

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date and Time :- Wednesday, 3 July 2019 at 11.00 a.m.
Venue:- Town Hall, Moorgate Street, Rotherham.
Membership:- Councillors Cowles, Cusworth, Jarvis, Keenan, Mallinder, Napper, Steele (Chair), Taylor, Tweed, Walsh and Wyatt.

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Democratic Services Officer of their intentions prior to the meeting.

AGENDA

1. Apologies for Absence

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

2. Declarations of Interest

To receive declarations of interest from Members in respect of items listed on the agenda.

3. Questions from Members of the Public and the Press

To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

4. Exclusion of the Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

Items for Pre-Decision Scrutiny

In accordance with the outcome of the Governance Review in 2016, the following items are submitted for pre-scrutiny ahead of the Cabinet meeting on 8 July 2019. Members of the Overview and Scrutiny Management Board are invited to comment and make recommendations on the proposals contained within the report.

5. Revised Foster Carer Fees and Allowances Payment Scheme (Pages 1 - 14)

Cabinet Portfolio:- Children's Services and Neighbourhood Working
Strategic Directorate: Children and Young People's Services

- 6. Advice Services Review - Phase 2 (Pages 15 - 31)**
Cabinet Portfolio:- Cleaner Greener Communities
Strategic Directorate:- Assistant Chief Executive
- 7. Local Plan Core Strategy Five Year Review (Pages 32 - 58)**
Cabinet Portfolio:- Jobs and the Local Economy
Strategic Directorate:- Regeneration and Environment

For Discussion/Decision:-

8. Overview and Scrutiny Annual Report 2018-19 (Pages 59 - 93)

To consider the Overview and Scrutiny Annual Report 2018-19 and to recommend the report to Council.

For Information/Monitoring:-

9. Council Plan Refresh (Pages 94 - 134)

To review the recent refresh of the Council Plan.

10. Call-in Issues

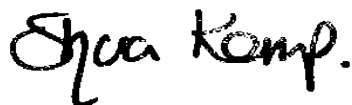
To consider any issues referred for call-in from recent Cabinet meetings.

11. Urgent Business

To determine any item which the Chair is of the opinion should be considered as a matter of urgency.

12. Date and time of next meeting

The next meeting of the Overview and Scrutiny Management Board will be held on Wednesday 10 July 2019 at 11.00 a.m. at Rotherham Town Hall.



SHARON KEMP,
Chief Executive.

Committee Name and Date of Committee Meeting

Cabinet – 08 July 2019

Report Title

Revised Foster Carer Fees and Allowances Payment Scheme

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

Yes

Strategic Director Approving Submission of the Report

Jon Stonehouse, Strategic Director of Children and Young People's Services

Report Author(s)

Catherine Boaler (Service Manager- Fostering & Adoption)
01709 822423 or catherine.boaler@rotherham.gov.uk

Ward(s) Affected

All

Report Summary

The vision in Rotherham is 'Working with Rotherham's children, young people and families to be safe, resilient and successful'. The Council is seeking to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in a foster family environment. In the spirit of this ambition the Council is proposing to revise its 'offer' to foster carers with regard to the fees and allowances that they receive. This will also lead to a reduced overall cost in line with Budget assumptions.

It is well understood that the needs of children and young people can only be met effectively if they live in an environment that provides a high quality of care and support, generally within a family home setting and in a geographical location that is familiar. Wherever possible, children and young people should be placed within their own community which enables them to continue to have contact with the people and community of the most importance to them, thus promoting identity and a strong sense of self, fundamental to resilience in later life. In addition, placing children in the RMBC area ensures a better oversight and control over educational provision and other support services such as Health and Community Adolescent Mental Health Services (CAMHS).

Recruitment and retention of in-house foster carers is at the heart of RMBC's LAC Sufficiency Strategy; 82% of Rotherham's LAC population are in family-based settings. In 2018/19 the Council spent £11.122m on 263 IFA placements compared to £3.188m on 167 in-house placements, equating to a 61/39% split respectively. As part of the overall strategy it is intended to change the placement mix, profiling a net increase of 36 new in-house foster placements over a 12 month period. The

proposals in this report are part of delivering that change. Increasing the number of in-house carers is critical to ensuring that Rotherham:

- Has a range of suitable placements available to meet current and future placement needs.
- Is able to reduce overall placement costs and avoid more expensive Independent Fostering Agency (IFA) and out of borough residential placements.
- Is able to meet the needs of individual children and young people in our care by creating stable, secure and high quality family placements.
- Supports children and young people in our care to maintain contact with birth families, essential services and their local community.

This revised foster carer fees and allowance payment scheme is being proposed in order to ensure that Rotherham is best placed to meet the objectives detailed above.

Recommendations

That approval be given to the implementation and changes to Foster Carer Fees and allowances as follows:

- An additional skill level fee to be paid to the carer when caring for more than one child, as set out in paragraph 2.11.
- The weekly allowance, to cover the expense involved in caring for a child, to remain the same.
- Change in payments to foster carers for birthdays, Christmas/cultural celebrations and holiday pay for the child in placement, as set out in paragraph 2.11.

List of Appendices Included

Appendix 1 Equality Assessment

Background Papers

Revised Recruitment & Sufficiency Strategy

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Revised Foster Carer Fees and Allowances Payment Scheme

1. Background

- 1.1 This report seeks to improve the care experience for children and young people in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family environment.
- 1.2 Section 22G of the Children Act (1989) requires local authorities to take strategic action in respect of those children they look after and for whom it would be consistent with their welfare for them to be provided with accommodation within their local authority area. In those circumstances section 22G requires local authorities, so far as is reasonably practicable, to ensure that there is sufficient accommodation for those children that meets their needs and is within their local authority area. This is called the Sufficiency Duty.
- 1.3 Having a range of options and identifying the right placement for each child is key to achieving placement stability and permanence. However, foster care is still the most common placement choice for children; 85% of all looked after children live with unrelated foster carers (DfE 2013). Therefore, developing a proportionately high number of fostering placements is seen as key to developing a strong sufficiency position.
- 1.4 It is well understood that the needs of children and young people can only be met effectively if they live in an environment that provides a high quality of care and support. In general this is located within a family home setting, which additionally is also the most cost effective placement. It also follows that, wherever possible, children and young people should be placed within their own community which enables them to continue to have some consistency in education and contact with the people and community of the most importance to them, thus promoting a strong sense of self, fundamental to resilience in later life.
- 1.5 Rotherham Metropolitan Borough Council currently has 648 (as of 18/06/19) children in care. Around 170 are placed with Rotherham Borough foster carers. Rotherham has a shortage of all foster placements but particularly of placements for adolescents and for larger siblings groups. There are too many children and young people placed out of borough simply because there are not enough local placements.
- 1.6 The lack of sufficient foster placements means that Rotherham relies on the use of Independent Fostering Agencies (IFAs) or residential provision, both of which are significantly more costly. This has led to a position where there is significant pressure on the external placement budget with the average cost of an IFA amounting to circa £847 per week as opposed to an in-house placement costing circa £301 per week (dependent on the additional needs of each particular looked after child). Performance data also evidences that in house placements are more likely to maintain placement stability because the social work support is more readily at hand and the placements are likely to be more local, thus maintaining links for the child with family and community which can strengthen attachments for young people.

- 1.7 Comparisons with other authorities within the Yorkshire region have been carried out and learning from the more successful recruiters has been incorporated into this proposal e.g. Leeds incentivising carers to take additional placements. The proposals in this report will increase the incentive for potential foster carers to become RMBC foster carers and also provide an incentive for foster carers (current and potential) to increase the number of children they foster.
- 1.8 Whilst foster carers who were consulted stated that finances are not their primary motivating factor it is also clear that any allowance scheme that is perceived to be iniquitous can be a disincentive to prospective carers pursuing their interest in fostering within Rotherham. As a result, in formulating this revised scheme the following factors have been taken into consideration:
- A review was undertaken in February 2019 and identified that there is insufficient incentive within the current scheme to encourage carers to offer a placement to more than one child at a time.
 - RMBC continues to find it difficult to place adolescents with in-house carers. As a result, whilst there is an over-supply of placements for babies and very young children, older children have a much greater likelihood of being placed within an IFA. The proposed changes will provide increased incentive for in house foster carers to take adolescents and also children with complex needs.

2. Key Issues

- 2.1 In response to the current sufficiency position, this proposal forms part of the work to transform the local authority's in-house fostering agency 'offer'. This includes a review of Rotherham's fostering provision, including a review of the payments to foster carers. It is anticipated that some existing Rotherham foster households may be able to increase the number of children they care for and provide an opportunity to increase placements.
- 2.2 However, the Council will not meet its sufficiency of placement provision for 'Looked after Children' without attracting additional carers to foster for Rotherham as well as ensuring existing foster carers are retained and developed.
- 2.3 The consultation with foster carers at the Foster Carer Association considered the elements of the current fees and allowances as follows:
- An additional skill level fee to be paid to the carer when caring for more than one child
 - The weekly allowance, to cover the expense involved in caring for a child to remain the same (above National minimum average recommended)
 - Changes to payments to foster carers for birthdays, Christmas/cultural celebrations and holiday pay for the child in placement.

- 2.4 Whilst financial incentives are a consideration, foster carers have said that they regard the level of support received from their fostering social worker as being most critical to their fostering experience. This was also true when managing complex placements. They identified the wrap around support provided in such circumstances makes the difference to their commitment to foster for Rotherham.
- 2.5 In reviewing the fee rate and structure and developing the ‘offer’ it is essential to ensure the fostering service remains financially competitive, whilst supporting the recruitment and retention of more locally based foster carers.
- 2.6 The outcome of the consultation and review is that the proposed ‘offer’ incorporates financial incentive and ongoing good quality support, training and development for Rotherham’s foster carers.
- 2.7 Revising the fees and allowances is just one part of the plan to increase and retain the in-house foster carer base. The Council is also working to improve the Transfer Protocol for carers wishing to transfer over from Independent Fostering Agencies (IFA’s) as well as improve the online/social media presence. Existing and traditional recruitment strategies are failing to stimulate the required increase of in-house fostering capacity and IFAs are actively targeting Rotherham residents to become agency foster carers.
- 2.8 **Current Weekly RMBC Fees and Allowances**
- 2.9 The current fee structure is set out below. This shows that the skills payment is currently only payable for the first child. The maintenance payment is applicable to all children as are the other allowances for birthdays, etc.

Skills Payment (1st child only)

Skill level	1 st placement	2 nd placement	Subsequent placements
1	£100.00	N/A	N/A
2	£125.00	N/A	N/A
3	£175.00	N/A	N/A
4	£360.00	N/A	N/A

Maintenance Payment (per child)

Child Age	Amount
0 - 4	£133.54
5 - 10	£152.12
11 - 15	£189.37
16+	£230.30

Birthdays, Christmas and holiday allowances (per child per occasion) to be paid in addition to the above allowances:

Age	Birthday	Christmas/cultural celebrations	Holiday
0 - 4	£121.85	£182.77	£243.70
5 - 10	£137.98	£206.97	£275.96
11 - 15	£168.09	£252.13	£336.17
16 +	£ 206.25	£309.39	£412.51

2.10 Proposed Weekly RMBC Fees and Allowances

2.11 The proposed fee structure is set out below. The skills payment for the first child remains the same but there is an additional payment for subsequent children. The maintenance payment remains unchanged. The other allowances for birthdays, etc. has been changed marginally to align with other local authority schemes where these payments are directly linked to the value of the maintenance payments.

Skills Payment (1st child only)

Skill Level	1 st placement	2 nd placement	Subsequent placements
1	£100.00	£100.00	£50.00
2	£125.00	£125.00	£62.50
3	£175.00	£175.00	£87.50
4	£360.00	£366.00	£180.00

Maintenance Payment (per child)

Child Age	Amount
0-4	£133.54
5-10	£152.12
11-15	£189.37
16+	£230.30

Birthdays, Christmas and holiday allowances (per child per occasion) to be paid in addition to the above allowances:

Age	Birthday	Christmas/cultural celebrations	Holiday
0-4	£133.54	£133.54	£267.08
5-10	£152.12	£152.12	£304.24
11-15	£189.37	£189.37	£378.74
16 plus	£230.30	£230.30	£460.60

Options considered and recommended proposal (Foster Carer fees and allowances last reviewed in 2016)

3.1 Option One: Take no action. This is likely to result in a continuation of the current position where an unacceptable number of children and young people are placed in residential care, with independent providers and/or away from the

borough and 'at a distance' from their family, schools and support networks. This would have an adverse impact on outcomes for children and overall placement costs would continue to remain high. Also, the Budget approved by Council in February 2019 included a cost reduction programme linked to market management and the proposals in the report are a mechanism to deliver part of that.

- 3.2 Option Two: (**recommended option**): To develop a foster carer 'offer' that ensures all carers are incentivised and incorporates the following: competitive financial incentives for caring for additional children/young people, good quality support and training and development. Whilst this will require changes to the payment structure, an increase in the number of these placements will be a key enabler in improving outcomes and reducing the overall cost of placement provision.
- 3.3 Option Three: To develop a foster carer offer that is comparable to other local authorities and provides a financial incentive to increase the number of in-house foster care placements. This would involve reducing the weekly allowances paid to carers with only one child in placement and the allowance paid for the two higher age groups to bring them more in line with the National Foster Care Allowances. However, whilst this option may incentivise existing carers to take an additional placement it may also create a disincentive to new carers considering fostering for Rotherham. It may also create a disincentive for carers to foster older children for whom Rotherham faces particular challenges in securing appropriate in-house foster placements and who are therefore more likely to be placed in IFA placements or in residential care.

4. Consultation on proposal

- 4.1 A consultation was undertaken with foster carers at the Foster Carer Forum in April regarding the rationale and options for a revised Fees and Allowances scheme and this has informed this proposal. The carers were presented with the 3 options described above and indicated that option 2 would be likely to incentivise the creation of additional placements. Subsequently, Supervising Social Workers have liaised directly with their carers to gain an indication of the number of carers that would want to be considered for additional placements. This exercise has also indicated that the change to fees and allowances would result in increased capacity.
- 4.2 Foster carers were very clear that their motivation to foster was not solely based on finance. However, they felt that the skills payment for additional placements was 'fair' and may provide more of an incentive to take additional placements where possible and to attract new foster carers to Rotherham.
- 4.3 Consultation has also taken place with other Local Authorities within the Yorkshire region. This evidences that the Council would be in a competitive position in terms of its offer to carers if the professional skill level fee for more than one child placed were payable. Leeds, as an outstanding Local Authority and a market leader, have adopted a similar payment model for their carers and this has increased their average placements.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Subject to Cabinet approval, the revised payment structure will be introduced from 1 August 2019.

6. Financial and Procurement Advice and Implications

- 6.1 The Budget approved by Council in February 2019 stated that *“To build capacity in Rotherham to better meet the needs of looked after children, our strategy will incorporate a reviewed approach to foster carer recruitment”*. The assumptions underpinning the budget require an increase in foster placements, involving the recruitment of more foster carers as well as an increase in the average number of children that a foster carer cares for. The proposals in this report are a significant part of delivering this.
- 6.2 Based on learning from the more successful recruiters and consultation carried out with foster carers, the proposals are to maintain the maintenance payment at slightly above the national recommended level and introduce a skills payment for subsequent children along with other minor changes. Based on the current number of children placed with existing in-house foster carers, the revision to the allowances will incur additional payments of £321k per year (£136k in 2019/20) and will increase the average cost of an in house placement from £16k to £18k.
- 6.3 However, as the current average cost of an IFA placement is £44k there will be a cost reduction of £26k for each child that is placed in an in-house placement at the proposed scheme rates rather than an IFA. The revisions will incentivise foster carers to take more than one child and are expected to deliver an increase in in house foster placements of 36 per annum generating overall net financial savings in excess of £600k and potentially significantly more than this.
- 6.4 If Option 3 were agreed, the total cost of the allowances would be similar to Option 2 but would mean a reduction in the weekly payment to 35 in-house foster carers who only have one child in placement which may prove to be a disincentive to some carers and impact negatively on the projected savings. It would be unlikely that the required increase in placements would be achievable.
- 6.5 Whilst there are no direct procurement implications arising from the recommendation of the implementation and changes to Foster Carer Fees and allowances, Corporate Procurement are currently working with Children and Young People’s Services Strategic Commissioning team to plan the Procurement for Independent Foster Agencies. Therefore the outcome of these changes may inform the requirements of this procurement activity. Children and Young People’s Services Strategic Commissioning will be required to work closely with the Procurement team to identify the possible routes to market capable of delivering the Council’s objectives, whilst ensuring this is compliant with the Council’s own Contract Procedure Rules and Public Contracts Regulations 2015.

7. Legal Advice and Implications

- 7.1 The current proposals demonstrate that Rotherham Metropolitan Borough Council has implemented a fair approach in that it has considered amounts paid by neighbouring local authorities, whilst also taking into account the recommended national minimum payments for allowances, to devise proposals which will assist in improving services and carrying out its statutory duties towards its looked after children.

8. Human Resources Advice and Implications

- 8.1 No HR implications were identified from the report.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The proposal seeks to attract additional foster carers and placements such that wherever possible, children and young people can be placed within their own community. This will enable them to continue to have contact with the people and community of the most importance to them, promoting a strong sense of self, fundamental to resilience in later life.

10. Equalities and Human Rights Advice and Implications

- 10.1 The proposed changes to fees and allowances have been developed following consultation with foster carers (at the Foster Carer Forum). The overall assessed impact is concluded to be a positive one in terms of enhanced skill level fees (for additional placements) along with good support and training. Foster carers felt that the changes were positive in terms of future recruitment and retention of foster carers.

11. Implications for Partners

- 11.1 The proposals contained in this report do bring additional financial pressures which may impact on the overall council budget. However, as they are intended to increase numbers of lower cost in-house placements, this is intended to be on an 'invest to save' basis and ultimately to be of benefit to the financial position of the council.

12. Risks and Mitigation

- 12.1 Any potential risks are mitigated by the overall change in our approach to foster recruitment and the recruitment resource identified within this report from the external communications and business development agency. This includes the revised Marketing/Recruitment strategy to specifically attract foster carers with the capacity to care for adolescents and children with more complex needs. The revised fees and allowances will form part of a number of new initiatives that we are implementing to attract and retain more in-house foster carers therefore resulting in a reduction of Independent Fostering Agency placements (IFA's). This will place us in a stronger and more competitive position as a Local Authority Fostering Service.

12.2 The revised changes will offer an inducement to potential foster carers to offer their services to Rotherham Council and it is hoped will lead to current carers considering additional placements/ placements of sibling groups. We currently have 59 foster carers with only one child in placement so potentially these carers may consider an additional placement with the implementation of this new payment scheme. Some of these carers may well not have suitable space/ accommodation, however with the Pathway to Care scheme they may be in a position to consider this.

13. Accountable Officer(s)

Jon Stonehouse, Strategic Director of Children and Young People's Services
Ian Walker, Head of Service

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive	Sharon Kemp	24/06/19
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	24/06/19
Assistant Director of Legal Services (Monitoring Officer)	Bal Nahal	20/06/19
Assistant Director of Human Resources (if appropriate)	Amy Leech	26/03/19
Head of Procurement (if appropriate)	Lorna Byne	21/06/19

*Report Author: Catherine Boaler (Service Manager- Fostering & Adoption)
01709 822423 or catherine.boaler@rotherham.gov.uk*

This report is published on the Council's [website](#).

Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity.
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an equality analysis.

Directorate: CYPS	Service area: Fostering
Lead person: Catherine Boaler (SM) Ian Walker (HOS)	Contact number: 22423 (Internal)

1. Title: Revised Foster Carer Fees and Allowances

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Rotherham Council, as a 'Child Centred Borough', which is reflected in the intention of the Children and Young People's Services Directorate to be rated 'outstanding' has in pursuit of this ambition produced a revised 'offer' for Foster Carers in regard to the fees and allowances that they receive.

This report seeks to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family

environment.

Rotherham has a shortage of all foster care placements, but particularly foster care placements for adolescents and larger sibling groups. The Council places too many young people in Independent Fostering Agencies (IFA's) and residential care.

3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Does the activity have implications regarding the accessibility of services to the whole community?		✓
Is there an impact for an individual or group with protected characteristics? (Discrimination, harassment or victimisation of individuals with protected characteristics)		✓
Have there been or likely to be any public concerns about the policy or proposal?		✓
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom?		✓
Could the proposal affect the Council's workforce or employment practices?		✓

If you have answered **no** to all the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals prior to carrying out an **Equality Analysis**.

Considering equalities and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below and use the prompts for guidance.

- **How have you considered equality and diversity?**

(**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

A consultation has taken place with Foster Carers (at the Foster Carer Forum) regarding the rationale and options for a revised Fees and Allowances was undertaken and has informed this proposal.

Foster carers were very clear that their motivation to foster was not solely based on finance. However, they felt that the skills payment for additional placements felt 'fair' and may provide more of an incentive to take additional placements where possible and to attract new foster carers to Rotherham.

- **Key findings**

(**think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions**

(**think about** how you will promote positive impact and remove/reduce negative impact)

Date to scope and plan your Equality Analysis:

Date to complete your Equality Analysis:	
Lead person for your Equality Analysis (Include name and job title):	

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
AILSA BARR	ACTING ASSISTANT DIRECTOR	10/05/19

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If an Equality Analysis is not required the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance (to include contact) and will be published along with the relevant report.

A copy of **all** screenings should also be sent to Zaidah.ahmed@rotherham.gov.uk For record keeping purposes it will be kept on file (but not published).

Date screening completed	10/05/19
If relates to a Key Decision - date sent to Cabinet	10/05/19
Date screening sent to Equalities Officer Zaidah.ahamed@rotherham.gov.uk	10/05/19

Committee Name and Date of Committee Meeting

Cabinet – 8 July 2019

Report Title

Advice Services Review - Phase Two

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

Yes

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

Steve Eling, Policy and Partnership Officer
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Jackie Mould, Head of Performance, Intelligence and Improvement
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Ward(s) Affected

Borough-wide

Executive Summary

Continuing austerity and the impact of welfare reforms including the roll out of universal credit is having a significant effect on many of the most vulnerable Rotherham residents especially people with disabilities and families with children. The provision of good quality advice services provides essential support particularly for those individuals and families experiencing difficulties arising from:

- Bedroom tax;
- Benefit cap;
- Sanctions;
- Employment Support Allowance;
- Appeals for Personal Independence Payments; and
- Debt.

The need for advice support continues to increase with many individual cases covering a number of complex issues which require specialist help and guidance.

In response to this growing challenge the Cabinet agreed on the 16th October to undertake a comprehensive review of advice services provided by the Council or in partnership with other organisations, primarily in the voluntary sector. The review aims were to secure responsive and effective service provision meeting growing complex needs for these services, with maximum efficiency within the challenging budgetary climate.

The review was set in the context of significant need for advice services by the residents of Rotherham and the first phase of the review was to bring together arrangements for Council supported open door advice provided in the voluntary sector.

This achieved the co-design of services in accordance with the “Rotherham Compact”, where Citizens Advice Rotherham and District (CARD), liaising with the Advice in Rotherham Partnership (AiR), produced a single Service Level Agreement (SLA) with the Council that included services provided by both CARD and Kiveton Park Independent Advice Centre. The amount agreed by Cabinet for commissioned advice services was £240,000 per annum for a three year period commencing from April 2018.

The second phase of the review, addressed in this report includes advice services provided directly by the Council and the enhancement of partnership working through AiR.

Proposals now include bringing together under one management Council provided advice services and enhancing partnership working and referral systems. This will provide a more efficient set of inter-related services and improve access and referral routes for clients through a new “Single Advice Model”.

It is projected that bringing services under one management can be achieved by September 2019.

Some of the components of the “Single Advice Model” including a new referral system are now being introduced. Further enhancements to partnership working will be developed in discussion with partners.

The changes can be achieved within existing budget and staffing allocations.

Recommendations

1. That the management of Council provided advice services be consolidated under the management of Housing Services within the Adult Social Care & Housing Directorate and co-location within Riverside House by September 2019.
2. That the role of partnership working through the Advice in Rotherham Partnership (AiR) be enhanced to provide full alignment and added value across advice services in Rotherham through the introduction of a new “Single advice model.”

List of Appendices Included

None

Background Papers

Report to Cabinet – 16th October 2017.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 3 July 2019

Council Approval Required

No

Exempt from the Press and Public

No

Advice Services Review – Phase Two

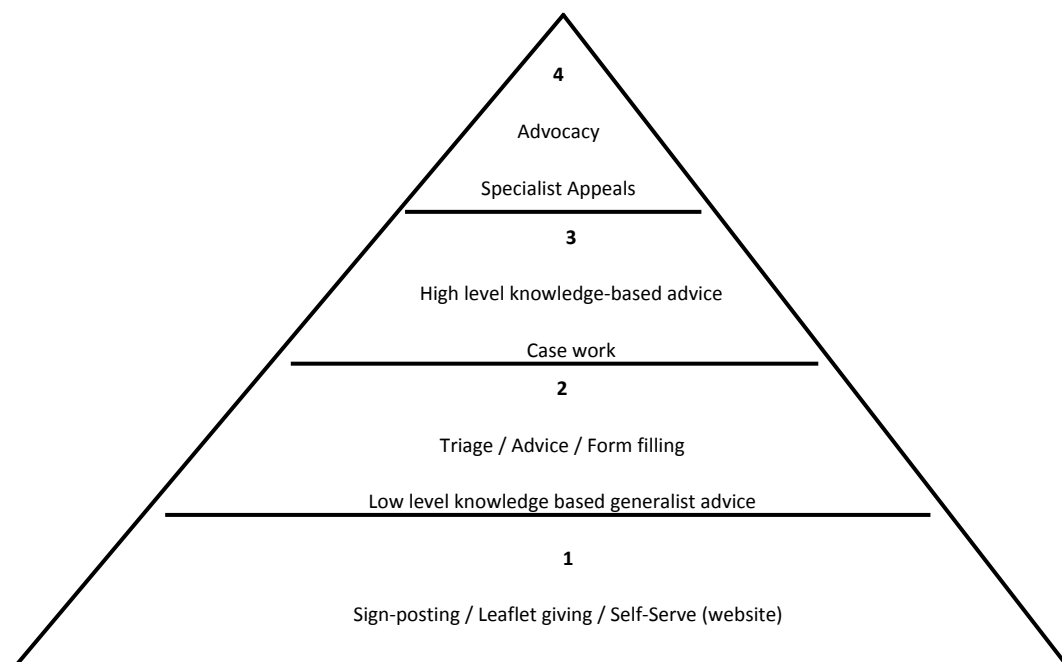
1. Background

- 1.1 At the meeting of Cabinet on 16th October 2017 it was agreed to undertake a comprehensive review of advice services provided by the Council or in partnership with other organisations, primarily in the voluntary sector. The review was commissioned in response to the growing number of vulnerable people in Rotherham experiencing difficulties arising from welfare reforms and continuing austerity.
- 1.2 The Council remains committed to working in partnership with others to provide support to our most vulnerable residents particularly during times of economic hardship. The pressure on Council resources and the complexity of advice support cases point to the need to refresh the advice offer in Rotherham to ensure that resources can be used more efficiently to meet growing need.
- 1.3 This first phase of the review brought together arrangements for Council supported open door advice provided in the voluntary sector. This was achieved through the development of a co-design where Citizens Advice Rotherham and District (CARD), liaising with the Advice in Rotherham Partnership (AiR), produced a single Service Level Agreement (SLA) with the Council.
- 1.4 The second phase of the review, addressed in this report includes advice services provided directly by the Council and the enhancement of partnership working through the Advice in Rotherham Partnership (AiR).

2. Key Issues

- 2.1 Welfare reform, low income, job insecurity and long term health issues, along with other social and economic factors, continue to create considerable challenges and stress for the people of Rotherham.
- 2.2 The annual real terms loss to Rotherham people from welfare reform measures was estimated by Sheffield Hallam University at £66 million in 2016/17 and is projected to double to £132 million by 2020/21. The movement of thousands of households from benefits such as Employment Support Allowance (ESA) and Income Support onto Universal Credit by 2023 is expected to cause difficulties for many as is the ongoing movement of disabled people from Disability Living Allowance (DLA) to Personal Independence Payments (PIP). The current benefit freeze means that 39,000 households will be £487, on average, worse off in real terms by 2021. The lower benefit cap affects 950 households with the average loss being £2,500. People claiming benefits and tax credits are under increasing pressure with inflation running at between 2% and 3% and are likely to need advice to maximise their entitlement and avoid growing debt.
- 2.3 Whilst the advice review phase one brought together the open door advice services provided in the voluntary sector through co-design and SLA, the overall advice provision remains fragmented and difficult to navigate for service users, who are often among the most vulnerable in society.

- 2.4 The services are also largely unreformed, and whilst many of the issues facing residents remain the same, the overall provision is not fully fit for purpose to meet current and future demands.
- 2.5 The objectives taken forward in the phase two review are to develop service models and partnership working across agencies that deliver a seamless set of services to the residents of Rotherham, better meeting their needs and within the organisational and resource capacity available. This will especially benefit residents who require the support of more than one advice organisation, which is often the case, bringing added value to service delivery.
- 2.6 The scope of the review takes in all welfare and financial advice and support including benefit advice with the exception of where this may form part of mainstream social work support to families or children's centres.
- 2.7 The current advice provision either provided by or contracted by the Council can be summarised in the following five formats which encompass a complex range of services and funding arrangements:
- Housing Financial Inclusion services to council tenants;
 - Housing Advice Team resettlement officers;
 - Age UK provided support for claiming Attendance Allowance;
 - Advocacy and Appeals Service - specialist debt and welfare benefits advice;
 - Advocacy and Appeals Service - Macmillan Benefit Advice Service;
- 2.8 The range of services provided by the Council are very different to the "open door" services supported through voluntary sector provision by Citizens Advice Rotherham & District (CARD) etc; with services either being for specific client groups or directed towards specific rather than generalist advice.
- 2.9 Levels of Social Welfare Law Advice - information and advice on various aspects of Social Welfare Law is offered under a hierarchy of four levels, depending on the level of complexity and knowledge required, as illustrated in the diagram below:



- 2.10 Level four services are provided by the Council's Advocacy and Appeals Services.
- 2.11 Level three services are delivered both through the Council and the voluntary sector provides a range of services mainly focussed on:
- Debt;
 - Housing;
 - Employment;
 - Education;
 - Consumer;
 - Immigration;
 - Welfare;
 - Family; and
 - Legal.
- 2.12 Services for Council Tenants are provided by the Financial Inclusion Team within Housing Services, funded by £699,449 from the Housing Revenue Account (HRA). The team seeks to secure sustainable tenancies, especially in light of the threat to rent income from the roll-out of Universal Credit and increased arrears levels. Part of the support is a pre-tenancy stage where work is done to ensure that people will be able to sustain their tenancy. Increased capacity has also been put in to address income recovery with financial inclusion. Much of this work is preventative seeking to avoid arrears arising in the first place and maximising income to the HRA. In addition, a £60,000 contract with Age UK funded from HRA further supports council tenants over 65 to access their benefit entitlement with support for claiming Attendance Allowance and other benefits.
- 2.13 The Advocacy and Appeals Service is currently managed within the Regeneration and Environment Directorate and has a budget of £151,825 the service provides specialist debt and welfare benefits advice, mainly at level four including appeals against Department for Work and Pensions (DWP) decisions not to award benefits. Its services are open to all although many clients are referred from other services. Housing makes referrals to the service, which is part funded through a £80,000 contribution from the HRA. Whilst support is generalist, it is not designed as fully open door in the way that the voluntary sector providers are.
- 2.14 The outcomes gained by the service are largely to protect and/or increase the incomes of people who rely on benefits, which helps to maximise HRA income, benefits disadvantaged people and families, and supports the local economy. Benefits gained for Rotherham residents from the Advocacy and Appeals in 2017/18 were £559,015 lump sum payments, £23,057 Discretionary Housing Payments (DHPs), and £1,006,774 weekly income, a total of £1,588,846.
- 2.15 Other services are more specialist, either focussed on a specific client group or in specific circumstances. The Advocacy and Appeals Macmillan Benefit Advice Service is funded by £101,384 from Macmillan Cancer Support to provide a broad ranging advice service for people affected by cancer and long term, life limiting health conditions. Access to the service is provided through hospital appointments, ward visits, office appointments and telephone advice. Access to

the service is by referral from any other professional working on the case or self-referral.

- 2.16 Until recently, the Council was providing “Universal Support” funded by the Department for Work and Pensions (DWP) for people claiming Universal Credit. This was in two categories.
- “Digital Support” helping people to make an on-line claim; and
 - Budgeting support, helping people manage monthly budgeting where it has been assessed that support is needed or where they have fallen into arrears on rent etc.

From 1st April 2019, DWP entered into a national contract with Citizens Advice to provide what they describe as a “new service” focused on supporting people making claims rather than budgeting support. In Rotherham CARD provide a “Help to Claim” service at Rotherham Jobcentre on Mondays to Thursday. There is provision on alternate Fridays at either Dinnington or Maltby Jobcentres. Housing Services will continue to provide some HRA funded budgeting support through its tenancy support and money advice functions. The digital support offer will remain too as will locating staff at the Jobcentre. The services provided to support Universal Credit claimants will be kept under review.

3. Key Issues

- 3.1 The demand for the full range of advice service continues with increasing complexity of cases presented.
- 3.2 As part of the broader review of advice services, AiR were asked to consider how advice in Rotherham might be shaped going forward. This resulted in a paper being produced by CARD in August 2017 which looked at options around co-location, website and other joint working arrangements.
- 3.3 A problem that the report identified was that advice services had minimal interconnectivity with clients often signposted from pillar to post, repeating their story to different people in the hope that eventually someone will take on their case. It also found that there is no co-ordinated oversight of advice in Rotherham, no centralised process for a quality client referral journey and finally no way for the client to know where to go for what advice, or to what extent an individual agency is quality assured.
- 3.4 The main challenges facing advice services looking forward relate to the ongoing roll-out of Universal Credit, including a potential increase in rent arrears, dealing with other impacts of welfare reform such as the benefit freeze and roll-out of PIP, debt and the need for crisis support. Working groups at both strategic and operational levels, drawing in people from across the Council and key external agencies are identifying and dealing with issues arising from Universal Credit.
- 3.5 There is a significant opportunity to add value through changes to working models including bringing together Council provided advice services under a single management and enhanced partnership working across the broader range of advice agencies.

4. Options considered and recommended proposal

4.1 Three options have been considered:

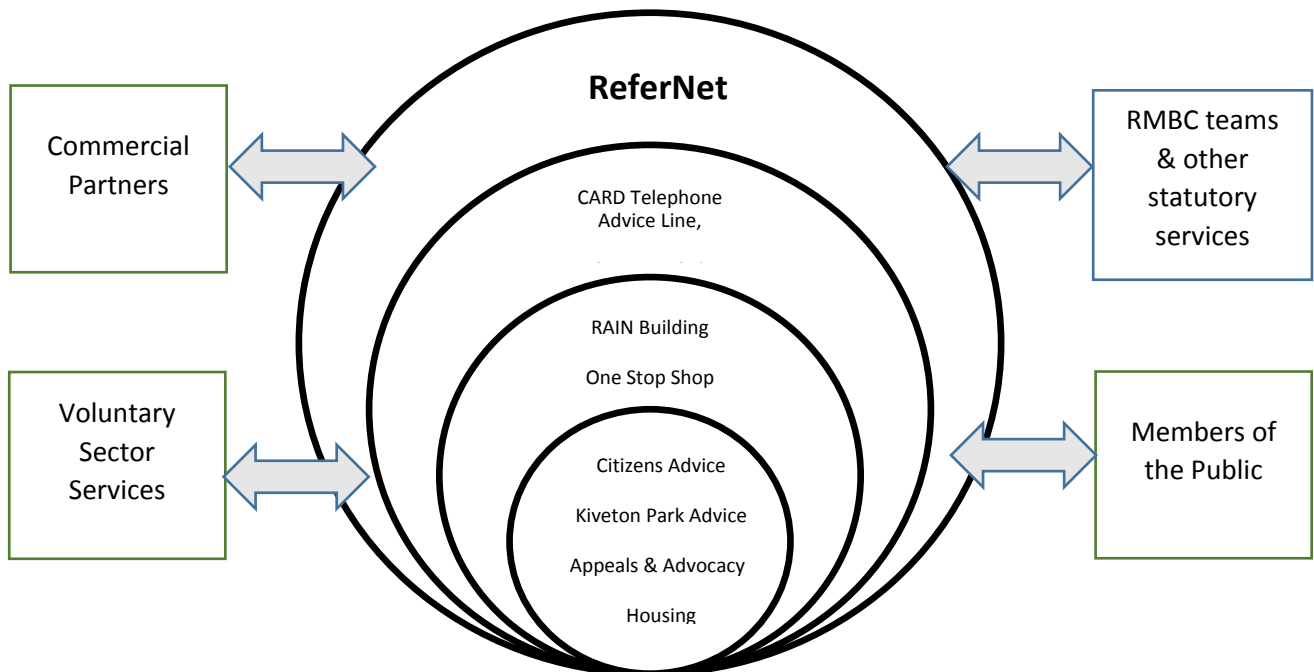
4.2 Option one is to scope and examine the full effectiveness of advice provision within the Council and contracted services, which is the scope of phase two of the review; and in external advice agencies including crisis support. It may be worth considering how advice provision aligns to the Council's functions of providing discretionary support through housing payments and Council Tax relief. Cross service working is already in place as is cross service funding but there is potential for greater integration, bringing together advice services provided by the Council that would streamline management and give a greater overview of the services provided. The disadvantage with this option would be that it would not achieve full alignment with advice services provided in the voluntary sector including those funded by the Council.

4.2 Option two would be to integrate advice services provided by both the Council and CARD into a single service which could be co-located at a suitable central location such as Riverside House, taking forward the "Single Advice model". This would require a more detailed review of the levels and types of advice to be provided and the job roles required to deliver such a comprehensive advice service. The ambition for the future would be for a co-located model which would provide the full breadth of support from one place. Whilst not yet at this stage we would also wish to explore making access to the range of partnership advice services easier including the possibility of a single telephone number and website.

4.3 Option three (preferred option) would take forward the new "single Advice Model" through developing a collaborative approach of sharing provision, capacity and resource where it delivers benefits to do so. It would also bring together the Council in-house provision into one service. The role of the Advice in Rotherham Partnership would also be enhanced in this approach to provide an overarching framework and leadership. This would also support outreach and "surgery" style provision to enhance accessibility to the range of services available. As part of this option the aim would be to continue to provide services in different locations across the Borough making outreach an integral part of the new model. Co-location would still be an option in the future

4.4 Option three is the preferred option from the review along with combining teams within the Council. In recommending the combining of teams attention is required to problems that could result from separating the roles of tenancy support from financial inclusion. Advocacy and Appeals is part funded by HRA so there is already a link with Housing. The most practical solution therefore is to group Advocacy and Appeals with Financial Inclusion and Tenancy Support, as part of the Housing Income Service within the Adult Social Care & Housing Directorate and co-location within Riverside House by September 2019. This will retain the integrity of the Housing related advice services whilst realising the benefit of co-ordination across the services; and maintaining corporate service provision within the new arrangements.

4.5 The option also takes forward the “Single Advice Model”



4.6 Key tools such as “Refernet” are already in place but not yet being used by all services. Those providing levels one and two advice should be able to access this to directly book people into advice as well as signposting. The full alignment and added value to be achieved through partnership working will probably require facilitated evolutionary change around a common agenda. The strategic approach will need to centre on added value with the range of providers participating through mutual benefit. A programme of action will need to be developed with the Advice in Rotherham (AiR) partnership which includes representatives from a range of organisations including Citizen’s Advice Rotherham and District, Rotherham Ethnic Minority Alliance (REMA), Clifton Learning Partnership (CLP), Age UK Rotherham, Voluntary Action Rotherham, Kiveton park Independent Advice centre, Live Inclusive and the British Red Cross.

5. Consultation

- 5.1 Consultation has taken place with the Advice in Rotherham Partnership that resulted in the development of the “Single Advice model” proposal.
- 5.2 Within the Council discussions have taken place with service managers to identify the actions and management arrangements to take the preferred option forward.

6. Timetable and Accountability for Implementing this Decision

- 6.1 It is planned to have achieved the bringing together of services under single management and co-location within Riverside House by September 2019.

- 6.2 Refernet is already being rolled out as part of the “Single Advice Model”. Discussions will be held with the AiR Partnership on developing and implementing other service alignment and enhancements.

7. Financial and Procurement Implications

- 7.1 The proposed changes can be met from within existing budgets.

8. Legal Implications

- 8.1 The provision of the advice services covered by this report are discretionary, enabled by the General Power of Competence provided for by Section 1 of the Localism Act 2011 (c. 20). Advice services provided under the statutory provisions of Section 4 of the Care Act 2014 (c. 23) and advice provisions contained in the Children Act 1989 (c. 41) are not included.

9. Human Resources Implications

- 9.1 Although there will be no impact on staff’s terms and conditions of employment as a result of the preferred recommendation, there will be a change in the line management arrangements for staff within the Advocacy and Appeals service with the proposal to move them from the Regeneration and Environments Directorate to the Adult Care Housing and Public Health Directorate. Therefore staff engagement and information sharing will be required with affected staff regarding this change.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Many of the users of advice services will be from families with children and vulnerable adults, many with disabilities. Continuation of the advice services is important to safeguarding and is consistent with being a child friendly borough.

11. Equalities and Human Rights Implications

- 11.1 Advice services provide support to a wide range of people and the future provider(s) will need to identify how they can support individuals with protected characteristics under the Equalities Act and to address the potential for any disproportionate detrimental impact as a result of the new arrangements.
- 11.2 An Initial Equality Screening Assessment has been undertaken. The screening at this stage in the process relates only to movement of the Advocacy & Appeals to the management of Housing and proposals for enhanced partnership working. It does not cover potential future service developments but the changes proposed at this stage will enable proposals to be brought forward for future service enhancements, which will have a positive impact for service users, and in doing so improve equalities outcomes too. An Equalities Assessment will be undertaken on the future service enhancements.

12. Implications for Partners and Other Directorates

- 12.2 Issues for both Council services and partnership working are set out in the report.

13. Risks and Mitigation

- 13.1 There is the risk that the collaborative approach of the “Single Advice Model” fails through disagreement between the parties. This will be mitigated by working with a strategic approach that centres on added value with the range of providers participating through mutual benefit.

14. Accountable Officer(s)

Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive	Sharon Kemp	24/06/19
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	21/06/19
Assistant Director of Legal Services (Monitoring Officer)	Bal Nahal	21/06/19
Assistant Director of Human Resources (if appropriate)	Theresa Caswell	18/03/19
Head of Procurement (if appropriate)	N/A	N/A

*Report Author: Steve Eling, Policy and Partnership Officer
01709 254419 or steve.eling@rotherham.gov.uk*

*Jackie Mould, Head of Performance, Intelligence and Improvement
01709 823618 or jackie.mould@rotherham.gov.uk*

This report is published on the Council's [website](#).



Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity.
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an equality analysis.

Directorate: Assistant Chief Exec	Service area: PII
Lead person: Jackie Mould; Steve Eling	Contact number: 54419

1. Title: Advice Services Review Phase Two

Is this a:

Strategy / Policy
 Service / Function
 Other

If other, please specify

2. Please provide a brief description of what you are screening

The second phase of the advice services review includes advice services provided directly by the Council and the enhancement of partnership working through the Advice in Rotherham Partnership (AiR).

Proposals now include bringing together under one management Council provided advice services and enhancing partnership working and referral systems. This will provide are more efficient set of inter-related services and improve access and referral routes for clients through a "Universal Door"

The screening at this stage in the process relates only to movement of the Advocacy & Appeals to the management of Housing and proposals for enhanced partnership working. It does not look at potential future service changes arising. However, the changes being proposed at this stage will

enable proposals to be brought forward for future service enhancements, which will have a positive impact for service users, and in doing so improve equalities outcomes too. An Equalities Assessment will be undertaken on the future service enhancements.

3. Relevance to equality and diversity

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?		x
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?	x	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality and diversity within your proposal please go to **section 4**.
- Are not already considering the impact on equality and diversity within your proposal please go to **section 5**.

4. Considering the impact on equality and diversity

If you can demonstrate you have considered how your proposals impact on equality and diversity you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality and diversity?**

(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The proposals at this stage in the advice services review are about bringing staffing functions together within the Council and starting a discussion about enhanced partnership working around advice.

Data collected by the main advice service providers shows that demand for advice services across a range of equality considerations that need to be taken account of in developing the new partnership "Single Advice Model".

Data of service users at CARD / Kiveton Park shows that:

Male / Female split is about 45% to 55%

People with disabilities 32%

Age profile up to 25, 6.5%; 25 to 64, 83%; and over 65, 10%

Ethnic background:

White British 83%

White other 4.5%

Asian 5.1%

Black 2.6%

Mixed 1.4%

Other 3.1%

However, when these are compared to data for people accessing Food in Crisis, there is a disparity that suggests that the new model could potentially reach need that is currently unmet. Data for access to Food in Crisis shows:

White British 77.5%

White other 2.2%

Asian 4.1%

Black 6.1%

Mixed 0.1%

Other 10%

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

See above.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

The proposals create a new platform both within the Council and working with partners to review future provision.

Work to date shows that the main challenges facing advice services looking forward relate to the ongoing roll-out of Universal Credit, including a potential increase in rent arrears, dealing with other impacts of welfare reform such as the benefit freeze and roll-out of PIP, debt and the need for crisis support. Working groups at both strategic and operational levels, drawing in people from across the Council and key external agencies are identifying and dealing with issues arising from Universal Credit.

There is a significant opportunity to add value through changes to working models including bringing together Council provided advice services under a single management and enhanced partnership working across the broader range of advice agencies.

Research undertaken as part of Phase one of the advice services review that addressed services provided in the voluntary sector identified user demand including equalities related details around demand for services and service users. Both the internal structural changes and the enhanced partnership working will allow for a new baseline to be established to enable services to better focus on need and vulnerable people with a full assessment of equality impacts.

It is developing the “Single Advice Model” that is the principal change opportunity to address equalities issues.

The Advice in Rotherham Partnership will take forward the full equalities analysis as part of putting in place the “Single Advice Model”. The Partnership is well placed to undertake this work. It consists of a range of organisations, which are:

- Citizen’s Advice Rotherham and District;
- Rotherham Ethnic Minority Alliance (REMA);
- Clifton Learning Partnership (CLP);
- Age UK Rotherham;
- RMBC Assistant Chief Executive’s Directorate;
- RMBC Advocacy and Appeals Team;
- Voluntary Action Rotherham;
- Kiveton park Independent Advice centre;
- Live Inclusive;
- British Red Cross;
- Apna Haq;
- Rotherham Rise; and
- Active Independence.

These providers already cover the full range of equality and diversity issues. From broad open door advice providers, open to all, there are specialist and specific provision services tailored to needs and requirement around age related issues; support for women; people with disabilities; support tailored to ethnic background

including support around immigration and asylum seekers. Making connections through enhanced partnership working will potentially enable better “outreach” and surgery style service provision that may remove barriers to accessing service provision.

The Partnership will be able to bring together the range of service providers and assessment of needs and barriers to access to services to produce a full Equalities Assessment as part of developing the “Single Advice Model”. The full scope and timing will be agreed as part of developing the model.

5. If you are **not already considering the impact on equality and diversity you **will need to carry out an Equality Analysis****

Date to scope and plan your Equality Analysis:	Autumn 2019
Date to complete your Equality Analysis	Subject to scoping
Lead person for your Equality Analysis (Include name and job title)	Jackie Mould

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Jackie Mould	Head of PII	29 th March 2019

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent Equality Analysis the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screenings should be sent to Zaidah.ahmed@rotherham.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	21 st June 2019
If relates to a Key Decision - date sent to Cabinet	21 st June 2019

Any other decision – date sent to Equalities Officer Zaidah.ahamed@rotherham.gov.uk	21 st June 2019
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Committee Name and Date of Committee Meeting

Cabinet Cabinet – 08 July 2019

Report Title

Local Plan Core Strategy: Five Year Review

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

Yes

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director of Regeneration and Environment

Report Author(s)

Ryan Shepherd, Senior Planning Officer
01709 823888 or ryan.shepherd@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

In line with legislative requirements, a desk based review of the Local Plan Core Strategy has been undertaken to assess whether some or all of it may need updating. The review indicates that, although the Core Strategy continues to be broadly up to date and complies with requirements set out in national planning policy, a number of areas require an update. Approval is sought to commence a partial update of the Core Strategy to update policies relating to housing, flood risk and water management, climate change and carbon reduction, and the presumption in favour of sustainable development, and to update infrastructure requirements to support new growth.

Recommendations

1. That the findings of the Local Plan Core Strategy Five Year Review be noted.
2. That approval be given to the commencement of a partial update of the Local Plan Core Strategy (adopted 10 September 2014).
3. That a further report be brought to Cabinet to consider a revised Local Development Scheme setting out the timescale for, and broad scope of, the partial update of the Core Strategy.

List of Appendices Included

Appendix 1 Core Strategy Five Year Review
Appendix 2 Equality Analysis

Background Papers

Rotherham Local Plan Core Strategy (adopted September 2014):

http://rotherham.limehouse.co.uk/portal/planning/cs/adopted_cs/adopted_cs

National Planning Policy Framework:

<https://www.gov.uk/guidance/national-planning-policy-framework>

Planning Practice Guidance:

<https://www.gov.uk/government/collections/planning-practice-guidance>

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 3 July 2019

Council Approval Required

No

Exempt from the Press and Public

No

Local Plan Core Strategy: Five Year Review

1. Background

- 1.1 The Council's Local Plan provides a long-term development strategy, setting out policies and proposals for new development. It consists of several documents, including the Core Strategy 2013 – 2028, and is used to make planning decisions and decide planning applications.
- 1.2 The Core Strategy (adopted 10 September 2014) sets out the spatial strategy for the whole Borough and identifies the broad locations for delivering new housing, employment and other development. It sets out how much new development is needed, where it should go and when it should happen. It also sets out the strategic policies and the required new infrastructure to make this happen. The detailed policies and sites for new development are set out in the separate Local Plan Sites and Policies document (adopted 11 June 2018).
- 1.3 Local Planning Authorities are required by legislation to review Local Plan documents at least every five years from the date of adoption, and to decide either that their policies do not need updating, or that one or more policies do need updating.
- 1.4 In line with Government guidance a desk based review of the Core Strategy has been undertaken which has considered:
 - Changes to national planning policy, including the introduction of a standard methodology for calculating local housing requirements.
 - A review of housing need and delivery.
 - An assessment of planning appeals performance.
 - The results of Local Plan monitoring.
 - Duty to co-operate findings.
 - Other changes in circumstances.
- 1.5 Appendix 1 provides a summary of the Core Strategy Five Year Review.

2. Key Issues

- 2.1 The review confirms that the Core Strategy continues to be broadly up to date and complies with the requirements set out in national planning policy, although there are several areas where an update to policies is considered appropriate.
- 2.2 Housing and employment policies
An update to housing policies is required to take account of Central Government changes to national planning policy which introduced a housing delivery test, a standardised method for calculating local housing need, and changes relating to neighbourhood plans.
- 2.3 There is also a need to consider the latest local evidence regarding affordable housing delivery, an updated Strategic Housing Market Assessment, and Gypsy and Traveller housing requirements. Consideration should also be given to opting into the Government's housing standards (which include minimum internal space requirements) to ensure that new homes provide appropriate space for residents.

2.4 In conjunction with this it will be important to consider the employment policies to ensure that future housing and economic growth requirements remain aligned.

2.5 Flood Risk and water management

An update to flood risk and water management policies is required to improve consistency of policies with national planning practice guidance, and to reflect the most recent evidence regarding surface water flooding and flood defences (including allowances in design for climate change).

2.6 Climate change and carbon reduction

It is appropriate to consider whether relevant policies (in particular those related to low carbon, renewable energy and minerals) could be updated to move towards a net zero climate change or net zero carbon approach, recognising the continuing challenges of climate change, the importance of reducing carbon emissions and reducing reliance on fossil fuels.

2.7 Presumption in favour of sustainable development

To comply with national planning policy the Core Strategy promotes sustainable development. The policy sets out how the Council will seek to meet the needs of the borough, grant planning permission for proposals wherever possible and specifies how proposals will be considered where there are no policies relevant to an application or relevant policies are out of date. It will be important to update this policy to reflect changes to national policy regarding this 'presumption in favour of sustainable development'.

2.8 Infrastructure

The Core Strategy is supported by the 2012 Infrastructure Delivery Study which sets out the infrastructure requirements to support growth derived from the Local Plan. These requirements were partially updated as part of implementing the Community Infrastructure Levy (CIL) in Rotherham. Further work to update infrastructure requirements will be required to support an update to the Core Strategy and inform spending decisions for CIL income.

3. Options considered and recommended proposal

3.1 Option 1: Full review and update of Core Strategy

The five year review does not indicate that a full update of the Core Strategy is required. A full update would have significant time, resource and cost implications.

3.2 Option 2: Partial update of Core Strategy

The findings of the five year review indicate that a partial update of the Core Strategy focused only on those limited areas requiring amendment would be appropriate. This targeted approach will ensure that any update is undertaken in a timely and efficient manner.

3.3 Option 3: Do not progress with an update of the Core Strategy

Where Local Plan policies are out of date this would harm the Council's ability to deliver on its strategic objectives. It would mean the Council may be susceptible to decisions being challenged by planning appeals, and reduce the ability to provide certainty for residents, developers and investors.

3.4 Option 2 is recommended, with options 1 and 3 not considered appropriate. The five year review does not indicate a need for a full update of the Core Strategy; however a partial update addressing the key areas of concern would be appropriate and could be undertaken in a timely and efficient manner, minimising the resource and cost implications. Failure to update the Core Strategy could leave the Council at risk as set out above.

3.5 The full extent of costs can only be established following agreement of the scope of the Core Strategy update. However, key resource implications are identified in the table below. Consultation and evidence base costs would be met from the approved Planning Policy revenue budget. In addition, there is an approved 'statutory' costs budget. . More detail on the funding of the resource requirements is provided in Section 6 below.

Resource	Implication
Officer time	Primarily within the Planning Service, but also including other service areas depending upon the scope of the update.
Evidence base documents	Any Core Strategy update must be evidence-based and there will be a requirement to undertake or commission a number of technical supporting documents.
Consultation	The Council will be required to undertake public consultation as part of updating the Core Strategy. As well as web-based consultation this could include a range of other methods.
Consultation and document production software	The Council utilises web-based document production and consultation software tailored to the requirements of preparing planning documents, including maintaining and managing a database of consultees. Continuity of use of this software will be essential during the Core Strategy update programme.
Examination costs	Prior to adopting the updated Core Strategy the Council will be required to submit it for independent examination by a Government-appointed Planning Inspector. The Council will be responsible for meeting the costs of this examination, including the appointment of a Programme Officer to act as liaison between the Inspector examining the plan and other parties (including the Council).

- 3.6 As only a partial update of the Core Strategy is proposed, costs will be lower than compared to a full review of the Core Strategy; however they will still be significant. Every effort will be made to minimise costs wherever possible.
- 3.7 For clarity, the recommendations in this report do not commit the Council to a specific scope or timescale for the Core Strategy update. Should Cabinet approve the recommendations then a further report seeking approval of a revised Local Development Scheme will be brought back to Cabinet in December 2019 setting out a timetable for updating the Core Strategy, together with the resource requirements and financial implications arising from this. Further Cabinet approval would also be required prior to undertaking public consultation on any Core Strategy update, although this would not be until Autumn 2020 at the earliest.

4. Consultation on proposal

- 4.1 The desk based review of the Core Strategy has been undertaken in consultation with relevant services, including Transportation, Housing, Ecology, RiDO, and Drainage.
- 4.2 There is no requirement to undertake wider consultation at this stage; however any update of the Core Strategy would be subject to public consultation in line with relevant legislation and the Council's Statement of Community Involvement.

5 Timetable and Accountability for Implementing this Decision

- 5.1 There are a number of statutory stages in producing an updated Core Strategy. These will need to be set out in an update to the Council's Local Development Scheme, which will be subject of a future report to Cabinet. In summary the update process will involve the following stages:

Stage	Purpose
Establish scope of update and timescale	To inform an update of the Local Development scheme (to be approved by Cabinet).
Evidence gathering	Forms the basis of information for the update.
Development of options	Preparation of the draft updated Core Strategy, including public consultation (subject to approval by Cabinet).
Core Strategy Partial Update	Published for consultation (subject to approval by Cabinet and Council).
Submission Core Strategy	Updated Core Strategy is submitted to the Secretary of State (subject to approval by Cabinet and Council).
Independent Examination	Held by a Planning Inspector into any objections.

Inspectors Report	Setting out any recommended changes that the Council must make if it wishes to adopt the updated Core Strategy.
Adoption of updated Core Strategy	Adoption following Council resolution. The updated Core Strategy would form part of Rotherham's Local Plan.

6 Financial and Procurement Advice and Implications

- 6.1 The full extent of costs can only be established following agreement of the scope of the Core Strategy update. Consultation and evidence base costs would be met from a combination of the approved Planning Policy revenue budget and the statutory costs revenue budget. The current estimate for the cost of the Government appointed Planning Inspector is £30,000 - £40,000. In addition, Programme Officer costs are currently estimated to be £10,000 to £15,000. These will not be incurred until 2020/21 at the earliest, and depending upon the agreed timetable may fall in 2021/22. If the costs are spread over two financial years, this will be more manageable from a revenue budget perspective. More detail on the budgetary implications, including any shortfall, if identified and how they will be managed will be provided in the further report. Funding options can include exploring internal and external funding and grant options.

7 Legal Advice and Implications

- 7.1 Under [regulation 10A of The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012 \(as amended\)](#) local planning authorities must review local plans at least once every five years from their adoption date to ensure that policies remain relevant and effectively address the needs of the local community. The desk based review, which has been undertaken, is in accordance with these Regulations.
- 7.2 Should amendments to the Local Plan Core Strategy be required following this review, the statutory process required to be followed is set out within the body of the report.

8 Human Resources Advice and Implications

- 8.1 There are no Human Resources implications associated with the recommendations of this report.

9 Implications for Children and Young People and Vulnerable Adults

- 9.1 An updated Core Strategy will assist in delivering the Local Plan's objectives and strategy, include promoting and delivering sustainable patterns of development and sustainable communities, meeting the housing and economic needs of Rotherham's communities and enhancing the quality of the built and natural environment.

10. Equalities and Human Rights Advice and Implications

- 9.1 There are no direct equalities or human rights implications arising from the recommendations of this report; however these will be taken into account in both in the updating of policies, and in undertaking any public consultation.

10 Implications for Partners

- 10.1 The implications for partners or other directorates are mainly associated with the preparation of any required evidence base documents and updates to Core Strategy policies and to ensure partners and directorates are fully engaged in the process.

11 Risks and Mitigation

- 11.1 Where relevant Local Plan policies are out of date the national presumption in favour of sustainable development will apply, and the Council's ability to deliver on its strategic objectives would be harmed. It would mean the Council may be susceptible to decisions being challenged by planning appeals, and reduce the ability to provide certainty for residents, developers and investors.

12 Accountable Officer(s)

Bronwen Knight, Acting Assistant Director, Regeneration & Environment

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive	Sharon Kemp	24/06/19
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	19/06/19
Assistant Director of Legal Services (Monitoring Officer)	Bal Nahal	18/09/19
Assistant Director of Human Resources (if appropriate)	John Crutchley	24/04/19
Head of Procurement (if appropriate)	Joanne Kirk	25/04/19

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This report is published on the Council's [website](#).

**Rotherham Local Plan:
Core Strategy 2013 – 2028
Five Year Review**

July 2019

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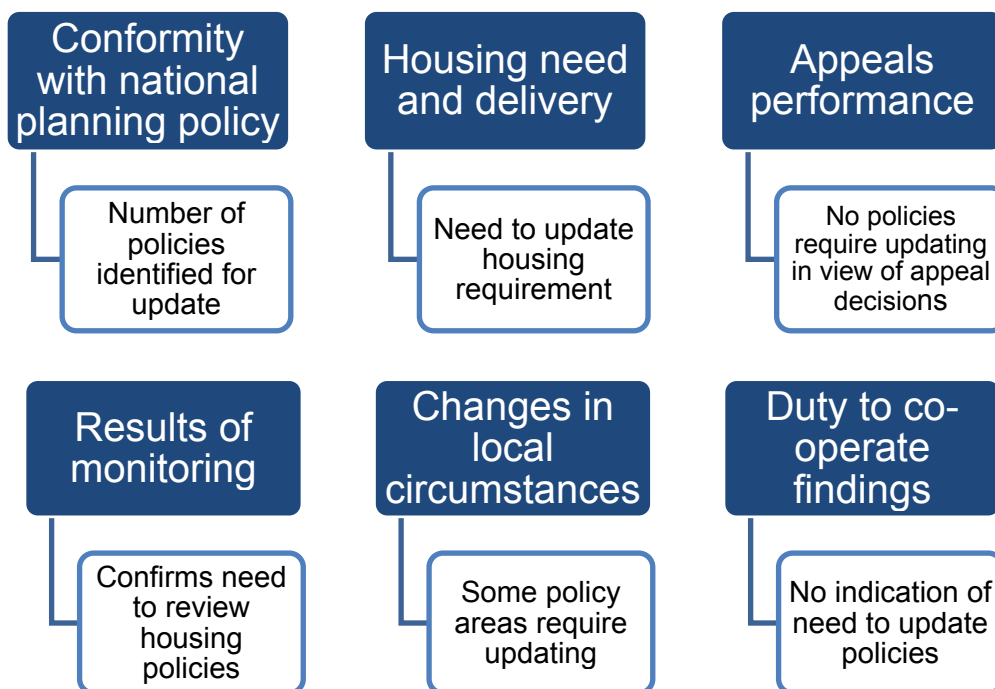
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Background

- Rotherham Council adopted its Local Plan Core Strategy 2013 – 2028 on 10 September 2014¹. Local Planning Authorities (LPAs) are required by Government to review their Local Plans and policies at least every 5 years from the date of adoption, and decide either:
 - that their policies do not need updating and publish their reasons for this decision; and/ or
 - that one or more policies do need updating, and update their Local Development Scheme to set out the timetable for this revision.
- In line with Government guidance a review has been undertaken which has considered a number of factors. These, along with a high level indication of the outcomes, are set out below:



Conformity with national planning policy

- In assessing the Core Strategy against national planning policy a two-fold approach has been taken: a consideration of the Core Strategy against the requirements of each chapter of National Planning Policy Framework (NPPF)² and other relevant national policy³, and an assessment of each Core Strategy policy against national policy. The review of policies has also taken into account any specific changes in local circumstances identified during assessment and identified where revisions may be helpful but which do not in themselves require an update. The tables in the appendix summarise this assessment.
- As a result the following areas are identified as requiring updates:

¹ https://www.rotherham.gov.uk/info/200074/planning_and_regeneration/617/a_guide_to_the_local_plan/2

² <https://www.gov.uk/guidance/national-planning-policy-framework>

³ <https://www.gov.uk/government/collections/planning-practice-guidance>

Housing policies	<ul style="list-style-type: none"> • To reflect the introduction of the housing delivery test and standard method for calculating housing need. • To take account of the conclusions of the revised Strategic Housing Market Assessment. • To update the evidence regarding provision for Gypsy and travellers. • To take account of the latest evidence and ensure a robust affordable housing policy is in place. • To consider opting in to the Government's technical housing standards. • To provide a housing requirement for designated Neighbourhood Plan areas (with consideration also to be given to identifying figures for all parished areas).
Employment policies	<ul style="list-style-type: none"> • To update economic policies if necessary to ensure alignment of housing and employment land requirements.
Flood risk and water management	<ul style="list-style-type: none"> • To improve consistency of policies with national planning practice guidance, and reflect up to date evidence regarding climate change and surface water flooding.
Low Carbon & Renewable Energy Generation, and Minerals	<ul style="list-style-type: none"> • To consider how policies could be updated to move towards a net zero climate change / net zero carbon approach. This recognises the continuing challenges of climate change, the importance of reducing carbon emissions and reducing reliance on fossil fuels.
Presumption in favour of sustainable development	<ul style="list-style-type: none"> • To reflect revised national planning policy.
Infrastructure	<ul style="list-style-type: none"> • To update the Infrastructure Delivery Schedule, which supports delivery of growth, set out in the Core Strategy.

Housing need and delivery

Housing need

5. The Core Strategy makes provision to meet an objectively assessed housing requirement of 850 net additional dwellings per annum over the plan period of 2013 to 2028 (totalling 12,750 dwellings), plus backlog against that requirement from April 2008 to March 2013 (1,621 dwellings). This results in an overall total requirement of 14,371 homes (equivalent to 958 dwellings per annum over the plan period). This figure reflected the position at the time and was determined the Government-appointed Inspector who carried out the independent examination of the Core Strategy.
6. Central Government revisions to the NPPF in 2018 have introduced a requirement to determine the minimum number of homes needed for a local authority using a standard method set out in national planning guidance (unless exceptional circumstances justify an alternative approach).

7. In addition to the local housing need figure, national planning policy sets out that any needs that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for, where this has been agreed between the authorities concerned.
8. The Council has been approached by four local authorities to consider whether Rotherham could accommodate some housing growth. However the Council has identified that it is unable to offer any capacity to meet additional housing needs from elsewhere (see Duty to co-operate findings).

Housing delivery

9. The Government has also introduced an annual Housing Delivery Test which measures net additional dwellings against the number of homes required over the previous three years. The first Housing Delivery Test results were published in February 2019⁴. Rotherham's results show that 92% of the target was delivered, requiring the Council to prepare a housing delivery action plan.
10. It is recognised that the Sites and Policies document⁵ has only recently been adopted (June 2018) and new housing development sites allocated. Annual net additions of dwellings are expected to improve given the release of new sites, having regard to the time required to bring these forward and the proactive work being undertaken by the Council.
11. The NPPF states that local planning authorities must identify a deliverable five year supply of housing sites. The Inspector examining the Sites and Policies document was satisfied that the Council is committed to ensuring that sufficient housing land is provided at the appropriate time to meet anticipated needs, to help to maintain a rolling five year supply of housing land in the Borough.
12. Given the difference between the new local housing need figure and the existing Core Strategy requirement, consideration should be given to whether an update to the Core Strategy housing requirement is required.

Appeals performance

13. Between adoption of the Core Strategy in 2014 and 1 February 2019 the Council received 163 planning appeal decisions. 69% of these decisions to refuse permission were upheld by Inspectors at appeal, and 31% were allowed (or allowed in part). However many of these cases did not include reasons for refusal based on Core Strategy policies. Detailed analysis of those appeals where specific Core Strategy policies are referred to in the reasons for refusal reveals no major areas of concern or indications that Core Strategy policies require an update. It does identify one area in relation to Policy CS19 where consideration could be given to updating the policy to provide greater clarity regarding the achievement of a 'net gain' in green infrastructure. However it is considered that further clarity could be delivered through other means, such as additional guidance, rather than requiring an update of the policy.

⁴ <https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>

⁵ https://www.rotherham.gov.uk/info/200074/planning_and_regeneration/617/a_guide_to_the_local_plan/3

Results of monitoring

14. The Council publishes an Annual Monitoring Report (AMR) which assesses performance of Core Strategy policies using a range of indicators⁶. Considering the monitoring data from 2014 onwards (following adoption of the Core Strategy) shows that:
- Indicators for policies in the **‘delivering development in sustainable locations’** and **‘movement and accessibility’** chapters are broadly similar, with half of indicators consistently improving or on target.
 - More indicators for policies in the **‘supporting a dynamic economy’** chapter have been fairly consistently improving or on target than declining or with no change or update.
 - Indicators for policies in the **‘managing the natural and historic environment’** chapter have mainly been improving / on target or with no significant change or update.
 - Since 2014 indicators for policies in the **‘creating safe and sustainable communities’** chapter show consistent improvement / on target (63% or above) and low levels of indicators declining or not on target.
 - There has been **consistent improvement or good performance** in relation to development on previously development land, industrial vacancy rates, new business registrations, employment rate and the amount of landfill / recycling rates.
 - There has been **consistent decline or poor performance** in relation to residential development rates being below the housing requirement, including lower delivery in Rotherham Urban Area, vacancies in primary shopping areas, and reductions in public transport useage.
15. The above analysis confirms concerns around meeting the housing requirement, although performance is expected to improve as Local Plan sites come through the planning process. Concerns around retail vacancies and public transport usage are noted; however it is considered that relevant Core Strategy policies remain appropriate, with more detailed policies now implemented following adoption of the Sites and Policies document.

Changes in local circumstances

16. A review of the Core Strategy issues and objectives show that these remain appropriate and in line with national planning policy, and do not, in themselves, indicate a need to update the Core Strategy.
17. The Core Strategy covers a 15 year period and changes to local strategies and evidence base will inevitably take place during this time. A review of key strategies and evidence base indicates that the majority have not been subject to such significant change as to indicate that the Core Strategy requires updating; however the following is highlighted:
- An updated Strategic Housing Market Assessment has been commissioned jointly with Sheffield City Council.
 - Up to date evidence and data to support affordable housing and viability Supplementary Planning Documents has been commissioned.

⁶ https://www.rotherham.gov.uk/info/200074/planning_and_regeneration/729/monitoring

- In view of the likely extension of the plan period as part of any Core Strategy update, then up to date evidence regarding Gypsy and traveller housing needs will be required.
- A Sheffield City Region Strategic Employment Land Appraisal has been commissioned. The findings may have implications for Core Strategy policies.
- More up to date evidence is available regarding surface water flood risk within Rotherham.
- Depending upon the scope of any update to flood risk policies then a new Level 1 Strategic Flood Risk Assessment for the borough may be required.
- Climate change continues to be a significant issue requiring action at local, national and international levels. On 2 May 2019, the Committee on Climate Change (CCC) published new advice to the Government on the UK's long-term climate change targets⁷. The CCC have identified that a transition to a near zero carbon economy is now technically achievable and recommends a new emissions target for the UK of net-zero greenhouse gases by 2050. It emphasises that this is only possible if clear, stable and well-designed policies to reduce emissions further are introduced across the economy without delay.
- The infrastructure requirements set out in the 2012 Infrastructure Delivery Study (and summarised at appendix A of the Core Strategy) were partially updated as part of implementing the Community Infrastructure Levy in Rotherham. Further work to update infrastructure requirements will be required to support an update to the Core Strategy.

Duty to co-operate findings

18. The Inspectors examining both the Core Strategy⁸ and the Sites and Policies Document⁹ concluded that the Council had complied with its Duty to Co-operate requirements. This duty does not cease upon adoption of a Local Plan document, it is an ongoing process. As such the Council has continued to engage with relevant bodies as appropriate since adoption of the Core Strategy.
19. Four local authorities¹⁰ have previously approached the Council requesting whether it is able to accommodate any of their housing growth. In considering these requests the Council concluded that the land allocated in the Sites and Policies document is sufficient for Rotherham Borough's housing need for the plan period, with a limited buffer of supply to provide flexibility. There is, however, no reserve of land outside of the Rotherham Green Belt that would be suitable to meet housing need in other areas. As such Rotherham Borough Council has been unable to offer any capacity to meet housing need in other areas.
20. A review of recent activity and engagement indicate that there are no Duty to Co-operate issues which highlight a need to update the Core Strategy. There are however ongoing discussions with other authorities in working towards Statements of Common Ground on various matters, including:
 - Doncaster Metropolitan Borough Council (covering a range of issues).
 - Nottinghamshire County Council (focused on minerals matters).

⁷ <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

⁸ https://www.rotherham.gov.uk/downloads/file/1441/rotherham_core_strategy_inspectors_report_and_appendix

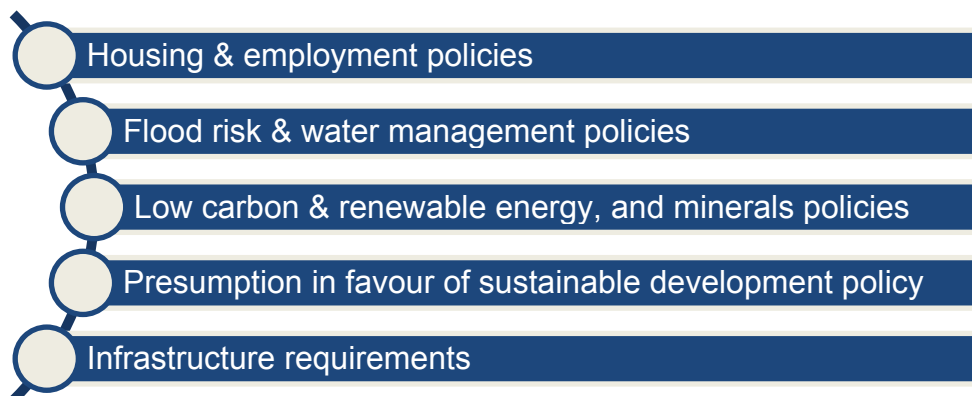
⁹ https://www.rotherham.gov.uk/downloads/file/3843/sites_and_policies_document_inspectors_report

¹⁰ Barnsley Metropolitan Borough Council (2017), Bolsover District Council (2017), Sheffield City Council (2018), and North East Derbyshire District Council (2018)

- Authorities within the Sheffield City Region (working towards production of a regional Statement of Common Ground, expected to focus on housing, employment and transport matters).
- Cambridgeshire County Council and Peterborough City Council (focused on mineral and waste matters).

Conclusions

21. In light of this review the following areas of the Core Strategy are identified as requiring an update:



22. The table below sets out a schedule of the Core Strategy policies recommended to be updated.

Policy	Does the Policy require updating?
Policy CS 1 Delivering Rotherham's Spatial Strategy	Yes
Policy CS 2 Delivering Development on Major Sites	no
Policy CS 3 Location of New Development	no
Policy CS 4 Green Belt	no
Policy CS 5 Safeguarded Land	no
Policy CS 6 Meeting the Housing Requirement	Yes
Policy CS 7 Housing Mix and Affordability	Yes
Policy CS 8 Gypsy and Traveller Accommodation	Yes
Policy CS 9 Transforming Rotherham's Economy	Yes
Policy CS 10 Improving Skills and Employment Opportunities	no
Policy CS 11 Tourism and the Visitor Economy	no
Policy CS 12 Managing Change in Rotherham's Retail and Service Centres	no
Policy CS 13 Transforming Rotherham Town Centre	no
Policy CS 14 Accessible Places and Managing Demand for Travel	no
Policy CS 15 Key Routes and the Strategic Road Network	no
Policy CS 16 New Roads	no
Policy CS 17 Passenger Rail Connections	no
Policy CS 18 Freight	no
Policy CS 19 Green Infrastructure	no

Policy	Does the Policy require updating?
Policy CS 20 Biodiversity and Geodiversity	no
Policy CS 21 Landscape	no
Policy CS 22 Green Space	no
Policy CS 23 Valuing the Historic Environment	no
Policy CS 24 Conserving and Enhancing the Water Environment	Yes
Policy CS 25 Dealing with Flood Risk	Yes
Policy CS 26 Minerals	Yes
Policy CS 27 Community Health and Safety	no
Policy CS 28 Sustainable Design	no
Policy CS 29 Community and Social Facilities	no
Policy CS 30 Low Carbon & Renewable Energy Generation	Yes
Policy CS 31 Mixed Use Areas	no
Policy CS 32 Infrastructure Delivery and Developer Contributions	no
Policy CS 33 Presumption in Favour of Sustainable Development	Yes
Policy CS 34 Housing delivery and ongoing co-operation	Yes

23. The assessment below also identifies where some policies may benefit from revision. However it is not considered that circumstances indicate that these require updating at present.

Assessment of Core Strategy conformity with national planning policy

Table 1: Assessment of requirements of national planning policy

NPPF chapter	Summary of assessment
2. Achieving sustainable development	<p>The Core Strategy remains broadly in line with the requirements of this chapter; however with regard to meeting objectively assessed need, consideration will need to be given to the new housing need methodology and any implications for the borough's housing requirement.</p> <p>Housing need from neighbouring authorities will be a consideration for ongoing Duty to Co-operate / Statement of Common Ground discussions and agreements.</p>
3. Plan making	<p>The Core Strategy remains broadly in line with the requirements of this chapter. An assessment indicates that the priorities and objectives of the Core Strategy remain appropriate.</p> <p>An update to the Core Strategy may be required if changes to the evidence base indicate this. In this respect it is noted that:</p> <ul style="list-style-type: none"> • An updated Strategic Housing Market Assessment is being produced. • Up to date evidence and data to support an affordable housing Supplementary Planning Document has been commissioned. • In view of the likely extension of the plan period as part of any Core Strategy update, then up to date evidence regarding Gypsy and traveller housing needs will be required. • More up to date evidence is available regarding surface water flood risk within Rotherham. • Depending upon the scope of any update to flood risk policies then a new Level 1 Strategic Flood Risk Assessment for the borough may be required.

NPPF chapter	Summary of assessment
	<ul style="list-style-type: none"> • A Sheffield City Region Strategic Employment Land Appraisal has been commissioned. The findings may have implications for Core Strategy policies. • Climate change continues to be a significant issue requiring action at local, national and international levels. On 2 May 2019, the Committee on Climate Change (CCC) published new advice to the UK Government and the Devolved Administrations on the UK's long-term climate change targets. The CCC have identified that a transition to a near zero carbon economy is now technically achievable and recommends a new emissions target for the UK of net-zero greenhouse gases by 2050. It emphasises that this is only possible if clear, stable and well-designed policies to reduce emissions further are introduced across the economy without delay. • The infrastructure requirements set out in the 2012 Infrastructure Delivery Study (and summarised at appendix A of the Core Strategy) were partially updated as part of implementing the Community Infrastructure Levy in Rotherham. Further work to update infrastructure requirements will be required to support an update to the Core Strategy. <p>An update to policies may also require an extension of the plan period to meet requirements of NPPF. In undertaking any update of the Core Strategy the Council will continue to comply with the duty to co-operate requirements, including the production of statements of common ground as appropriate.</p>
4. Decision-making	Not directly relevant to Core Strategy.
5. Delivering a sufficient supply of homes	<p>Whilst the Core Strategy broadly meets the majority of requirements set out in this chapter the introduction of the standard method for calculating housing need results in an annual housing requirement lower than the Core Strategy requirement. It is considered that an update to the Core Strategy is therefore required.</p> <p>The Council is preparing an updated SHMA. Further consideration will be given to the findings of this update and any implications for Core Strategy policies.</p> <p>An update to Core Strategy policies may be required to ensure the Local Plan complies with national affordable housing policy. Data to support an affordable housing Supplementary Planning Document has been commissioned.</p> <p>In view of the likely extension of the plan period as part of any Core Strategy update, then up to date evidence regarding Gypsy and traveller housing needs will be required.</p> <p>The Core Strategy should be updated to provide a housing requirement for designated Neighbourhood Plan areas, and consideration given to identifying figures for all parished areas to provide long term clarity for parishes which may consider preparing Neighbourhood Plans in the future.</p>
6. Building a strong, competitive economy	Existing policies meet the requirements set out in this chapter. A Sheffield City Region Strategic Employment Land Appraisal has been commissioned. The findings may have implications for Core Strategy policies. A review of economic policies is likely to be required in tandem with any update of housing requirement, to ensure that housing and economic growth remains aligned.

NPPF chapter	Summary of assessment
7. Ensuring the vitality of town centres	<p>The Core Strategy meets the requirements of NPPF, including establishing a local threshold for impact assessments. There is no evidence that the hierarchy of centres or strategic policy in the Core Strategy require updating in this respect.</p> <p>NPPF removes the need to undertake impact assessments in relation to office floorspace proposals. It is not considered vital to update Policy CS12 to reflect this change as NPPF will supersede the Core Strategy policy in this respect, and up to date guidance regarding implementing CS12 will be set out in a Supplementary Planning Document.</p>
8. Promoting healthy and safe communities	The Core Strategy meets the requirements set out in this chapter.
9. Promoting sustainable transport	The Core Strategy meets the requirements set out in this chapter.
10. Supporting high quality communications	Whilst the Core Strategy broadly meets the majority of requirements set out in this chapter, the Local Plan does not specifically set out how digital infrastructure will be delivered. However policies relating to utilities and telecommunications are set out in the Sites and Policies document, and any review of these policies would need to consider whether an update is required to address delivery of digital infrastructure.
11. Making effective use of land	The Core Strategy meets the requirements set out in this chapter.
12. Achieving well-designed places	The Core Strategy meets the requirements set out in this chapter. Consideration should be given to whether evidence supports the use of the Government's optional technical housing standards. If this indicates that they would be appropriate, then any update of the Core Strategy could include a policy to support the application of these standards within Rotherham.
13. Protecting Green Belt land	The Core Strategy meets the requirements set out in this chapter.
14. Meeting the challenge of climate change, flooding and coastal change	<p>The Core Strategy broadly meets the requirements set out in this chapter.</p> <p>More up to date local evidence is available regarding surface water flood risk within Rotherham, and this merits an update to policies in conjunction with reviewing run off rate requirements and the drainage hierarchy.</p> <p>NPPF does set out that major developments should incorporate sustainable drainage systems unless there is clear evidence that this would be inappropriate. Local Plan policies do not specifically set out the requirements established in this paragraph; however the Council has published the 'South Yorkshire Interim Local Guidance for Sustainable Drainage Systems' which provides guidance for local standards and together with the Non-Statutory Technical Standards strongly promotes the use of Sustainable Drainage Systems. Any update to policies provides an opportunity to update policy regarding sustainable drainage systems.</p>
15. Conserving and enhancing the natural environment	The Core Strategy meets the requirements set out in this chapter.
16. Conserving and enhancing the historic environment	The Core Strategy meets the requirements set out in this chapter.
17. Facilitating the sustainable use of minerals	The Core Strategy meets the requirements set out in this chapter.

Table 2: Assessment of Core Strategy against national planning policy

Policy	Summary assessment
Policy CS 1 Delivering Rotherham's Spatial Strategy	There is no evidence that the overall strategy, the hierarchy of settlements or parts 2 to 4 of the policy (dealing with the strategic allocation, the broad location for growth and the new community at Waverley) requires updating. However an update may be required to part 1 to reflect the implications of changes to the housing requirement following introduction of the standard method for calculating housing need. An update to policies may also require an extension of the plan period to meet requirements of NPPF.
Policy CS 2 Delivering Development on Major Sites	Whilst a fundamental update of this policy is not required, there is potential to strengthen the policy with regard to the circumstances when masterplanning will be required for sites (taking account of the now adopted Sites and Policies document).
Policy CS 3 Location of New Development	The policy remains appropriate, addressing key issues which remain compliant with national planning policy.
Policy CS 4 Green Belt	The policy remains compliant with NPPF and a fundamental update of this policy is not required. There is potential to revise policy to reflect the comprehensive Green Belt review undertaken to support preparation of the Local Plan, and to changes to the Green Belt boundary which have been implemented by adoption of the Sites and Policies document.
Policy CS 5 Safeguarded Land	The policy remains compliant with national policy and a fundamental update of this policy is not required; however there is potential to reflect the identification of Safeguarded Land in the adopted Sites and Policies document.
Policy CS 6 Meeting the Housing Requirement	An update may be required to reflect the implications of changes to the housing requirement following introduction of the standard method for calculating housing need.
Policy CS 7 Housing Mix and Affordability	An update may be required to ensure that the Policy reflects the latest evidence regarding affordable housing in Rotherham and national policy regarding affordable housing, along with any implications arising from the updated SHMA (to be completed). Consultation with Development Management indicates the importance of housing standards to delivering quality development and support for considering whether to incorporate national optional housing standards into the Local Plan.
Policy CS 8 Gypsy and Traveller Accommodation	As part of reviewing the borough's housing requirement, and in view of the likely extension of the plan period as part of any update, up to date evidence regarding Gypsy and traveller housing needs will be required. This may result in an update to this policy being required to ensure compliance with NPPF and "Planning policy for traveller sites" (2015).
Policy CS 9 Transforming Rotherham's Economy	There are no changes in circumstances which require an update to this policy; however given the relationship between housing growth economic development, an update may be required dependent upon the implications arising from any update to the borough's housing requirement.
Policy CS 10 Improving Skills and Employment Opportunities	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 11 Tourism and the Visitor Economy	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 12 Managing Change in Rotherham's Retail and Service Centres	There is no evidence that the hierarchy of town and district centres or retail floorspace requirement requires updating. The policy broadly remains compliant with national policy and a fundamental update of this policy is not required.

Policy	Summary assessment
	Whilst NPPF removes the need to undertake impact assessments in relation to office floorspace proposals, it is not considered vital to update Policy CS12 to reflect this change as NPPF will supersede the Core Strategy policy in this respect, and up to date guidance regarding implementing CS12 will be set out in a Supplementary Planning Document.
Policy CS 13 Transforming Rotherham Town Centre	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 14 Accessible Places and Managing Demand for Travel	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 15 Key Routes and the Strategic Road Network	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 16 New Roads	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 17 Passenger Rail Connections	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 18 Freight	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 19 Green Infrastructure	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update; however there is potential to clarify the operation of the 'net gain' principle.
Policy CS 20 Biodiversity and Geodiversity	The policy remains compliant with national policy and there are no significant changes in circumstance which indicate the need for an update.
Policy CS 21 Landscape	The policy remains compliant with national policy and no update is required, although there is potential to remove reference to Areas of High Landscape Value as this designation was not taken forward in the Sites and Policies document.
Policy CS 22 Green Space	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 23 Valuing the Historic Environment	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 24 Conserving and Enhancing the Water Environment	The policy requires updating to be consistent with the hierarchy of drainage options set out in Planning Practice Guidance.
Policy CS 25 Dealing with Flood Risk	The policy requires updating to reflect up to date evidence regarding climate change and surface water flood risk, and to review run off rate requirements.
Policy CS 26 Minerals	The policy remains compliant with national policy; however there may be opportunities to consider how the policy could be updated to move towards a net zero climate change approach. This recognises the continuing challenges of climate change, the importance of reducing carbon emissions and reducing reliance on fossil fuels. There may also be opportunities to better reflect how the Mineral Safeguarding Areas have been taken forward through the Sites and Policies document.
Policy CS 27 Community Health and Safety	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.

Policy	Summary assessment
Policy CS 28 Sustainable Design	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 29 Community and Social Facilities	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 30 Low Carbon & Renewable Energy Generation	The policy remains compliant with national policy; however there may be opportunities to consider how the policy could be updated to move towards a net zero climate change approach. This recognises the continuing challenges of climate change, the importance of reducing carbon emissions and reducing reliance on fossil fuels.
Policy CS 31 Mixed Use Areas	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 32 Infrastructure Delivery and Developer Contributions	The policy remains compliant with national policy and there are no changes in circumstance which indicate the need for an update.
Policy CS 33 Presumption in Favour of Sustainable Development	This policy requires updating to reflect the amendments to the presumption in favour of sustainable development in revised NPPF.
Policy CS 34 Housing delivery and ongoing co-operation	This policy will require updating to reflect actions which have been taken since adoption of the Core Strategy. It will also require amending to reflect the introduction of the housing delivery test and the implications arising from performance against this test.

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Under the Equality Act 2010 Protected characteristics are Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity. Page 6 of guidance. Other areas to note see guidance appendix 1	
Name of policy, service or function. If a policy, list any associated policies:	Rotherham Local Plan: Core Strategy 2013 – 2028. Five Year Review
Name of service and Directorate	Planning Policy Regeneration & Environment
Lead manager	Ryan Shepherd, Senior Planning Officer
Date of Equality Analysis (EA)	7 May 2019
Names of those involved in the EA (Should include at least two other people)	Andy Duncan, Acting Head of Service - Planning and Building Control Helen Sleigh, Senior Planning Officer
Aim/Scope (who the Policy /Service affects and intended outcomes if known) See page 7 of guidance step 1	
<p>A desk based review of the Core Strategy has been undertaken as required by Government guidance. The result is a recommendation that a partial update of the Core Strategy is undertaken focusing on housing and employment, flood risk and water management, sustainable development, climate change and carbon reduction, and infrastructure.</p> <p>An updated Core Strategy would form part of the development plan and be used to make planning decisions and decide planning applications. It will potentially impact on all communities across Rotherham.</p>	
What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics? See page 7 of guidance step 2	
<p>The adopted Core Strategy was subject to separate equalities impact assessment as part of iterative and comprehensive Integrated Impact Assessment (IIA) reports. Please see:</p> <ul style="list-style-type: none"> • Core Strategy IIA Report – Appendix G: https://www.rotherham.gov.uk/downloads/file/1442/adopted_core_strategy_integrated_impact_assessment <p>Information on the protected characteristics of planning applicants or consultees (either in relation to planning applications or to the preparation of planning documents) is not collected by the Council.</p> <p>The Local Plan is subject to an annual monitoring report prepared by the Council: https://www.rotherham.gov.uk/info/200074/planning_and_regeneration/729/monitoring</p>	
Engagement undertaken with customers.	The existing Core Strategy was subject to

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

<p>(date and group(s) consulted and key findings) See page 7 of guidance step 3</p>	<p>extensive public consultation prior to its adoption.</p> <p>There is no requirement to undertake consultation on the desk based review of the Core Strategy which has taken place. However this review simply identifies the broad scope of the update required.</p> <p>The updated Core Strategy will be subject to public consultation in due course (subject to Member approval) and is not the subject of this report.</p>
<p>Engagement undertaken with staff about the implications on service users (date and group(s) consulted and key findings) See page 7 of guidance step 3</p>	<p>The Core Strategy review has been undertaken in consultation with other services within the Council, including transportation, housing, ecology, RiDO, and drainage.</p>
<p>The Analysis</p>	
<p>How do you think the Policy/Service meets the needs of different communities and groups? Protected characteristics of Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity . Rotherham also includes Carers as a specific group. Other areas to note are Financial Inclusion, Fuel Poverty, and other social economic factors. This list is not exhaustive - see guidance appendix 1 and page 8 of guidance step 4</p> <p>An updated Core Strategy will be used by applicants submitting planning applications across the borough, and by the Council in determining planning applications. The outcome will be planning decisions which satisfy with relevant planning policies (taking account of any relevant material considerations) and which will have an impact on residents, workers, visitors or other users of any future development. Planning applicants and those impacted by any future development may fall within any of the protected characteristics.</p>	
<p>Analysis of the actual or likely effect of the Policy or Service: See page 8 of guidance step 4 and 5</p> <p>Does your Policy/Service present any problems or barriers to communities or Group? Identify by protected characteristics Does the Service/Policy provide any improvements/remove barriers? Identify by protected characteristics</p> <p>This report concerns only the findings of the Core Strategy Review, which in itself has no implications for communities, groups or protected characteristics.</p> <p>Any future update of the Core Strategy will be subject to separate, detailed equalities impact assessment.</p> <p>Once adopted, an updated Core Strategy will set out planning policies relevant to all, regardless of their protected characteristic(s).</p>	

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

What affect will the Policy/Service have on community relations? Identify by protected characteristics

The findings of the Core Strategy Review have no direct impacts on community relations.

Any updated Core Strategy would ensure that an up to date Local Plan is in place and provide certainty for residents, developers and investors. In this respect, there are expected to be positive impacts on community relations.

Please list any **actions and targets** by Protected Characteristic that need to be taken as a consequence of this assessment and ensure that they are added into your service plan.

Website Key Findings Summary: To meet legislative requirements a summary of the Equality Analysis needs to be completed and published.

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Equality Analysis Action Plan - See page 9 of guidance step 6 and 7

Time Period 2019 - 2021

Manager: Ryan Shepherd, Senior Planning Officer Service Area: Planning Policy, R&E Tel:01709 823888

Title of Equality Analysis: Core Strategy Five Year Review

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target	State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
To ensure that any future update of the Core Strategy is subject to appropriate equalities impact assessment	All	12/21
Name Of Director who approved Plan	Paul Woodcock	Date

*A = Age, C= Carers D= Disability, S = Sex, GR Gender Reassignment, O= other groups, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage.

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Website Summary – Please complete for publishing on our website and append to any reports to Elected Members SLT or Directorate Management Teams

Completed equality analysis	Key findings	Future actions
<p>Directorate: Planning Policy, Regeneration and Environment</p> <p>Function, policy or proposal name: Core Strategy Five Year Review</p> <p>Function or policy status: Changing..... (new, changing or existing)</p> <p>Name of lead officer completing the assessment: Ryan Shepherd, Planning Policy</p> <p>Date of assessment: 7 May 2019</p>	<p>This report concerns only the findings of the Core Strategy Review, which in itself has no implications for communities, groups or protected characteristics.</p> <p>An updated Core Strategy would form part of the development plan and be used to make planning decisions and decide planning applications. It will potentially impact on all communities across Rotherham. Any future update of the Core Strategy will be subject to separate, detailed equalities impact assessment.</p> <p>Once adopted, an updated Core Strategy will set out planning policies relevant to all, regardless of their protected characteristic(s)</p>	<p>Ensure that any future update of the Core Strategy is subject to appropriate equalities impact assessment.</p>

Council Report

Overview and Scrutiny Management Board - 3 July 2019

Report Title

Overview and Scrutiny Annual Report 2018-19

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

No

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

Janet Spurling, Scrutiny Officer
01709 254421 or janet.spurling@rotherham.gov.uk

Ward(s) Affected

Borough-wide

Report Summary

This report presents the final draft of the Overview and Scrutiny Annual Report for 2018-19 for Members to consider and approve prior to publication for the Council meeting on 24 July 2019. The draft report is attached as Appendix 1.

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

Recommendations

That the Overview and Scrutiny Management Board:

- 1 Receive and approve the draft Annual Report 2018-19 and agree to its publication for the Council Meeting on 24 July 2019, subject to any changes agreed at the meeting.
- 2 Note that membership details for 2019-20 may be subject to change following the Council meeting on the 24 July 2019 and will be reflected in the final published version.

List of Appendices Included

Appendix 1 Overview and Scrutiny Annual Report 2018-19

Background Papers

Minutes of Scrutiny meetings during 2018-19
Scrutiny Review reports and responses from Cabinet

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Council 24 July 2019

Council Approval Required

Yes

Exempt from the Press and Public

No

Overview and Scrutiny Annual Report 2018-19

1. Background

- 1.1 The Overview and Scrutiny Annual Report provides a retrospective summary of the work undertaken by the Overview and Scrutiny Management Board (OSMB) and the three Select Commissions last year. It also offers a look ahead for 2019-20 in terms of future priorities through a headline work programme.
- 1.2 It is a good opportunity to provide information to Members, officers, partner agencies and the general public about the role and work of Scrutiny and to thank Scrutiny Members and our co-optees formally for their contributions.
- 1.3 As in previous years the report has a dedicated section for OSMB and each of the three Select Commissions, Health, Improving Lives and Improving Places.
- 1.4 The intention is to show tangible outcomes that have been achieved and which may be directly attributable to the work of Scrutiny, illustrating the added value Scrutiny brings to the work of the Council. The draft report is attached as Appendix 1.

2. Key Issues

- 2.1 The scrutiny work programme helps to achieve corporate priorities by addressing key policy and performance agendas and the outcomes focus on adding value.
- 2.2 The Annual Report aims to cover all aspects of Scrutiny work including pre-decision scrutiny, holding to account, performance management, raising concerns and policy development.
- 2.3 The report is a key tool for engaging Members, officers and the general public in the detail of Scrutiny work and hopes to encourage wider involvement in scrutiny, as an important aspect of local democracy and the Council's governance processes. This had a renewed focus in 2018-19 and will be developed further in the year ahead.
- 2.4 When the report is considered at the Council meeting on the 24 July 2019, there may also be a decision made on potential changes to membership of the Select Commissions for 2019-20. Therefore the published report will be amended to include any changes that are subject to approval, immediately following the Council meeting.
- 2.5 The detail of the draft work programme for 2019-20 will be developed further by OSMB and the Select Commissions, including determining the approach to scrutinising each item, for example through a review, by a sub-group or a report.

3. Options considered and recommended proposal

- 3.1 This report presents the final draft of the Overview and Scrutiny Annual Report for 2018-19 for consideration and approval by the OSMB prior to publication for the Council meeting on 24 July 2019.

4. Consultation on proposal

4.1 Not applicable for this report.

5. Timetable and Accountability for Implementing this Decision

5.1 It is anticipated that once the report has been discussed by the OSMB it will be presented at Council in July and then published on the Council website by the Head of Democratic Services and Statutory Scrutiny Officer.

6. Financial and Procurement Advice and Implications

6.1 None arising directly from the annual report.

7. Legal Advice and Implications

7.1 Article 8(6) of the Constitution requires the Overview and Scrutiny Management Board to submit an annual report to the Council and this is that report.

8. Human Resources Advice and Implications

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

9. Implications for Children and Young People and Vulnerable Adults

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

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

9.3 OSMB supported Rotherham Youth Cabinet in its work on improving access to leisure activities for young carers as part of the Children's Commissioner's Takeover Challenge.

10. Equalities and Human Rights Advice and Implications

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

11. Implications for Partners

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

12. Risks and Mitigation

12.1 None.

13. Accountable Officer(s)

James McLaughlin, Head of Democratic Services and Statutory Scrutiny Officer

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

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

Overview and Scrutiny in Rotherham



Annual Report
2018 - 2019

Work Programme
2019 -2020

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Welcome to the Annual Report of Overview and Scrutiny



This report presents a summary of the extensive scrutiny work programme undertaken last year by the Overview and Scrutiny Management Board (OSMB) and the three Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC).

It encompasses the full range of scrutiny work carried out - pre-decision scrutiny; focused pieces of work on a specific issue; standard agenda items considered each year; and areas such as service transformation that continue over a longer period.

After scrutinising proposals for various major strategies in pre-decision scrutiny during 2018-19, such as the Customer Access Strategy, Scrutiny is keen to ensure that the non-executive Members will be involved in evaluating the impact of the changes on customer experience. The OSMB also emphasised its expectations to see equality impact assessments (EIA) included with proposals as an important aspect of the assurance process, and it is positive to see this becoming more embedded.

Recommendations from spotlight reviews of Adult Community Learning; Drug and Alcohol Services; and Adult Residential and Nursing Care Homes have all been accepted. Cabinet also acknowledged the contribution made by the in-depth scrutiny review to strengthening arrangements for managing use of agency, interim and consultancy staff. Formal responses to the recommendations resulting from the following reviews/workshops - Modern Methods of Construction; Transition from Children's to Adult Services; and Multi-agency Working in Complex Abuse Investigations will be reported later in the year.

It is always a pleasure to support the Youth Cabinet in the Children's Commissioner's Takeover Challenge and this year we also welcomed participation from Rotherham Young Carers. The theme was based on improving opportunities for young carers to access leisure activities and I look forward to receiving the review report and recommendations from the young people. Last year's theme looked at improving work experience for all young people and the recommendations will feed in to the Rotherham Employment and Skills Strategy and action plan.

It is pleasing to see that Scrutiny Members have again been out and about on visits to partners and service providers, either during reviews as part of their evidence gathering or to explore how things are working in practice following service changes. The session at Voluntary Action Rotherham resulted in two members of Rotherham Parent Carers Forum contributing to scrutiny of social, emotional and mental health, bringing their perspective as parents and service users as well as being partners in co-production.

Of late the work programme has strongly emphasised budgetary matters, linked to performance and delivery of improvement plans and strategies. Scrutiny Members will continue to seek assurances about future service sustainability through consideration of the work by services on demand management and new approaches in social care.

Finally, I would like to thank all Scrutiny Members for their hard work last year and their commitment to undertaking effective scrutiny in Rotherham. I would also like to thank our co-optees who have given their time voluntarily to enhance the scrutiny process. In particular, I wish to recognise the positive and insightful contributions to scrutiny made by the late Lilian Shears from RotherFed on IPSC, who sadly passed away in June 2019.

I feel confident that the scrutiny function in Rotherham will continue to evolve and strengthen, achieving positive outcomes again in 2019-20 through our work programme.

Cllr Brian Steele, Chair of Overview and Scrutiny Management Board

Enhancing the Scrutiny Function

Introduction

The restoration of local democratic control of all services to the Council, including full decision-making powers to Cabinet, in September 2018 following Government intervention was a significant step forward. Lead Commissioner Mary Ney said: *“The Commissioners are pleased that the continuous hard work of members, officers and partners in Rotherham has resulted in sufficient improvement for democratic decision-making to be restored to the Council.”*

The scrutiny function continues to be critical within the Council’s formal governance arrangements, in ensuring oversight, accountability and transparency. Since the start of intervention the scrutiny function has been strengthened, underpinned by an extensive development programme to equip Members with the skills and confidence to carry out effective and meaningful scrutiny across all services. Scrutiny will continue to evolve and provide the necessary challenge to drive improvements and ensure further progress.

Scrutiny roles

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

- ❖ **Holding to account** - Scrutiny provides a “critical friend” to decision makers in ensuring that their decisions reflect the views and priorities of local people and that decisions are implemented properly. The Executive may be held to account by scrutiny reviewing a decision before it is implemented, known as “call in”.
- ❖ **Policy development** - Our scrutiny committees undertake reviews into areas of concern, consider policies and practices, and look at performance information before making recommendations or suggestions to Cabinet and partners about how policies and services could be improved.
- ❖ **Pre-decision scrutiny** - OSMB use the Forward Plan of Key Decisions to identify a small number of policy decisions to scrutinise in advance of them going to Cabinet. Details of these and additional recommendations from OSMB are on pages 8-9.

Work programme

Each year Members develop a scrutiny work programme using a prioritisation process to make sure their focus is on the right issues. Financial management and performance management will remain as key themes to ensure the Council achieves its priorities in view of the financial challenges faced. Service transformation and reconfiguration is another area in which Scrutiny seeks assurance that issues such as consultation, equality, communication, access and long term sustainability are all taken into account.

Members employed various methods in delivering their work programme last year in order to use the most effective approach for each issue under scrutiny. Performance sub-groups; task and finish groups; full and spotlight reviews; workshops; visits to service providers; and focused single item meetings all featured, in addition to reports or presentations to the full committee.

RMBC Scrutiny Members continue to participate in sub-regional scrutiny to ensure Rotherham has a voice and that our priorities and concerns are heard. We have been represented on the Sheffield City Region Combined Authority Overview and Scrutiny Committee; the South Yorkshire, Derbyshire, Nottinghamshire and Wakefield Joint Health Overview and Scrutiny Committee; and the South Yorkshire Police and Crime Panel.

Next steps

- ❖ In 2019-20 work will continue to build on the progress made by the scrutiny function in recent years. The intention is to maintain a strong focus on holding the Executive to account but also maximising opportunities for a wider role in policy development.
- ❖ The Scrutiny Chairs held a positive reflective session to discuss their approach to scrutiny in 2019-20 and devised some core principles:
 - Focus on outcomes
 - Cross-commission working where possible
 - Debriefs after meetings to reflect and apply learning
 - Delegation of pre-decision scrutiny to the Select Commissions when possible
 - Chairs to continue meeting with individual Cabinet Members regularly to keep abreast of key issues
- ❖ Scrutiny would have more scope to influence policy, seek assurances or request additional information if pre-decision scrutiny were to take place at an earlier stage than just prior to the decision by Cabinet and this will need to be discussed.
- ❖ For major transformation projects OSMB have emphasised the need for Scrutiny to see clear timelines and milestones to facilitate progress monitoring.
- ❖ Greater public involvement in scrutiny is important and did have a renewed focus in 2018, with some positive results, as evinced in *Getting Involved* on pages 4-5. Members are keen to develop this further by building on the links made with groups and considering use of social media for engagement with scrutiny.
- ❖ Under Overview and Scrutiny Procedural Rules, responses to scrutiny review recommendations are to be reported back to Council within two months of the Council receiving the report and recommendations from the OSMB. During 2018-19 the response to several reviews exceeded this deadline and this is an area to tighten up given the time-limited nature of many reviews and the importance of showing the valued contributions of Scrutiny Members.
- ❖ Successful improvements or changes as a result of scrutiny work are not always referred to in subsequent officer reports. It would reinforce the impact and value added by scrutiny if their contributions were always acknowledged.
- ❖ In addition to building the effectiveness of the scrutiny function, there are also process issues to resolve which would make the function more efficient, particularly around items for the scheduled meetings:
 - Responses to other recommendations from Scrutiny – although systems are in place for responses to reviews and for recommendations made in pre-decision scrutiny, a formal process is needed for ones resulting from either scrutiny of items in scheduled meetings or more informal scrutiny workshops.
 - Forward Plan of Key Decisions – attainable dates when items are added to the plan will facilitate scheduling items for scrutiny i.e. right date first time.
 - Items removed from or added to agendas at short notice – this creates practical difficulties in managing agendas and may result in a meeting with a less meaningful agenda, an overloaded meeting agenda, or having to schedule an extra meeting, all in the context of the busy diary commitments of Members, officers and other witnesses.
- ❖ It is also timely to revisit the terms of reference for scrutiny and ways of working, as this has not been done for a few years, looking at good practice in other authorities.

Getting Involved in Scrutiny

Scrutiny Services constantly look at ways to raise public awareness of scrutiny work to try and encourage more people to be involved, through providing information and giving their views. It is important that scrutiny reflects the needs and concerns of everyone who lives and/or works in Rotherham.

We engage with the public in different ways alongside the positive contributions made by our co-optees, such as working with the Youth Cabinet to improve mental health services. We also speak regularly to tenants groups and have sought service user views on Early Help and other projects. Other examples of recent engagement activity include:

“An Audience with Scrutiny”

Cllrs Sansome and Steele participated in one of the “An Audience with ...” sessions hosted by Voluntary Action Rotherham (VAR). They met with representatives from various voluntary and community sector (VCS) organisations to discuss what scrutiny is, how it works in Rotherham and how the VCS could become more directly involved in scrutiny work. Health, social care and housing in particular were issues that the VCS representatives were interested in. Further links with VAR are planned.

OSMB

- Has a standard agenda item at their meetings for the Youth Cabinet to raise any issues or concerns.
- Supports the Youth Cabinet in the annual Children’s Commissioner’s Takeover Challenge, which this year also involved young carers from Rotherham and Sheffield.
- Involved looked after children in the review of Modern Methods of Construction through participation in the site visits and hearing their thoughts and ideas.
- Considers petitions from members of the public with 600 or more signatures that are referred from Council.

HSC

- Have invited carers and carers representatives to scrutiny meetings, as mentioned on page 1 regarding social, emotional and mental health.
- Contact Healthwatch for any information they have to feed in to reviews/agenda items in addition to the standard agenda item for Healthwatch to raise any issues with Members.

ILSC

11 Young Inspectors met with ILSC Members who were impressed with their work and commitment. Members suggested that it would be helpful if copies of the summary reports, including outline recommendations and the response from the service, could be shared with ILSC. This would assist them in understanding where improvements had been made and if there were any areas of concern still outstanding. It was agreed that the summary reports from Exclusions and Contact Centres would be circulated. ILSC will maintain their links with the Young Inspectors. See also page 6 - Barnado’s ReachOut.

IPSC

- Three young housing tenants shared their personal experiences with Members and were congratulated for the positive impact they were making. Discussion also took place on other forms of support that could be put in place to support young tenants.

Overview and Scrutiny in Rotherham

- The Chair and Vice Chair, together with officers, met with approximately 30 community members to discuss their concerns regarding bereavement services.

Scrutiny meetings take place in public and include a dedicated slot for members of the public to ask questions on the items on the agenda. More detailed information about the scrutiny process is included on our webpages at www.rotherham.gov.uk/scrutiny.

This includes a “have your say” form for people to submit evidence for a review, make a suggestion or raise a query about scrutiny. We hope this will encourage people to communicate with us on-line and contribute to scrutiny even if they are unable to attend scrutiny meetings. We will also be looking at using social media as a means of developing our public engagement.

You can find out more about the issues scrutinised in previous reviews on our website. Two recent examples are Drug and Alcohol Services and Use of Agency, Interim and Consultancy Staff by the Council. The responses from Cabinet (and partners where applicable) to recommendations made by the scrutiny committees are also available.

Broad areas for scrutiny in the 2019-20 work programme are set out on page 27, providing a flavour of the work coming up. VAR, the Children and Young People’s Consortium, Rotherham Youth Cabinet, Young Inspectors and the Different But Equal Board have also been invited to send in their suggestions on key issues or concerns to inform the work programme. Once the final version has been confirmed we will regularly update the webpages about current and upcoming work and welcome your involvement.

The next section in this report highlights where scrutiny has successfully had a positive impact, either at pre-decision stage, in reviews and workshops or through scrutiny of agenda items at the scheduled meetings.

Public engagement during 2018-19

The scrutiny bodies continued to welcome members of the public to their meetings as observers and co-opted members. Scrutiny Members appreciate their input in reviews and discussions and would like to thank the co-optees who served on the Select Commissions in 2018-19.

Health - Victoria Farnsworth and Robert Parkin, Speakup

Improving Lives - Joanna Jones, Voluntary Sector

Improving Places - Wendy Birch and Lilian Shears, RotherFed

To contact us you can email: scrutiny.works@rotherham.gov.uk or telephone 01709 822776.

Alternatively you can write to us:

Scrutiny Services, Rotherham MBC, Riverside House, Main Street, Rotherham S60 1AE

For more specific information about the work of the individual committees contact:

OSMB	James McLaughlin	email: james.mclaughlin@rotherham.gov.uk	Tel: 01709 822477
HSC	Janet Spurling	email: janet.spurling@rotherham.gov.uk	Tel: 01709 254421
ILSC	Caroline Webb	email: caroline.webb@rotherham.gov.uk	Tel: 01709 822765
IPSC	Christine Bradley	email: christine.bradley@rotherham.gov.uk	Tel: 01709 822738

Outcomes from Scrutiny

In this section are examples highlighting where positive changes have resulted, or are under way, as a result of the work undertaken by Scrutiny, either this year or as a result of previous recommendations. As the sections for each committee show later in the report, some outcomes are less tangible than the ones provided here. They tend to be ones where Scrutiny has looked closely at a particular service, or at the development and implementation of a strategy, over time, until Members have been assured about progress and improvements. Examples include improvements in child and adolescent mental health services, bereavement services and the multi-agency response to domestic abuse.

- ❖ The final Youth Transport Charter and promotional poster developed by young people with SYPTE, following a Children's Commissioner's Takeover Challenge, have been published and a new webpage launched. **Check before publish but imminent**
- ❖ IPSC asked RotherFed to consider including a young tenant on the RotherFed Board. The idea was welcomed, although it is recognised that intermediate steps to involve young people and build capacity will be needed first.
- ❖ Following a recommendation in 2017-18, improvements were made to the budget consultation process to ensure that public views could be taken into account by OSMB in their scrutiny of the budget proposals for 2019-21.
- ❖ ILSC requested specific information for the 2018 update on CSE Post Abuse Services. Responding to this request and in light of capacity concerns identified through performance monitoring, a service review was undertaken by Children's Commissioning to quantify and understand pressures on the services and come up with long term recommendations for future commissioning.
- ❖ OSMB supported a petition calling for a CCTV camera in the Memorial Garden, Clifton Park to prevent further vandalism and make visitors feel safer, which has been installed.
- ❖ Members will be consulted on the refresh of the South Yorkshire Fire and Rescue Service Integrated Risk Management Plan (IRMP) following a recommendation to the Fire and Rescue Authority. **Change to past tense for Council version**
- ❖ Last year OSMB suggested a small scale trial in different types of households (terraced housing, flats, and maisonettes) prior to full implementation of the changes to waste recycling. A trial took place in flats which saw a huge increase in recycling, particularly in places that had not previously had the opportunity to recycle.
- ❖ Following a recommendation from ILSC that lower levels of engagement with health colleagues in Barnardo's Reach Out service should be raised at the Children and Young People and Families Partnership, increased referrals from health and the police have resulted. Another recommendation was to ask the Young Inspectors for ideas to help increase primary school engagement with the Real Love Rocks Train the Trainer offer. Good suggestions were made by the young people and will be considered in the ongoing promotion of the training offer and further awareness raising activity.
- ❖ The refreshed Sexual Health Strategy includes clear actions on communication and information for people with a learning disability following a recommendation from HSC.
- ❖ Two areas of focus after the Equality and Diversity peer review have been EIAs and building knowledge to embed equality protocols and practice. OSMB Members embraced this by participating in a development session on EIAs after emphasising the importance of all nine equality protected characteristics being recognised and the need

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to consider intersectional issues, such as Black and Minority Ethnic older people.

- ❖ OSMB's suggestions about improvements to the Annual Complaints and Compliments Report contributed to the new improved reporting format.
 - ❖ Rotherham "Voice of the Child" Lifestyle Survey 2018 - ILSC discussed the design of the survey and recommended that thought be given to streamlining it and to including demographic and equality monitoring information. The Commission will be involved in developing the questions for 2019. They also asked about use of the data by Public Health and partners, and the survey has informed the refreshed Sexual Health Strategy.
 - ❖ Following a previous recommendation from HSC, Rotherham Clinical Commissioning Group and RMBC Customer Information and Digital Services are continuing to explore possibilities for joint work to increase digital engagement now the Rotherham App is live, particularly for phase two. The project manager has been discussing groups who download the app and how they utilise it, to inform the next phase.
 - ❖ **Scrutiny Review - Drug and Alcohol Treatment and Recovery Services**
Development of a new joint pathway between mental health services and drug and alcohol treatment and recovery services for service users with needs arising from both their mental health and substance misuse resulted from a recommendation by HSC.
 - ❖ **Scrutiny Review - Emergency Planning**
More recommendations have now been implemented, including the Corporate Risk Manager acting as a "critical friend" in amendments to the Major Incident Plan. The review group had also recommended running an "out of hours" training exercise and *Exercise Thunderbird* involved a test scenario around a rail crash and included all elements of the Major Incident Plan.
 - ❖ **Scrutiny Review - Use of Interims, Agency and Consultancy staff**
This sought assurance that the Council measures performance and value for money in this area and takes appropriate action to maintain spend within acceptable limits. Agreed definitions for all three categories have been adopted Council-wide, together with corresponding revised budget codes. Business case forms and processes have also been updated.
 - ❖ **Scrutiny Review: Alternative Management Arrangements for Children's Service**
A performance tracker was developed following this review. This comprises a set of 20 measures selected by ILSC, after working with performance staff, that CYPS report on weekly to the Commission. Current performance, year-to-date and trends are included under three domains of healthy and safe from harm; start school ready to learn for life; and ready for the world of work. It also links to Safeguarding and Early Help reports.
 - ❖ **Scrutiny Workshop: Adult and Community Learning**
As a result of a broad recommendation on performance management, quarterly performance reports have been redesigned and clearly include any areas of under-performance and action being taken to address any issues and make improvements.
- At Council, Cllr Watson declared: "This was a good report .. and is the sort of thing that Scrutiny should, and does, do - moving policy and performance forward."*
- ❖ **Scrutiny Review – Adult Residential and Nursing Care Homes**
Processes for briefing Ward Members have been strengthened. For example, in a recent provider-led closure of a care home Members were advised of the process and procedures to be undertaken and their queries were addressed at a dedicated meeting. This facilitates responding to queries and concerns from residents.

Outcomes from Pre-Decision Scrutiny

OSMB undertakes the majority of this work but also delegates proposals to the Select Commissions to scrutinise where more appropriate. The recommendations proposed in the pre-decision reports considered by Scrutiny in 2018-19 were all supported, bar one proposal that was deferred by Cabinet pending finalisation of the EIA, as recommended by the OSMB. Scrutiny also successfully made additional recommendations to Cabinet regarding a number of policy decisions, as summarised below.

“Cabinet have continued to be appropriately challenged by Scrutiny over the last 12 months, supporting the governance process in ensuring that open and transparent decision making is able to take place.” The Leader, Cllr Reed

- ❖ **Enforcement** - Single code of practice for officers in respect of enforcement activity and issuing penalties (by the Council or an external body on behalf of the Council) in place.
- ❖ **Policy on Immobilisation of Vehicles (Clamping) - Persistent Evaders and Untaxed Vehicles** - Following a recommendation from IPSC that the viability of reducing the number of offences from six to three should be explored, this was subsequently set at four Penalty Charge Notices (PCNs).
- ❖ **Enabling School Improvement** - OSMB recommended that members of the Rotherham Youth Cabinet should be appointed to the new Rotherham Strategic Education Partnership Board to ensure the voice of young people is heard. **check**
- ❖ **The House Project (a co-production approach to finding alternative housing solutions to secure permanent homes for young people on leaving care)** - The Leaving Care Team linked in with the Scrutiny Review of Modern Methods of Construction (see page 11) and Scrutiny Members were given assurance that care leavers with additional needs would be included in the House Project.
- ❖ **Rotherham Local Plan - Adoption of the Sites and Policies Document** - Specific briefings in respect of major planning developments to be delivered to Ward Members on a ward-by-ward basis. **check**
- ❖ **Area Housing Panel Review** - The proposed second report regarding the new organisational and budget arrangements for Area Housing Panels from 2020-21 will be subject to pre-decision scrutiny prior to consideration by Cabinet. The paper will also address governance arrangements and provide clarity on delegated decision making.
- ❖ **Site Cluster Programme Amendments** – The recommendation for the Section 151 Officer to share the learning from this project in respect of the tender and contract agreement process, to ensure that larger scale projects undertaken across the authority are well managed and controlled, was accepted.
- ❖ **Amendments to the Housing Allocation Policy - January 2019** – Amended wording regarding people who are included as having a local connection to Rotherham.
- ❖ **Consultation on the Adoption of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 and a Rotherham Sex Establishment Licensing Policy** - OSMB fully supported these proposals and Cabinet implemented the recommendations from the Board for wide reaching public consultation to engage as many people as possible, including workers in the industry, in giving their views.

❖ Community Energy Switching Scheme

OSMB had fully supported a paper seeking agreement for a feasibility study into developing a community energy switching scheme in Rotherham to reduce the number of people paying high tariffs for gas and electricity. Subsequently, a second report detailed the proposed scheme that would be open to all Rotherham residents and sought approval to carry out procurement process to identify a potential partner to develop a scheme.

Scrutiny had previously requested that, subject to the outcome of the study, thought be given to the marketing and promotion of the scheme. This was reflected in the report as it recommended engaging with voluntary and community sector groups, and a range of Council services, to inform the marketing and communication strategy. Cabinet approved additional recommendations from OSMB regarding building customer support and service standards into the tender framework, with performance reported quarterly.

Cllr Cowles, Vice Chair of OSMB: “As opposition members we endeavour to keep the politics out of this vital function and to participate as fully as possible. We ensure that cabinet members and officers are held to account for the decisions that they take while seeking the best outcomes for the people of the borough.”

As mentioned on page 1, OSMB is keen to ensure that governance and monitoring arrangements allow for non-executive Members to be involved in evaluating the impact of changes on customer outcomes and experience. This related in particular to the Customer Access Strategy, House Project, Enabling School Improvement and the Learning Disability Strategy “My Front Door”.

Follow up reports to either OSMB or the relevant Select Commission have been requested in 2019-20 specifically to monitor the implementation of several new initiatives, strategies or service changes. These include:

- the re-designed [Intermediate Care Service \(HSC\)](#)
- annual review of the [Homelessness and Rough Sleeper Prevention Strategy](#) – reporting specifically on the strategy’s financial sustainability and compliance with Homelessness Reduction Act 2017 (IPSC)
- [New Library Strategy 2020-2025](#) - an OSMB sub-group will scrutinise outcomes of Phase 1 of the consultation prior to the start of work on the final service offer.
- Commissioning and Procurement of a New Delivery Model for [Home Care and Support Services](#) - HSC will monitor implementation of the new contract, with a report back in November 2020 once the contract has been in a place for a year
- [CCTV Priority Capital Investment and Policy](#) – IPSC to review use of cameras
- Implementation of the [Early Help Strategy Phases 2 and 3 \(ILSC\)](#)
- [Rotherham Town Centre Masterplan and Forge Island Development](#) - quarterly updates and exception reports if not on track (OSMB) and flood alleviation (IPSC)

Pre-decision scrutiny of the following items is covered later in the report:

- ❖ ILSC - [Special Educational Needs and Disability \(SEND\) Sufficiency and increase in educational provision - Phase 2](#)
- ❖ IPSC - [Clean Air Zone](#)
- ❖ OSMB - [Early Help Strategy Phase 2 and Phase 3 and Budget 2019-20](#)

Overview and Scrutiny Management Board

The remit for the OSMB is:

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

Early Help Strategy 2016-2019: 'Phase Two & Phase Three'

A detailed report summarised consultation activity, feedback on the proposals and an overview of how responses had informed the final proposals. It also covered the approved savings considered by OSMB in December 2017. Members supported the recommendations and added additional ones, taking into account input from ILSC who - additional recommendations were all approved by Cabinet and in summary were for:-

- a progress update on establishing Service Level Agreements with schools for youth service provision and related transfer of assets
- Cabinet to revisit the exit survey and number of assessments completed by partners as performance measures
- an update showing how Early Help is capturing the child/young person's voice
- Ward Members to be consulted on the transfer or disposal of assets, which is happening

Implementing the recommendations from the Scrutiny Review - Use of Interims, Agency and Consultancy Staff

In addition to the outcomes seen on page 7, other recommendations are still being implemented. Further work had been requested to explore options to reduce the requirement for seasonal agency staff and a paper outlined specific progress on reducing agency use across Street Scene Services. A review of the Council's resourcing processes was being undertaken, including options for management of agency engagements and the development of a central 'bank system' for casual or temporary workers. The Board welcomed the progress made but will maintain a focus on agency spending and asked for a report back to include trends, plus a further breakdown on consultancy costs.

Council Plan Performance Monitoring

OSMB regularly discussed current performance and direction of travel against the key delivery outcomes and measures in the Council Plan, including the year-end report for 2017-18. For each report they probed more deeply into the measures where they had concerns and were provided with additional information on remedial actions to address the issues. They also inquired how the creation of a rich and diverse cultural offer and thriving town centre would be measured and were provided with specific examples. Concerns about the 101 system and hate crime were followed up with South Yorkshire Police.

Safer Rotherham Partnership (SRP) Annual Report

A presentation detailed the SRP's priorities and achievements the previous year, including revised processes and stronger engagement. A peer review had provided assurance that the SRP was developing in the right way and identified areas for further development, such as aligning resources and commissioning. It was agreed performance information regarding hate crime would be shared with Members. OSMB recommended that further work be undertaken to establish protocols for sharing local offender management plans, or information supporting such plans, to Ward Members.

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Joint OSMB and IPSC Scrutiny Review: Modern Methods of Construction (MMC)

MMC is a generic term used to cover different types of homes that are manufactured in a factory environment and either fully or partially assembled in the factory, or the component parts are assembled on site. This review focused on the viability of providing low cost housing for young single individuals and young families in one and two bedroom modular accommodation, incorporating suitable technology where possible to reduce running costs.

After extensive evidence gathering and a number of site visits, Cllr Cowles presented the final report and recommendations. Various pertinent issues had emerged such as the general lack of affordable housing for young people and young families, with many local authorities struggling to meet demand for social housing in their area. Homelessness and the implications from recent welfare reform and the introduction of Universal Credit were also factors. In addition, traditional build houses take longer to complete than container or modular build homes. The review formulated a small number of recommendations and the Cabinet response will be reported to Council and OSMB later in 2019.

Scrutiny review: Rothercard Scheme

A sub-group of OSMB is undertaking a review of the current Rothercard Scheme to determine if it is still fit for purpose as it has been running for a number of years. After considering the information provided, including initiatives in other local authorities, officers have been charged with developing a business case for a new sustainable scheme. This should include a range of options linked in with the digital agenda, plus clear eligibility criteria. Members will consider the business case and potential options before making recommendations about the future operation of the scheme.

Impact of Roll Out of Universal Credit in Rotherham (July 2018)

Universal Credit is an integrated working-age benefit providing a basic allowance with additional elements for children, disability, housing and caring. People move onto Universal Credit when they are a new claimant or after a change in their circumstances.

OSMB considered an initial report as a starting point for scrutiny of this issue. What became clear was the balance needed between the Council's function as a landlord, where risk of rent arrears impacts financially on the Housing Revenue Account, and its role in supporting residents. The Housing Income Team had been restructured to help support tenants with financial advice and staff training on assisting tenants with making claims for housing benefit had taken place corporately not only in Housing Services. As it was still quite early in the transition a follow up report would break down issues relating to impact on housing tenants and the broader impact on residents in the borough.

The Board also discussed a potential decline in Council Tax Support applications now this was an additional, discrete process to the Universal Credit application. Members sought assurances about communication of the changes to residents and inquired about actions taken to encourage people who were potentially entitled to Council Tax Support to apply.

Budget and Council Tax 2019-20 and Medium Term Financial Strategy (MTFS)

Prior to commencing scrutiny of the two-year budget proposals for 2019-21 a small sub-group considered progress in delivering savings agreed in previous years across all directorates. OSMB had also requested a briefing paper to inform its approach to scrutiny of emerging budget proposals for 2019-20 and it was noted that Cabinet had established a set of Service Design Criteria, which were guiding the development of budget options. Members reflected on the financial challenges faced, noting the specific challenges in adult and children's social care services, and queried what proposals would be brought forward and whether re-engineering of business processes was happening. Discussions also focused on potential approaches to assist in reducing unit costs associated with

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children's social care and to move away from building based services. OSMB emphasised the importance of timely submission of proposals for scrutiny and for public consultation.

In-depth scrutiny of the budget proposals from service areas for the period 2019-2021 was carried out over two days in October. Further details on certain options, particularly those for Children and Young People's Services (CYPS), were also explored at length in a subsequent workshop, prior to Board submitting its interim response to the proposals.

A report summarising the methods used and responses to the recent public consultation on the Council budget proposals was presented. Members probed into how the consultation process had been designed, costs in terms of time and money, and whether any difficulties had been encountered in collating information due to the range of methods used. Clarification was sought on how the Council had looked to consult with groups sharing a protected characteristic under the Equality Act 2010. The Board recommended that future budget consultation should ensure these groups are targeted more effectively.

At pre-decision scrutiny Members asked questions regarding delivery of the large scale ICT and technology driven projects across the Council; treasury management; and income generation initiatives. Final assurance was sought that measures to reduce the number of Looked After Children were starting to make a difference and that adult residential and nursing care would continue to be monitored. The Board endorsed the Budget and Financial Strategy for 2019-20 after having regard to the outcomes of public consultation and updated MTFs, which reflected recommendations Scrutiny made earlier in the year.

Children's Commissioner's Takeover Challenge 2019 – Young Carers

OSMB reaffirmed its backing for this initiative by supporting Rotherham Youth Cabinet (RYC) and Rotherham Young Carers in a spotlight session in April. The theme was chosen as it linked in with RYC's manifesto aims - to make sure young carers have the same opportunities as adult carers to access free activities, in their caring role and as a respite from their caring responsibilities. Prior to the meeting RYC had met with Rotherham Young Carers and undertaken research about support available in other areas. After setting the context, young people from both groups led a question and answer session with Members, partners and officers to explore how more opportunities could be created. A report and recommendations, is being drafted at the time of writing.

"It was a very special meeting for me and I was honoured to chair it. To get all the decision makers in one room is when change really happens and as a group we are incredibly fortunate that the scrutiny board helps us make it happen every year." Emilia Ashton, RYC

Financial Outturn 2017-18 and in-year Financial Monitoring

Members noted the outturn position for 2017-18 and expressed concerns about the significant overspends in social care services for children and adults, seeking assurances in respect of work to analyse and reduce spending in these areas. Despite line-by-line analysis of each budget, increased demand was still the main cause of pressure. The forecast overspend for 2018-19 was also discussed, together with actions to address areas of overspend and identify additional savings to mitigate shortfalls in planned savings. OSMB recommended building in adequate time for consultation when planning the implementation of budget savings, to avoid delays in realising savings.

A series of in-year reports set out the current financial position at that time, based on actual costs and income for the financial year to date with forecasts for the remainder of the year. The main area of overspending continued to be in CYPS as a result of demand for services outstripping budget capacity, which also impacted on the budget for Legal Services. Pressures were reported in Regeneration and Environment Services to deliver

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their agreed savings and Members sought clarification on alternative strategies should income targets not be achieved. Issues with regard to vacancy management were explored in terms of any potential impact on service delivery, and on other employees, of not filling vacant posts to achieve savings. The Board will consider a report on the new HR and Payroll System once implemented in phases from June 2019 which will rationalise information on the staffing establishment as at present data is held in HR and Finance.

Adult Social Care Financial and Performance

A workshop took place in July 2018 to update Members on the current position, issues and challenges in Adult Care to set the context to inform their future scrutiny. Following this session OSMB has scrutinised quarterly updates summarising developments and progress in relation to the improvement plan and budget position. The main points to emerge were:

- Scrutiny of the plan developed by the Principal Social Worker enabled Members to have a good appreciation of activity taking place with staff to embed the strengths based approach, improve quality and practice standards, and enhance legal literacy.
- OSMB sought assurance that the overspend would continue to fall and were assured that although still a challenge, the level had decreased month on month since September 2017.
- Responding to concerns around pace and meeting targets, a specific activity report would be produced to provide reassurance to Members.
- The importance of clear dates, actions and milestones in plans to facilitate monitoring and to inform the Scrutiny work programme in 2019-20.

Children's Services Financial Monitoring and Review

Given the budget challenges in the service, OSMB receives comprehensive quarterly updates on the current budget position and pressures; in-year mitigations; future plans and progress on the sustainability plan and initiatives to manage demand. The Board asked probing questions and sought assurances around the budget position; achieving the savings; and reducing the overspend; without this having a negative impact on the quality of services provided for children and young people. Significant savings are linked to reducing demand and OSMB were informed that signs of the expected improvements from the initiatives put in place were appearing. Members requested more information on the number of out of borough placements and greater clarity on timescales and milestones for addressing in-year budget pressures. They also asked that future reports include more detail on transformation projects to provide greater assurance.

OSMB scrutinised a separate paper summarising the increased number of Education, Health and Care Plans; growth in demand for specialist provision; and current financial position of the High Needs Block of the Dedicated Schools Grant. The High Needs Block Recovery Plan aimed to bring in-year expenditure in line with the annual budget allocation and to focus on a longer term plan which would contribute to reducing the cumulative deficit. The option to implement a recovery plan to enable future budget sustainability was supported by OSMB who would look at this again as part of the monitoring cycle.

Public Spaces Protection Orders (PSPO)

As requested by OSMB, a 12 month review post implementation of the PSPO for the Town Centre was undertaken to assess its impact and consider any variations or new orders. As previously agreed, potential inclusion of a condition relating to nuisance vehicles had been reviewed. However, with only limited incidents the previous year, it was agreed that no further action was needed at that stage, although incident monitoring would continue. Members also discussed the proposed PSPO for Fitzwilliam Road, Rotherham and focused on resourcing, consultation and avoiding displacement to other areas.

Health Select Commission

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

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

Response to Scrutiny Review - Drug and Alcohol Treatment and Recovery Services

The spotlight review sought to ensure that the service, which is operating within a reduced budget, would provide a quality, safe service under the new contract from April 2018. Eight recommendations had resulted, with a focus on performance management, being proactive on safety, care pathways, and risk minimisation. All were accepted by Cabinet and HSC discussed the actions being implemented under each and the progress made.

One of the recommendations was for Public Health and CGL to present an overview of how the new service was developing after six months, including a summary of progress on the key performance indicators. Members scrutinised a comprehensive performance scorecard for treatment and recovery services, including exception reports and analysis of trends. They were assured by the performance and contract management arrangements. CGL articulated their methods to increase opiate use service exits, which is a corporate priority, including using different clinical approaches with service users, with safety paramount. Other areas explored by the Commission included waiting times; service user voice; use of new psychoactive substances; mental capacity; and if risk assessments would identify any issues regarding domestic abuse.

Five Members returned to Carson House to view the new treatment facilities and discuss the services offered to help people recover from substance misuse. They asked questions about service user involvement and were provided with "you said, we did" examples. Recognising the challenges of long term methadone use, Members explored how service users were responding to new approaches. Assurance was provided on how the service was involved in partnership safeguarding arrangements and linked with local pharmacies.

Social Emotional and Mental Health (SEMH) Strategy

In October 2017 Members considered information presented by Rotherham schools regarding their response to children and young people with SEMH needs and requested a further report in 2018. A new strategy is under development which will underpin a multi-agency approach to ensure children's needs are met effectively and as early as possible. HSC were assured this would be based on a thorough understanding of levels of need across the system, matched with agreed pathways that were clear, well communicated and properly resourced.

HSC explored a number of issues including capacity across the system, especially in Pupil Referral Units, therapeutic responses and partnership working. They recommended that consideration should be given to the provision and support for young lesbian, gay, bisexual and transgender (LGB&T) people, as young people had reported difficulties in accessing services. Members also recommended having a lead case worker for families as a dedicated single point of contact, after communication with families had been raised as an issue in some cases. **check**

Overview and Scrutiny in Rotherham

Child and Adolescent Mental Health Services (CAMHS)

HSC discussed positive progress on the delivery of specialist CAMHS within Rotherham and the ongoing review of the Local CAMHS Transformation Plan. They also considered information on key themes identified from previous scrutiny work including workforce development, waiting times, the impact of locality working, closer integration with Early Help and transition from CAMHS. As with SEMH, Members asked about support for LGB&T young people, given the long waiting times for specialist clinics such as Tavistock. Attention was also drawn to differences between mental health and neuro-developmental conditions, although both come under CAMHS. Further work is underway on the autism spectrum pathway, which was still a concern, and HSC will scrutinise this in 2019-20.

Rotherham Care Group, Rotherham, Doncaster and South Humber NHS Trust (RDaSH) - Estates Strategy

RDaSH presented the emerging proposals to rationalise their estate from six buildings to four after consultation with stakeholders on two preferred options. This work links into the wider place-based plans. The aim is to improve access, including having a town centre facility in Rotherham, and to have integrated mental health and learning disability services for all age adults. Members explored issues around staffing and capacity for mental health services and the financial challenges and will keep developments on their agenda.

Response to Spotlight Review: Adult Residential and Nursing Care Homes

The purpose of the workshop was to consider progress in bringing about improvements to safety, quality and effectiveness in the sector. It was also an opportunity to explore the impact of the Care Home Support Service. Four recommendations resulted that were all accepted and actions are being implemented as part of the on-going service requirements.

Briefing Ward Members on issues relating to a care home in their ward has become more formalised, as seen earlier in the report. HSC were keen for all care homes to be encouraged to work with the Care Home Support Service and Clinical Quality Advisor (CQA) to raise standards, particularly through participation in training. Providers are being actively encouraged to embrace the offer and any reluctance to engage informs soft intelligence to feed into the provider risk matrix. Members also recommended that care home staff be encouraged to attend organised training sessions and that the take up and the impact of training be monitored. Training schedules of the staff working in care homes are monitored by Contract Compliance Officers. Care Home managers are asked to provide their training matrix for verification, which includes both mandatory and additional specialist training. Training that is due/overdue is also monitored.

Rotherham Integrated Care Partnership and Implementation of the Rotherham Integrated Health and Social Care Place Plan

Scrutiny of integrated working between health and social care is central to the HSC work programme. A short presentation outlined the priorities in the refreshed plan, governance, key achievements, new ways of working in localities and next steps. Discussion then ensued on the performance report for quarter one, with Members probing into a range of issues and verifying the rigour of the performance data. A particular focus was on mental health crisis services and suicide prevention work. Current workforce challenges and maternity services were also explored.

Subsequently HSC considered the scorecard for quarter two and saw positive progress on a number of the indicators since the previous report. Members will receive the future quarterly performance reports for information and with a number of the key workstreams included within HSC's work programme, any concerns arising from performance data will be explored at that time. They identified points for clarification or questions regarding a small number of the milestones/measures which were forwarded to officers for a response.

Evaluation of Health Village Pilot and Implementation of Integrated Locality Model

A small cross-party group discussed the key findings and challenges from the final evaluation in a workshop session. The aim was to feed into the discussions about wider implementation, across localities with differing demographic profiles and health needs. HSC emphasised the need for effective liaison and communication with carers as this seemed to be a gap in the evaluation/next steps. They also focused on the need for qualitative feedback to supplement the quantitative measures so that patient experience on the difference the new model has made is captured and reported.

A further update provided an overview of progress towards more integrated working overall and more specific detail about the emerging model for locality working. Capacity and recruitment challenges emerged as key concerns in being able to deliver the new models. Members re-emphasised the need for qualitative information and asked for clarification on the timescales for implementation of the locality model.

Adult Care Single Point of Access, Care Coordination Centre and Health Village

Following the updates to HSC, a cross-party group of seven Members visited these service access points. They met with managers and staff at all three sites who were enthusiastic about the benefits of working more closely with colleagues from other partners and teams. Clearer understanding of other roles, better communications and information sharing were cited as positive benefits, contributing to delivery of more holistic care.

Adult Care

Although OSMB led on scrutiny of Adult Care, HSC also discussed progress on implementation of the Carers Strategy (which includes young carers) and the learning disability strategy "My Front Door". The performance sub-group scrutinised year end performance on the national Adult Social Care Outcomes Framework, including benchmarking with other local authorities. A thematic review using Red-Amber-Green ratings under the headings of prevention and delay; independence; personalisation; and perception and experience, linked in the relevant ASCOF measures. The key area that emerged for a more in-depth piece of work was reablement and this was followed up by an update on development of the Intermediate Care and Reablement Outline Business Case.

South Yorkshire, Derbyshire, Nottinghamshire and Wakefield Joint Health Overview and Scrutiny Committee (SYDNoW JHOSC)

During 2018-19 Cllr Evans represented RMBC on the JHOSC, which scrutinises proposals and workstreams for NHS service reconfiguration that impact on more than one local authority. The committee considered updates on implementation of changes to hyper acute stroke services and to out of hours children's surgery and anaesthesia. Members also discussed the South Yorkshire and Bassetlaw Integrated Care System (SY&B ICS) and development of the SY&B response to the NHS long-term plan. They recommended further work on myth busting around the ICS and how it worked so it was clearer for the public. Further information was sought on plans for communication and engagement on the response to the NHS long term plan, to be followed by details of the engagement undertaken and emergent themes.

Following the Hospital Services Review, the focus is on transformation, both in terms of the workforce such as changing job roles, and by moving activity from hospitals to primary/community care where appropriate. Co-operation between hospitals will also be more formalised through hosted networks for five specialties. Options will be developed for maternity, paediatrics and gastroenterology services. Members again stressed the importance of public engagement and improving communications. Assurance was sought on addressing health inequalities and variations in performance and that plans would be delivered within timescales and resources.

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“The Health and Wellbeing of the Working Age Population” - Director of Public Health Annual Report and Making Every Contact Count (MECC)

This report was the third in a series that worked through the life course, focusing on key health issues at different stages of our lives. It highlighted successes in Rotherham, but also the challenges faced as a community. Members discussed the report and the MECC initiative “Healthy Chats” at length. They probed into specific concerns including the decline in women’s healthy life expectancy; impact of domestic abuse and other Adverse Childhood Events; use of e-cigarettes; substance misuse; treatment and recovery from cancer; sexual health and work in deprived areas. Follow up information was provided on several areas and HSC agreed to scrutinise the refreshed Sexual Health Strategy in 2019.

Scrutiny Workshop: Transition from Children’s to Adult Services (Joint with ILSC)

The purpose of the workshop was to seek assurance that young people and their families/carers would have a positive transition through clear pathways and a strength based approach that sought to maximise independence and inclusion. The review group therefore explored a number of issues in depth to ensure that:

- There is a clear understanding of the cohorts of young people likely to transition to adult services in the next few years, with strategies, plans and budgets aligned accordingly.
- The new pathway, based on the Preparing for Adulthood model (PfA), will lead to demonstrable better outcomes for young people.
- Services are able to evidence how young people and their families/carers have voice and influence in transition and support planning.
- Services have a shared approach to assessment and strength based practice.

Members welcomed the closer working between the two services, and also with partners including health and the Rotherham Parent Carers Forum, to deliver PfA under the key principles identified. They acknowledged the benefits of PfA starting early in a child’s life, not just in the teenage years, for developing skills and confidence. There was recognition that this work is still at a relatively early stage but the sub-group felt positive and reassured by what is developing. Potential follow up actions emerged for the Scrutiny work programme and a small number of recommendations will go forward for consideration.

Rotherham Hospital CQC Re-inspection

A powerpoint presentation provided HSC with a comprehensive overview of the key findings and ratings from the re-inspection in 2018. The Trust was still rated as “requires improvement” overall and it was positive to see improvement in Children’s to “good” and in the responsive domain to “good”. Balanced against this was the “inadequate” rating for Urgent & Emergency Care (UEC) with many of the concerns in relation to paediatric A&E.

Further detail was provided in relation to the principal challenges and ongoing issues identified and actions taken since the CQC visit to address these. Member questioning was extensive and although the responses provided some reassurance, HSC resolved to have a future progress update in line with the timescale for completion of the UEC actions.

Developing General Practice in Rotherham

This longstanding topic in the HSC work programme originated from the Scrutiny Review: Access to GPs and reflects the important role of GPs and their wider workforce in health care and the new models being developed. HSC considered a presentation giving an overview of the current offer and take up of appointments, including in the weekend hubs. Outcomes from the national GP patient survey and innovations such as the Rotherham App were also discussed. Significant changes to General Practice will result following new national guidance and an update on what this will mean for patients in Rotherham will be provided for HSC.

Improving Lives Select Commission

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

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

Much of the work of ILSC in 2018-19 has featured scrutiny of progress on key plans and strategies, drilling down into specific areas where more information was required to provide Members with the requisite assurance about services. *Cllr Cusworth affirmed:*

"Sometimes scrutiny work can span a number of years and this has been the case with the Domestic Abuse Strategy. Starting in 2016 with no real strategy in place, ILSC has held the Lead Member and officers to account. The strategy is now almost in a place where ILSC know they have made a real difference. We now have confidence in the strategy and can let go of this and focus attention on other areas where improvements can be made."

Special Educational Needs and Disability (SEND) - Sufficiency and Increase in Educational Provision - Phase 2

After setting the context for Rotherham, a detailed overview was presented of the key themes in the SEND strategy, what is working well and areas for development. Current actions and timescales were also included. ILSC noted the progress made with the SEND and Inclusion agenda and agreed to have periodic updates over the next three years to ensure the continuation of the direction of travel and pace of developments given the change in two key leadership posts. Further information was requested regarding the High Needs budget monitoring group once set up and the regional evaluation when available.

Later in the year Members went on to discuss a detailed report regarding publication of the refreshed Special Education Needs Strategy (2019) as part of the Borough's Local Offer for children and young people with SEND. Approval was also being sought to commence consultation with schools and settings regarding the additional capacity required and to seek proposals to increase educational SEND provision across the Borough. Post-consultation a further report would come forward with recommended proposals for implementation and the associated allocation of capital investment to support delivery.

ILSC supported the recommendations to Cabinet but questioned the inclusion of the no-change option to retain SEND sufficiency at current levels as a viable option. The Commission also suggested further discussion was required on possible work with partners to look at the high prevalence within Rotherham of autism. Cllr Cusworth fed back to OSMB about the outcomes of this scrutiny and the proposals were endorsed.

Outcomes from the Workshop Session - Complex Abuse Investigation

Cllr Clark presented a briefing on the outcomes and recommendations from a workshop session. The purpose had been to seek assurance and further understanding of the extent to which agencies were working together effectively to address complex abuse.

Several key issues were explored including: when complex abuse procedures were used; which agencies were involved and at what level; impact of the investigations on referrals to social care; engagement with Early Help; and how the voice of the child is captured in investigations. After questioning officers and partners, Members were assured that the Council and its partners were working effectively within the prescribed policy for complex abuse investigations. A small number of recommendations went forward for consideration by Cabinet and partners and the response will be reported later in 2019.

Overview and Scrutiny in Rotherham

Children Missing from Education (CME) and Children Home Educated (CHE)

CME refers to children of compulsory school age who are not on a school roll, and who are not receiving a suitable alternative education. ILSC have closely scrutinised CME, with in-depth analysis of data on new, active and closed cases currently and in comparison with previous periods. Outcome data is captured and the scorecard records a breakdown by year group and main presenting need or issue, plus demographic and locality information.

Evidence suggested recurrence was largely due to families being transient and then returning to Rotherham intermittently rather than concerns about vulnerability and/or safeguarding issues. Reassurance was provided that the whole family was looked at, not only the child missing from education. Assertive outreach and work to educate families about the detrimental impact of removing children from school was taking place. The service was also confident that agencies were soon notified if any new families moved into the area, through the work in the community. Links with Selective Licensing, safeguarding, and work under the auspices of the Controlling Migration Fund were explored.

Members also asked questions with regard to Elective Home Education, including local authority powers and the checks carried out following an application. A multi-agency governance group is in place and an escalation process had been established if children had not been seen. IPSC made a recommendation for future six monthly reports to include the Strategic Missing Group and the wider context of CME, plus detail on persistent absence, Fixed Term Exclusions and Elective Home Education. A further recommendation around including CME and CHE in the weekly tracker has been implemented. ILSC also recommended that consideration be given to the appropriate arena for evaluation of the Controlling Migration Fund, and a paper will go to OSMB.

Demand Management and Placement Sufficiency - Looked After Children

Numbers of looked after children have increased significantly and Members scrutinised a report setting out current strategies to manage demand and financial pressure, including some assessment of their impact, and also future plans. Members sought clarification on various processes in relation to children entering and leaving care. They inquired about the marketing strategy for foster carers, especially for respite foster carers and Black, Asian and Minority Ethnic foster carers and heard about positive work to develop the Muslim foster care project. ILSC also explored foster carer resignations and what support was available. Improvements were being seen but there were still issues to probe into more deeply. Another update ensued on the refresh of the Looked After Children Sufficiency Strategy and a sub-group will look at the emergent options in detail.

Looking more broadly at support for looked after children, ILSC considered an update on the Improvement Partner Peer Review of the Looked After Children Service. This prompted a workshop on legal aspects around children's social care to provide a greater understanding of the process and challenges, areas of good performance and ones that needed to improve. As a result, Members recommended further data analysis on re-referrals. A report on practice implications from the Children and Social Work Act 2017 was considered separately and the Corporate Parenting Panel will keep this under review.

Update on development of the South Yorkshire Regional Adoption Agency

Following the rejection of the original business case developed by Doncaster Children's Services Trust (DCST), an additional sum of money was allocated by the Department for Education to underwrite the further costs of rewriting the business case. RMBC will remain fully engaged in the development of the model to ensure it meets the essential criteria desired for Rotherham. Members noted the expectation that the revised business case would be completed by April 2019 and then undergo necessary ratification. Democratic accountability should also be a consideration.

Domestic Abuse

Domestic abuse has been a core workstream for several years with ILSC considering regular progress reports, suggesting improvements and influencing policy development in this area. At the first 2018-19 update, Members noted the key achievements and probed into areas they had raised previously, such as the perpetrator programme and capturing the voice of the victim and of the child. Concerns were raised about online abuse, such as stalking and harassment, and how this is reported, how the risk is assessed and the potential for escalation. Clarification was also sought about risk thresholds across services, particularly when children were present, and ensuring these were consistent.

A second update covered service user engagement, the current Domestic Abuse Service review, and progress on the Domestic Abuse Strategy. Details of audit activity to support continuous improvement within Domestic Abuse services was also presented, as previously requested. Members had also asked for information on work taking place on stalking and harassment and probed into this theme. Gaps in Domestic Abuse - Stalking and Harassment, and how it supported victims of stalking and harassment effectively, were acknowledged and were being looked at. Figures did not distinguish in terms of stalking and harassment data and if it was linked to domestic abuse or stranger-related. ILSC commented on the good progress made in the last 18 months and agreed to consider a further report in respect of the principles for the Domestic Abuse Service, prior to submission to Cabinet. A follow up report on addressing the gap in service related to stalking and harassment was requested as this remained a concern.

Performance

ILSC has a strong focus on performance in both CYPS and education. As mentioned on page 7 the weekly tracker is in place and a performance sub-group meets quarterly. The Commission has kept up-to-date in relation to progress on recommendations from the Ofsted inspection and the outcome of the Ofsted Focused Visit. Work last year included:

- Children & Young People's Services (CYPS) 2017-2018 Year End Performance

A summary of performance under key themes was supplemented by performance data reports that provided trend data, graphical analysis and benchmarking data against national and statistical neighbour averages. The report outlined areas of good or improved performance and areas for improvement, broken down between Early Help and Family Engagement; Education and Skills; and Children's Social Care services. Members asked questions on a number of issues including demand for services and caseloads. They focused in particular on Looked After Children, including eligibility for personal education plans and Right Child Right Care plans and noted increased placement stability.

- CYPS Performance Sub-group - Safeguarding and Early Help Services

In relation to safeguarding, Members explored contacts progressing to referrals; numbers in care and leaving care; family contact; concerns about health and dental assessments; and care leavers in employment, education or training. For Early Help, questions centred on sources of referrals; quality of assessments; step-up/step-down provision; differentials in team performance, and pathways for children missing from home. Future reports were requested on dental assessments and on apprenticeships for Looked After Children.

- Provisional Education Performance Outcomes - year ending summer 2018

An overview of the un-validated educational outcomes of children and young people in Rotherham was presented. Members probed various issues including plans to address under-attainment of Gypsy, Roma and Traveller Pupils; plans for other disadvantaged cohorts; partnership working with Multi-Academy Trusts (MAT); how University Campus Rotherham (UCR) would link to the Skills Plan and the education sector as a whole; and actions to boost performance of more able students. Follow up work is planned in 2019.

Overview and Scrutiny in Rotherham

Response to Scrutiny Workshop: Adult and Community Learning

The purpose of the workshop was to seek assurance that issues raised in the Ofsted inspection of Adult and Community Learning in 2017 had been addressed and wider learning arising from this applied. As a result of the recommendations, improvements have been made to processes arising from areas of concern raised in external inspections or reviews, and to how performance management information is shared, acted upon and reported to Members. Delivery of Adult Community Learning was transferred to Rotherham and North Notts College and work has taken place with them regarding their input to the Employment and Skills Plan and how adult learning contributes to skills development.

Rotherham Pause Practice Update

Pause is a voluntary programme working with women who have had, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. It keeps the women at the centre and enables them to address a number of complex and intersecting needs, as Pause works with other services such as Housing and Health. After considering the outcomes of a scoping exercise for Rotherham last year, ILSC had supported initiating the Pause Project in Rotherham and it commenced in July 2018.

The positive impact for the women on the caseload was noted and ILSC asked about support for other women who met the criteria but were not part of the cohort. Discussion also took place on future sustainability and funding. ILSC requested further information on partner contributions and longitudinal impact. They also recommended looking at whether the women who had completed the project could progress to the support of Housing First.

Child Sexual Exploitation (CSE) Post Abuse Services Update

Members considered a report with the key findings of the CSE review referred to on page 6, responses to information previously requested and the longer term recommendations for commissioning post abuse services. This includes taking a whole system approach with partners for commissioning support services to avoid duplication, maximise resources and improve service user experience. A needs analysis would be undertaken to inform future commissioning and external funding bids. Contracts for the services had been extended to 30th September 2019 to allow for commissioning a different service offer following the findings of the needs analysis and system mapping. ILSC agreed to have a further update outlining the impact of the remedial actions and progress made on the proposed joint commissioning, with health partners asked to attend. Clarification was sought on actions to fill the gaps for post-trial support, bearing in mind funding limitations.

Barnardo's ReachOut Service and Barnardo's ReachOut Final Evaluation Report

This service strives to support and protect children and young people in Rotherham who are at risk of CSE, through preventative education, targeted outreach and direct support to individuals and their families. ReachOut has been delivered in most of Rotherham's primary and secondary schools. To make the project more sustainable school staff have taken part in a Train the Trainer programme so schools are able to deliver the programme.

After scrutiny of the service last year, Members discussed two updates and the evaluation report of the service which was very positive, with the good feedback from CYPS and other agencies welcomed. ILSC explored various issues with a focus on engaging more schools; publicity; referrals from health partners, and sharing information. Page 6 shows recommendations that have progressed and ILSC recommended further work with schools that had not engaged, on the reasons why and how engagement could be improved. Given the wider remit of the service, another progress update will be presented in 2020.

Scrutiny Workshop: Transition from Children's to Adult Services – See HSC
Early Help Strategy 2016-2019 Phase Two and Phase Three - See OSMB

Improving Places Select Commission

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

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

Refuse and Recycling Collections Service Changes

Following their previous scrutiny of the communications and engagement strategy for the planned service changes, IPSC heard an update on the implementation of the new waste and recycling services across Rotherham. Since October 2018, residents had experienced big changes in terms of their bin collections, with the introduction of the new garden waste collection and black bins (pink lid) service. Initial figures on recycling rates were positive and the number of complaints received lower than expected, with the ones upheld mostly around a missed bin collection. One of the biggest challenges for recycling was for flats, maisonettes and housing complexes: chutes and security of some of the community collection sites and how to protect them. Joint work with Housing was taking place; incorporating lessons learned from the trial in flats mentioned earlier.

Members asked questions regarding levels of contamination of waste and how this was monitored and about regulations covering burning waste. They also explored ongoing engagement and communication, especially in areas with lower recycling rates, and ways to assist customers who require additional support, such as people with visual impairments or with dementia. They noted the update and intend to visit the Manvers Waste Centre.

Dignity Funerals Ltd. and RMBC Contract

As part of their continuing scrutiny of bereavement services, Members have undertaken a series of planned visits to Rotherham Crematorium to see the recent work to improve the facilities. The Commission also considered the Annual Report from Dignity at its meeting in July 2018, which included performance indicators for agreed service improvements and for requirements on both availability and performance. Prior to this formal scrutiny there had been discussion between the Council and members of the local Asian community regarding arrangements for Muslim burials. The key issues raised were times during the day when burials take place, costs and a general lack of satisfaction. A suggestion that emerged was to form an all faith group to consider any issues for people of other faiths.

IPSC noted the Annual Report and good progress on establishing new contract management arrangements following the transfer of this function to Registration Services. Members were supportive of proposals to set up a joint RMBC/Dignity Project Liaison Group, to facilitate discussions with the community and faith groups about bereavement, burial and cremation issues, which linked well to the feedback from the community.

During the year Members considered a further update on performance on the service improvement targets and KPIs. Their previous recommendation about the format of future performance reports had been put in place. Indicators and targets were now Red-Amber-Green (RAG) rated and had also been rated high, medium or low according to priority. 75% of service improvement targets and 89% of KPIs were rated green and IPSC welcomed the on-site improvements and wider liaison.

After discussing the extended hours pilot at length, IPSC requested a report on the outcomes. Points raised at the meeting to feed in were monitoring the impact of the pilot on local traffic and effective communication with all parishes and parts of the borough.

Update on Rotherham's Cultural Strategy Development

In July 2018 positive progress was reported on developing the new strategy, which will be the overarching document that sets the direction for culture, sport and tourism across the Borough. Spatial priorities had been identified and wide-ranging consultation was planned with the public, partner organisations and other stakeholders. IPSC questioned officers about the consultation and how they would ensure it would be effective, include all wards in the Borough and involve “hard-to-reach” groups. They also asked about consultation with children and young people and links to schools and colleges. Three Members agreed to keep a watching brief as the strategy developed.

Draft Skills and Employment Plan

With the increasing importance of skills in attracting investment and growing local businesses, as well as ensuring local residents can access employment opportunities, it was agreed by Rotherham Together Partnership that Rotherham required a standalone Employment and Skills Plan. The plan will build on the existing Rotherham Economic Growth Plan (2015-25) and also seek to complement the Sheffield City Region's Strategic Economic Plan and its Thematic Priority on Skills, Employment and Education.

Key lines of enquiry probed into the following areas:

- Preparing young people for the world of work including performance on the Gatsby Benchmarks
- Transport accessibility and connectivity across the region and the “Wheels to Work” scheme
- Funding allocations across the City Region and expected benefits for the local economy
- Qualifications of both older workers and young people
- Absence of some targets within the plan
- Reductions in the workforce in some sectors and plans to help affected employees
- Opportunities to achieve Level Four qualifications and the advantages of a university campus
- Apprentices securing permanent employment with the same employer
- Ill health and social exclusion

It was agreed comments made on the draft plan by IPSC would be considered for inclusion in the final version to Cabinet. Members requested further information on a range of issues and a future progress update.

Submission of Clean Air Zone Outline Business Case to the Joint Air Quality Unit

Rotherham and Sheffield have been mandated by DEFRA to improve air quality by reducing NO₂ emissions. The two Councils were required to submit an Outline Business Case to Government by the end of 2018, demonstrating how they will reduce emissions in the shortest possible timescale. It was noted that the Parkway crossed the border into Rotherham, so the Council was mandated to take action where identified in the report.

IPSC scrutinised the proposals at length, making recommendations that were endorsed by OSMB as part of pre-decision scrutiny. Members were in support of the recommendations proposed, but recommended that the fleet of vehicles used by RMBC be reviewed to make sure it met the required regulations and that the final business case should clearly show the points arising from consultation. Although there were no regulations specifically for Council vehicles, Cabinet took on board the need to look at air quality and contributions in terms of vehicles. The Clean Air Zone has remained on the work programme and IPSC discussed the outline consultation plan in a subsequent workshop. Another issue raised was the potential impact of the Clean Air Zone on traffic flows in neighbouring areas.

Thriving Neighbourhoods

Consideration was given to a report which detailed the production of a new neighbourhood strategy, with wards as the building blocks to enable partners and communities to work together to improve local outcomes. The Annual Report 2017-18 summarised the first year of delivery of the new model of neighbourhood working and lessons learned, in addition to making recommendations for future delivery of the model. The new draft Thriving Neighbourhoods: The Rotherham Neighbourhood Strategy 2018-2025 was noted. IPSC recommended that the required training for Members and officers in relation to the working of Thriving Neighbourhoods should be undertaken as soon as possible. Members requested a report in six months regarding devolved budgets and the governance framework (including monitoring progress on Ward Plans and evaluation of them).

Housing Strategy Refresh 2019-2022

Following earlier discussion of a presentation outlining achievements under the present strategy and the proposed vision, key priorities and pipeline projects for the refresh, it had been agreed that the draft revised strategy would come back to IPSC prior to Cabinet. A varied range of issues were explored including the annual target for new build properties; impact of right to buy; distribution of new Council stock across the borough; potential increase in housing needs as the university develops; and the need to promote town centre living to link in with wider regeneration strategy. Members also queried if an element of sustainable transport was included within the strategy.

Clarification was sought on how officers were working with developers to increase the number of properties built and provision of specialist properties for people with specific needs, which should be located so as to encourage mixed communities. Questions were also asked regarding the options for military veterans in the area and how the strategy would impact on them. Linking to the recent scrutiny review, modern methods of construction were also discussed as an alternative to traditional build properties.

IPSC recommended that a detailed action plan is produced to enable monitoring of progress on the strategy. They also requested a copy of the Equality Impact Assessment for the Housing Strategy and asked to see the six monthly progress reports presented to the Strategic Housing Forum, which has responsibility for holding the service to account.

Resulting from scrutiny of the refresh of the Housing Strategy IPSC also considered a report on Section 106 Agreements (S106) and implementation of the Rotherham Community Infrastructure Levy. It informed Members on the monies received from S106 and potential CIL income generated by demand notices issued up to 31 January 2019.

Homelessness Prevention and Rough Sleeper Strategy 2019-22

Officers gave a detailed presentation covering the legislative changes and duties for the Council underpinning the new strategy, which was under development. Achievements under the current strategy were highlighted, together with an overview of the proposed priorities for the new strategy. IPSC inquired about funding streams and support for people who had experienced domestic abuse and those with mental health needs. The work of the Rough Sleeper Team and Tenancy Support Team, including joint working with other partners and outreach was also explored in detail.

Home to School Transport Policy

IPSC noted the progress made on implementing the new Home to School Transport Policy, which had been approved in April 2018. Copies of the policy, the Parent and Carers Brochure and the new Assessment Matrix: Special Educational Needs and Disabilities for home to school transport were provided for the Commission.

Overview and Scrutiny in Rotherham

Clarity was sought on information used in the assessment matrix and about the appeals process. Questions also focused on progress with independent travel training and Members were informed that work was under way with schools to determine levels of need and capacity to deliver. Special Schools were keen to train their staff to deliver the training for their students.

Two recommendations resulted from the discussions and a further update on implementation was requested in 2019:

- to consider looking into the use of contactless cards on buses to support independent travel by young people who might have less visible support needs, such as autism
- to reconsider the appeals process for the renewal of a home to school bus pass in cases where a family's circumstances had not changed from the previous year

Asset Management Progress Update

The Corporate Asset Management Plan 2017-2025, which incorporates the Council's Asset Management Policy and Strategy, is the guiding document for Asset Management activities and priorities. Progress against the plan is monitored by the Asset Management Board and the position as at November 2018 was reported to Members, who queried the "green" rating status attributed to measures classed as on hold. It was agreed changes would be made to these for future reporting. The Commission had previously requested more information about property reviews and a draft flowchart outlining the Surplus Property process was discussed and supported by IPSC.

A number of issues were explored with more detail and/or clarification provided, including:

- Consistent management of former school caretakers' bungalows as isolated properties
- Management and acquisition of commercial real estate
- Development of cost effective energy services
- Review of efficiency on Worksmart
- Decision making of the Asset Management Board and how this worked in practice
- Strategic acquisitions of spare unused land
- Redevelopment of other town centres

IPSC noted progress on the plan and the ongoing work on records storage and reporting of statutory compliance. An update on Worksmart was requested when it was relaunched.

Rother Valley Country Park Caravan Park

The Commission noted that construction of a new camping and caravan site at the park was on track and scheduled for completion and handover in March 2019, in line with the original project programme. The Commission explored a number of issues and asked for more details regarding provision to charge up electric vehicles. Follow up reports were requested to cover the procurement of the booking system and then the first six months of being operational, including any impact on residents in the area. Several Members also visited the site in November.

In April Cllr Mallinder reported that the Caravan Park had recently opened and the Camp Management Booking System was now in operation. This had been "road tested" and found to be customer friendly and easy to navigate. A full report would be submitted in autumn 2019 on bookings and the effects of traffic on nearby properties. Members queried why there were only three pitches for motor homes when these were growing in popularity. They asked for the follow up report to include customer reviews/experience of the site and whether any potential customers had been lost due to unavailability of an appropriate pitch for their needs.

Overview and Scrutiny in Rotherham

Scrutiny Membership 2019-20 to be finalised at Council 24 July

Overview and Scrutiny Management Board

Meetings are held fortnightly at 11.00am on Wednesdays

Cllr Cusworth	TBC
Cllr Jarvis	Cllr Taylor
Cllr Keenan	Cllr Tweed
Cllr Mallinder	Cllr Walsh
Cllr Napper	Cllr Wyatt



Chair: Cllr Brian Steele

Vice-Chair: Cllr Allen Cowles

Contact: James McLaughlin - Tel: 01709 822477

The commission meets (usually) at 2:00pm on Thursdays every six weeks.



Cllr Albiston	Cllr R Elliott	Cllr Vjestica
Cllr Andrews	Cllr Ellis	Cllr Walsh
Cllr Bird	Cllr Evans	Cllr Williams
Cllr Brookes	Cllr Jarvis	Cllr Wilson
Cllr Cooksey	Cllr John Turner	Cllr Yasseen

Chair:

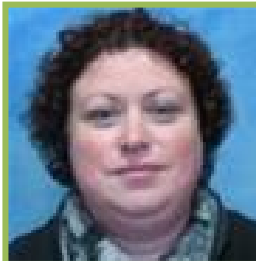
Cllr Eve Keenan

Vice-Chair: TBC

Contact: Janet Spurling - Tel: 01709 254421

Improving Lives

The commission meets (usually) at 5:30pm on Tuesdays every six weeks.



Cllr Atkin	Cllr Fenwick-Green	Cllr Marriott
Cllr Beaumont	Cllr Hague	Cllr Pitchley
Cllr Buckley	Cllr Ireland	Cllr Price
Cllr Clark	Cllr Khan	Cllr Senior
Cllr Elliot	Cllr Marles	Cllr Julie Turner

Chair:

Cllr Victoria Cusworth

Vice-Chair: Cllr Jarvis

Contact: Caroline Webb - Tel: 01709 822765

Improving Places

The commission meets (usually) at 1:30pm on Thursdays every six weeks.



Cllr Atkin	Cllr Khan	Cllr Sheppard
Cllr Buckley	Cllr McNeely	Cllr Taylor
Cllr B Cutts	Cllr Reeder	Cllr Julie Turner
Cllr Elliot	Cllr Rushforth	Cllr Whysall
Cllr Jepson	Cllr Sansome	Cllr Wyatt

Chair:

Cllr Jeanette Mallinder

Cllr Jones

DRAFT**Our Work Programme 2019 – 20****Overview and Scrutiny Management Board**

- ❖ Council Plan Performance
- ❖ Safer Rotherham Partnership
- ❖ Complaints
- ❖ Budget and Medium Term Financial Strategy
- ❖ Customer Services Transformation
- ❖ To add post discussion
- ❖ Revenue Budget Monitoring
- ❖ Welfare Reform
- ❖ Children's Commissioner's Takeover Challenge
- ❖ Pre-decision Scrutiny

Health

- ❖ Adult Care Service Development
- ❖ Autism Strategy and Pathway
- ❖ Public Health
- ❖ Rotherham Integrated Health and Care Place Plan
- ❖ Respiratory Services
- ❖ Social, Emotional and Mental Health
- ❖ Maternity Services tbc
- ❖ Gambling and Gaming tbc
- ❖ South Yorkshire and Bassetlaw Integrated Care System
- ❖ NHS Trust Quality Reports

Improving Lives

- ❖ Early Help/Social Care Pathways
- ❖ Safeguarding – Children and Adults
- ❖ Holiday Hunger
- ❖ CYPS Workforce Strategy
- ❖ Looked After Children Sufficiency Strategy
- ❖ Counter Extremism in Schools
- ❖ CYPS Performance
- ❖ Monitoring Ofsted Inspections
- ❖ School Performance
- ❖ Special Educational Needs and Disability (SEND)

Improving Places

- ❖ Thriving Neighbourhoods
- ❖ Social Inclusion
- ❖ Building Stronger Communities
- ❖ Cultural Strategy
- ❖ Litter and Recycling
- ❖ Rotherham Town Centre
- ❖ Major Incident Plan
- ❖ Area Panel Housing Review
- ❖ To add post discussion
- ❖ To add post discussion



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Committee Name and Date of Committee Meeting

Cabinet – 20 May 2019

Report Title

Council Plan Refresh for 2019-2020

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

Yes

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

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Ward(s) Affected

Borough-wide

Report Summary

The 2017-2020 Council Plan is the core document that underpins the Council's overall vision, setting out headline priorities and measures that will demonstrate its delivery.

Alongside it sits the corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements (including supporting service business plans) are in place to ensure focus on implementation. The Performance Management Framework was refreshed in February 2019.

The final, quarter 4, performance report for 2018-2019 will be presented to Cabinet in July. This will assess the Council's performance against the target measures that were set in May 2018.

Services have recently reviewed their performance throughout the year in order to determine new targets for 2019-2020. Although the 2017-2020 Council Plan is intended to cover three financial years, it is good practice to carry out an annual review of the performance measures included in it. The refreshed performance measures and targets have been set by services using reference to both in year performance, benchmarking data and the priorities for the coming year. The overall number of measures has reduced from 72 in 2018-2019 to 69 for 2019-2020.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports will continue to be presented in public at Cabinet meetings, with an opportunity for pre-Scrutiny consideration if required.

The Council Plan for 2019-2020 included in Appendix 1 provides an analysis of the Council's proposed 69 measures against its 14 key delivery outcomes.

Recommendations

1. That the refreshed Council Plan for 2019-2020 be agreed and accepted.
2. That Council be recommended to adopt the refreshed Council Plan for 2019-20.
3. That quarterly performance reports continue to be presented to public Cabinet meetings, with opportunities for pre-decision scrutiny.

List of Appendices Included

Appendix 1 Revised Council Plan for 2019-2020
Appendix 2 Initial Equality Screening Assessment

Background Papers

'Views from Rotherham' report, October 2015
Performance Management Framework 2018
RMBC Council Plan 2017-2020 – Cabinet Agenda 25th June 2017 and revised indicators for 2018-2019 – Cabinet Agenda 21st May 2018
Corporate Performance Report 2018-2019 Quarter 3 – Cabinet Agenda 17th September 2018.

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Council – 24 July 2019

Council Approval Required

Yes

Exempt from the Press and Public

No

Council Plan Refresh for 2019-2020

1. Background

- 1.1 The Council Plan covers a three year period (2017-2020), setting out the vision, priorities and measures to assess progress. Each year, a short “refresh” of the Council Plan is carried out and this paper sets out the results of this year’s review. Cabinet last approved a revised Council Plan on 21st May 2018. Although it is a three year plan, it is important that the Council reviews and refreshes the measures contained in the Council Plan at least annually.
- 1.2 Strategic Directors have reviewed their performance measures as well as refreshing and clarifying those that need amendment. In particular, many measures included in the Council Plan last year were new and data had not previously been collected. As a result of experience over the past twelve months, sufficient information has been collected to enable annual targets to be set for all relevant measures.
- 1.3 This paper and the list of measures included as part of Appendix 1, sets out the changes proposed for the new financial year. This year is the final one of the current three year plan and it is intended to refresh the vision and priorities and move to a more outcome focussed plan for 2020 and beyond. Additionally, Service Plans have been refreshed by each Assistant Director to ensure a ‘golden thread’ runs from the Council Plan through to each service as well as the PDR process. These help to develop a consistent approach across the Council.

2. Key Issues

- 2.1 The refreshed Council Plan (see Appendix 1) now includes 69 measures, down from 72 in the previous financial year. As before, the measures sit under 14 key delivery outcomes, which form the actions under each of the vision priorities:

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

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

- 2.2 The Council has set targets for all its performance measures in 2019/20 and, in doing so, it retains its high ambitions. The Plan includes high targets and the Council will continue to strive to achieve these ambitious targets over time with the resources available, recognising that some of these are above the national average.
- 2.3 In total, four measures have been removed compared to the 2018-2019 plan; two have been added and there are sixteen refreshed measures which replace fifteen measures in the previous plan. The measures that have changed are:

Measure ref	Measure description	Change
Measures added		
5.D6	Proportion of Cabinet reports where an Initial Equality Screening Assessment has been completed.	<i>A screening assessment should be completed for every Cabinet report and this is an important new measure of compliance with Equalities Legislation.</i>
5.D7	Proportion of Council Staff who have completed the mandatory Equality training.	<i>All staff are required to complete the course, although the target is set at 95% to recognise some degree of staff turnover and sickness.</i>
Measures removed		
n/a removed from updated plan attached	Successful completion of drug treatment b) non opiate users aged 18-75.	<i>Effort is focused on opiate users as the primary concern and performance of the contractor will continue to be monitored through measure 2.A1.</i>
n/a removed from updated plan attached	No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population (adults over 18 years).	<i>There is no good or bad performance for this measure and it was included to promote awareness of adult safeguarding issues. This measure will now be monitored by the service rather than in the Council Plan.</i>
n/a removed from updated plan attached	Net new business in the Town Centre.	<i>This measure in part duplicates measure 4.A3 (The proportion of vacant floor space in the Town Centre) and is no longer required.</i>
n/a removed from updated plan attached	% of actions from the Equalities Peer Review that have been implemented.	<i>This was only ever intended to be a stop gap measure and has been replaced by two new measures 5.D6 (Proportion of Cabinet reports where an Initial Equality Screening Assessment has been completed) and 5.D7 (Proportion of council staff who have completed mandatory Equality training).</i>
Measures replaced or amended		
1.A7	The proportion of LAC experiencing disrupted placements.	<i>Replaces "Reduce the number of disrupted placements. (Definition: % of LAC who have had 3 or more placements - rolling 12 months)"</i>
1.B1	The proportion of pupils reaching the expected standard In reading, writing and mathematics combined at the end of Key Stage 2.	<i>Small change to the description of the measure to state "proportion" rather than "%"</i>
1.B2	The average attainment 8 score at the end of Key Stage 4.	<i>Replaces "The average attainment 8 score at the end of Key Stage 4. The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4)" and separates the progress 8 measure to 1.B3.</i>
1.B3	The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4).	<i>See 1.B2 above.</i>

Measure ref	Measure description	Change
1.B4 (a)	The number of permanent exclusions in secondary schools	<i>The measure has been changed to 'Permanent' exclusions instead of "fixed term exclusions"</i>
1.B4 (b)	The number of permanent exclusions in primary schools	<i>measure has been changed to 'Permanent' exclusions instead of "fixed term exclusions"</i>
1.B5	The proportion of 16-17 year olds Not in Education, Employment or Training (NEET) or whose activity is Not Known (NK) i) % 16-17 year old NEET ii) % 16-17 year olds whose activity is Not Known	<i>Description changed slightly to refer to the proportion rather than "%".</i>
1.B6	The proportion of Education and Health Care Plans (EHCPs) that are completed in statutory timescales.	<i>Description changed to drop the words "increase" from the start of the description to ensure that the description is an accurate reflection of the measure itself.</i>
2.B2	The proportion of people contacting Adult Social Care who are provided with information and advice at first point of contact.	<i>Previously only measured the number of people rather than the proportion.</i>
3.A4(a)	The number of on the spot inspections of; Licensed Vehicles and Drivers	<i>Description refined to refer to "Licensed Vehicles and Drivers" rather than just "taxis".</i>
3.A4(b)	The proportion of; a) Licensed Vehicles, b) Drivers found to be compliant with licensing requirements during on the spot inspections.	<i>As above, description now measures both drivers and licensed vehicles.</i>
3.B1(a)	The proportion of the principal road network classified as being in: a) Amber condition b) Red condition	<i>The measure has been changed to include both amber and red condition to avoid a further overall deterioration in the Boroughs road network.</i>
3.B1(b)	The proportion of the non-principal road network classified as being in: a) Amber condition b) Red condition	<i>As 3.B1(a) above</i>
3.B1(c)	The proportion of unclassified roads classified as being in; a) Amber condition b) Red condition	<i>As 3.B1(a) above</i>
4.B2	The proportion of Council Housing stock that is classified as "decent"	<i>Amends previous 4.B2 which measured the % of stock that is "non-decent".</i>
5.D4	The proportion of the children's social care establishment (Social Workers and Team Managers) who are agency staff	<i>Measure changed to show that it is measuring front line social work staff.</i>

2.4 In addition to refreshing the Council Plan measures, the front section of the Council Plan has been updated (Chapters 1-8) to reflect the Council's current position including the foreword by the Leader, introduction, demographics, delivering the vision and priorities and working in partnership.

2.5 The refreshed measures for the Council Plan continue to reinforce the same values and behaviours that were included as part of the original Corporate Plan developed in 2015. Additionally, the Council Plan supports the delivery of the “game changers” included in The Rotherham Plan 2025, which set out the big, strategic steps towards change that the partners in the Rotherham Plan will focus on. The “game changers” are:

- Building Stronger Communities
- Skills and Employment
- Integrated Health and Social Care
- A place to be proud of
- Town Centre.

The detailed measures included in the plan, along with the Council’s priorities, reflect the work that the Council will do over the coming year to focus on these areas.

2.6 Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans are in place at different levels of the organisation to provide the critical ‘golden thread’ that ensures everyone is working together to achieve the Council’s strategic priorities. Service Plans have been produced to ensure that officers develop a consistent approach which is followed across the Council, and this process is supported by direct linkages to the Performance and Development Review (PDR) process for Council staff. The Performance Management Framework was updated in February 2019 to reflect the Council’s current position. The structure and principles within the framework have not changed, however the framework has been updated to include current strategies, policies and frameworks, the One Rotherham Values, an updated performance management reporting cycle, updated roles and responsibilities and remove reference to the Commissioners.

2.7 To ensure the plan is effectively performance managed, quarterly performance reports will continue to be provided to the public Cabinet meetings, where there will be further opportunities for pre-Scrutiny consideration, in line with current governance arrangements. The reports include both performance data and broader narrative to demonstrate what is being achieved and the impacts and outcomes being delivered across the borough. It is anticipated that the reports will be presented to the following Cabinet meetings during 2019/2020:

- Quarter 1 Performance Report (performance to end June 2019) – 16th September 2019
- Quarter 2 Performance Report (performance to end September 2019) – 16th December 2019
- Quarter 3 Performance Report (performance to end December 2019) – 23rd March 2020
- Quarter 4 and Year-end Performance Report (performance to end March 2020) – June/July 2020 (exact date TBC).

3. Options considered and recommended proposal

- 3.1 The refreshed measures for the 2019-2020 financial year as part of the 2017-2020 Council Plan have been developed in consultation with Cabinet Members as well as officers across the Council's service areas.
- 3.2 It is recommended that Cabinet agree and accept the refreshed Council Plan for 2019-2020 (Appendix 1) and recommend to Council the adoption of the plan. Performance Reports will continue to be presented on a quarterly basis to public Cabinet meetings, as outlined above, with continued opportunities for pre-scrutiny.

4. Consultation

- 4.1 The Leader and Chief Executive have held regular events with staff which have included progress on the measures within the Council Plan.
- 4.2 Focus groups, M3 manager meetings, as well as the "Views from Rotherham" consultation conducted in 2015, have all also provided opportunities to help define the new values and behaviours for the organisation contained within the Plan. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.
- 4.3 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Following approval, it is proposed that the first quarterly Performance Report for the new measures will be presented to the public Cabinet meeting on 16th September 2019. Paragraph 2.7 sets out an outline forward programme of further quarterly performance reports.

6. Financial and Procurement Implications

- 6.1 The Council Plan supports the budget framework in setting a balanced budget aligned to Council priorities and robust arrangements for regular monitoring of the Council's finances, ensuring financial sustainability over the medium term.
- 6.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic.
- 6.3 Whilst there are no direct procurement implications as a result of this report, any identified need to procure goods, services or works in relation to achieving the Council Plan objectives should be referred to the Corporate Procurement Service in order to ensure all projects are in line with the relevant internal Financial and Procurement Rules and the UK Public Contract Regulations 2015 as well as other relevant EU/UK legislation governing procurement practice.

- 6.4 The Quarterly Council Plan Performance Reports include information regarding the Council's financial position and further work is required to link the budgets to the Council Plan priorities and align the performance and financial reporting timelines.

7. Legal Implications

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

8. Human Resources Implications

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

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The Council Plan has a core focus on the needs of children and young people and vulnerable adults and this is embedded in the Council Plan under Priority 1, "Every child making the best start in life".

10. Equalities and Human Rights Implications

- 10.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.
- 10.2 The refreshed Council Plan includes two new equality measures focussed around the completion Initial Equality Screening Assessments for all Cabinet reports and the proportion of staff that have completed mandatory Equality Training.
- 10.3 An Initial Equality Screening Assessment has been completed and is attached (**see Appendix 2**). The screening assessment has determined that an Equality Analysis is not required.

11. Implications for Partners

11.1 Partnership working is central to the Council Plan. The formal partnership structure for Rotherham, the 'Rotherham Together Partnership' (RTP), launched "The Rotherham Plan 2025" in March 2017. The plan describes how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. The refreshed Council Plan links to The Rotherham Plan by picking up the "Game Changers" and describes how the Council intends to deliver its part of the plan.

12. Risks and Mitigation

12.1 Specific risks will be managed via the monthly and quarterly performance management and reporting arrangements noted within this report. Directorates will also work to ensure that any significant risks are addressed via directorate and Corporate Risk Registers. An exercise has already been carried out to ensure that there is a clear link between the Council's Service Plans and Directorate Risk Registers.

12.2 The Corporate Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Council Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Council Plan.

13. Accountable Officer(s)

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Paul Stone	29.04.2019
Assistant Director of Legal Services	Stuart Fletcher	30.04.2019
Assistant Director of Human Resources	Theresa Caswell	26.04.2019
Head of Procurement	Karen Middlebrook	25.04.2019

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

Appendix A

COUNCIL PLAN 2019–20



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FOREWORD BY THE LEADER OF THE COUNCIL

The Council's vision was originally agreed in 2015 and the Council is now entering the next stage of our journey. We've redefined what we stand for, through a clear vision for the borough and organisation and changed how we make decisions, so we're more open and accountable than ever before. We've redesigned how we work with other agencies, to drive forward some of the key changes we want to see. And even as we face unprecedented financial pressures, we're working hard to deliver better services, focussed on the priorities set for us by the public.

We are now in a far better place than when we started our improvement journey and we're keen to celebrate our success and reflect on the progress made.

We're very proud of our achievements including Children and Young People's services being rated as 'good' by Ofsted, Rotherham continuing to be the fastest growing economy in Yorkshire and the final Independent Health Check stated that the pace of improvement across the Council had increased beyond their expectations. As a result of the improvements made, government intervention ceased on 31st March 2019 and Council services have returned to democratic control.

During 2019 -20 and beyond the 'Big Hearts, Big Changes' Programme will help the Council to address the financial challenges and ensure there are positive changes for local residents. Delivering better outcomes for our children and young people, economic growth and improving high-level skills and education attainment, making full use of the University Centre, will continue to be a priority.

There will also be focus on putting communities at the heart of everything we do through the delivery of The Rotherham Neighbourhood Strategy 2018-25 and we are committed to working with local people to find solutions to local issues and build on our local heritage and assets.

Although there are many challenges in the years ahead, we look forward to working with partners and local residents to tackle these.



Cllr Chris Read
Leader of the Council

2 INTRODUCTION

Rotherham Metropolitan Borough Council is entering its first year without Commissioner oversight following the ending of Government intervention which ran from February 2015 to the end of March 2019.

Now that all powers have been returned, the Council is continuing to reform its services, practices and culture. Like all local authorities across the country it is doing so against an annually reducing budget from Government and increasing costs and demand for services.

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

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

The plan includes high targets and the Council will continue to strive to achieve these ambitious targets over time with the resources available, recognising that some of these are above the national average.

To ensure the Council remains focussed on the areas which are important to the people of Rotherham, the Council proposes to revisit the vision and priorities for 2020 and beyond.



3

OUR ROTHERHAM



110²m

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



Rotherham's population of **263,400** mostly live in **urban areas**



Rotherham has **50,900 children** aged **0-15** and **26,100 young people** aged **16-24**



The population is ageing, with **66,400 people** aged **over 60**



22,500 are aged over 75 and **6,000** over 85 with an additional **550 over 85s** expected by 2021

Rotherham has a diverse community which included over **20,000 people from minority ethnic groups (8.1%)** in 2011. The largest communities are **Pakistani/Kashmiri and Slovak/Czech Roma**. It is also made up of many towns, villages and suburbs which form a wide range of geographic communities.

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

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

Rotherham lost 14,000 jobs between 2007 and 2012, but job numbers have now reached 99,000 - above pre-recession levels. There are 7,115 enterprises in Rotherham, with the figure increasing by 29% over the last five years.



Average Attainment 8 score and the Progress 8 score for key stage 4 pupils (aged 16) **are both slightly below the national average** and the attainment of children from poorer families is considerably lower



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



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



In the town centre, **award winning transformation work continues with new developments** including **Forge Island, university campus, market and interchange redevelopments**, and new **riverside housing**

The Council

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

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

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

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

Council Cabinet



**Councillor
Chris Read**
Leader of
Rotherham
Council



**Councillor
Gordon Watson**
Deputy Leader
Children and
Young Peoples
Services and
Neighbourhood
Working



**Councillor
Saghir Alam**
Corporate
Services and
Finance



**Councillor
Dominic Beck**
Housing



**Councillor
Emma Hoddinott**
Waste, Roads
and Community
Safety



**Councillor
Denise Lelliott**
Jobs and the
Local Economy



**Councillor
David Roche**
Adult Social
Care and Health



**Councillor
Sarah Allen**
Cleaner, Greener
Communities

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

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

Chief Executive and Strategic Directors



4 OUR VISION AND PRIORITIES

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

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

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

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

To this end we set out four priorities:

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



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

Every child making the best start in life

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

Every adult secure, responsible and empowered

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

A strong community in a clean safe environment

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

Extending opportunity, prosperity and planning for the future

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

A modern, efficient Council

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

5

OUR VALUES AND BEHAVIOURS – One Rotherham

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



Honest

Open & truthful in everything we say & do

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



Accountable

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

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



Respectful

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

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



Ambitious

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

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



Proud

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

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

6

DELIVERING OUR VISION AND PRIORITIES

Since 2010 the Council has made savings of £177m, leading to more than 1,800 fewer jobs in the organisation. By the end of our two year budget covering 2019/20 and 2020/21 this level of savings will have increased to over £200m.

Over the next two years the Council will be focusing on reforming its services against the backdrop of making further necessary savings of £15.8 million in 2019/20 and £13.9 million in 2020/21. This is set against the additional financial pressures of the National Living Wage; increasing demand for services as a result of a growing population and changing demographics in Rotherham; the impact of inflation.

The Council's Medium Term Financial Strategy (MTFS) was approved on 18th February 2019 and sets out a two year approach to delivering a balanced and sustainable budget plan up to 2021.

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

A new relationship must be developed between residents and the Council which builds on individual and community assets to enable people to live more independently, for longer, with the support of their family, social networks and local neighbourhood resources. The Rotherham

Neighbourhood Strategy 2018-25 vision is for every neighbourhood to be thriving, where people are able to work together to achieve a good quality of life. The Council wants to work with local people to find solutions to local issues and to build on our local heritage and assets.

At the same time there will be a clearer focus and prioritisation of resource – and in some cases ceasing to do some of what the Council has traditionally done. Each Directorate has developed its own service plans to support delivery of Council Plan 2017/20 and the MTFS. All plans focus on continuous improvement, early intervention, cross-directorate working, implementing good practice and raising standards.

To ensure that the delivery of the Council Plan actions and their impact is assessed, formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for pre-Scrutiny consideration if required.



Children & Young People's Services

The Directorate continues to implement the Children and Young People's Improvement Plan actions, which are not only critical in ensuring that the eight Ofsted recommendations from 2017 are met, but to ensure that every child has the best start in life and is achieving better outcomes. The Children and Young People's Improvement Plan is in its third phase and includes the key priorities for the service in line with the Ofsted ILACS (Inspection of Local Authority Children's Services) inspection framework.

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

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



Adult Social Care, Housing and Public Health

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

To achieve this the Directorate is working with health and third sector partners to integrate health and social care services to reduce duplication and provide high quality services that are easy to access. Work is also taking place to identify and support families at the earliest opportunity, so that outcomes can be improved and the need for social care intervention is reduced further down the line.

To improve the quality and choice of housing in Rotherham the Directorate is working to enable people to live in high quality accommodation which meets their needs, whether in the social rented, private rented or home ownership sector.

Through its Public Health service, the Directorate aims to improve the health and wellbeing of Rotherham residents and reduce health inequalities across the borough through the delivery of the Health and Wellbeing Strategy. The service is focused on working with partners to implement the strategy, as it commissions services to tackle the prevalence of smoking, substance misuse, and obesity. The service also

encourages everyone to be more active and adopt a healthier lifestyle, offering Public Health advice, especially around the prevention of illness and managing contracts with local GPs and community pharmacists for a range of preventative services, including drugs and alcohol management.

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



Regeneration & Environment

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

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

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

Finance & Customer Services and Assistant Chief Executive's Directorate

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



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

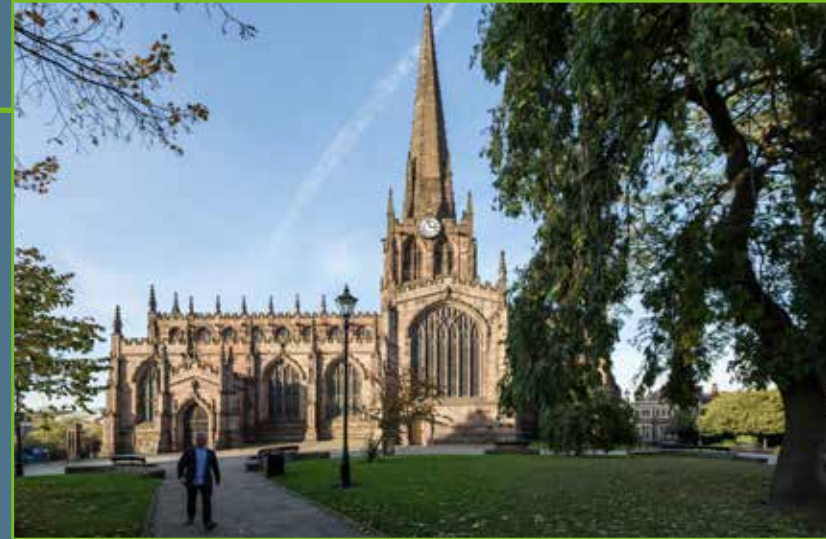
The Finance and Customer Services Directorate works to drive the pace of change to a digital first approach, rationalising outdated delivery models whilst ensuring accessibility for all with the development of information sharing, data and enabling customers to connect in different ways.

Both Directorates support residents to understand how and why spending decisions are made and how they can play their part in supporting the Council to save money, such as doing business online, by informing and engaging them through effective communication. They maintain a transparent approach to managing and reporting finances, ensuring that the organisation stays within its funding limits. And they are focused on building an engaged, supported and well managed workforce with the right skills and a customer focused approach.

7 WORKING IN PARTNERSHIP

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

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



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

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



Rotherham Together Partnership





MANAGING OUR PERFORMANCE

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

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

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

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

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

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



9

OUR PLANS

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

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

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

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



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

Jon Stonehouse, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
1.A1	Early Help - Supporting Children, young people and families at the right time with the right care	Children in Need rate (rate per 10K population under 18)	Ailsa Barr CYPS	Low	Monthly	336.9	375.5	375.5
1.A2		The number of children subject to a CP plan (rate per 10K population under 18)	Ailsa Barr CYPS	Low	Monthly	60.3	99.6	90
1.A3		The number of Looked After Children (rate per 10k population under 18)	Ailsa Barr CYPS	Low	Monthly	85.9	99.1	106
1.A4		The proportion of families who rate the Early Help service as Good or Excellent	David McWilliams CYPS	High	Monthly	100% (633 families by end of March 2018)	95%	95%
1.A5	Children’s Social Care Improvement – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	The proportion of children who are subject to repeat child protection plans (within 24 months)	Ailsa Barr CYPS	Low	Monthly	4.0%	9%	7%
1.A6	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of children and young people with a currently assessed as medium/high risk of CSE (CSE cohort)	Ailsa Barr CYPS	n/a	Monthly	Not appropriate to set a target	Not appropriate to set a target	Not appropriate to set a target
1.A7	Placements - Improve quality of care for Looked after Children	The proportion of LAC experiencing disrupted placements (Definition: % of LAC who have had 3 or more placements - rolling 12 months)	Ailsa Barr CYPS	Low	Monthly	9.6%	10.8%	11%
1.A8		The proportion of LAC placed within Family Based settings	Ailsa Barr CYPS	High	Monthly	39.5%	85%	85%

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

Jon Stonehouse, Strategic Director – Children and Young People’s Services
Terri Roche, Director – Public Health

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
1.B1	Sustainable Education and Skills	The proportion of pupils reaching the expected standard In reading, writing and mathematics combined at the end of Key Stage 2	Pepe Di’lasio CYPS	High	Academic Year	No target - new measure	65 %	65%
1.B2		The average attainment 8 score at the end of Key Stage 4 .		High	Academic Year	No target - new measure	47	46
1.B3		The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4)		High	Academic Year	No target - new measure	0	Above national average
1.B4(a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	The number of permanent exclusions in secondary schools	Jenny Lingrell CYPS	Low	Monthly	No target - revised measure	No target - revised measure	38
1.B4(b)		The number of permanent exclusions in primary schools				No target - revised measure	No target - revised measure	8
1.B5	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	The proportion of 16-17 year olds Not in Education, Employment or Training (NEET) or whose activity is Not Known (NK) i) % 16-17 year old NEET ii) % 16-17 year olds whose activity is Not Known	David McWilliams CYPS	Low	Monthly	Local Dec target - 3.0% Annual Target 3.1% (Local Annual target based on Dec, Jan, Feb Ave)	5.8% combined i) 3.3% (NEET) ii) 2.5% (Not Known) (Local Annual target based on Dec, Jan, Feb Ave)	5.8% combined i) 3.3% (NEET) ii) 2.5% (Not Known)
1.B6	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	The proportion of Education and Health Care Plans (EHCPs) that are completed in statutory timescales	Jenny Lingrell CYPS	High	Monthly	90% by April 2018	Qtr 1 - 45% Qtr 2 - 65% Qtr 3 - 75% Qtr 4 - 90% (in period) 2018/19 - 70% (cumulative)	Qtr 1 - 55% Qtr 2 - 70% Qtr 3 - 85% Qtr 4 - 90% (cumulative)
1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy)	Gilly Brenner Public Health	Low	Quarterly	17.0%	18%	18%
1.C2		Childhood immunisation - % of eligible children who received 3 doses of DTaP / IPV / Hib vaccine at any time by their 2nd birthday (diphtheria, tetanus and pertussis/polio/Haemophilus influenza type b)		High	Quarterly	n/a (new for 2018/19)	95%	95%

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

Terri Roche, Director – Public Health
Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
2.A1	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Successful completion of drug treatment – a) opiate users (aged 18-75)	Gilly Brenner Public Health	High	Quarterly	No national target. Local ambition to be within LA Comparators Top Quartile	1.5% increase on the value at new provider starting point (ie April 2018)	1.5% increase on the value at new provider starting point in April 2018 (Target = 5.8%)
2.B1	We must ensure we make safeguarding personal	The proportion of Safeguarding Adults at risk who felt their outcomes were met.	Ian Spicer Adult Social Care	High	Quarterly	80%	96.6%	98%
2.B2	We must ensure that information, advice and guidance is readily available (e.g. by increasing self-assessment) and there are a wide range of community assets which are accessible	The proportion of people contacting adult social care who are provided with information and advice at first point of contact, (to prevent service need).	Ian Spicer Adult Social Care	High	Quarterly	No target - new measure	No target - new measure	40%
2.B3	We must improve our approach to personalised services – always putting users and carers at the centre of everything we do	The proportion of Adults receiving long term community support who received a Direct Payment (excludes managed accounts)	Ian Spicer Adult Social Care	High	Quarterly	22%	22%	25%
2.B4		Number of carers assessments	Ian Spicer Adult Social Care	High	Quarterly	Baseline Year	567	567
2.B5	Modernise enablement services to maximise independence, including: <ul style="list-style-type: none"> • Intermediate care • Enabling • Prevention agenda • Developing community assets 	The proportion of people (65+) offered the reablement service after discharge from hospital	Ian Spicer Adult Social Care	High	Annual	2.5%	2.6%	2.6%
2.B6		The proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support		High	Quarterly	75%	83%	90%
2.B7	We must commission services effectively working in partnership and co-producing with users and carers. We must use our resources effectively	All age number of new permanent admissions to residential nursing care for adults	Ian Spicer Adult Social Care	Low	Quarterly	315	305	280
2.B8		All age total number of people supported in residential/ nursing care for adults	Ian Spicer Adult Social Care	Low	Quarterly	1,000	950	900

OUTCOME: A. Communities are strong and help people to feel safe

Paul Woodcock, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
3.A1(a)	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework.	Public perception of ASB -The proportion of respondees who perceive ASB as a problem in their area (via the "Your Voice Counts" quarterly survey)	Tom Smith Regeneration and Environment	Low	Quarterly	5% reduction on 2016-17 (27% Annual Target)	32%	43% or lower
3.A1(b)		Reduce the number of repeat victims of ASB		Low	Quarterly	Baseline Year	80 or fewer repeat callers each quarter	50 or fewer repeat callers each quarter
3.A2		The proportion of positive outcomes over the year, for reported Hate Crime cases		High	Quarterly	24.2% (Which is a 10% Increase in % of cases leading to positive outcome 1-10 on South Yorkshire Police Crime Analysis Pages (CAP))	20%	20%
3.A3 (a)		Total number of referrals to Domestic Abuse support services		High	Quarterly	n/a	Baseline year	700 per quarter
3.A3 (b)		The proportion of people receiving Domestic Abuse support who are satisfied with the service		High	Annual	n/a	Baseline year	80%
3.A4 (a)		Ensure an robust, effective and efficient licensing service		The number of on the spot inspections of licensed vehicles and drivers	Tom Smith Regeneration and Environment	High	Quarterly	n/a
3.A4 (b)	The The proportion of; a) Licensed Vehicles, b) Drivers found to be compliant with licensing requirements during on the spot inspections		High	Quarterly		n/a	Baseline year	85%

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
3.A5(a)	Rotherham residents are satisfied with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Chris Burton Assistant Chief Executive's Office	High - very or fairly satisfied	6 monthly	>79 %	>79 %	=>79 %
3.A5(b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live		High - very or fairly satisfied	6 monthly	>69 %	>69 %	>69 %
3.A6	Create a rich and diverse cultural offer and thriving Town Centre	Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn something, develop their skills or get a job	Polly Hamilton Regeneration & Environment	High	Quarterly	Baseline year	320,000, Cumulative yearly target	>350,000, Cumulative yearly target
3.A7		Customer satisfaction with culture, sport and tourism services		High	Quarterly	Baseline year	a) Libraries and CSC >90 % b) Heritage Sites > 90 % c) Parks and Open Spaces >82 % d) Sport and Leisure Facilities >95 %	>90 % across all Culture Sport and Leisure services
3.A8		Number of visits to the Councils, Culture and Leisure facilities a) Libraries b) Clifton Park Museum, archives and other heritage sites c) Civic Theatre d) Country Parks (Rother Valley, Thyrbergh and Clifton Park) e) Visitor Information Centre f) Events g) Engagement and Outreach Activities h) Leisure Centres i) Other activities by third parties		High	Quarterly	Baseline year	3,000,000 cumulative annual target	3,500,000 cumulative annual target

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

Paul Woodcock, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
3.B1(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	The proportion of the principal road network classified as being in: a) Amber condition b) Red condition	Tom Smith Regeneration and Environment	Low	Annual	The previous Council Plan target was 4% as only measure red condition roads in 2017/18	The previous Council Plan target was 3% as only measured red condition roads in 2018/19	a) 17% b) 3%
3.B1(b)		The proportion of the non-principal road network classified as being in: a) Amber condition b) Red condition		Low	Annual	The previous Council Plan target was 7% as only measured red condition roads in 2017/18	The previous Council Plan target was 6% as only measured red condition roads in 2018/19.	a) 22% b) 6%
3.B1(c)		The proportion of unclassified roads classified as being in; a) Amber condition b) Red condition		Low	Annual	The previous Council Plan target was <22% as only measured red condition roads in 2017/18	The previous Council Plan target was 22% as only measured red condition roads in 2018/19	a) 34% b) 24%
3.B2(a)	Effective enforcement action taken where evidence is found – Fly Tipping (fixed penalty notices and prosecutions)	Effective enforcement action taken where evidence is found – Other enviro-crime (fixed penalty notices and prosecutions)		High	Monthly	37+ (50% increase in prosecutions for the year)	37+	37+
3.B2(b)				High	Monthly	5000 (cumulative for the year)	5000 (cumulative for the year)	2000 (cumulative for the year)
3.B3	Ensure an efficient and effective waste and recycling service	Total number of customer contacts by service area and overall total. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints ii) Compliments received iii) Service Requests		Low	Monthly	5% reduction, (target 75 cumulative) in the number of official complaints received in Grounds Maintenance, Street Cleansing, (includes Litter) and Waste Management)	5% reduction (target 75 cumulative) in the number of official complaints received Increase number of compliments to 60	10% reduction (target around 190 cumulative) in the number of official complaints received
3.B4		Number of missed bins per 100,000 collections		Tom Smith Regeneration and Environment	Low	Quarterly	60	50
3.B5		The proportion of waste sent for reuse (recycling and composting)	Tom Smith Regeneration and Environment	High	Quarterly	45%	45%	45%

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

Paul Woodcock, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	Number of new businesses started with help from the Council	Paul Woodcock Regeneration and Environment	High	Quarterly	Baseline Year	15	15
4.A2		Survival rate of new businesses (3 years)		High	Annual	60 %	60 %	60 %
4.A3		The proportion of vacant floor space in the Town Centre		Low	Quarterly	Baseline Year	25 %	18 %
4.A4		Number of jobs in the Borough		High	Annual	1,000 new jobs p.a. (10,000 over 10 years).	1,000 new jobs p.a. (10,000 over 10 years).	1,000 new jobs p.a. (10,000 over 10 years).
4.A5		Narrow the gap to the UK average on the rate of the working age population economically active in the borough		Low	Quarterly	For 2017/18, reduce the gap from 4.3% to 4.0%. Achieve national average in next 5 years (0.8% reduction a year)	3.2% (0.8% reduction)	0% achieve the National Average
4.A6		Number of Planning Applications determined within specified period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks		High	Quarterly	All at 95 %	All at 95 %	All at 95 %

OUTCOME: B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector

Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing
 Jon Stonehouse, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
4.B1 (a)	Implement the Housing Strategy 2019-2022 to provide high quality accommodation	Number of new homes delivered during the year via direct Council Intervention	Tom Bell Adult Social Care and Housing	High	Quarterly	No target - new indicator	109	175
4.B1 (b)		Number of new homes delivered during the year		High	Quarterly	641	641	550
4.B2		The proportion of council housing stock that is classed as “Decent”		High	Quarterly	No target - new measure	No target - new measure	99.5%
4.B3	Private rented housing – improving standards through selective licensing	The proportion of privately rented properties compliant with Selective Licensing conditions within designated areas	Tom Smith Regeneration and Environment	High	Monthly	95%	95%	95%

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

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

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
5.A1	Maximising the local revenues available to fund council services	The proportion of Council Tax collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	97 % (Top Quartile Met Authorities)	97 % (Top Quartile Met Authorities)	97 % (Top Quartile Met Authorities)
5.A2		The proportion of non-domestic (business) rates collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	98 % (Top Quartile Metropolitan Authorities)	98 % (Top Quartile Metropolitan Authorities)	98 % (Top Quartile Metropolitan Authorities)
5.B1	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	Number of pre-scrutiny recommendations adopted	James McLaughlin Assistant Chief Executive's Directorate	High	Quarterly	80%	90 %	90 %
5.C1	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	The proportion of complaints closed and within timescale (cumulative)	Jackie Mould Assistant Chief Executive's Directorate	High	Monthly	85%	85 %	85 %
5.C2		The proportion of residents who feel that the Council keeps them informed	Chris Burton Assistant Chief Executive's Office	High - very or fairly satisfied	6 Monthly	46%	>53 %	=>50%
5.C3		The proportion of transactions a) online	Luke Sayers Finance and Customer Services	High	6 Monthly	Baseline Year	28%	28 %

OUTCOME: D. Effective members, workforce and organisational culture

Shokat Lal, Assistant Chief Executive

Jon Stonehouse, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target	2018/19 Target	2019/20 Target
5.D1	Staff and managers have an opportunity to reflect on performance , agree future objectives and are aware of how they contribute to the overall vision	The proportion of PDR completion	Lee Mann Assistant Chief Executive’s Directorate	High	Quarterly	95%	95%	95%
5.D2	Sickness is managed and staff wellbeing supported	The number of days lost per FTE	Lee Mann Assistant Chief Executive’s Directorate	Low	Monthly	10.3	10.3	10.3
5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost	Lee Mann Assistant Chief Executive’s Directorate	Low	Monthly	10% reduction	10% reduction	10% reduction
5.D4		The proportion of the children’s social care establishment (social workers and team managers) who are agency staff	Jon Stonehouse CYPS	Low	Monthly	n/a	10%	10%
5.D5	Members are able to fulfil their roles as effective community leaders	The proportion of members receive a personal development interview leading to a structured learning and development plan	James McLaughlin Assistant Chief Executive’s	High	Annual	95%	95%	95%
5.D6	The Council complies with good practice in equalities	The proportion of Cabinet reports where an Initial Equality Screening Assessment has been completed	Jackie Mould Assistant Chief Executive’s Directorate	High	Quarterly	No target - new measure	No target - new measure	100%
5.D7		The proportion of Council Staff who have completed the mandatory Equality Training	Jackie Mould Assistant Chief Executive’s Directorate	High	Quarterly	No target - new measure	No target - new measure	Q1 - 75% Q2 - 85% Q3 & Q4 - 95%

Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an equality analysis.

Directorate: Assistant Chief Executive's Directorate	Service area: Performance, Intelligence and Improvement
Lead person: Simon Dennis (Corporate Risk Manager) and Tanya Palmowski (Performance Officer)	Contact number: (ext 22764)

1. Title:

Is this a:



Strategy / Policy



Service / Function



Other

If other, please specify

2. Please provide a brief description of what you are screening

The 2017-2020 Council Plan is the core document that underpins the Council's overall vision, setting out headline priorities and measures that will demonstrate its delivery.

Although the 2017-2020 Council Plan is intended to cover three financial years, it is good practice to carry out an annual review of the performance measures included in it.

To enable an appropriate and effective "refresh" to be carried out, all Strategic

APPENDIX B

Directors were asked to review and refresh their actions, measures and targets for 2019/2020 and the proposed changes have been challenged by the Leader, Cabinet Members and the Corporate Performance Team. Headlines in relation to the proposed changes include:

- The overall number of measures has reduced from 72 to 69
- All measures now have targets applied (ie there are no “baseline years”)
- There are no changes to the individual outcomes attached to each priority
- Two actions have been updated
- Four measures have been removed and two measures have been added
- Sixteen refreshed measures have replaced fifteen measures.

Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board. The refreshed plan includes two new equality measures focused around: the proportion of Cabinet reports where an Initial Equality Analysis Screening Assessment has been completed; the proportion of staff who have completed the mandatory equality training.

3. Relevance to equality and diversity

All the Council’s strategies/policies, services/functions affect service users, employees or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Could the proposal affect service users? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Has there been or is there likely to be an impact on an individual or group with protected characteristics? <i>(Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</i>		X
Have there been or likely to be any public concerns regarding the proposal? <i>(It is important that the Council is transparent and consultation is carried out with members of the public to help mitigate future challenge)</i>		X
Could the proposal affect how the Council’s services, commissioning or procurement activities are organised,		X

APPENDIX B

provided, located and by whom? <i>(If the answer is yes you may wish to seek advice from commissioning or procurement)</i>		
Could the proposal affect the Council's workforce or employment practices? <i>(If the answer is yes you may wish to seek advice from your HR business partner)</i>		X
If you have answered no to all the questions above, please explain the reason		
<p>The Council Plan is a strategic plan for the whole organisation which sets out what the Council will do in order to deliver against its priorities for serving local residents and communities. The actions and targets within the plan will be delivered by council services through various strategies, policies and programmes of work. It is therefore the responsibility of the relevant directorate/service to complete an equality analysis where this is applicable.</p>		

If you have answered **no** to all the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals prior to carrying out an **Equality Analysis**.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below and use the prompts for guidance.

- **How have you considered equality and diversity?**

(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions**

(think about how you will promote positive impact and remove/reduce negative impact)

Date to scope and plan your Equality Analysis:

APPENDIX B

Date to complete your Equality Analysis:	
Lead person for your Equality Analysis (Include name and job title):	

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Jackie Mould	Head of Performance, Intelligence and Improvement	18.04.19

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to equality@rotherham.gov.uk For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

Date screening completed	18 th April 2019
If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication	Cabinet
Date screening sent to Performance, Intelligence and Improvement equality@rotherham.gov.uk	30 th April 2019