Emotional and Mental Health (SEMH) agenda. Secondary school Head Teachers came together to work in partnership looking at what could be put in place as whole schools prior to children needing Education Health and Care (EHC) Plans for SEMH and prior to children being permanently excluded from schools. The approach taken was quite similar to what Ruth was starting to look at in Whole School approaches.

Work was initially with secondary colleagues, but had now moved into primaries. The schools now worked together in partnerships to look at what they could put in place and how they could improve their collective response to children who had SEMH needs. 2 years ago schools had felt

they had very little option but to permanent exclude if they felt a child in school was challenging.

At the same time as working with the schools Paula also started working with the Pupil Referral Units (PRUs). The PRUs had stated that many of the young people permanently excluded from school were young people who needed some therapeutic input, or their needs were more around mental health type difficulties, similar to the list that Newman gave in their presentation.

Now partnership work was really starting to come together. Also, at the same time as these two pieces of work, CAMHS were transforming their Service and starting to work on how they could move into localities to see young people and families. Early Help were also starting that work.

All the individual pieces of work were being brought together. There was a joint commissioning strategy where health, education and social care were all represented alongside parents and within that strategy there had been oversight of some of the work.

SEMH needs were going to be reviewed to inform a joint strategy that would cover EHC, with work commencing after half term with a view to having something ready in February 2018. Partners would like to involve young people and private providers in order to have a robust piece of work over the next 3 to 5 years.

In June 2017, a 2 day conference had taken place that was initially badged under SEND, but the primary focus was SEMH needs. Over 90 schools had been represented, both primary and secondary, with leaders from those settings looking at whole school approaches. There would always be some schools who were leading the way and others who were just learning, but it was very high on the agenda within education and there was quite a high buy-in.

Moving forward there were different ways in which to keep spreading this:

- Yearly conference on Special Educational Needs and Inclusion in spring, with the next still needing to be on SEMH.
- Events like the 1 at Wales as there was a real mix of colleagues, not just secondary but also primary.
- Special Educational Needs Co-ordinators (SENCOs) networks – local as in the 1 mentioned at Maltby but also Rotherham-wide where this could be addressed together as a Rotherham community.
- The whole school network group of the pilot schools were keen to continue to come together and that group also needed to feed in to the strategy.
- 2 years ago a lot of people were just starting this journey and where we are now was in a much stronger position across Rotherham bringing work together and having 1 strategy that looked at SEMH across education, health and social care. The relocation of all SEN

and Inclusion Services at Kimberworth Place with CAMHS was nearly complete and would assist in bringing people together. People were feeling positive about coming together and making a difference.

Members asked the following questions:

- Concern regarding the schools not in the pilot with some being at different stages of the journey. Were all the schools on board with this?

Although only 6 secondary schools were in the pilot, secondary schools were all aware of it as an issue and were working as part of the partnership. There were close to 100 primary schools and there was a strategic group for primaries around SEMH with areas represented. Some primaries did not feel that they had experienced the same high levels of need for SEMH as others and, until they were in the position where they felt they needed help, they did not see that it was a primary concern. Sometimes this was because of the Early Years settings and primaries were doing a good job already around SEMH needs and working with children to keep them in school. There was still work to do with primaries and would be the focus this year after spending 2 years working more with secondaries, as some primaries had reported increased need and were asking for help. The partnership model and work with PRUs were being looked at to extend the age range in primaries and looking at the kind of service needed for primaries as the model would be different.

- As a Councillor in Wickersley I am seeking assurances in particular about all secondaries and if they were in the right place?

Wickersley had established a partnership in their Academy chain, so Wickersley, Rawmarsh and Clifton worked very closely together and supported the children within their Trust. What they looked to do was to see what else they could offer before they felt that permanent exclusion was the next option. They had done a lot of work as there were concerns about the high number of exclusions from 1 school in the Trust last year but interestingly the number in that School had reduced this year and they were working much more together and finding solutions within their Trust, in addition to working with external support services.

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- The partnership that Oakwood and Maltby sit within were just pulling together their leaders to re-evaluate where they were at and it had been suggested to do the same in the other partnership that carried many of the central schools as part of the evaluation for moving forward with the strategy.

Resolved:-

- (1) That the good work undertaken by the schools in the pilot be recognised, and their plans to maintain their progress.
- (2) That consideration be given as to how all Elected Members who were School Governors, in primary and secondary schools, could help to support Social, Emotional and Mental Health as a priority in their schools.
- (3) That the Health Select Commission receive a further progress monitoring report on the Social, Emotional and Mental Health Strategy in 2018 as it developed.

41. RESPONSE TO SCRUTINY REVIEW: CHILD AND ADOLESCENT MENTAL HEALTH SERVICES - MONITORING OF PROGRESS

Beki McAlister, Strategic Commissioning Manager, Children and Young People's Services (CYPS), presented a progress report. Anders Cox and Barbara Murray from RDaSH, Ruth Fletcher-Brown, Public Health, and Susan Claydon, Early Help CYPS, provided additional information.

The report provided an update against the recommendations from the Scrutiny Review of Child and Adolescent Mental Health Services (CAMHS) in December 2015. The principal focus of the review had been RDaSH CAMHS, however, the review acknowledged that these services were not provided in isolation but were part of a complex system of service commissioning and provision. The 6 themes included in the update impact on the wider system and had been previously agreed by the Commission as the focus for future updates.

Mental Health was high on the national agenda with a Green Paper due imminently on young people's mental health and particularly looking at early intervention approaches, working around in schools, the community and workplaces. Locally, there had been a transformation of CAMHS and the new Section 75 Agreement pooling budgets between RMBC and the CCG had significantly changed commissioning arrangements.

- Impact of the CAMHS Single Point of Access – The CAMHS Single Point of Access (SPA) was now well established. Integration with the Early Help Single Point of Access was agreed in 2016 and began a pilot phase in 2017, however there was a delay in progressing this work due to changes to management within CAMHS. The Single Point of Access had now been revisited alongside Early Help and the work was progressing positively. Strategic discussions were underway to enhance integrated working with the Early Help Single Point of Access.

The CAMHS SPA was the main access point alongside contact through the locality workers. There was closer working with services that worked closely with young people and in-reach to the Early Help

SPA. More dialogue was taking place on referrals coming in to ensure the right help and more timely help with young people not being “bounced” around the system as it had been viewed historically.

- Impact of CAMHS Locality Working – there was now an established and active presence in local communities. Feedback was now regularly sought to evaluate and improve the locality approach.

This linked in with the presentations on the Whole School Project with locality workers working with secondary schools and some of the primaries, which was helping to support teachers to be more confident in dealing with mental health and identifying need. RDaSH also supported World Mental Health Day and #HelloYellow. Locality staff had worked with GPs to raise awareness and were increasingly seeing people in community settings as well as at Kimberworth Place.

- Training and Development for the wider CAMHS workforce – Strategic links were being made within RMBC and pilot work had commenced with the Yorkshire & Humber Clinical Network around a competency framework for school based staff.

The Yorkshire and Humber Framework “In It Together” considered what training the different staff groups needed and at what level. They had looked at Early Years settings, primary and secondary schools and also colleges. Wales High School was piloting the Framework and involved from the outset. Schools would be able to self-assess against the competencies staff should have with the Framework also providing guidance about training and where to access it. A mapping exercise of training across the CAMHS partnership has been carried out to understand what was currently being provided. Top Tips documents (universal workers and for GPs) would be renewed at the end of the year. Safe Talk Suicide Prevention courses had been running and had had a good take up. RDaSH training for schools by the locality workers had been well received.

- Performance Monitoring and Outcomes – Rotherham Clinical Commissioning Group (CCG) was undertaking an annual baseline data collection to inform the October refresh of the Local Transformation Plan (LTP) and feed into the Joint Strategic Needs Assessment (JSNA). RDaSH were implementing a new electronic records system that would improve reporting against outcomes.

A CAMHS Section 75 Agreement would commence from 1st November 2017. The Agreement between RMBC and the CCG would strengthen joint performance management and measurement of outcomes linked to the delivery of the LTP.

It was a very complex picture on provision and commissioning and lack of data was recognised as a national problem with regard to identifying children's mental health needs. Annual baseline data was collected by the CCG as part of the LTP. It had proved difficult to implement the Framework as partners either did not have that type of information or it was not readily available. Over the next few months Beki was intending to meet with all providers to ascertain what information they held, what could be shared and to put something more light touch in place in terms of data gathering. It would be a more collaborative approach as well as a need for a different approach to get data from schools given the number and the offer so that it was not overly burdensome. The CAMHS/schools interface meetings might be the place to start those discussions and then to build a local picture to feed into the JSNA.

Regarding outcome measures, RDaSH collected data on a very individual basis but faced with IT difficulties were unable to present a whole team picture. There would be movement over to the new IT system mentioned earlier, with CAMHS one of the first to migrate from November 2017. The Service had been very clear in specifying requirements of what data needed to be captured in order to report back on the impact of services. All young people had personalised goals and measured progress against them, which was working very positively.

- Waiting Times – Improvement on all Key Performance Indicators in August 2017 compared to March 2017.

Urgent referrals were still consistently seen within 24 hours and there was good triage. Performance on the 3 and 6 waits for assessment for non-urgent referrals was continuing to improve. Outliers for September data were still people coming for ADHD/ASD screening assessments and neuro-developmental assessments rather than people with significant concerns about their mental health. This had been achieved through a multi-faceted approach - locality workers, referrals coming in that were more appropriate, and much more consultation/advice and guidance work with other professionals, families and young people directly.

Waiting for treatment times had also significantly improved and the position was favourable regarding national benchmarking with data due in 2 weeks. ASD assessments remained a challenge with 5 months' wait for a diagnostic assessment but had improved from last year when it had been about 18 months and again Rotherham compared well with other areas.

- Transitions – Transition events were planned with the Different But Equal Board (facilitated by Voluntary Action Rotherham) and within RDaSH there are monthly transitions meetings between CAMHS and Adult Mental Health Services.

This was an area of concern and nationally remained very high on the agenda. It was generally about young people moving from CAMHS into Adult Mental Health Services but in Rotherham this was being looked at alongside some really positive developments around social prescribing, where some level of support was still needed but not through Adult Mental Health Services. Internally there had been a listening into action learning approach to understand some of the challenges with transitions as the two Services operated quite differently. A new temporary post had been funded that would sit across the two Services, working with 16-25s to reduce the impact of transition at a very vulnerable time of 18.

Discussion ensued with the following issues raised:-

- Members were positive about their interesting visit to RDaSH CAMHS at Kimberworth Place on 24th October.
- Had moving to the locality model of working led to a reduction in missed appointments? - They were probably a little lower but RDaSH's DNA (Did Not Attend) rate was very low 6-7%, below the national average of 11%.
- It was important to still retain self-referral to CAMHS, would this continue? - Yes self-referral and referral by families was in place, other than when people were questioning a request for ADHD or autism diagnostic assessment as those referrals needed wider information from schools and home.
- Closer working between CAMHS and Early Help had reduced the number of inappropriately signposted referrals. As a review of Early Help was taking place, although paused at the moment, could any future reduction in Early Help have an adverse impact?

This was more anecdotal information and more work was needed including what the performance structure and the monitoring would look like in terms of that collaboration at the SPA. Early Help currently had around 1,600 families, and many more children, and what the Service hoped to see connected to this agenda was a bigger partner uptake of the Early Help assessment so the early intervention could be done around mental health, which could be connected to parental conflict. Support for relationships was needed and bigger buy-in across partners. It should just ensure referrals went to the right place rather than families bouncing around between Services. This work would not lead to reduced need and volume but the key was early identification for Rotherham to have a healthy Early Help system.

- Given the focus in timely and appropriate access to CAMHS some of the waiting times were still disappointing and although there was a big improvement in August was this sustainable? How did you keep in touch with people who were having to wait a long time before they had their initial assessment?

As referrals came in which required a routine appointment, families and the referrer were made aware of that and were also made aware that if there were any changes to their presentation or any additional concerns they could contact RDaSH. People had been seen on a more urgent basis if there had been additional concerns. RDaSH felt much more confident that with the new approaches were sustainable.

- Linked to waiting times, staffing had been a problem which impacted on undertaking assessments, so was there now a full complement of staff without the use of agency workers, to carry on improving? – Yes a full team was in place with just 1 agency staff member who would be moving to a Trust contract. It felt much more settled.
- What was the reason for the big improvement in performance in August on the non-urgent waiting times?

Commencing in May there had been a whole systems review of the Service, how referrals came in, how the Service responded to referrals and decision making on having an assessment. This led to the new consultation and advice approach which was very different to the initial triage and assessment approach and allowed them to gather more information and do some further work with families, referrers, GPs and young people before making the decision as to whether that person went to a full assessment or not. RDaSH were much more responsive and much quicker. It took some months to bed in and initially the SPA had done that work but it was moved into the localities from about July which was when the big leap was seen. Staff saw how they could work differently, quicker and leaner and more responsive to patient needs.

Resolved:-

- (1) That the monitoring of progress against the responses to the Scrutiny Review of Child and Adolescent Mental Health Services be noted.
- (2) That the Health Select Commission receive a further progress monitoring report in 2018.

42. JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE FOR THE COMMISSIONERS WORKING TOGETHER PROGRAMME

The Health Select Commission received a short verbal update report from the Scrutiny Officer concerning the Joint Health Overview and Scrutiny Committee (JHOSC) for the Commissioners Working Together Programme.

Hyper Acute Stroke

The Joint Committee of Clinical Commissioning Groups had all the information required to inform the business case and would be taking a decision at the next meeting in November 2017.

Hospital Services Review

Further to the papers circulated at the last Commission meeting, the Hospital Services Review would produce its final report for the end of April 2018. The review had been structured in two stages:

- Stage 1 Assessment (June – December 2017). This stage included an assessment of the sustainability of services across the South Yorkshire and Bassetlaw footprint to agree a shortlist to be taken forward for a more detailed assessment of sustainability issues, and identification of the problems with these services.
- Stage 2. Options and New Models (January 2018 – April 2018). This stage would focus on potential solutions to the issues identified.

The final list of services in scope was not yet available. A detailed project plan had been developed, including governance groups and communications. Consultation had commenced with patients and the public. Any further information would be circulated to keep HSC fully briefed.

43. HEALTHWATCH ROTHERHAM - ISSUES

There were no issues to report.

44. DATES OF FUTURE MEETING

Resolved:- That the next meeting of the Health Select Commission be held on Thursday, 30th November, 2017, commencing at 10.00 a.m.

IMPROVING LIVES SELECT COMMISSION
12th September, 2017

Present:- Councillor Clark (in the Chair); Councillors Beaumont, Cooksey, Elliot, Fenwick-Green, Jarvis, Marles, Pitchley and Senior and Joanna Jones (Children and Young People Voluntary Sector Consortium).

Also in attendance: John Rowley and Julie Saville-Fell for Minute No. 83

Apologies for absence:- Apologies were received from Councillors Allcock, Brookes, Allcock, Brookes, Hague, Khan and Marriott, Khan Marriott and Watson (Cabinet Member for Children and Young People's Services).

76. DECLARATIONS OF INTEREST.

There were no declarations of interest.

77. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS.

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

78. COMMUNICATIONS.

Corporate Parenting Panel (CPP)

Councillor Cusworth provided Members of the Select Commission with a written summary of the last meeting of the CPP which has been circulated by email.

Health Safety and Welfare Panel

The Chair asked the Senior Adviser (Scrutiny and Member Development) to re-circulate details to members of this Committee and seek expressions of interest.

Co-optee

The Chair asked that the best wishes of the Committee be passed onto to Mrs Clough, co-optee from Rotherham's Older People's Forum.

79. MINUTES OF THE PREVIOUS MEETING HELD ON 25TH JULY 2017

Resolved:- That the minutes of the previous meeting of the Improving Lives Select Commission, held on 25th July 2017, be approved as a correct record.

80. SCRUTINY REVIEW - ALTERNATIVE MANAGEMENT ARRANGEMENTS FOR CHILDREN'S SERVICE IN ROTHERHAM**(COUNCILLOR CUSWORTH TOOK THE CHAIR FOR THIS ITEM)**

Councillor Maggi Clark introduced the report as Chair of the review, thanking other councillors and officers for their input and support. **In October 2016, (former) Lead Commissioner Sir Derek Myers wrote to the Leader of the Council and the Chief Executive**, and asked that the Council consider the lessons learnt from other Alternative Management Arrangements (AMAs) in children's services. The report set out the latest analysis and current thinking of the Improving Lives Select Commission's cross-party review group on the range of AMAs for children's services which might secure the long-term success of Rotherham's Children and Young People's Services (CYPS). It evaluated the relative strengths and challenges of the primary options available to the Council and provides initial recommendations for future management arrangements.

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. Alongside this 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 CYPS. An option appraisal was also undertaken to provide an objective analysis of the range of alternative management arrangements available to the Council.

The review concluded that given the improvements made over the last two years 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.

The review 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.

Discussion ensued on the report with the following issues raised/clarified:-

The Chief Executive commended the work undertaken by Members in this review. The option appraisal was steered by key principles arising from the review and independent research. The learning from the review had been shared with partners and received positively.

Clarification was sought on the role of overview and scrutiny in authorities with alternative management arrangements. It was stressed that the importance of ongoing external scrutiny, support and challenge would be central to considering options for future delivery. This included a principle that strong oversight of children's services should be maintained by elected members, which would involve exercising 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.

Resolved:

- 1) That Improving Lives Select Commission approve the report and recommendations as outlined in Section 11 of Appendix 1;
- 2) That Improving Lives Select Commission forward the scrutiny review to Cabinet and Commissioners for their consideration;
- 3) That the response of Cabinet and Commissioners be fed back to this Committee; and
- 4) That the Review Group reconvenes to consider the additional learning points from the review and these be fed back to the Senior Leadership Team for consideration.

81. SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) SUFFICIENCY STRATEGY UPDATE

The Head of Inclusion, Education and Skills provided an update on the Special Educational Needs and Disability (SEND) Sufficiency Strategy. The Primary mainstream school population has increased by 15% and the Secondary mainstream school population has increased by 1% since 2010. As the primary pupil population has increased in recent years, there has been additional demand placed on the Special Educational Needs and Disability (SEND) provision currently available within the Borough.

Following completion of the SEND sufficiency analysis (see Appendix 1), an additional 125 SEND places will be needed across the Authority to meet current and expected future demand up to 2021. 75 places are required to reduce out of authority placements by half and 50 places to add additional capacity and provision within the Borough to support future increase in demand from population increase.

The report outlined the timetable for submission of the SEND Sufficiency paper to Cabinet and Commissioners' Decision Making meeting in order to gain approval to consult on the planned programme with stakeholders including parents and carers.

Discussion ensued on the report with the following issues raised/clarified:-

The pattern of rising demand for SEND service is faced both regionally and nationally; these include greater numbers of children living with complex conditions, earlier diagnosis and rising numbers of children with complex social, emotional and mental health needs. Whilst a recent health check from Derbyshire County Council commented favourably on the authority's conversion of Education and Health Care Plans and Rotherham's ability to meet demand pressures, it was recognised that in the past there had been poor practice in commissioning and planning placements. This was being addressed to increase local placements in both mainstream and special schools. The relationship with schools and health partners are positive across all provision and conversations are taking place with school leaders to ensure that the needs of children with SEND are met, with appropriate levels of funding in place.

Resolved:

- 1) That the Improving Lives Select Commission receive and note the information in this briefing and the progress made towards a completion of a SEND Sufficiency Strategy.
- 2) That the Improving Lives Select Commission seek a further update on the progress being made on the SEND Sufficiency Strategy, should authorisation be given by Cabinet and Commissioners to develop the strategy, and when consultation has taken place.

82. CHILDREN AND YOUNG PEOPLE'S SERVICES 2017/2018 QUARTER ONE PERFORMANCE

The Deputy Strategic Director of Children and Young People's Service, with the Head of Service Performance & Planning provided a summary of performance under key themes for Children & Young Peoples Services at the end of the first quarter in 2017/18 reporting year and also represents the monthly report for June 2017.

Good and improved performance in the last quarter includes:

- Good levels of compliance across Early Help, Child Protection and Look After Children Services
- Timeliness performance for Initial Contacts in Early Help has continued to increase reaching 63.6% engagement within three working days compared to 54.1% at the beginning of quarter 1.
- 41 out of 104 Early Help Assessments were completed within the target timeframe of 35 days which equates to 39.4%, a 4% improvement from May (35.4%).
- Performance against the annual target for young people not in Education, Employment or Training (NEET's) was 4.1% against a local target of 4.2%.
- At 15.1% the in-month re-referral rate is at its lowest and therefore best performance since monitoring was introduced in 2015.
- Initial Child Protection Conferences completed within 15 working days is good and improved on last month to 96.3%.
- We continue to have no children subject to a child protection plan for two years or more.
- Use of agency social workers continues to fall. There were 71 across the service at the end of June compared to 72 at the end of May and 78 in April.

Areas for further improvement

- There were 288 contacts screened in June 2017 by the Early Help Triage Team which shows a decrease of 53 when compared with the previous month (341 recorded in May).
- Uptake of Early Help Assessment by partners dropped during June with 9 out of a possible 97 (9.3%) being completed.
- By the end of Quarter One data shows that 25% of children aged 0-5 across Rotherham had engaged with activities in a children's centre (the annual target is 66%).
- Following low performance in May contact decision making within 1 working day of 78%, June has seen a further decline to 59.1%.
- Although the number of new S47s started in June has decreased in previous months our rate per 10,000 population for the last 12 months has increased. (However the outcomes for the completed section 47s demonstrates that in the large majority (89.2%) the concerns are substantiated.)
- Compliance in terms of CP plans remains low when compared to previous performance levels. 87.6% of children have up-to-date plans compared to 96.2% at the end of 2016/17 and 100% at the end of 2015/16.
- Looked after Children (LAC) numbers continue to rise. At the end of June there were 522 LAC compared to 488 at the end of 2016/17 (7% increase in 3 months) and 432 at the end of 2015/16 (21% increase in 15 months).
- Of the LAC Reviews completed in June 89.1% were completed within timescale an improvement on May's position of 85.7% but below 2016/17 performance of 91.3%.

- At the end of June 63 of the 522 LAC have had 3 or more placements within the last 12 months and increase on the 58 at the end of 2016/17.

Discussion ensued on the report with the following issues raised/clarified:-

An explanation was sought on the children in need figures and rise in children in care. The overall trend for children in needs is falling, which reflects the developments in early help and developments such as 'Signs of Safety'. In respect of children in care numbers, court judgements support the care applications.

Clarification was sought on the appropriateness and timeliness of assessments. The Safeguarding Board has issued guidance on referral thresholds to reinforce standards and feedback is given to partners if referrals are not timely.

Further details were asked in respect of foster placement sufficiency and stability. It was outlined that whilst some placements were changed because of planned moves, there were some placement disruption and breakdowns. Details were provided of support provided to foster carers to promote stability. Further clarification was provided in respect of additional investment into CYPS although current numbers of looked after children was exceeding projections and creating further budget pressures.

An explanation was sought in respect of case escalation from early help to child protection and further details would be provided in the next performance report. Assurance was given that early help were dealing with appropriate caseloads, some of these would be more complex, however these would not require a social care input.

Further details were requested on the stretch target for Families for Change and if the payment by results would be secured. Work was underway to establish how school attendance and employment can be improved across the cohort.

Resolved:-

- 1) Members are asked to receive the report and accompanying dataset (Appendix A)
- 2) That an update be provided be on Family Group Conferencing and Edge of Care in six months' time.

83. LIQUID LOGIC PRESENTATION

The Senior Programme Manager gave a presentation on the implementation of the "Liquid Logic" case management system.

There were criticisms of the previous case management systems in both the Jay and Casey Reports, resulting in the Commissioner for Children's Social Care asking that a new case management report be commissioned.

An outline of the project's timeline was given from commencing the tendering process in February 2015 and implementation activities starting in June 2015 - with the new systems going live from the 31st October 2016 (CYPS) and the 13th December 2016 (NAS). This process was subject to internal checks and balance.

Extensive training and support was given across CYPS and Adults, with over 1400 staff trained. Support packages were in place to provide close 'one-to-one' support at its roll-out, with on-going support being provided to problem solve as required.

There is ongoing monitoring of developments and implementation which is reviewed by project boards.

A Senior Practitioner gave a demonstration, giving assurance about oversight and security, triggers, prioritisation and authorisation of tasks and accessibility of information compared with the previous system.

Further discussion took place on the implementation process, with input from the Deputy Strategic Director and specialist colleagues from the Liquid Logic Team. It was outlined that Liquid Logic had also been 'rolled out' in other local authorities, however, Rotherham was seen as an exemplar of good practice, with clear ownership and leadership of the project. This was seen as key to the improvement and transformation process. The speed of its successful implementation was in line with, if not better than, many other local authorities.

Whilst feedback from some staff on its implementation was mixed, it was felt that Liquid Logic was a tool to support consistent, high quality social work practice. Confidence that this culture is embedding is evidenced by the suite of performance information. Assurances were given about levels of security and resilience of the system in cases of ICT failures. Furthermore, integration with other public sector ICT systems were starting to be put in place.

Resolved:- The Chair thanked invited guests and officers for their comprehensive presentation and providing assurance on the implementation of this system.

84. DATE AND TIME OF THE NEXT MEETINGS: -

Resolved:- That the next meeting of Improving Lives Select Commission take place on Tuesday 31st October, 2017 at 5.30 p.m. (pre-meeting for Members commencing at 4.00 p.m.)

IMPROVING PLACES SELECT COMMISSION
20th September, 2017

Present:- Councillor Mallinder (in the Chair); Councillors Albiston, Atkin, B. Cutts, Elliot, Jones, McNeely, Reeder, Sheppard, Taylor, Vjestica, Walsh and Wyatt.

Apologies for absence were received from Councillors Allen, Buckley, Jepson, Price and Julie Turner.

77. DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

78. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no members of the public or press present at the meeting.

79. COMMUNICATIONS

The Chair welcomed everyone to the meeting and noted the area

IPSC are planning a session in relation to housing related topics on 17th January. Members were asked to send their questions to Christine Bradley.

The Chair reported that she had met with Damien Wilson, the Strategic Director for Regeneration and the Environment to discuss the Forward Plan along with a meeting with Councillor Lelliott the Cabinet Member for Jobs and the Local Economy.

A meeting is planned in October for the Chair to meet with the Cabinet Member for Waste, Roads and Community Safety, Councillor Hoddinott.

In September the Chair will go to the London Borough of Camden to see how the various London Boroughs carry out their scrutiny roles.

On 22nd October the Chair will go on a training course to Coventry to look at how to collect data and how that data can be used for scrutiny purposes.

Members involvement in the Neighbourhood Working Group (NWG)

IPSC has identified this topic as a piece of work to scrutinise. It is a conflict of interest for Members to be on the NWG and then to scrutinise the work it has been involved in when their work is presented to Places. Members are asked to declare an interest at the start of the meeting in November.

Representatives on Outside Bodies

Following on from a report submitted to the Cabinet and Commissioners Decision Making meeting on 26th June 2017 where representatives from this Commission were sought to sit on the board of these organisations:-

Women's Refuge
Groundwork Cresswell
Rush House
Environmental UK

Following further investigation into this matter, it was concluded that at this time no Council representative is required.

District Heating

Councillor Sheppard reported that a meeting is scheduled for October to include Councillor Beck, the Cabinet Member for Housing and Tom Bell – Assistant Director of Housing to set out a new plan for district heating. Councillor Sheppard will report back at the November meeting of this Commission.

80. MINUTES OF THE PREVIOUS MEETING HELD ON 19TH JULY, 2017

That the minutes of the previous meeting of the Improving Places Select Commission held on 19th July, 2017, be approved as a correct record for signature by the Chair.

81. SCRUTINY REVIEW: EMERGENCY PLANNING

The Chair formally thanked Councillor Wyatt and members of the Cross Party Task & Finish Group (The Group) for their work in completing the scrutiny review on Emergency Planning.

Councillor Wyatt started his presentation of the report by outlining that some of the ideas brought out in the review have been implemented already, as the Emergency Plan was a living document and it needed to adapt and be fluid enough to meet all eventualities. IPSC will want to monitor the recommendations which were made from a sound basis of information.

One of the reasons why the review was undertaken, were the Commission's concerns 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 reasons for The Group undertaking the review were:-

- The existing EP was out of date, the current version was dated September 2013 Amendment 35;

- High turnover of staff in the Authority at a senior level over a short timescale;
- High number of new Elected Members in the Council; and
- The number of staffing changes in other organisations linked with the EP

The work on the review had taken over 12 months to complete. The Group were reassured to learn about the significant knowledge and skills the Forward Liaison Officers' possess.

Councillor Wyatt expressed his thanks to Members and Officers in Stockton-On-Tees who hosted a visit by The Group to discover how their Joint Service Agreement operates in relation to Emergency Planning.

Rotherham's Emergency Plan is part of a Joint Service Agreement with Sheffield City Council, but this was not the focus of the scrutiny review.

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 was no longer reflective of the current Council structure.)
- Resilience of arrangements with external agencies involved in the EP process

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 was not exclusively used for EP purposes but also as a training facility
- The secondary operations room at Clifton Park provided 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 has been excluded from the EP process

- When the EP was operational, the Council effectively became an emergency service, a fact to be made known to the Council's suppliers of goods and services
- Corporate Risk Manager was employed by the Council and was available to provide a "critical friend" support to the EP Team when rewriting the plan
- Attention was given to improving community resilience in the time of an emergency
- Ward Councillors needed 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 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 were 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 had received training in the EP process
- A member of the Communications Team was on call at all times and they worked closely with the Borough Emergency Co-ordinator when the EP was operational
- The system currently in use in the Borough Emergency Operations Rooms (BEOR) was unsupported and further work needed to be done to establish the access codes for the system
- Overall the IT systems relating to the EP needed to be examined and ultimately systems needed to be based in the Cloud, therefore eliminating the need for a BEOR
- The IT systems were not part of the Shared Service Agreement with Sheffield.

The review took account emergency of an incident that happened during the period of the review, e.g. the fire at Kilnhurst.

Councillor McNeely raised concerns over recommendations 7, 11 and 14, all of which related to the Joint Service Agreement with Sheffield, which Sheffield were not complying to. A request for the Leader, Chief Executive and the Local Resilience Forum to strengthen these recommendations as soon as possible.

Discussions took place after a point raised by Councillor Walsh over the identified unsupported IT systems currently in use by the Council and the urgency for this to be dealt with and to put data into the Cloud. Councillor Wyatt supported Councillor Walsh's concerns noting that this work had been done on the IT systems some years ago but also raised the point not just about the resilience of IT systems but of resilience within the community and the work with Parish Councils and the use of community assets. Awareness of financial restraints but more joint working needed to

be encouraged between the Borough Council, Parish Councils along with local people who volunteered for such tasks as snow wardens.

It was noted by the Chair that the pre-meeting also supported this idea.

Damien Wilson the Strategic Director for Regeneration & Environment commented that members of staff from his Directorate had been involved in completing the review. Assurances were given by Damien that what was reported to be an unsupported IT system was in fact an independent system within the Council's framework. Work was underway to bring all IT systems and make them compatible onto the same platform.

The review was a good piece of work and by applying the principles of best practice, some of the recommendations identified by the review had already been implemented.

Councillor Walsh requested that a full scale training exercise based on the Emergency Plan be undertaken as soon as possible and the new version of the Emergency Plan (now known as the Major Incident Plan) be adopted and kept as a controlled document in one place.

Damien Wilson confirmed that it was important to the review the Emergency Plan due to the large number of new Officers in the Strategic Leadership Team along with the number of new Council Members. It was noted that in Damien's view Rotherham experiences a high number of real live operations such as marches, fires and flooding.

The Strategic Leadership Team had not worked together as a team in an emergency situation.

Some joint training work has already started with the Strategic Leadership Team who recently received a presentation on the Major Incident Plan. A point to note that the type of potential emergencies Rotherham was likely to face had changed over the last 10 years and the Council needed to be able to react to these.

Recommendations from the review

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.

Resolved

- (1) That the report and recommendations from the review be approved.
- (2) That the report be forwarded to the Overview and Scrutiny Management Board for their consideration.

82. ASSET MANAGEMENT IMPROVEMENT PLAN

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy, introduced this item stating that Asset Management had previously been under the guidance of the Commissioners but was now back in the control of the Council. The information to be presented was all included in the Asset Management Improvement Plan which were the combined results of the independent review undertaken by CIPFA and the recommendations put forward by the Commissioners

Paul Woodcock, Assistant Director Regeneration, Planning and Transport along with Louise Murray, Strategic Asset Manager, gave a presentation on Asset Management to the Commission.

The story so far...

- Corporate Property Unit provided professional advice and managed some assets.
- Holding Directorates managed some assets and their budgets.
- Decisions made could be Directorate/Team focused and not to wider benefit of Council.
- CIPFA Property Health Check recommended adoption of Corporate Landlord and creation of Strategic Asset Management function.

The position now.

- All Council land and property were viewed as strategic assets – service and community need considered alongside property issues.
- An Asset Management Plan was almost complete – Policy, Strategy and Action Plan.
- One Public Estate and partnership working was underway.
- Service Asset Management Plans and Service Level Agreements were in place.

The Improvement Plan.

- 17 over-arching improvement recommendations derived from Health Check.
- Ranging from governance to a restructure to the creation of a comprehensive Asset Management Plan.
- Monitored at Asset Management Board and reported to Cabinet.
- Recent recommendation for return of powers – awaiting final confirmation.

OUTLINE STRUCTURE

The Asset Management Team

Comprises a Policy, a Strategy and an Action Plan and five main policy objectives:

1. Enabling delivery of Council's services and priorities.
2. Supporting economic growth, housing growth and town centre regeneration.
3. Maximising opportunities through adoption of One Public Estate.
4. Developing growth income through commercial/non-operational activities.
5. Maximising commissioning opportunities for property projects and services.

TEAM Structure

The Reviews

- Operational Property Review – includes 248 varied operational properties; based on SAMPs, strategy, condition survey outcomes and action plan. Completion date - 31st March 2018.
- Commercial/non-operational Property Review – includes 232 varied assets; based on condition survey outcomes, let ability and investment return. Completion date was 30th September 2017 through this would be extended as condition surveys had only recently commenced following identification of funding.

The Outcomes

- Reviews would enable rationalisation of portfolios leading to release of assets and also savings.
- Contributes to housing and economic growth.
- £2.32m capital receipt in 2016/17; £1.17m so far this year against a £2.0m target.
- Revenue savings of £780,000 (2014/15), £284,000(2015/16) and £664,000(2016/17)
- £612,560 so far this year against a £1.178m target.
- Next year, the target was £594,000.
- Rigorous asset challenge and Directorate co-operation would be key to achieving stretching target.

Other Improvement Points

- Property Maintenance Review and Compliance.
- Review of Soft Facilities Management.
- Facilities Management provision to Academies.
- Review of Internal Fee Recharging.
- Constitution and Scheme of Delegation.
- Performance Management.
- Data Management.
- Directorate Engagement.
- Corporate Profile and communications.
- Staff training.

What are we doing differently

- Increased internal engagement – via AMOG/AMB and with service representatives.
- Strategic working with Directorates to ensure optimum outcomes.
- Closely working with Housing and RiDO to help deliver housing and economic growth.
- Supporting revenue savings and capital receipts targets through rigorous asset review and challenge.
- Improved Member and community engagement.
- Decisions made in line with approved Policy.

The Future

- Increased engagement with Members and all internal/external customers.
- Completion of reviews leading to strategic rationalisation of the estate.
- Implementation of a planned, preventative maintenance plan.
- Identification of sites to facilitate housing and economic growth both owned and acquired.
- Increased partnership working.
- Generation of growth income through investment acquisition.

Damien Wilson noted that the health checks had provided confirmation that the Asset Management Service was fit for purpose and assurances that all the associated risks with the Service had been identified. The Council carried out the management of assets well but had not got the balance of resources correct to provide a comprehensive service. This was confirmed by the return of powers to the Council.

The future of working to the Corporate Landlord model was very important and how officers bought into this idea. The Corporate Landlord message needed to be shared through the Council.

Assets needed to be viewed as what they were and not what they were being used and to also keep potential uses in mind for the asset and the potential yield it could bring. This message needed to be shared and understood across the Council.

Services provided by the Council should not dictate how buildings were used but instead the use should be governed by the landlord/tenant relationship.

The Council's assets were a finite resource. If assets were disposed of then that income could potentially be used to acquire buildings which would generate a rental income stream for the Council at zero cost to the rate payers.

Examples of such projects included:-

TECentre, was acquired with funding from Sheffield City Region and would provide an income stream.

Beighton Link Project which was business units funded using finance from the private sector, JESSICA funding with underwriting by the Council. There was a shared risk associated with this project which reduced over three years when the likelihood was that the units would be occupied providing local people with employment and a rental income received by the Council.

A change in culture was required to fully adopt the corporate landlord model, but this model would encourage Ward Councillors to get more involved in Council-owned buildings in their area.

Councillor Reeder raised the issue over lack of maintenance by the Council on the properties in its ownership. An acknowledgement to this fact was made and that it was not specific to Rotherham Council. This was a short term outlook and one that needed to be redressed. The results of the conditions of the building would be provided on the completion of the condition survey, which would result in an Investment Plan being produced. Buildings would be prioritised firstly from a health & safety perspective to if the building could be transferred to the community.

Councillor McNeely asked for confirmation of when the operational and condition surveys were to be completed and noted that empty properties cost the Council money. The surveys would be completed by the end of March 2018 and information relating to the cost to the Council on empty properties would be provided.

Councillor Atkin asked for confirmation on the "Right to Buy" initiative, but this only related to homes in the Borough and not community buildings. The presentation mentioned Estates and Valuation both of which were technical areas of work and provided assistance in relation to all Council-owned properties and not just Housing.

The point was made about there being more than one Town Centre in the Borough and all of the Town Centres should be considered when work was being considered or that there were employment opportunities coming forward.

Discussions took place around let ability using a property at Fir Close as an example, which was losing £8,500 per year. Hire of the property was charged at £18 per hour but was considered too expensive for small community groups to pay. Councillor Atkin suggested that it would be better to have some income rather than no income from the hire of the building.

Damien outlined what let ability meant with the bottom line of there being a minimum hourly cost necessary for the Council to keep the building staffed and operational. There was an increased need to look at the full cost of recovery for the use of buildings. Councillor Lelliott stated that the points being put forward as an issue would be discussed at the Asset Management Board.

The Chair offered the suggestion that organisations such as Voluntary Action Rotherham and RotherFed may be able to help support groups who wanted to meet.

A proposal was put forward to holding a seminar for Members on the topic of Let ability to promote a better understanding on the topic.

Damien Wilson stated that a report was to be submitted to Cabinet in October in relation to Swinton Town Centre and the opportunities currently available. There was a need to look at the assets owned by the Council in all of its Town Centres to provide employment opportunities. The Council was now assembling land, buildings and creating a vision for Rotherham. Along with the Masterplan and the Supplementary Planning Document, Rotherham Borough would be of interest to developers who wanted to come to the area.

Councillor Walsh was encouraged by the presentation on Asset Management but noted the action to Review Internal Fee Recharge was amber in the ratings. Corporate Landlords charged fees to service providers and there was a potential to develop an empire. Councillor Walsh suggested monitoring this element. Damien explained the reason behind this action. Historically charges for work had been higher for services in order to meet an inflated income target. This was an attempt to look at charges and therefore make it more competitive in the open market. A response in relation to the internal recharges was awaited from Financial Services.

Councillor Cutts concurred with what had been said about the increased interest in Rotherham. There was a greater responsibility to recognise and utilise our assets.

There were now only three football pitches on Herringthorpe playingfield but the grass on the whole field still needed to be cut. This area was currently in the Masterplan. If all the pitches were not used then less income was received. Under the current budget proposals managing how the Council used its assets was under close scrutiny.

Investors are now looking to Rotherham at what land was available. The Forge Island site would be shortly going to market with the Council undertaking a specification for its potential uses to maximise the potential benefits it could bring to the town. Domine Lane was also being considered in relation to the Forge Island site. The Council was in communication with property owners in the areas surrounding Forge

Island to get the best possible outcomes for the area in terms of the Town Centre Masterplan, however, not all property owners were interested in releasing land.

A planning application has been received by the Council from a private source relating to Westgate for 47 apartments along with a commercial element.

Sheffield Road was part of land assembly and the Council was in discussions with the Royal Mail regarding their site on Westgate/Sheffield Road.

Other smaller businesses owned land in that area which was preventing a land assembly project coming together.

Councillor Reeder asked a question relating to the derelict building on Corporation Street and whether or not business rates were applicable. Business rates were applicable unless there was an exemption on the building. The Council had limited powers in being able to deal with this building as it was in private ownership. A Section 215 Notice had been served and a charge has been put against the property.

Councillor Jones pointed out that the issue of recharging between Services only created an extra cost called "on costs" which in reality employed two people, one to issue the cost and one person to accept and log the payment. Councillor Jones continued that there were buildings within the Borough which were in a bad state of repair. Decisions needed to be made as to the best use of those buildings. If they were to be sold then the money could be used to re-invest in the Council's remaining properties. The standard of the remaining buildings needed to be examined.

Many local groups were looking at Community Asset Transfer as this was an opportunity, with the assistance of funding e.g. Lottery Funding, to refurbish the buildings for use by local groups, with ownership remaining with the Council.

The Council was happy to work with Local Councillors to improve the way Asset Management was undertaken.

Co-opted Member, Lillian Shears, noted that groups needed to look at the running costs of the buildings. High costs could result in groups folding.

A paper was circulated by Lillian Shears in relation to the piece of scrutiny work on repair appointment, communication process and the customer journey by RotherFed.

In answer to Councillor Albiston's question on knowing when a building was fit for purpose, this was agreed on at the Asset Management Board after a survey has been completed.

Discussions took place around encouraging Directorates in the Council to work together strategically. This was the role of the Asset Management Board which was responsible for all the operational buildings in the Council's ownership.

Concerns were raised by Councillor Albiston as to how investment could be made into the poorer communities and the ethos of Asset Management not turn into a postcode lottery. How could the Council invest in the poorer communities? Councillor Albiston added her support to the Community Asset Transfer.

The Council needed to be clearer to the community on what was available. There was concern with regard to the offloading of buildings to community group who then invested time in running a building rather than providing services. The approach of the Council should be to be involved with working with community groups.

Full cost recovery was supported – there were some services that may not warrant charging full costs because it was due to the social benefits the service provided; a balance was required between economic and social benefits.

Through the Asset Management Board the Council had a more strategic overview of the buildings and the quality of them in its ownership. A business plan would need to be prepared for any new potential use of buildings to be approved by the Asset Management Board and ultimately Cabinet.

A process was in place regarding the transfer of community assets to community groups.

Damien Wilson undertook to ascertain the number of buildings had been transferred to community groups under the Community Asset Transfer scheme.

Each Directorate needed a strategic approach to its Service directory need which informed the Corporate Landlord function.

In moving forward, the Strategic Asset Management Plan presented both risks and challenges. Suggestions put forward for savings may not be acted upon due to Elected Members having other views.

Savings targets had been identified against these properties. The final decision about the properties rested with other Directorates within the Council, however, this placed a pressure on savings target.

It was a postcode lottery as location did impact upon property value. Certain areas were more proactive and encouragement was given for the Council to work with the community and voluntary sector to improve the capacity of the residents.

Councillor Jayne Elliot would prefer to see when services/people needed to be relocated that this was completed with fewer moves as possible. Damien Wilson stated that in previous years the services had suffered from lack of investment and lack of management. The new structure included management and ownership by the Director and Cabinet Member.

Paul Woodcock highlighted that over the next two years, significant revenue savings have to be achieved. The current position was that the Council could not afford to run the amount of buildings in its ownership.

There were limited funds available for maintenance of buildings and the results of the condition survey would require significant decisions from the Council.

Other recommendations were in the Asset Management Improvement Plan

83. DATE AND TIME OF THE NEXT MEETING

Resolved:- That a further meeting take place on Wednesday, 15th November at 1.30 p.m. with a pre-meeting at 11.00 a.m.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
6th September, 2017

Present:- Councillor Steele (in the Chair); Councillors Brookes, Clark, Cowles, Evans, Napper, Sheppard, Short, Walsh and Wyatt.

Apologies for absence:- Apologies were received from Councillors Cusworth and Mallinder.

32. MINUTES OF THE PREVIOUS MEETING HELD ON 2ND AUGUST 2017

Resolved:-

That the minutes of the meeting held on 2nd August 2017 be agreed as a true and correct record of the proceedings.

33. DECLARATIONS OF INTEREST

There were no declarations of interest.

34. TO CONSIDER WHETHER THE PRESS AND PUBLIC SHOULD BE EXCLUDED FROM THE MEETING DURING CONSIDERATION OF ANY PART OF THE AGENDA.

The Chair reported that there were no items on the agenda that would require the press or public to be excluded from the meeting.

35. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from the press or public.

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

Consideration was given to the report which sought approval to carry out consultation on all aspects of home to school transport in Rotherham.

The Council has a statutory duty under various Acts and Guidance to provide education transport to eligible students. Home to School Transport in Rotherham takes two main forms; the issue of passes on service buses and direct travel assistance. The Council spends approximately £3.3m per annum for 1,795 children and young people.

The report outlined benchmarking information with comparable unitary and city councils which identified that Rotherham is in the upper quartile of cost comparators, spending an average per student of £4,260. Rotherham also had the highest number of single occupancy journeys.

Based on increasing school population and number of children and young people with Education, Health and Care Plans (EHCP) , it is anticipated that greater numbers of students will require transport to support attendance for educational provision. This raises the possibility of potential increased transport costs in the future.

In considering any changes to services, the Policy must contribute to the Council's priority of ensuring every child has the best start in life and the following principles:

- Safeguarding
- Promoting independence
- Choice
- Maximising attendance at school and arriving at school ready to learn
- Promoting healthy lifestyles
- Value for money and sustainability

The proposals outlined the following options for consultation:

- General eligibility for children and young people
- Independent travel training
- Personal travel budgets
- Post 16 transport policies
- Benefits related to mobility

Consultation would be undertaken with parents and carers; children and young people, schools, the Rotherham Parents Forum and other relevant stakeholders.

Discussion ensued on the report with the following issues raised/clarified:-

Support was given to the principle of independent travel training as a way of promoting independence and developing life skills. Assurances were sought that the independent travel training assessment reflects that level of support that the student requires based on their EHCP and in discussion with parents/carers and relevant agencies. Increasing numbers of local authorities are exploring the option of independent travel training and the use of third sector organisations to support this training was being explored;

Consultation will take place across transport providers including taxi-providers to seek views.

Parent/carers would also be consulted on the use of elements of Disability Living Allowances or mobility vehicles to encourage families to take their child to school. There would be a number of children and young people whose travel arrangements would remain unchanged, however, the

intention would be that the Policy would lead to greater choice and flexibility.

Resolved:-

1. That Cabinet be advised that the following recommendations be supported:-
 - That approval be given to carry out a consultation on all aspects of Home to School Transport in Rotherham;
 - 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.
2. That the proposals for changes to the Policy for Home to School Transport be submitted to this Board prior to its submission to Cabinet for decision.

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

Consideration was given to the report which sought approval for a Public Spaces Protection Order (PSPO) for a period of three years following consideration of the public consultation and relevant legal requirements.

Concerns had been raised by town centre businesses, the public and Ward members regarding anti-social behaviour (ASB) in Rotherham Town Centre and Clifton Park. Formal data from South Yorkshire Police has been collated to give an accurate reflection of reported incidents (824 in 2016); attached as Appendix 1. The majority of incidents (93%) take place during the day time which is likely to have a greater impact on local businesses and a larger number of people who visit or work in the town. A significant number of these reports relate to rowdy or considerate behaviour; with begging/vagrancy, vehicle nuisance and street drinking also highlighted as concerns.

Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 (the Act) enables local authorities to address anti-social behaviours in public places by use of a PSPO. These orders are designed to tackle the behaviour of individuals or groups where their behaviours has, or is likely to have, a detrimental effect on the quality of life of those within the locality.

Following this process, 9 prohibitions setting out behavioural boundaries were consulted on. These are as follows:

- A. Behaving in such a way or using language that causes, or is likely to cause, harassment, alarm or distress to another person.
- B. Drinking alcohol other than in a licenced premises or event.

- C. Spitting saliva or any other product from the mouth
- D. Face to face fundraising and marketing carried out by organisations without prior written permission of the Council.
- E. Failing to keep a dog on a leash and under control
- F. Using or carrying controlled drugs otherwise than in accordance with a valid prescription
- G. Littering
- H. Using a vehicle to cause a nuisance by gathering in groups, playing loud music or otherwise impacting the quality of life in the locality
- I. Urinating or defecating in a public place

These prohibitions were proposed to apply to all those living in or visiting the Town Centre and at all times and in all areas covered by the Town Centre and Clifton Park.

In order to fulfil the consultative requirements, the Council has undertaken a public consultation, which commenced on the 19th July 2017 and closed on the 16th August 2017. The consultation plan is attached as Appendix 2.

The consultation was publicised using various mechanisms including online, social media and traditional print and broadcast media. Feedback was invited primarily via the Council's website, as well as inviting feedback in the form of a questionnaire and comment box.

The Community Safety Unit also undertook a range of additional activities in order to capture as many views as possible. These activities included:

- A Members' seminar held on the 1st August
- Attendance at the Council's Overview and Scrutiny Management Board
- Two informal drop-in sessions, one within the Town Centre and another in Riverside House reception
- Attendance at the National Citizenship Scheme (both for under 16's and 16–18 year olds)
- Consultation with staff and colleagues working within the area
- Attendance at the Rotherham Youth Cabinet
- Visits to 82 town centre businesses

A full breakdown of responses to the consultation is provided attached as Appendix 3. In total, officers have gathered 525 responses through the various methods outlined above. Of those responses, 492 (93.7%) were in favour of the introduction of the PSPO. The online survey attracted a total of 151 respondents. Of these 126 (83%) were in favour of the Order.

Following the consultation, each of the prohibitions were recommended for inclusion in the order with the exception of:

- Using or carrying controlled drugs otherwise than in accordance with a valid prescription
- Using a vehicle to cause a nuisance by gathering in groups, playing loud music or otherwise impacting the quality of life in the locality

A timetable for implementation will work towards enacting the PSPO on the 1st October 2017. Due to the risk posed by displacement of issues, with this Order focussing on the Town Centre only, it is furthermore recommended that a review is scheduled for 12 months post-implementation, during October 2018.

Discussion ensued on the report with the following issues raised/clarified:-

Concerns were raised about whether the response was sufficiently representative and the methodology underpinning the research was robust. The officer was satisfied that statutory requirements for consultation had been met and the response rate was in line with, if not better than, most public consultation exercises undertaken by the council.

Questions were asked in respect of the removal of the following prohibition of using a vehicle to cause a nuisance by gathering in groups, playing loud music or otherwise impacting the quality of life in the locality from the Order. Although assurances were given that its future inclusion would be reassessed following further evidence gathering and consultation, it was felt that this prohibition should be included in the current Order.

Enforcement of the Order would be carried out by defined personnel, including Police Constables, Police Community Safety Officer and designated RMBC staff or external agencies. Assurances were sought that guidance would be issued to all enforcement agencies to ensure that breaches to the Orders and issuing of any fines were dealt with consistently and transparently.

Concerns were expressed about the vulnerability of many of the people who may be subject to this Order, particularly in respect of street drinking or disorderly behaviour; further to this would the Order displace this problem to other parts of the Borough. Assurances were given that individuals would be referred to appropriate agencies for further support – e.g. Mental Health Service. The 12 month review would establish if the Order had displaced prohibited behaviours to other parts of the Borough outside of the defined area.

Resolved:-

1. That Cabinet be advised that the recommendations be supported, subject to the following insertion being made:

- That the condition of using a vehicle to cause a nuisance by gathering in groups, playing loud music or otherwise impacting the quality of life in the locality (as outlined in Paragraph 7.8) be included in the Order.
- 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.

2. That the post-implementation 12 month review be submitted to this Board for consideration.

38. SAFER ROTHERHAM PARTNERSHIP ANNUAL REPORT

Superintendent Steve Chapman (Operating Superintendent – South Yorkshire Police) with Sam Barstow, Head of Community Safety, Resilience and Emergency Planning, introduced the Annual Report on behalf of the Safer Rotherham Partnership (SRP).

The Annual Report provides a high level overview of SRP activity over the year; listing its priorities over the previous twelve months.

Details were provided of the in-depth reviews undertaken to provide assurance that the Partnership was working effectively. This has included a thorough review of domestic abuse cases, which examined how individual cases had been handled and areas of improvement. The SRP has also undergone a peer review by Blackburn with Darwin Council. This review provided a high level of assurance as to how the Partnership works. Areas of improvement included joint commissioning and engaging with communities.

Continued work across partners to address anti-social behaviour has led to a further reduction by 6% during 2016-17, which is in contrast to most other geographical areas. The Partnership has identified a number of areas of improvement including joint working processes and shared risk management. Although there is an overall reduction, there are types of ASB where there has been an increase, including environmental ASB and arson incidents.

South Yorkshire Police, along with other members of the Partnership, are strengthening and enhancing community policing within Rotherham. Neighbourhood Policing in Rotherham provides communities with teams of dedicated local Police Officers together with Police Community Support Officers, who listen to and work with the public, community groups, partner agencies and businesses to reduce crime, protect the vulnerable and enhance community safety through problem-solving approaches. The Council are also looking to drive this development through the way its services are delivered with the hope of implementing a neighbourhood working model in line with partners.

The area of domestic abuse has also been subject to intensive scrutiny by Councillors, Commissioners and partners alike. This work has identified gaps in terms of the strategic direction of this priority, the Partnership focus and the need to work better together both operationally and in respect of commissioning.

The following areas of improvement have been identified:

- A joint strategy being pulled together across the Partnership
- A single process for people suffering domestic abuse being developed (RMBC)
- A proposal developed for a perpetrator programme across the county
- A significant improvement plan undertaken by Police following an inspection report

A bid for £1.3m of Government funds was made during the last financial year in order to help the Partnership address community tensions. This bid was successful and plans are in motion to put resources in place to begin delivery. The data at the end of this report shows a significant increase in hate crime reporting (37%). This is something that can also be seen nationally, to varying levels. During the financial year 2016/17, there were 138 hate crime awareness raising meetings and events delivered by the South Yorkshire Police (SYP) Hate Crime Co-ordinator and other partners. These sessions were delivered to partner agencies, voluntary and community sector organisations and communities. These aimed to build public confidence to report hate crimes and incidents to the Police.

Outcomes for victims of CSE increased by 15% for 2016 – 17. A number of police and partner operations have been taking place to identify those at risk, alongside locations. Partners have also been continuing to strengthen referral processes and partnership working practices. Services continue to develop positive relationships with those they work with as can be seen by the feedback provided. Additional work also includes;

- New multi-agency plan based on reviews/learning events
- 8 convictions for 16 CSE offences in November 2016
- Prosecution for online contacts and CSE offences

It was outlined that Rotherham has seen 15% increase in crime (compared with a 19% increase across South Yorkshire). The increase was attributed to the standardised way in which data was being collated. For example, incidents which were recorded previously as ASB are now recorded as crime.

The quality of investigations and satisfaction levels were identified as key areas of improvement. The level of confidence in SYP's visibility and engagements has decreased but it was felt that changes to neighbourhood policing would improve this. A clear focus was improving victim care, including the standard and timeliness of feedback to victims of crime.

Discussion ensued on the report with the following issues raised/clarified:-

Concerns were expressed at the layout of the report, accessibility of its language for the general public and level of detail. A suggestion was made that contact details, linked to priorities, should be included in future reports to assist the public to report incidents. A request was made to report crime/ASB statistics over a longer period to identify trends (for example a five year period) with information broken down at a Ward level

Questions were asked about the non-attendance of SRP members and if there were barriers which hindered their participation and engagement. A commitment was given to exploring this further.

Whilst there had been an average increase of 15%, concerns were raised that there were areas where the increases were significantly higher; particularly in the area of sexual offences. This was viewed as a positive development as it indicated increased reporting of incidents. However, repeat incidents continued to be a concern. New developments such as cyber-crime, were showing an increase. In respect of hate crime relating to ethnicity, over 80% of reported incidents were experienced by people from the BME communities in Rotherham.

Concerns were raised about the timeliness of responses to 101 calls and the ability of the police to respond to reports of anti-social off-road biking. Assurances were given of improvements to the 101 services and details outlined of how agencies tackle nuisance off-road biking.

Resolved:-

1. That the report be noted.
2. That consideration be given to including contact details for support services and ensuring that the language and layout are accessible in future SRP annual reports.
3. That a further report be provided detailing key areas of SRP improvement and performance; with a breakdown of data at a Ward level and crime/ASB trends over a five year period.

39. TO DETERMINE ANY ITEM WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY.

The Chair reported that there were no urgent items that required the Board's consideration at the meeting.

40. DATE AND TIME OF NEXT MEETING

Resolved:-

That the next scheduled meeting be held on Wednesday 27th September 2017 at 11.00a.m.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27th September, 2017**

Present:- Councillor Steele (in the Chair); Councillors Brookes, Cowles, Cusworth, Evans, Mallinder, Napper, Short and Walsh.

Also in attendance were:- Councillors Alam, Beck, Read and Roche.

Apologies for absence:- Apologies were received from Councillors Clark, Sheppard and Wyatt.

41. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

42. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no members of the public or press present at the meeting.

43. COUNCIL PLAN 2017/18 QUARTER 1 PERFORMANCE REPORT

Consideration was given to a report presented by the Leader of the Council detailing performance against the targets and priorities within the Corporate Plan 2017-18 for the first quarter of the year from 1st April to 30th June, 2017.

The Performance Report and Performance Scorecard, set out in Appendices A and B to the report, provided an analysis of the Council's current performance against 14 key delivery outcomes and 72 measures. The report was based on the current position of available data, along with an overview of progress on key projects and activities which also contributed towards the delivery of the Corporate Plan.

It was noted that, at the end of the first quarter (April – June 2017), 27 measures had either met or had exceeded the target set in the Corporate 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 had been set. A total of 16 (27.6% of those measured in the quarter) performance measures had not hit their target for the year (22.2% overall).

The Leader made reference to the mixed performance headlines which were set out clearly as part of the report and appendices.

Members took the opportunity to review the performance report, narrative and data and identified a number of areas for questioning, which included:-

- There appeared to be no marked improvement with progress remaining steadfastly below 50%. What was the Strategic Leadership Team's view of the progress of performance indicators, was this being taken seriously and why was the Council settling for a "mixed bag" for progress.

It was explained the Council was at that point of its improvement journey. Easier targets could have been set, but measures had been identified across a range of Council measures. The Strategic Leadership Team and Cabinet Members met and discussed performance on a regular basis with a decision made, based on the end of year report, that a forensic piece of work would be undertaken with Strategic and Assistant Directors of each measure that was off track establishing interventions/additional support required etc. There was no complacency.

- Why was Early Help Service not impacting on the numbers of Looked After Children, Children in Need and Children on Child Protection?

It was noted there was some impact being seen; as of yesterday the Children In Need numbers, where you would expect to see the biggest impact of Early Help, had reduced to 1400, a decrease of approximately 300. Early Help co-worked in a number of Social Care cases. There were a range of different projects that would impact on the Edge of Care on care numbers. The investments put in place were starting to impact but not sufficiently to register in the first quarter figures.

There was a new process in place in which cases were stepped up or down between Early Help and Social Care and would see an impact in a more positive way so that Social Care was only working with families that would benefit from Social Work Service and were legally required to provide Social Care Service. It would also be expected to impact upon the repeat Child Protection referral figures.

- Was there any evidence to suggest that there was a link between Fixed Term Exclusions and the length of time for EHCPs to be completed?

There was no obvious link, but this would be investigated further.

With an ever increasing number of Academies it became more difficult for the Authority to become involved in their performance unless it was a school of concern, however, the majority were quite happy to work with the service. Where the Authority had the right to intervene the service was making a difference.

- 1.C1 Smoking – what work was being done to move the framing of this term of reference to nicotine consumption rather than smoking?

There was a myth that e-cigarettes were a safe alternative, however, they were still a health risk. Consideration had not yet been given to changing the definition, but this would be discussed with the Strategic Director. Work was taking place in chunks to make it manageable to encourage people to stop smoking and particularly to stop smoking in pregnancy.

From a Public Health point of view the first thing was to address any measures to tackle tobacco use including illicit tobacco. There were around 4,000 chemicals in tobacco many of which were harmful to health. This was a challenging target. The use of nicotine replacement was part of this as was working with people to become free of nicotine addiction.

- Was there anything that could be done to tackle the increasing number of young people smoking?

The whole thrust of Adult Social Care, Public Health, and the CCG was prevention. The figure went down to 12.1% last year. One of the reasons why this was so challenging was budget pressures. The service had been reduced as much as it could be and discussions had taken place with the team looking to see if savings could be made elsewhere.

To prevent more people taking up smoking action needed to be targeted at more deprived areas. Young people were more likely to start smoking if others smoked in the household. Consistent work was needed in schools alongside retailers to prevent any underage sales and counterfeits.

- How far behind local comparators were Rotherham in terms of reductions in drug and alcohol treatment in opiate and non-opiate drug therapies and how was that exacerbating the problem?

For the full year Rotherham was “red” on opiate users due to people having been through treatment and not re-entered treatment for at least six months. There was no local target and the aim was that people that been addicted to opiates and been through the whole treatment process and not re-entered the service for six months. This had been successful, but had since decreased. There was increased performance monitoring and a great deal more work with GP shared care and monitoring of vulnerable substance users on supervised consumption of methadone etc.

- What were the key risks to 2.B3 (number of people provided with information and advice at first point of contact) being off target?

Overall the performance for Adult Social Care was good, but continued to face demanding pressures. Response had been positive, but had created a backlog of unallocated work, which was being addressed to progress this forward.

Positive actions in the Improvement Plan included reviewing the Single Point of Access team. Changes had already been in place including additional social care and occupational staff in order to provide an improved and speedy response.

- Increase of the living wage and the potential for increased costs for home care.

The Government's Living Wage initiative put additional pressure on care homes and the need for additional funding.

Domiciliary care workers were paid hourly rates and changes had been made to sleeping arrangements for 24 hour supported living. Where previously staff were paid a flat rate, the national minimum wage now applied.

- What other activities were the Council undertaking to bring different communities together to make one big strong community?

A partnership programme of work had commenced "Building Stronger Communities" which stimulated opportunities for people from different backgrounds to come together. The small grants programme supported small voluntary sector organisations and different groups in facilitating and attending events, opening doors and facilitating interaction.

A bid had also been successful from the Government's "Control Migration" Fund which would assist a number of schemes that dealt with various issues and allowed for children coming together. Further information could be provided.

- 3.A5 - Rotherham survey on satisfaction levels which depicted a 66% of residents satisfied with their local area and where they lived, as opposed to 34% who were not satisfied. Were there any national statistics to compare?

The survey had been funded by the LGA and whilst there had been some freedom on the questions none were potentially indicators. The responses were split into three areas – very satisfied, quite satisfied or neutral.

Nationally the LGA had aggregated the figures and areas were not always fairly compared.

- 3.12 – How many incidents of hate crime had been reported?

No actual figures were to hand, but this would be followed up and confirmed.

- 4.A7 – Narrowing the gap on the rate of the working age population economically active in the Borough. Was this target achievable and what action had been done to achieve this?

The target was set to reduce economic inactivity. This was a challenging figure due to the vulnerable cohort as this was much wider than the Council itself and required a partnership approach.

Terri Roche was the lead for this work as part of a Sheffield City Region internal working group looking how to support people back into the job market.

Agencies and voluntary based services and the Local Implementation Board were reviewing cases on how vulnerable people could best be helped. This was not an easy piece of work due to the different people involved and the policy changes longer term.

- 4.B1 – Was the number of new homes delivery during this year on target given that only 130 had been built so far?

The target was reliant on property developers, but site cluster proposals had been agreed committing the Council's resources to deliver new housing across 7 sites and a further 250 homes were soon to be delivered at Waverley.

The Local Plan would also be on line next year when swathes of land would be released with the target increasing to 900 new homes with a 10% increase year on year.

Whilst there were no national figures to compare with Rotherham on a South Yorkshire basis, the figures were similar with Doncaster being slightly ahead.

Rotherham was ahead of the game in terms of its Local Plan proposals and a surge of housing applications may come forward. People working in Sheffield may seek accommodation in Rotherham which could bring value and wealth into this area.

In delivering housing growth there was a need to work with the developers in delivering affordable housing.

A development summit was also to be held on the 11th October, 2017 at New York Stadium inviting developers to discuss the delivery of new homes, improve investor confidence and to work in partnership.

Further consideration would also need to be given to land and staffing capacity and the utilisation of resources. The Government's own growth agenda included additional monies for shared ownership and how the housing infrastructure could further be resourced through the Housing Revenue Account.

Unfortunately, it was difficult to stimulate housing development as this was reliant on the land available and the viability of delivery.

- 4.B3 – With regards to selective licensing 223 houses had been inspected in the first quarter - how many had been done in total?

This figure had changed significantly and further work was now taking place on inspections. The Selective Licensing Scheme had now been running for 2 years and was improving management standards.

In other areas more active enforcement had been effective.

- Where did a bad tenant go?

Support was provided, where required, for matters related to tenant displacement. There was no single solution for assisting or resolving matters related to dysfunctional communities.

- How were complaints being dealt with and was there a need for further training?.

A detailed report was scheduled to be submitted to the next meeting on complaints and would deal with complaints at Stages 1, 2 and 3.

Additional training was provided for people dealing with complaints and responding to customers.

One of the areas of concern was around the percentage of complaints closed within the timescale which was not being progressed in accordance with the target set. This was as a result of some complexities in the complaints received. Further work was taking place on understanding the nature of the complaint and how best to address the issues.

- How far off target were the completion of PDR's?

Q1 was on target at 95% and the appraisals were not just a tick box exercise and concentrated more on values. This was to ensure the process was more improved. The reasons for why the target was not 100% was due to sickness and where people had left the Authority. Currently the figure was at 96% and on return from sick leave PDR's were undertaken.

- What steps were being taken to manage sickness given the budget pressures and changes to services?

A target had been set of 10.3 days lost FTE. Currently performance was at 10.41, which was an improvement on last year's figure of 10.97. Progress was being made and training had been provided to managers on managing sickness and helping staff return to work.

- What were other Local Authorities' targets for sickness?

Rotherham benchmarked itself against CIPD around 10 days per FTE. In the public sector the average was 10.6 FTE. A detailed report had been presented to the Strategic Leadership Team on the current position.

- 5.C5 – expectation of payment of bills on line from 2018.

Residents would not be expected to complete all online payments alone without support. Visitors to Riverside were assisted through the process. A further report would be brought outlining specific areas of what was moving online and the expectations in the future.

Benefit claims had a different verification process to payment of bills to minimise risk. Safeguards were in place to minimise fraud and some calls were recorded and monitored.

For those customers not able to fill forms out online there was still the opportunity to be supported in Riverside House or even in their own home to streamline the process. Services were being moved more to self-service and direct debit.

Resolved:- (1) That officers be thanked for their attendance and information today and 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 repotting timetable for 2017/18 be noted.

(4) That a further report on online transactions be submitted to the Board in due course.

44. JULY 2017/18 FINANCIAL MONITORING REPORT

Consideration was given to a report which detailed the financial position for the Revenue Budget at the end of July, 2017 based on actual costs and income for the first four months of 2017/18 and forecast for the remainder of the financial year.

It was reported that, as at July 2017, the Council had a forecast overspend on General Fund of £3.4m. The majority of the £24m budget savings approved within the 2017/18 were being achieved, with £11.9m of those savings being Directorate budget savings. However, it was reported that, in addition to those budget savings, Directorates also had to achieve £5.4m of budget savings in 2017/18 which were agreed in previous budgets. Total Directorate savings for 2017/18 therefore were £17.3m. The current position indicated that around £5.2m of those total savings were at risk of not being achieved in the current financial year (and were reflected in the current overspend projection).

It was further reported that work would continue to identify alternative or additional savings in order to maintain a balanced budget position. Management actions would also continue to address areas of overspend. The overall budget position would continue to be monitored closely with regular updates on progress in maintaining a balanced budget position reported regularly through financial monitoring reports.

The forecast overspend should be set against a backdrop of the Council having successfully addressed cost pressures of £138m over the last 6 financial years and having to save a further £24m in the current year and to deliver an additional £42m in efficiencies and savings in the following two financial years in order to balance the Council's General Fund Revenue Budget by 2019/20.

It was noted that a significant in-year pressure of £6.460m on the Dedicated Schools Grant (DSG) High Needs Block continued to be an issue. 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 the pressure would not directly affect the Council's financial position, it was considered imperative that the recovery strategy was implemented in order to address the position and 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 would continue to develop mitigating

actions and alternative savings to compensate for financial pressures and delays in delivering the full amount of savings.

Discussion ensued with the following issues raised/clarified:-

- Some of the savings achieved during the financial year were not achieved in the areas as previously agreed as part of the budget exercise.
- Savings would not be achieved due to the delay of the Phase 2 restructure of Early Help.
- Work was taking place on “fine tuning” the joint ‘Fusion Centre’ bid for Government funding. There was still confidence that the Children’s element of the bid would be successful, but this could be affected by any Government Ministerial post changes. If unsuccessful it would have to be managed through normal services but with consideration as to how compliance would be achieved, the length of time to process work, statutory thresholds.
- Where the NCA had concerns these were thoroughly investigated to ensure protection of the children concerned.
- The money being sought through the bid was nowhere near enough for what would have to be put into services.
- Currently there were insufficient education placements for the children with significant needs. The Sufficiency Strategy was under review aiming to better map children with significant educational needs and with a view to the commissioning of additional placements.
- The consultation on the Early Years restructure would commence in January, 2018. The estimated cost of the delay was approximately £175,000.
- The further delays on achieving budget savings were in respect of Care Enabling within Extra Care Housing and the review of Rothercare and Assistive Technology provision.
- Savings to be re-profiled to ensure they were achieved and where this was not possible plans put in place to ensure savings were achieved from other projects or new pieces of work.
- Numbers of children in high cost out of authority education provision.
- Sufficiency strategy and special education provision.
- Pupil projections and the numbers of available places.

- Consultation process for Early Years commencing in January, 2018.

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

(2) That management actions be noted and they continue to be developed to address areas of overspend and to identify alternative and additional savings to mitigate shortfalls in achieving planned savings in 2017/18.

(3) That the detailed Dedicated Schools Grant (DSG) Recovery Strategy be noted 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.

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

45. ADULT SOCIAL CARE - BUDGET UPDATE

Councillor Roche, Cabinet Member for Adult Social Care and Health, supported by AnneMarie Lubanski, Strategic Director for Adult Care and Housing, introduced the report which highlighted the budget pressures and actions being taken in relation to the Adult Social Care budget.

There was a forecast overspend of £5.169m against a net revenue budget of £62.675m for Adult Social Services. The main budget pressures were due to the increase in demand for services mainly in respect of Direct Payments, domiciliary and residential care plus anticipated shortfall in delivering the 2017/18 budget savings within the current financial year.

One of the main budget savings measures identified was the continued review of out of area and high cost care packages across all services to identify opportunities to reduce costs and rigorously pursue all Continuing Health Care funding applications with the Clinical Commissioning Group. Any change to an individual care package required by law a reassessment of need and, therefore, a systems change would take time if sustainable change was to take place and a planned approach required.

Budget meetings were held with senior managers to review in detail the budget forecasts, monitor demographic pressures, to identify further savings opportunities and to mitigate pressures. Options being considered towards the recovery of the current overspend included:-

- A detailed review of all expenditure within in-house provider services.
- Review of Direct Payments including auditing of individual bank accounts with the aim of clawing back any accumulated surpluses.

- Further review of all budgets across the Directorate to determine any expenditure that could be either stopped, delayed or reduced to mitigate the impact of in-year budget pressures.
- Vacancy management which was not integral to the improvement plan.
- Strengthening the process for Continuing Health Care (CHC) to enable income to be recovered more efficiently.
- Target the new teams to where there could be cost avoidance and monitor the impact to develop better value personalised care.

Progress continued on the delivery of the Adult Services Improvement Programme to improve the current practice and processes and increase capacity to support frontline pressures and additional reports on a range of options for future service delivery, including consultation with service users and carers.

Discussion ensued with the following issues raised/clarified:-

- The residential and nursing care budgets including a mixture of residential, nursing and supported living the latter due to clients moving into supported living and never moving on. A dedicated piece of work was required in the future with regard to encouraging providers to help people live independently.
- Clarification of the Direct Payment budget pressures was part of the £60M budget and was not separate. This was part of the assessment of a client to assess their level of need, ascertain their indicative budget and how they would like to receive services. Some would chose a domiciliary package and others would want Direct Payments to choose how their services were provided. It was coded differently because of the indicators that had to be counted.
- Adult Care faced an increase in demand for services with an ageing population and Rotherham was likely to increase above the national average. The vision of Adult Social Care was, that despite the elderly adult numbers rising, the numbers going into institutionalised care should reduce.
- It was a statutory requirement that the Health and Wellbeing Board consider the Joint Strategic Needs Assessment. Partnership working with commissioning with the TRFT and CCG KPMG on cohort segmentation across Health and Social Care and the Borough would also identify the JSNA to give demography trends in conjunction with the Council Plan.
- Although the assessment for Continuing Health Care funding was a joint assessment with a Local Authority representativesitting on the Panel, it was a Health decision. There needed to be improved robust and stronger processes to bring the funding in quicker once it was agreed and work was taking place with that aim currently.

- The situation and Recovery Strategy were being monitored. There was now a new overall action plan for Adult Social Care as well as an impending refresh of the vision of Adult Social Care.
- The savings target for this year and some of last year were not met in relation mainly to Learning Disabilities. Work was being carried out in terms of re-profiling when those savings were likely to come through with scenario building in relation to activity. The Interim Assistant Director had been tasked with pushing some of the projects but they would be reliant upon individual assessments. The Authority was also working with, and had oversight from, the LGA's national lead on Risk and Finances. A meeting had been held recently to consider Rotherham's saving proposals and he was very clear that the Service had to re-profile; he considered them to be achievable but not in terms of how they were currently profiled. He considered that there were flexibilities as the budget currently stood and would be able to deliver a good Adult Social Care but some of the "legacy" issues needed to be sorted and would provide a much more efficient Adult Care Service.
- As part of the improved Better Care Fund the Authority, alongside Health colleagues, was working in terms of areas of work where the impact of Winter Pressures could be mitigated. This included investment further in Social Prescribing, Age UK front door at A&E, a contingency for Winter Pressures within the IBCS and Interim Director attendance at the A&E Delivery Board.
- Public Health work with Directorates with respect to all frontline workers receiving vouchers for flu jabs. It had also been agreed that work would take place with providers to ascertain if the voucher scheme could be extended.

Resolved:- (1) That the latest financial forecast against budget for 2017/18 and the progress being made to mitigate the budget pressures be noted.

(2) That the Chairman of this Board and Chairman of the Health Select Commission meet with the Cabinet Member for Adult Social Care and Health and the Strategic Director for Adult Social Care and Housing and relevant officers to discuss future reporting of the budget.

46. DAY CARE AND TRANSPORT CHARGES

Further to Minute No. 113 of the Cabinet and Commissioners Decision Making meeting held on 14th November, 2016, Councillor Roche, Cabinet Member for Adult Social Care and Health, together with Anne-Marie Lubanski, Strategic Director of Adult Care and Housing, presented an update on the impact of the original increase to £15 per session in January, 2017.

There were currently 373 customers accessing a learning disability day centre provision which had remained unchanged since the increase was introduced as from January, 2017. There were currently 222 customers who did not financially contribute towards their support needs and 151 who contributed an amount based on their individual financial assessment. 18 customers paid the full charge for their day care totals and who would see the greatest impact of any further increase in charge.

The actual cost of a day care placement ranged from £50 to £60 per session and this was reflective across internal and external providers for day care provision.

Whilst the previous report agreed the increase of the charges over a period of time there would be a requirement to remind customers, family carers and the services affected of any further increase in charges.

Discussion ensued with the following issues raised/clarified:-

- The proposed increase, as part of the budget process, would result in per session being £30.
- Other authorities charged between £28 and £40 per session so would be less than other authorities. Consideration had not been given as yet to linking the charges to inflation.
- A user of the service would not pay if they had savings/earnings less than £23,250; the majority of users did not pay.
- A further report would be provided, following the closing of the Learning Disability Service consultation, to ascertain how many users had stopped using the Service following the increased charge.

Resolved:- That the impact of the increase in day care charges in January, 2017, be noted.

47. REGENERATION AND ENVIRONMENT DIRECTORATE - FEES AND CHARGES - PROGRESS IN RESPECT OF FULL COST RECOVERY

In accordance with Minute No. 189 of the 13th March, 2017, Cabinet and Commissioners Decision Making meeting, Damien Wilson, Strategic Director Regeneration and Environment, presented an update on progress regarding the full cost recovery in respect of the Regeneration and Environment Directorate fees and charges.

The update set out progress made towards setting charges to ensure full cost recovery as well as the impact of changes to Pest Control fees and charges which had been an area of concern.

In terms of the specific service areas it was noted:-

Planning and Building Control Service – A new charge has been introduced from July 2017 in respect of property addressing, on the basis of covering the cost of officer working hours, correspondence with relevant authorities and officiated bodies, production of plans and integration of naming and numbering into the Council's GIS systems. As this was a new charge, take-up was being assessed and would help mitigate the £12k shortfall on the budget.

Property Search Fees – These were as a result of changes through the Law Society. The new fees reflected the additional questions and an assessment of the extra officer time required and were based on the actual cost of providing and maintaining the information, as directed by the Local Authorities (England) (Charges for Property Searches) Regulations 2008. The increase in charges had impacted on the number of customers using the service and work was ongoing to increase the customer base. Currently a £25k shortfall against the budget is being reported.

Building Regulation Charges – This service was self-funding with no current pressures.

Community Protection Charges – The service was subject to different charges following a re-structure how it charged for some services.

Customer Services – Registration Services – The demand for Registration Services was difficult to predict. Currently a £14k pressure was being reported in the Financial Monitoring Report in respect of this Service, due to a reduced number of bookings in the calendar currently.

Business Regulation Charges – These were on track with no pressure.

Pest Control Fees – Pest control fees in 2017/18 were increased across a range of pest control services including rats, mice, moles, fleas, cockroaches and wasps nests.

Development of fees and charges for the 2018/19 financial year were currently being developed as part of the 2018/19 budget savings proposals and would be submitted to the February, 2018 Cabinet and Commissioners Decision Making meeting.

Discussion ensued with the following issues raised/clarified:-

- Clarification of the position with regard to the payment of Council tenants for the removal of rats from properties.
- The need for key messages that could be conveyed to the public with regard to the feeding of birds etc. that attracted rats.
- Pricing structure for the treatment of bedbugs changing from an hourly rate to a fixed charge for a maximum of 4 treatments.

- Numbers of rats inside/outside properties. There was significant variance between the years, but this was dependent upon the seasons.
- No noticeable drop when the increased charges had been introduced in 2015/16 with the same level of interest. There had been no complaints/Freedom of Information requests leading to the conclusion that the charges had had very little impact.
- Service charges applied by the Council were very competitive with external exterminator companies

Resolved:- (1) That the report be received and the update on fees and charges be noted.

(2) That the progress made towards full cost recovery in respect of Regeneration and Environment fees and charges be noted.

48. ROTHERHAM CONSTRUCTION PARTNERSHIP FRAMEWORK

Consideration was given to the report presented by Damien Wilson, Strategic Director for Regeneration and Environment, which provided an update on the RCP Framework awarded on 23rd May 2017.

Background information was provided on the Council's building construction procured through the YORbuild Framework which was used for small scale projects.

The Council's own approved lists (for building works up to £150k and mechanical and electrical works up to £500k) expired in May 2016. As such there was no alternative in place as a fall-back to using the YORbuild Framework without issuing open tenders.

In terms of marketing the Framework, so far meetings had been held with the University of Sheffield, Sheffield City Council and South Yorkshire Fire and Rescue Service. The feedback so far has been positive and there was a will to procure from the Framework should a suitable project be identified. Discussions had also taken place with St. Leger Homes and internal colleagues in Neighbourhoods to promote the use of the Rotherham Construction Partnership Framework.

A marketing strategy was to be worked up including a brochure that highlighted the advantage to clients in using the Framework and also to promote the other available trading services within Asset Management and the Council as a whole.

Resolved:- That the report be noted.

49. YOUTH CABINET/YOUNG PEOPLE'S ISSUES

A meeting was to be arranged with the Youth Cabinet with regard to the recent Children's Commissioner takeover day and their recommendations around transport.

A full update would be submitted in November, 2017.

50. WORK IN PROGRESS

Improving Places Select Commission

Councillor Mallinder reported that since the last meeting Improving Places had:-

- Met with Cabinet Members Beck, Hoddinott and Lelliott to look at work the Select Commission had in progress and to check that it followed Rotherham Plan.
- Work with Asset Management was ongoing.
- Looking at targets of savings and closer relationship with regard to budget working.
- A report containing 15 recommendations was to be submitted to this Board from Emergency Planning Task and Finish Group.
- The new Emergency Plan was to be submitted to the Select Commission to see how it referred to the Task and Finish Group's fifteen recommendations.
- There was potential for holding an information day to look at housing issues and for the Commission to pick out certain items that it could then talk to officers about.
- Councillor Mallinder and Councillor Cusworth had attended an information day on how to use data and turn that into performance management.
- Councillor Mallinder and Councillor Cusworth had attended a scrutiny meeting of Chairs and Vice-Chairs in London to look at forward ways of incorporating into Scrutiny.
- A report back from Dignity was still awaited.

Improving Lives Select Commission

Councillor Cusworth reported that since the last meeting there had been discussion on:-

- Domestic Abuse for which progress appeared to be made.
- The Chair had presented a report on alternative management arrangements for Children's Services.
- CYPS Quarter 1 performance.
- Educational provision for special educational needs and disabilities.

- Future consideration would be given to the Regional Adoption Agency, more detail on the Direct School Grants and High Needs Block, Home to School Transport and attention on Complex Abuse.

Health Select Commission

Councillor Evans reported that since the last meeting there had been discussion on:-

- Adult People and Older Peoples' Mental Health Transformation.
- Care Co-ordination Centre and Initial Rapid Response Team.
- Overview of RDaSH Care Group Transformation.
- Delayed Transfers of Care.
- New National Ambulance Standards.
- The next meeting would look at the evaluation of School's Mental Health Pilot and the Scrutiny Review of CAMHS.

Resolved:- That the information be noted.

51. CALL-IN ISSUES - TO CONSIDER ANY ISSUES REFERRED FOR CALL-IN

No issues had been referred for call-in.

52. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting of the Overview and Scrutiny Management Board take place on Wednesday, 11th October, 2017 at 11.00 a.m.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
11th October, 2017

Present:- Councillor Steele (in the Chair); Councillors Brookes, Clark, Cowles, Cusworth, Evans, Mallinder, Napper, Sheppard, Short, Walsh and Wyatt.

13. DECLARATIONS OF INTEREST

Councillor Steele declared a personal interest in Minute No. 15 (Advice Services Review) as a member of the Board of the Citizens Advice Bureau. Councillor Steele remained in the meeting during the discussion of this item.

14. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

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

15. ADVICE SERVICES REVIEW

Consideration was given to a report, presented by the Leader of the Council and the Head of Performance, Intelligence and Improvement, concerning the review of advice services in Rotherham. The report made recommendations about the future strategic direction for the services, together with commissioning arrangements and stated that this review was set in the context of significant need for advice services by the residents of Rotherham, including those people already impacted by welfare reforms, especially people with disabilities and families with children. There were also the anticipated additional demands arising from the full roll-out of Universal Credit from April 2018.

The primary focus of the review were the services provided in-house : of Advocacy and Appeals and Financial Inclusion, together with external services provided by Citizen's Advice Bureau, the Kiveton Park Independent Advice Centre and the Rotherham Diversity Forum immigration and nationality advisor. The overall objectives of the review were to secure responsive and effective service provision meeting growing complex needs for these services, with maximum efficiency within the challenging budgetary climate.

The way forward aimed to establish a streamlined and collaborative approach across advice services and providers over the medium term and would be a two-stage approach. The initial stage invited a consortium approach to commissioning from voluntary sector providers through a co-production model. Funding would be awarded aligned to a three years' Service Level Agreement(s) commencing in April 2018, with annual reviews to further the evolution of the full collaborative approach and ensure that priority needs continued to be met. The proposed processes for production of the model and commissioning are compliant with the "Rotherham Compact". The second stage, timed for 2019, would move to

an integrated model of advice provision both in-house and with the voluntary sector.

During discussion, the following matters were raised:-

: ensuring that services respond effectively to the significant additional demand for services which may arise after the full roll-out of the Universal Credit from April, 2018, as people are expected to adapt to monthly payments and suffer delays in the processing of benefits, which may create additional hardship;

: the possible effects on issues such as Council housing rent collection, as some people may have greater difficulty managing their personal finances;

: the four tiers (levels) of service provision (as detailed within the submitted report);

: the co-design, with voluntary sector organisations, for services to be delivered by voluntary sector advice providers for three years commencing in April 2018; the timescales, the bidding process and ensuring that the new arrangements are ready to begin on 1st April, 2018;

: provision of appropriate services (eg: assistance with filling in official forms) throughout the Borough area, in order to minimise travelling and the costs of travelling to access services; making appropriate use of efficient service models, including digital technology and self-service access wherever appropriate;

: ensuring that people who are unfamiliar with computers and digital technology, or who may have learning difficulties are provided with suitable assistance when accessing advice services;

: the need to ensure that effective service provision is achieved within the necessary budget and financial limitations;

: ensuring that the “open door” access to services does not involve lengthy waiting times;

: the arrangement and monitoring of Service Level Agreements with the providers of the various advice services.

Resolved:- (1) That the report be received and its contents noted.

(2) That the outcomes of the review of advice services in Rotherham, as now reported, be noted.

(3) That the Overview and Scrutiny Management Board recommends to the Cabinet that:-

1. That the outcomes of the review be noted.
 2. That approval be given to progress arrangements for advice services in Rotherham, including:
 - Co-design with voluntary sector organisations for services to be delivered by voluntary sector advice providers for three years commencing from April 2018;
 - That the scope of services to be delivered by the voluntary sector focus on provision in levels two and three of the advice model through core service level agreements to a total value of £240,000 per annum, with the provision for additional project-based arrangements covering specific advice service demands and developments over the medium term;
 - Collaboration to produce an integrated model of advice provision across advice services including in-house provision effective from April 2019;
 - Commissioning and funding model options that will best provide flexibilities for service development over the medium term through a consortium approach in the voluntary sector; and
 - Identify as part of the Council's Customer Services and Efficiency Programme, improvements to level one signposting and self-serve provision.
 3. That, subject to the achievement of the objectives of this approach, service level agreement(s) be entered into with voluntary sector providers, including the expectation of leverage of external funds, adoption of priorities and performance arrangements.
 4. That the detailed arrangements be subject to annual review and participation in the further alignment and other developments of advice services in Rotherham in 2019.
- (4) That the review shall include an assessment of the impact of the proposals on waiting times and level of demand.
- (5) That a further report on the progress of the implementation of the outcomes of the review be submitted to a future meeting of the Overview and Scrutiny Management Board.

(Councillor Steele declared a personal interest in the above item, as a member of the Board of the Citizens Advice Bureau and remained in the meeting during the discussion of this item)

16. **ROTHERHAM SIDE BY SIDE - HOUSING RELATED SUPPORT REVIEW**

Consideration was given to a report, presented by the Assistant Director of Commissioning, containing recommendations for the future commissioning of externally provided Housing Related Support Services

in Rotherham. The reports stated that Housing Related Support Services deliver positive outcomes with the vulnerable people they support, preventing and dealing with emergency homelessness and averting the need for other costlier forms of service provision. Though Housing Related Support services sit within the Adult Care and Housing Directorate portfolio, the preventative element provides whole system benefits.

Homelessness and the risk of homelessness is the focus for all Housing Related Support Services. Through the Rotherham Side-by-Side programme the Council has worked closely with existing providers, service users and wider stakeholders to co-produce the future model of externally commissioned Housing Related Support. The review was undertaken to remodel the provision, to meet changing demand and offer better value for money in addition to delivering the savings required for 2018/19.

The New Delivery Model would streamline externally commissioned services into the following housing-related support pathways:-

- Vulnerable Adults
- Complex Need
- Domestic Abuse
- Young People and Young Parents

Members discussed the following salient issues:-

: The co-production of the future model of externally commissioned Housing Related Support had begun during January 2017; the service changes would be made in such a way as to minimise the impact upon individuals; a principal aim to help people to become independent;

: The impact of the Government's welfare reforms;

: The availability of short-term accommodation and the preference for the use of furnished premises instead of "crash-pads";

: Engagement with individuals who present the most difficult challenges and ensuring that they are directed towards the most appropriate services for their needs;

: Members of the Board questioned the delay in the tendering process and asked to be provided with a full list of the organisations which had been invited to submit tenders as part of the commissioning process;

: A question was asked about the availability and use of community centres within Council housing estates;

: The emphasis of the four housing-related support pathways in trying to reduce the level of homelessness in the Borough area; the method of referrals to service provision would aim to address homelessness;

: The increasing demand for social housing; the availability of such adequate housing for people with complex needs and more specific cohorts such as women who have been offenders;

: There is no intention to introduce quotas for the allocation of refuge accommodation (a practice recently adopted by Sheffield City Council, which limits refuge places for people from outside the local authority area);

: All providers of Housing Related Support Services will be required to ensure that services are accessible to all who are eligible (nb: there is no specific service for people from black and minority ethnic communities who are survivors of domestic abuse); the services intend to be all-encompassing, regardless of an individual's ethnic origin, nationality, etc; it was noted that the Apna Haq organisation has obtained significant funding from the National Lottery for specific domestic abuse support services for people from black and minority ethnic communities;

: The aim of providing support for as many individuals as possible, within the limitations imposed by the available budgets; there will be co-operation and joint working between services, although each service will make its own specific assessment of an individual's needs;

: Ensuring that individuals are able to move-on successfully, after the initial assistance from homelessness projects, using the Housing First model; action to reduce the level of disengagement of people with complex needs;

: Reducing the number of failed tenancies;

: The age range for the Children and Young People's Services pathway has been revised from 18 years to up to 21 years, to avoid duplication of service provision with the Vulnerable Adults Pathway, as there is a degree of cross-over with regard to primary and secondary presenting needs in some instances;

: Sufficiency planning is taking place with Children and Young People's Services, with oversight from the Commissioners, in respect of service provision for young people who leave the care of the Local Authority; Housing Related Support is an additional option, forming part of the wider Sufficiency Strategy;

: Ensuring that service provision reacts to changes in the needs of the population (eg: older people and those who may have a range of complex needs);

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: Maintaining emergency alarm services within the community (eg: Rothercare) in spite of necessary budget reductions; Members of the Board asked to be provided with details of the separate review of the Rothercare service;

: Reference to the success of the Housing First project, in areas around the country, whose aim is to reduce long-term and repeated homelessness;

: Members expressed continuing concerns about budget reductions affecting all services, including those in Housing;

: The importance of multi-agency risk assessment conferences (eg: for victims of domestic abuse); services were aware of the prevention of domestic abuse and violence as being a very high priority in the Borough area;

: The monitoring of the circumstances of vulnerable people who are living in supported-accommodation;

: Reducing the incidence of failed housing tenancies and the same people being involved in repeatedly failed tenancies.

Resolved:- (1) That the report be received and its contents noted.

(2) That the Overview and Scrutiny Management Board supports the recommendations as set out in the report now submitted, which are to be considered further by the Cabinet and Commissioners.

(3) That a report on the progress of the implementation of the re-modelled and recommissioned Housing Related Support Services in Rotherham be submitted to a meeting of the Overview and Scrutiny Management Board during the Summer, 2018.

(4) That the appropriate officers submit reports to future meetings of the Overview and Scrutiny Management Board on:-

- (a) the Housing First Project; and
- (b) the review of the Rothercare service.

17. TRANSPORT FOR THE NORTH

Consideration was given to a report, presented by Councillor Lelliott (Cabinet Member for Jobs and the Local Economy) and by the Transportation and Highways Design Manager, concerning the proposed establishment of Transport for the North as a Sub-National Transport Body under Section 102J of the Local Transport Act 2008.

The report stated that the consent of each Highway Authority within the area of each Combined Authority (in Rotherham's case, the Sheffield City Region) which was a constituent Authority of Transport for the North was required to the making of Regulations by the Secretary of State for Transport. These Regulations contain provisions which giving Transport for the North highway powers to be exercised concurrently with the Local Highway Authorities.

The stated purpose of Transport for the North is to transform the transport system of the North of England by planning and delivering the improvements needed to connect the region with fast, frequent and reliable transport links, which will facilitate economic growth so as to create a Northern Powerhouse.

Members noted that the Chair of the Overview and Scrutiny Management Board and the Leader of the Opposition Group on the Council had agreed that this matter be exempt from the call-in process as the response to Government had to be submitted by the deadline of Friday 20th October, 2017.

Discussion ensued on the following issues:-

: The role of Transport for the North would be to encourage connectivity around the region (in transport terms), thereby encouraging economic growth; Transport for the North will not become a Highway Authority in its own right;

: Transport for the North will enter into a written protocol with the Constituent Authorities (of the region) before exercising any transport powers or functions;

: Transport for the North will comprise one Elected Member from each Constituent Authority;

: The region of the North extended from the southern most cities of Liverpool, Manchester and Sheffield to Cumbria and Northumberland in the North and as far as the border between England and Scotland;

: Individual local authorities may still be required to contribute funding to regional transport schemes which have specific benefits for their own areas;

: Transport for the North would have certain enabling powers and must also obtain the specific approval of the appropriate Highway Authority for schemes affecting the highway; Transport for the North would have no powers to impose highway or transport schemes on a Local Authority area (eg: toll roads);

: Transport for the North will provide a means of lobbying Government on transport issues (including bodies such as Rail North).

Members asked to be provided with details of the draft Constitution for Transport for the North.

Resolved:- (1) That the report be received and its contents noted.

(2) That the Overview and Scrutiny Management Board agrees with the recommendation that this Council formally consents under Section 102J of the Local Transport Act 2008 to the making, by the Secretary of State for Transport, of Regulations to establish Transport for the North as a Sub-National Transport Board and giving Transport for the North concurrent highway powers.

18. SCRUTINY REVIEW - ALTERNATIVE MANAGEMENT ARRANGEMENTS FOR CHILDREN'S SERVICE IN ROTHERHAM

Further to Minute No. 80 of the meeting of the Improving Lives Select Commission held on 12th September, 2017, consideration was given to a report, presented by Councillor M. Clark (Chair of the Improving Lives Select Commission), concerning the scrutiny review of Alternative Management Arrangements for Children's Services in Rotherham.

The scrutiny report, as submitted, presented the latest analysis and current thinking of the Improving Lives Select Commission's cross-party review group on the range of Alternative Management Arrangements for Children's Services. The report evaluates the relative strengths and challenges of the primary options available to the Council and includes initial recommendations for future management arrangements.

Members discussed the following issues:-

: The consideration of Alternative Management Arrangements was one aspect of the eventual return of powers relating to Children's Services to the control of the Council (such powers still currently being under the control of the Government-appointed Commissioners);

: For the purposes of this scrutiny review, the definition of Alternative Management Arrangements is "the delivery of Children's Services other than through traditional in-house local authority services";

: The context of the Government's policy paper "Putting Children First" (Department for Education, 2016); this publication set 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;

: The report of the second workshop study led by the ISOS Partnership, concerning the improvements to this Authority's Children's Services (the workshop had taken place on 17th February, 2017); this process was being supported by the Local Government Association;

: Letters received from this Council's partner organisations concerning the improvements to this Authority's Children's Services;

: This Council's current Children and Young People's Plan 2016 to 2019;

: The establishment of a Trust organisation to have operational responsibility for Children's Services had not been ruled out (nb: some other local authorities (eg: Doncaster MBC) operate Children's Services by means of a Trust); it was acknowledged that the different delivery models and management arrangements across the country are in various stages of development;

: The scrutiny review had examined the Council's capacity to : (i) self-assess accurately; (ii) develop strategic priorities that will address weaknesses; and (iii) implement these strategic priorities swiftly and effectively; Rotherham's current position was assessed as being in the "fair to good" category; the ultimate aim is to achieve "Good" and "Outstanding" status for the Council's Children and Young People's Services;

: The importance of continuing external scrutiny, support and challenge in delivering improved children's outcomes in Rotherham.

Resolved:- (1) That the report of the scrutiny review of Alternative Management Arrangements for Children's Services in Rotherham, as now submitted, be received and its contents noted.

(2) That the Overview and Scrutiny Management Board agrees with the recommendations of this scrutiny review, as detailed in the report.

(3) That the scrutiny review report be forwarded to the Cabinet and Commissioners for their consideration.

(4) That the response of the Cabinet and Commissioners be reported to a meeting of the Improving Lives Select Commission.

19. SCRUTINY REVIEW - EMERGENCY PLANNING

Further to Minute No. 81 of the meeting of the Improving Places Select Commission 20th September, 2017, consideration was given to a report, introduced by Councillor Wyatt (Chair of the Task and Finish Group), which described the outcome of the scrutiny review into the Borough Council's Emergency Planning process. Detailed within the report were:-

: the legal context governing the provision of the Emergency Plan (which is being renamed the Major Incident Plan);

: the Joint Service Agreement which exists between the Rotherham Borough Council and the Sheffield City Council to provide and implement the Emergency Plan (Major Incident Plan);

: the Emergency Plan (Major Incident Plan) is being reviewed and refreshed;

: the fifteen recommendations arising from the scrutiny review.

Reference was made to the availability of training for Elected Members, Parish Councillors and also volunteers in respect of the Emergency Plan (Major Incident Plan) and responding to major incidents.

Resolved:- (1) That the report of the scrutiny review into the Borough Council's Emergency Planning process be received and its contents noted.

(2) That the report be forwarded to the Cabinet and Commissioners for their consideration and response to the recommendations.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25th October, 2017**

Present:- Councillor Steele (in the Chair); Councillors Clark, Cowles, Cusworth, Evans, Mallinder, Napper, Sheppard, Short, Walsh and Wyatt.

Apologies for absence:- Apologies were received from Councillors Brookes.

20. MINUTES OF THE PREVIOUS MEETING HELD ON 6 AND 27 SEPTEMBER

Resolved:- That the minutes of the meetings held on 6th and 27th September, 2017 be approved as correct records of proceedings.

21. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

22. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

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

23. ROTHERHAM MBC ANNUAL REPORT - COMPLIMENTS AND COMPLAINTS 2016-17

Consideration was given to the Council's Annual Report - Compliments and Complaints 2016/17 (hereafter referred to as 'the annual report') which set out information about complaints made to the Council under the Corporate Complaints Procedure, Housing Complaint Procedure and the Adult and Children's Services Complaint Regulations.

The figures in the report included details of the number of complaints received, numbers of compliments received, and information on those complaints that have escalated to be considered by the relevant Ombudsman. The information included detailed breakdowns of complaints and enquiries received for each Council Directorate.

Analysis was also provided on the particular trends in the complaints received, by service area, and in terms of the timescales in which responses were provided; as well as about the escalation of complaints.

The report also highlighted examples of key learning points from the complaints received, which have been used over the last year in regular reports to senior managers to address or correct any mistakes and improve services or procedures as a result.

It was noted that legislation on complaints was different in three cases for Adult Social Care, Children's Social Care and Housing and the Council had created an additional process for corporate complaints. Members queried whether it would have been preferable to replicate one of the existing three processes for corporate complaints rather than establishing a fourth process. In response, it was confirmed that customers are not presented with a myriad of different procedures and it was the role of the Complaints Team to guide them through that process. It was noted that the processes were different, but had a number of similarities too and that the corporate complaints procedure mirrored the procedure for children's social care.

Members sought clarification on how the Council defined a compliment and whether every disgruntled comment was also recorded. In response, it was confirmed that compliment was considered to be praise in any form where a customer is happy with standard of service provided. With regard to disgruntled comments, if the comment had been made under the complaints process then it would be recorded, but if it had been received outside of the corporate complaints team then it would not be formally recorded. Members were advised that all staff needed to act upon feedback provided and take responsibility for improving the way in which services are delivered.

It was noted the number of complaints had increased significantly and Members sought an explanation for the increase. In response it was confirmed that the majority of the increase was attributable to a change in the category definitions. It was further noted that complaints were logged in the Liquidlogic system. Members queried how the new system could have an underlying impact on the number of complaints received.

Reference was made to small increase in complaints relating to adult social services and the increase in the length of time taken to respond. Members sought clarification as to why performance on response times had dropped and whether there had been specific issues and what had been done to address them. In response, it was not possible to give a definitive answer, but it was assumed that this had been due in part to a restructuring within the service. Protocols had been established to ensure that complaints were referred to the correct person. It was further noted that a performance dashboard had been introduced and reported to Directorate Leadership Teams in Adult Care & Housing and Children & Young People's Services.

Members queried how complaints in respect of contractors were resolved. It was confirmed that a response would be provided outside of the meeting.

It was suggested that the Council should consider undertake random call backs to customers in respect of their satisfaction to establish whether there was more to be learned. It was confirmed that some satisfaction testing was already undertaken.

Concerns were expressed in respect of how young people were encouraged to complain and clarification was sought in respect of the Council signposted young people to make complaints and be confident in doing so. In response, it was confirmed that work had been done and was ongoing to ensure that children and young people were able to and clear about how to make complaints. It was reported that there had been a sharp increase in Stage 2 complaints. Furthermore all children and young people had an advocate and the Strategic Director underlined the need for the service to be open and ensure that all voices were heard.

Following on, Members expressed further concern that 75% of complaints from children and young people were being upheld. In response, it was confirmed that complaints from young people under the age of 18 represented only a relatively small part of the numbers received. Member sought more information in respect of complaints from adults too and expressed concern at the number of complaints in respect of staff and sought assurances that the situation was improving. It was confirmed that updated information would be supplied outside of the meeting.

Members sought to better understand the process that a customer would experience when lodging a complaint and queried what was provided when contact was made. In response, it was explained that an acknowledgment would be sent detailing the timescale for handling the complaint and the full procedure could be provided upon request. A named contact would be provided to track the complaint and would act as the conduit between the complainant and the service. It was explained in response to a supplementary question that the procedure for complaints was not issued to all complainants, but that the principles of the procedure were detailed in the acknowledged in the letter.

Members queried whether any progress had been made in respect of the online learning module on complaints handling and if the program was fit for purpose. has any progress be made and is it fit for purpose. In response, it was confirmed that all staff who deal with customers needed to have an awareness of the complaints procedure.

Reference was made to delays in assessments within Adult Social Care and Members queried what the position was in relation to complaints. It was explained that issues with people waiting for assessment had not translated into formal complaints. It was further noted that there had not been a large spike in complaints within Adult Social Care and this had remained the case.

Members queried whether what constituted a complaint had changed and requested that a definition of a complaint be provided. Concerns were expressed that there was a mixed approach to the logging of complaints and the procedure did not seem to be consistently applied. In response, officers agreed that there needed to be a clear definition of complaints arising from a review which was currently underway and that definition needed to be applied consistently across the whole authority.

Discussions took place in respect of Councillors Casework and a number of Members indicated that they were not aware of the system that was initiated in January 2017 for casework to be referred to management support in directorates to be cascaded to relevant officers. It was explained that this was an interim system and a review was underway to identify the best approach and system to enable Members to refer and resolve casework.

A question was put in respect of anti-social behaviour complaints in respect of tenants or residents of private housing. It was agreed that officers would prepare a response on this point outside of the meeting, but noted that it would be a matter for the enforcement team to utilise relevant procedures and legislation.

Members raised a number of points of detail that were highlighted within the report in respect of damp in council properties, taking a proactive approach to managing energy, external cladding on council properties. Concern was also expressed in respect of the payment of compensation to a complainant who had been evicted from a property where a weight from weightlifting kit had been lost during the eviction process. Further concerns were expressed in respect of parking attendants working in pairs and the approach taken to enforce parking fines by attendants. Officers gave undertaking that a response would be provided to Members on those issues. It was also noted that a different style of report would be presented in future which focused less on the detail of complaints and provided more of an overview of the process.

Members queried how the Council used communications and the briefing of frontline customer services staff when preparing for significant service changes that may generate complaints. It was confirmed that processes were in place to make sure that all staff were aware of changes and 'frequently asked questions' were prepared to assist. It was confirmed that representatives from the Communications team attended each Directorate Leadership Team so that communications activities and materials could be prepared to accompany any service changes.

Referring to the data within the report, Members indicated that it would be helpful to analyse the data over a longer period to establish any patterns or trends. The presentation of the report and data made it difficult to see any trends developing. Officers noted the point for future reports.

Resolved:-

1. That the content and key messages of the Annual Report – Compliments and Complaints 2016/17 be noted, including in particular the proposed service and performance improvement actions for 2017/18.

2. That any further comments be made on areas for further and continuous improvement which could be delivered in partnership with service teams and members moving forward.
3. That the review of the complaints procedure and policy be submitted to OSMB before any final decision to amend the policy.
4. That the relevant complaints procedure be made available at the first point of contact with a complainant.
5. That arrangements be made for Members of Overview and Scrutiny Management Board to shadow both the complaints team and frontline customer services staff to observe how issues are dealt with on the frontline.
6. That the Improving Lives Select Commission examine the Children's Social Care complaints procedure.

24. SUSTAINABILITY STRATEGY FOR CHILDREN'S SERVICES 2016 TO 2021 - PROGRESS REPORT

Consideration was given to the progress report on the Sustainability Strategy for Children's Services 2016 to 2021 which was subject to comprehensive internal review and external challenge completed by the Practice Partner for Children's Improvement (Lincolnshire County Council).

The report set out in detail the progress of the sustainability plan initiatives, including details on:-

- Therapeutic Service.
- Family Group Conferencing.
- Special Guardianship Looked After Children.
- Pause Project.
- Edge of Care.
- Multi-systemic Therapy (MST).
- Reunification Project.
- Single Assessment Review Duty Team.
- Appointment of Newly Qualified Social Workers (x 22).
- Overall summary / conclusion on the investments to date.

A summary of delivery against the targeted outcomes from the Sustainability Strategy in 2017/18 was highlighted.

The individual projects were on target to deliver expected outcomes and achieve a reduction in expenditure compared to the alternative option of "do nothing". However due to the significant increase in LAC to 521 (+7%) since 1st April 2017, there was a forecast net cost pressure on the CYPS budget of £2.592m. Without the initiatives in the Sustainability

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Strategy, the in-year pressure could have been more severe, a further £2.261m on top of the current overspend.

The significant increase in the number of looked after children referred to above is entirely due to the unforeseen and extraordinary impact of the complex abuse inquiry, of which the costs were substantial. Without this, CYPS would be reporting a break-even budget position. However, instead the forecast at 31st July, 2017 and reported to the September Cabinet was for a Directorate overspend of £2.592m.

The forecast included 39 children and young people in care who were directly linked to the investigation. It did not incorporate any further placements, up to an additional 70 based on “worst case scenario” estimates, which could exacerbate the current position by up to £2.3m in this financial year.

Members sought clarification in respect of the predicted trend for the numbers of looked after children. In response it was confirmed that the trend prediction took account of the national picture, as well as local circumstances in Rotherham, where the Complex Abuse Inquiry had increased demand. However, it was noted that activities from the Council had prevented 37 admissions into care.

The point was made that all Members were concerned about the overspend on the budget for Children and Young People’s Services, which could not be attributed fully to austerity driven by central government. In response, it was noted that the prediction for services for children and young people to be overspent by £2billion on a national basis by 2020. The feeling from the Local Government Association, councillors with responsibility for children and young people’s services and directors of those services was that the government needed to take similar action that which had been done for adult social care. It was confirmed that the Council had plan and the plan was having some effect, but it could not be denied that it was making the budgetary position very difficult.

Members sought assurances in respect of attracting and retaining newly qualified social workers to avoid further use of agency staff. In response, it was confirmed that the Council had been shortlisted as one of the best social work employers in the country and that would further boost the authority’s profile as a good employer which could only help with recruitment and retention. It was further reported that the Strategic Director of Children and Young People’s Service was leading on work to introduce a regional agency agreement for Yorkshire and the Humber to help manage the market better, minimise cost and promote stability.

Members referred to the value of inspection regimes and expressed concern that such processes tended to make services focus on delivering to pass an inspection, rather than focusing on getting things right, which would consequently ensure that success in inspections would follow. In response, officers expressed agreement in principle with that viewpoint,

but from experience of inspections, it was crucial to institute effective governance and performance regimes and to have a critical understanding of the inspection framework. It was a challenge to maintain a balance between doing the right thing and measuring progress for inspection frameworks.

Members queried whether the service should be planning for unexpected events. It was confirmed that the service could not plan for all unexpected events, but that it always learned from what it did. When projections were made, they were calculated on the basis of predictive analytics. One of the key issues that had not been properly understood was the impact of welfare reforms, which was having and expected to continue to have a significant impact.

Resolved:-

1. That the progress report be noted.
2. That a further update report on the Sustainability Strategy be provided in March 2018.
3. That arrangements be made for a Member Seminar on impact of Universal Credit implementation.
4. That the work on the Yorkshire and Humber Regional Agency Review feed into the scrutiny review of agency staffing.

25. THE IMPLEMENTATION OF THE REVISED FOSTER CARERS PAYMENTS SCHEME

Consideration was given to the Foster Carers Payments Support and Development Scheme which was revised twelve months ago with the specific aim of boosting the recruitment of foster carers in Rotherham and to reduce the increasing reliance on the Independent Fostering Agency sector (IFAs). Whilst the revised scheme had broadly been successfully implemented it had coincided with a significant increase in the overall numbers of looked after children (LAC) so that there had been little impact on the use of IFA placements. However, without this revised Scheme it may well be that recruitment would have been less successful and the financial implications arising from the increase in LAC numbers would have been even more significant.

Members sought to understand what lessons had been learned from implementation and whether examples had been reviewed from other authorities. In response, it was confirmed that the main lesson learned was not to try to implement two systems at once. However, it was acknowledged that the implementation of both systems could not be delayed. The glitches in the implementation of the Liquidlogic system had not been anticipated but were resolved. The response of the CYPS

leadership team was to meet with foster carers face to face to discuss the issues.

Reference was made to the need to improve the training for members of the Fostering Panel and that consideration should be given to providing training before commencing other areas of activity. Furthermore, Members queried whether there was any evidence that people would interested in fostering as a career choice or receiving recognition as employees. In response, it was confirmed that there was no enthusiasm for professionalising the role of foster carers.

Resolved:-

1. That the contents of this report be noted.
2. That consideration be given to reviewing the training programme for the Fostering Panel.

26. YOUTH CABINET/YOUNG PEOPLE'S ISSUES

No issues to report.

27. WORK IN PROGRESS

Improving Places Select Commission

Councillor Mallinder reported looking forward to establishing a five year plan and some long term infrastructure for the Commission. Members would follow up on the Allocations Policy as concerns had been relayed that it had not implemented. The Commission had also asked for reports on the Major Incident Plan and Neighbourhood Working.

Improving Lives Select Commission

Councillor Clark reported that some work was planned on Complex Abuse and this was in its infancy. It was noted that the planned October meeting had been delayed, but that a meeting would go ahead and would be chaired by the Vice-Chair on Pause Project. She also encouraged everyone to attend. the January meeting where the focus would be on the Voice of the Child.

Health Select Commission

Councillor Evans reported the Commission had not met since the previous meeting of Overview and Scrutiny Management Board, but that a meeting was scheduled for 26 October where the focus would be on CAMHS and workforce development.

Resolved:-

That the information be noted.

28. CALL-IN ISSUES

The Chair reported that no issues had been referred for call-in.

29. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting be held on Wednesday, 8th November, 2017 at 11.00 a.m.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
8th November, 2017

Present:- Councillor Steele (in the Chair); Councillors Brookes, Clark, Cowles, Evans, Mallinder, Napper, Sheppard, Walsh and Wyatt.

Apologies for absence:- Apologies were received from Councillors Cusworth and Short.

30. DECLARATIONS OF INTEREST

Councillor Sheppard declared a personal interest in item 6 (Voluntary and Community Sector Infrastructure Services Review) due to his involvement as a trustee of a voluntary organisation.

31. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

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

32. TO CONSIDER WHETHER THE PRESS AND PUBLIC SHOULD BE EXCLUDED FROM THE MEETING DURING CONSIDERATION OF ANY PART OF THE AGENDA

The Chair reported that there were no items of business requiring the press and public to be excluded from this meeting.

33. WASTE OPTIONS APPRAISAL - CONSULTATION

Consideration was given to the report which sought approval to carry out consultation on proposed changes to the Council's waste collection service.

Waste collection services in Rotherham have developed over the last fourteen years and currently consisted of a hybrid of previous kerbside sorting regimes and current collection operations.

The Council was keen to consider how the service could be modernised ensuring full consideration was given to maximising recycling and reducing costs and the views of residents on a range of improvements would be sought on:-

- Materials for recycling and the use of wheeled bins.
- Residual waste.
- Garden waste.

The eight week consultation, commencing on 27th November 2018 would ensure customers understood the proposed changes, the reasons for them and communicate how they could contribute to the consultation.

Engagement would take place using a combination of drop-in sessions and online feedback. Communications around the proposed changes and the subsequent consultation would be undertaken using a combination of mechanisms, including social media, traditional media and printed material.

Members sought clarification on the range of options that had been considered prior to establishing an option for consultation. In response, it was confirmed that work had been ongoing for a number of months and those had included reviewing privatisation, but that had been discounted because of the timescales involved.

Reference was made to the Manvers facility where recyclate was sorted and Members queried why sorting was being prioritised at the kerbside, rather than having all sorting done at Manvers and being assured that co-mingling of recyclate would not be an issue. In response, it was explained that the preferred approach was to reiterate the principles of reduce, re-use and recycle and that sorting at the kerbside reduced the likelihood of waste entering the system.

Members queried whether more could be done to deal with leaves through composting. In response, it was confirmed that compost material was not produced at the Manvers facility and it was difficult to be proactive in composting leaves from highways due to the chemicals from diesel vehicles.

Referring to the proposal to charge for green waste collection, Members sought to understand how the authority would police and prevent green waste being deposited in refuse bins. In response, it was explained that the new refuse bin would be smaller and to include green waste would reduce capacity for other waste. The Council would be keen to hear during the consultation how more can be done to encourage composting. In respect of policing, if green waste was identified in a refuse bin, the authority would contact the resident to ask them to sort it out, but it would be difficult to do this if the green waste were at the bottom of a bin in a black bag. It was noted that the Council was not proposing to issue fines in such cases.

Member sought assurances in respect of how the Council would undertake the consultation. In response, it was explained that the intention was to write to every property in the borough with a factual breakdown of the proposals and how residents can engage in the consultation. In addition, drop in events were being investigated in localities, as well as using social media to get the message out that the consultation was underway.

It was explained that the proposals had been developed in response to concerns that had been expressed in respect of the service. There was an awareness of the financial constraints and the need to improve recycling rates. It was explained that the overall cost of the service was £11million per annum and the cost of replacing bins would be £1.4million, which would generate an overall saving of around £1.3million.

In response to a question from Members in respect of having a backup plan, it was explained that the consultation was on the preferred option and how that can be made to work. A great deal of work was still being undertaken to drive improvements and examples were given in respect of reductions in missed bin collections and increased fuel efficiency from some of the changes that had been made. The Council was learning from the experiences of other authorities to improve the service and deliver efficiencies.

Reference was made to the way in which communications could be used to reduce co-mingling and ensure that capacity in bins was maximised. An example was given of plastic bottles containing air which reduced capacity. If the bottle were cut or flattened then that would help to increase capacity in the refuse bin. It was agreed that information and education around recycling and waste disposal was something which could be looked at and improved.

Members requested that the equality impact assessment be brought back to the Board following the conclusion of the consultation. Following on, assurance was sought that the proposed eight-week period of consultation would be sufficiently long enough to inform the decision on what was likely to be viewed as a radical change. It was explained that an eight-week consultation period was longer than normal and assurances were provided that the Council was prepared for the level of response that the consultation was likely to generate. It was noted that no change was proposed in respect of assisted bin collections.

Further assurances were sought in respect of how the Council would enable people whose first language was not English to be aware and participate in the consultation exercise. It was explained that it was proposed for the consultation documents to only be available in English and Members indicated that they would require assurance that work would be undertaken with minority groups whose first language was not English. A commitment was provided that this would be done.

Resolved:-

1. That consultation with the residents of Rotherham on proposed changes to household waste and recycling collection services be supported.

2. That further consideration be given to how newly arrived communities and those who do not have English as a first language are consulted on the Waste Option Appraisal;
3. That a further report be submitted in February 2018 to report on the outcome of the consultation and the recommended options for approval.

34. VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE SERVICES REVIEW

Consideration was given to the report which detailed how infrastructure services provided support that helped voluntary and community sector (VCS) organisations across the borough to become more effective and sustainable.

Active and vibrant community groups and voluntary organisations were the backbone of local communities and work collaboratively with residents and with the Council to make a positive difference. The Council's funding for infrastructure support meant that local groups and organisations could access capacity building support and be part of a Rotherham-wide network.

Community and voluntary organisations have an important role in helping to build resilient communities across the borough and in supporting residents - particularly the most vulnerable.

The current infrastructure services were provided by Voluntary Action Rotherham (VAR) with the engagement of Rotherham Ethnic Minority Alliance (REMA). The current arrangements ran until the end of March 2018.

As part of considering arrangements for the next three years, a review into the infrastructure support needs of the VCS in Rotherham had been completed. The purpose of this review was to assess the effectiveness of the existing service and to identify future needs. The outcome of this was the recommended continuation of infrastructure support (in line with the commitments of the Rotherham Compact), with a priority focus on activity and support aligned to communities and neighbourhoods as set out in the Council and Rotherham plans.

The next stage in the process was to invite bids for there to be a lead infrastructure organisation to work with the Council to develop full proposals and then lead the delivery over the next three years.

Members referred to the recommendations within the report and sought clarification as to how activities would be achieved and how success would be measured. In response, it was confirmed that this would be part of the specification and targets would be defined against benchmarking data within the voluntary and community sector. Following on, Members sought assurances that the funding was not going to be taken away with an expectation that the sector would have to deliver more. In response, it was confirmed that there was no intention of asking the lead organisation to do more work, but they would be required to work to an identified set of priorities.

Reference was made to part of the report which stated that external funding would be sourced to mitigate any budget cuts and Members asked for information as to how the Council would get this funding and how it would tackle inequalities. In response, it was explained that the borough was not currently receiving its fair share of external funding and the intention was to put in collective bids for external funding with the voluntary and community sector. In respect of equalities, it was noted that there had been a concentration on particular communities and not addressed outlying communities and the new neighbourhood working model would play an important role in addressing inequalities.

Members queried whether voluntary and community sector infrastructure grants were being monitored and how performance would be reviewed. In response, it was acknowledged that this had been neglected in the past and discussions were taking place with Voluntary Action Rotherham (VAR) on how this would work in future. The expectation was that quarterly monitoring reports would be submitted and it may involve a refreshing of objectives and the specification itself.

Assurances were sought in respect of efforts to encourage voluntary and community sector organisations to build their own reserves so that their financial modelling would become more sustainable.

Members sought clarification in respect of how the preferred approach was determined and how the precise figure was reached. In response, it was accepted that the options were considered to be radical and that option 1 was chosen on the basis that the sector in the borough continued to need infrastructure support. The alternative would have been to cease funding altogether and that would not be supported.

Resolved:-

1. That Cabinet be advised that the recommendations be supported.
2. That there be greater clarity on the outcomes arising from the activity (as outlined in Recommendation 1.3 of the report) to ensure that value for money is achieved on the Council's investment.

35. MEMBER DEVELOPMENT STRATEGY

Consideration was given to the report which detailed how the Member Development Panel had worked with councillors, officers and the Local Government Association to prepare a strategy to direct the Council's approach to learning and development for Members.

This strategy had been prepared to reflect the ambitions in the Council Plan and enhance the skills, knowledge and behaviours of Members and sought formal approval by the Cabinet.

Members broadly supported the thrust of the strategy and welcomed the adoption of a single document that would enable councillors to focus their development activity. Some concern was expressed in respect of requiring Members to undertake training and some Members felt that this would be better reflected as an aspiration rather than a requirement. An explanation of mandatory training was provided to the Board and Members were reminded of the need to continue to develop as part of the Council's improvement journey and Members would be required to continue to enhance their knowledge, skills and behaviours as part of that journey.

Resolved:-

That the Member Development Strategy be supported for approval.

36. DISTRICT HEATING SCHEME CHARGES REVIEW

Consideration was given to the review of district heating which had been undertaken following capital investment made to infrastructure that had improved the efficiency and concerns raised by tenants on the Swinton Fitzwilliam Estate about the high cost of heating.

A previous report to Cabinet in July 2017 recommended that a weekly standing charge of £2 be introduced to enable a reduction in kwh charge to 5.65p so mitigating a payment spike for residents on the Swinton Fitzwilliam Estate who were on pre-payment meters. The equivalent charge per kwh if no standing charge was levied would have been 7.09p per kwh. There were concerns expressed by some tenants and Ward Members that prompted a further review of charges to be undertaken.

Subsequently, the review focused on anticipated costs for 2017-18 based on full year operating costs for 2016-17 now being available and the known cost reductions from significant investment in district heating infrastructure over the last three years now coming to fruition.

This report, therefore, recommended the reduction of the kwh charge to 6.28p per kwh with no standing charge for 2017-18 which would be applied retrospectively from 1st April, 2017. These cost reductions would mean that charges for district heating in Rotherham for 2017-18 were comparable to both Sheffield and Doncaster.

Resolved:-

That Cabinet be advised that the recommendations be supported.

37. TO DETERMINE ANY ITEM WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY

The Chair reported that there were no items of business requiring urgent consideration at the meeting.

38. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting be held on Wednesday, 22nd November, 2017 at 11.00 a.m.

**EARLY RELEASE/FLEXIBLE RETIREMENTS PANEL
18th September, 2017**

Present:- Councillor Alam (in the Chair); Councillors Cowles and Roche.

Apologies for absence were received from Councillors Read and Watson.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

FLEXIBLE RETIREMENT APPLICATIONS - ADULT CARE AND HOUSING

The Panel considered four applications for flexible retirement from employees in Adult Care and Housing.

Resolved:- (1) That the applications in respect of D.R., L.K. and J.W. be approved.

(2) That the application in respect of S.B. be refused, pending the outcome of the service review. Once the outcome of the service review was known a further application for flexible retirement could be submitted.

FLEXIBLE RETIREMENT APPLICATION - REGENERATION AND ENVIRONMENT

Resolved:- That this application be deferred.

FLEXIBLE RETIREMENT SCHEME - ASSISTANT CHIEF EXECUTIVE

The Panel considered an application for flexible retirement from an employee in the Assistant Chief Executive's Directorate.

Resolved:- That the application be approved.

RELEASE OF PRESERVED BENEFITS ON COMPASSIONATE GROUNDS - CHILDREN AND YOUNG PEOPLE'S SERVICES

The Panel considered an application for release of preserved benefits on compassionate grounds from a former employee of Children and Young People's Services.

Resolved:- That the application be approved.

**APPEAL PANEL
4th October, 2017**

Present:- Councillor Alam (in the Chair); Councillors McNeely and Wyatt.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

APPEAL - D1/10/17 - REGENERATION AND ENVIRONMENT

The Panel considered the appeal by D1/010/17 against his earlier dismissal. He represented himself at the hearing.

The Panel considered the finding of the disciplinary hearing and upheld the appeal against dismissal.

Resolved:- That the appeal be upheld.

**APPEAL PANEL
4th October, 2017**

Present:- Councillor Alam (in the Chair); Councillors Cowles and McNeely.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

APPEAL - D2/10/17 - ADULT CARE AND HOUSING

The Panel considered the appeal by D2/10/17 against her earlier dismissal. She was represented at the hearing.

The Panel confirmed the finding of the disciplinary hearing and rejected the appeal against dismissal.

Resolved:- That the appeal be not upheld.

**APPEAL PANEL
6th October, 2017**

Present:- Councillor Alam (in the Chair); Councillors Atkin and McNeely.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

APPEAL - D3/10/17 - ADULT SOCIAL CARE AND HOUSING

The Panel considered the appeal by D3/10/17 against his earlier dismissal. He was represented at the hearing.

The Panel confirmed the finding of the disciplinary hearing and rejected the appeal against dismissal.

Resolved:- That the appeal be not upheld.

EARLY RELEASE/FLEXIBLE RETIREMENTS PANEL
9th October, 2017

Present:- Councillor Alam (in the Chair); Councillors Hoddinott and Watson.

Apologies for absence were received from Councillors Cowles and Read.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

RELEASE OF PRESERVED BENEFITS ON COMPASSIONATE GROUNDS - CHILDREN AND YOUNG PEOPLE'S SERVICES

The Panel considered an application for release of preserved benefits on compassionate grounds from a former employee of Children and Young People's Services.

Resolved:- That the application be approved.

RELEASE OF PRESERVED BENEFITS ON COMPASSIONATE GROUNDS - CHILDREN AND YOUNG PEOPLE'S SERVICES

The Panel considered an application for release of preserved benefits on compassionate grounds from a former employee of Children and Young People's Services.

The financial implications associated with the request to release the pension entitlements were considered and discussed at length.

Resolved:- That the application be refused.

FLEXIBLE RETIREMENT APPLICATION - REGENERATION AND ENVIRONMENT

Further to Minute No. 14 of the Panel held on 15th May, 2017 the Panel considered an application for flexible retirement from an employee in Regeneration and Environment Services.

Discussion ensued on the request which would form part of a wider restructure.

REPORT FOR INFORMATION – 09/10/17

Clarification was sought on the potential for further budget savings moving forward and the impact of the pending restructure of the service. On this basis it was suggested the service give consideration to temporarily backfilling the position until such point the restructure was finalised.

Resolved:- (1) That the application be approved.

(2) That the service temporarily backfill the position until such point as the restructure was finalised as part of the budget considerations.

**APPEAL PANEL
24th October, 2017**

Present:- Councillor Alam (in the Chair); Councillors Elliot and Wyatt.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

APPEAL D4/10/17 - CHILDREN AND YOUNG PEOPLE'S SERVICES

The Panel considered the appeal by D4/10/17 against her earlier dismissal. She was represented at the hearing.

The Panel confirmed the finding of the disciplinary hearing and rejected the appeal against dismissal.

Resolved:- That the appeal be not upheld.

**EARLY RELEASE/FLEXIBLE RETIREMENTS PANEL
27th November, 2017**

Present:- Councillor Alam (in the Chair); Councillors Cowles and Watson.

Apologies for absence were received from Councillors Read and Yasseen.

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 Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to an individual).

**RELEASE OF PRESERVED BENEFITS ON COMPASSIONATE
GROUNDS - CULTURE, SPORT AND TOURISM**

The Panel considered an application for release of preserved benefits on compassionate grounds from a former employee of Culture, Sport and Tourism.

The financial implications associated with the request to release the pension entitlements were considered and discussed at length.

Resolved:- That the application be refused.

**27. FLEXIBLE RETIREMENT APPLICATION - CHILDREN AND YOUNG
PEOPLE'S SERVICES**

The Panel considered an application for flexible retirement from an employee in Children and Young People's Services

Resolved:- That the application be approved.

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD
13th October, 2017

Present:- Councillor S. Allen (Rotherham MBC – in the Chair) and Councillor P. R. Miller (Barnsley MBC), together with Mrs. L. Baxter, Mrs. K. Hanson and Mrs. R. Fleetwood (Rotherham MBC), Mr. P. Castle (Barnsley MBC) and Mr. L. Garrett (Doncaster MBC).

Apologies for absence were received from Councillor E. Hoddinott (Rotherham MBC), Councillor C. McGuinness (Doncaster MBC), Councillor B. Lodge (Sheffield City Council), Mrs. G. Gillies (Doncaster MBC), Mr. D. Wilson (Rotherham MBC) and from Mrs. G. Charters (Sheffield City Council).

11. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at this meeting.

12.. MINUTES OF THE PREVIOUS MEETING HELD ON 30TH JUNE 2017

Consideration was given to the minutes of the previous meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board, held on 30th June, 2017.

Agreed:- That the minutes of the previous meeting of the BDR Joint Waste Board be approved as a correct record for signature by the Chairman.

13. CURRENT ISSUES

The Barnsley, Doncaster and Rotherham Joint Waste Board noted the following issues:-

(1) the Waste Electrical and Electronic Equipment (WEEE) Re-use scheme

The Barnsley, Doncaster and Rotherham Joint Waste Manager reported that all fourteen centres had been operating this scheme since January, 2017. Items to be re-used included televisions and other small electrical appliances and general household items, as well as items of sporting equipment such as golf clubs. There had been 25 tonnes of items recycled in the period January to June 2017 and 78 tonnes in the period April to September 2017. The scheme was proving to be popular with the general public, including the public sales that occur on a fortnightly basis at the FCC Environment waste recycling site in Conisborough, Doncaster. The money raised from such sales funds the scheme and assists local groups.

(2) Contract Issues

Members were informed that the contract is performing well (eg: 17.4% recycling rates in September 2017). The Liaison Committee had held a recent meeting on 9 October 2017.

14. RISK REGISTER

The Barnsley, Doncaster and Rotherham Joint Waste Board considered the updated Waste PFI risk status report (risk register) which had been maintained during the various stages of the joint waste project. The report stated that thirteen risks are registered, with none to be added nor deleted since the last Joint Waste Board meeting held on 30th June, 2017.

Members discussed Risk 14 (Insurance for the BDR Waste Treatment Plant) and noted the expansion of the commercial market for this type of insurance, as well as the work of the contractor to upgrade the fire protection systems within this site.

Agreed:- That the updated information on the risk status report, as now submitted, be received.

15. BDR JOINT WASTE PROJECT - MANAGER'S REPORT

The Barnsley, Doncaster and Rotherham Joint Waste Manager submitted a report which highlighted and updated the following issues relating to the Joint Waste Private Finance Initiative (PFI), for the period April to August 2017:-

- The Shanks Group is rebranding as “Renewi” as a consequence of the completion of the merger with the Dutch company Van Gansewinkel;
- Table of recycling tonnes processed (April to August 2017);
- Increase in the number of complaints about flies at the Bolton Road facility (eight complaints in 2015/16 and eighteen in 2016/17); residents continue to be encouraged to wrap food waste in plastic; a draft revised Fly Management Plan has been submitted to the Environment Agency;
- Fire protection systems being upgraded at the Bolton Road facility;
- Issues affecting the Bolton Road facility and the transfer station at Grange Lane, Barnsley;
- Complaints;
- Health and Safety;
- Finance – the Operational Management Budget Summary 2017/18;
- Communications;
- Waste Compositional Analysis continues;
- Resources and staffing;

- Details of the Love Food Hate Waste campaign held over eight weeks during the Summer 2017; an analysis will take place to ascertain whether food waste is reducing as a consequence of this campaign.

Agreed:- That the BDR Manager's report be received and its contents noted.

16. DATE, TIME AND VENUE FOR THE NEXT MEETING

Agreed:- (1) That the Barnsley, Doncaster and Rotherham Joint Waste Board shall continue to hold its meetings at intervals of three months, at the Town Hall, Rotherham, on Mondays commencing at 10.00 a.m. and invitations be extended to the representatives of Sheffield City Council to attend these meetings.

(2) That the next meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board be held on a Monday (date to be arranged) during December, 2017 at the Town Hall, Rotherham, commencing at 10.00 a.m.

(3) That a further meeting be held during March, 2018 and the annual meeting be held during June, 2018.