

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date and Time: - Thursday 18 March 2021 at 2.00 p.m.
Venue: - Microsoft Teams Meeting.
Membership: - Councillors Cusworth, R. Elliott, Jarvis, Jepson, 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 Governance Advisor 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.

For Discussion/Decision:-

5. Local Government Association Peer Review of Licensing (Pages 3 - 19)

6. Grange Landfill Site Update (Pages 20 - 33)

7. Pedestrian Crossing Assessment Overview

Report to follow

8. Outcomes from Scrutiny Working Group - Housing Hubs (Pages 34 - 38)

9. Call-in Issues

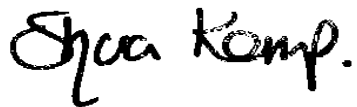
To consider any issues referred for call-in from recent Cabinet meetings.

10. Urgent Business

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

11. Date and time of next meeting

The next meeting of the Overview and Scrutiny Management Board will be held on Wednesday 16 June 2021 at 11am. Venue TBC.

A handwritten signature in black ink that reads "Sharon Kemp". The signature is written in a cursive, flowing style.

SHARON KEMP,
Chief Executive.

Public Report
Overview and Scrutiny Management Board

Committee Name and Date of Committee Meeting

Overview and Scrutiny Management Board – 18 March 2021

Report Title

Local Government Association Peer Review of Licensing

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

No

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director of Regeneration and Environment

Report Author(s)

Tom Smith, Assistant Director Community Safety and Streetscene
tom.smith@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

The Council commissioned the Local Government Association to undertake a Peer Review of the Operation of the Licensing Board Sub-Committee and Licensing Sub-Committee in October 2020. This report briefly presents the recommendations of the feedback report from this review and sets out the next steps in taking the recommendations forward.

Recommendations

Overview and Scrutiny Management Board are requested to note and comment on the report.

List of Appendices Included

Appendix 1 Rotherham Metropolitan Borough, Council Remote Peer Review of the Operation of the Licensing Board Sub-Committee and Licensing Sub-Committee, 19 – 23 October 2020, Feedback Report

Background Papers

No background papers

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Licensing Board – 9 March 2021

Council Approval Required

No

Exempt from the Press and Public

No

Local Government Association Peer Review of Licensing

1. Background

- 1.1 Rotherham Metropolitan Borough Council's Licensing Board and Licensing Committees exist to consider and determine applications under Taxi Licensing Legislation (Licensing Board), The Licensing Act 2003 and Gambling Act 2005 (Licensing Committee).
- 1.2 The objective of the Licensing function is to provide a clear, transparent framework for making decisions about applications by individuals or businesses wishing to sell or supply alcohol, or provide certain types of regulated entertainment, taxi licensing, and late night refreshment. As a quasi-judicial function of the Council it is important that the Board and Committee's approach is consistent with the Council's statements of Licensing Policy.
- 1.3 Following Government intervention, the Council's Licensing policies and functions have been completely overhauled, with new Taxi Licensing, Licensing and Gambling Act and Sex Establishment Policies in place. The Council's Taxi Licensing Policy is widely regarded as one of the most robust in the country. Innovations such as CCTV in vehicles and enhanced Disclosure and Barring Service (DBS) checks for drivers, that were first implemented in Rotherham, are now cited as good practice within national Policy guidance. The Council's Licensing and Gambling Act Policies have been subject to further review with the latest iterations being formally adopted in March 2020.

2. Key Issues

- 2.1 Following a Licensing Sub-Committee in July 2020, the Council received a number of complaints, all of which have been dealt with, through our formal processes where necessary. However, in order to assure both the Council and our communities that the Board and Service is operating as it should in its application of the Policies, the Council commissioned the Local Government Association (LGA) to undertake a Peer Review. This took place virtually between 19 and 23 October 2020.
- 2.2 The Peer Review team was as follows:
 - Lead Peer: Sharon Bridglalsingh (Monitoring Officer, Director of Law and Governance and the Returning Officer at Milton Keynes Council).
 - Member Peer: Councillor Bryony Rudkin (Deputy Leader, Ipswich Borough Council and LGA National Lead Peer).
 - Senior Officer Peer: John Garforth (Trading Standards and Licensing Manager Oldham Metropolitan Borough Council).
 - LGA Review Manager – Ernest Opuni (LGA Improvement Manager).
- 2.3 Whilst the Peer Review took place virtually, it was a robust process. The peer team reviewed a range of documents and information to ensure they were familiar with the Council and the challenges it is facing in the context of Covid-19. The team also viewed a number of the Council's Licensing Committee meetings online.

- 2.4 The team then spent one full day meeting stakeholders remotely. They spoke to more than 25 people, across ten remote meetings, including a range of Council staff together with Councillors and external partners and stakeholders. Stakeholders included Licensing Board Members, Council Licensing and Legal Officers, Police Licensing Officers, the Independent Hate Crime and Equality Scrutiny Panel, and Taxi Trade representatives.
- 2.5 Appendix 1 contains the feedback report from the LGA Peer Review. It contains the following eight recommendations:
1. To address perception by fostering a more collaborative culture ('doing with' rather than 'doing to').
 2. Reviewing training programme to ensure widest possible range of topics and issues covered.
 3. Reflect on where Rotherham is now five years on from the Jay and Casey reports into Child Sexual exploitation.
 4. Review engagement and communications styles with trade representatives and responsible authorities.
 5. Review structure and the number of posts within the licensing team to assure yourselves it is fit for purpose.
 6. Ensure applicants have access to business support advice (either council provision or signposting).
 7. Consider the provision of pre-application advice and the meeting of key stakeholders to support the applicant.
 8. Reflect on the current level of cultural competence of the Board and how this could be further enhanced and made more apparent in future.
- 2.6 A draft action plan has been developed which is still subject to further, more detailed, consultation with stakeholders (see section 4). A number of actions have however initially been identified including to:
- Review of the order of proceedings for Licensing Board and Committee hearings.
 - Review and revise the guidance for Licensing Board and Committee Members in terms of formal and legalistic language used in hearings, e.g. 'cross-examination'.
 - Revise the guidance provided to Licensing officers for writing Licensing Board and Committee reports, to ensure they reflect the above.
 - Identify and allocate additional budget for resources in Licensing Service and recruit to additional identified posts. £150,000 of additional resources for the Licensing Service was agreed by Council on 3rd March 2021.
 - Review and refresh the Council's approach to engagement with the full range of the licensed trades, i.e. taxis, alcohol, gambling.
 - Review our approach to training across the range of licensing functions, both with Board and Committee Members and Officers and deliver a revised training programme.
 - Review and implement revised processes for robust assessment of licensing proposals against the policy at early stages and across Responsible Authorities, e.g. Environmental Health, Police.

- Review the process for the provision of business support and advice to licensees (or prospective licensees) with Rotherham Investment and Development Office (RIDO), and referral to such advice from the Licensing service.

3. Options considered and recommended proposal

- 3.1 The Peer Review recommendations have been accepted by Licensing Board and Licensing service. An action plan is therefore being developed in consultation with stakeholders.

4. Consultation on proposal

- 4.1 The Peer Review included interviews with a wide range of stakeholders including:

- Licensing Board and Committee Members,
- Council Licensing Service representatives,
- Council Legal Services representatives
- South Yorkshire Police,
- Independent Hate Crime and Equality Scrutiny Panel, and
- Taxi Trade representatives.

- 4.2 The Peer Review recommendations have been shared with these stakeholders through a series of presentations in the first two weeks of March 2021. The initial actions above have been identified via these consultations and will be incorporated into a final action plan by mid-April 2021.

5. Timetable and Accountability for Implementing this Decision

- 5.1 The final action plan will be shared with stakeholders by the end of April 2021. Given that a number of recommendations relate to the Licensing Board and Committee, it is unlikely these will be fully delivered until the new municipal year.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 There are no specific financial implications arising from this report.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 There are no specific legal implications arising from this report.

8. Human Resources Advice and Implications

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

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 There are no specific implications for children and young people or vulnerable adults.

10. Equalities and Human Rights Advice and Implications

- 10.1 There are no specific equalities or human rights implications arising from this report.

11. Implications for Partners

- 11.1 The Police, as a Responsible Licensing Authority have been positively engaged in the Peer review and will continue to be engaged with as part of the action plan.

12. Risks and Mitigation

- 12.1 An uncertain event or set of events which should it occur will have a positive or negative effect on the achievement of our objectives.
- 12.2 Every objective has an associated risk(s) attached to it. Risk management can help ensure that potential barriers to the delivery of these objectives are identified and addressed in advance. It can help direct resources to areas of most need, including areas of innovation and efficiency. Examples of risk include changes in legislation, unforeseen shifts in customer needs and more.

13. Accountable Officer(s)

Tom Smith, Assistant Director Community Safety and Streetscene

Approvals obtained on behalf of: -

	Named Officer	Date
Chief Executive		10/03/21
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer	10/03/21
Assistant Director of Legal Services (Monitoring Officer)	Named officer	10/03/21
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.

Report Author: Tom Smith, Assistant Director Community Safety and Streetscene
tom.smith@rotherham.gov.uk

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

Rotherham Metropolitan Borough Council

Remote Peer Review of the Operation of the Licensing Board Sub-Committee and Licensing Sub-Committee

19 – 23 October 2020

Feedback Report

1. Executive Summary

Councillors and officers at Rotherham Metropolitan Borough Council (RMBC) take pride in their licensing policies. The council has made significant progress since 2015 when the Casey and Jay reports into Child Sexual Exploitation in Rotherham were published.

Underpinned by the desire to make the council's licensing function effective and generally well-regarded the efforts of members and officers meant that licensing was one of the first parts of the council's operations to come out of the intervention. Much of the progress and improvement is reflected in the council's policies having been completely re-written whilst some additional policies have been formulated to strengthen some specific elements of the council's taxi licensing regime for example. There is a clear prioritisation by members of the importance of a robust taxi licensing system in light of the Jay and Casey reports.

RMBC's overall progress has been recognised nationally. This provides a sound foundation on which the council can build further and future improvement of its Licensing Committee's operation and decision making.

RMBC has the benefit of dedicated and committed staff. However resource and capacity challenges are clear in how stretched these staff are with some working additional hours in order to support the council's licencing functions. The team would encourage RMBC review the current structure in order that the council can better assure itself that these are fully fit for purpose

In pushing forward a 'can-do' approach, and focusing more on what is positively achievable, suggesting alternatives to applicants as a means of exploring new and wider enterprise could be of significant value going forward. This would be potentially more in tune with a culture of treating applicants as customers of council services first and foremost. There is proven good practice that exists in RMBC's Planning department which can be utilised in strengthening the connection between corporate functions.

As part of the same view from the Review team, hearing the applicant first would go a long way towards engendering a dynamic which is less adversarial than seems to be the case at a number of the hearings the team viewed online. There is an opportunity for the benefits and potential positive development economic impact of some enterprises to be the starting point of the interaction with applicants. At the present time this is difficult to achieve in an order of proceedings where the first contributions from applicants is to respond to the input to proceedings from objectors. This would contribute positively to the look and feel of hearings becoming more responsive, engaging and collaborative. On occasion at the present time applicants are not treated like customers of the council's service.

Underpinning this is the team's view that partnership working arrangements may benefit from review to ensure they are fit-for-purpose. This will involve a reflection on the effectiveness of collaboration with bodies such as South Yorkshire Police in maximising the deployment of the expertise which can support effective decision-making.

The team posed a question in its presentation back to the council asking how comfortable RMBC is that its licensing function fully recognises, understands and reflects the diversity of Rotherham's communities. It is clear that since the Jay and Casey reports into Child Sexual Exploitation there has been capable and determined response from the council. However five years on does there need to be reflection on where Rotherham is now on that journey?

Making progress in engendering a culture which builds on the lessons of the past whilst focussing on the future is a shared responsibility which will be best achieved through collaboration and co-production with the council's customers. One way of achieving this might be to review the training programme available to members to ensure the widest possible range of topics and issues are covered. This would usefully include reflections on subjects such as the consequences of Covid 19 and local lock downs as well as better understanding unconscious bias.

It will also require a joined-up effort by all members who support the council's Licensing function in order to embed a more customer-focussed and less adversarial feel to some of the committee's business. Achieving the right customer-focused values is a collective effort and will require the input of all Members of the Committee. Based on experiences from other parts of the country RMBC would find some value in providing development opportunities for members to allow them to lead on embedding the cultures that would strengthen the customer focus. For example rotating chairing arrangements of the Committee and its various structures would be a means of making each of the Licensing members the custodians of the council's ambition to embed the right Customer Experience 'culture' along with the behaviours which demonstrate this.

2. Key recommendations

The following are the peer team's key recommendations to the Council:

1. Need to address perception by fostering a more collaborative culture ('doing with' rather than 'doing to'). For example
 - Order of licensing business may benefit from review to remove perception of an adversarial experience (e.g. objections being heard after applicant submission).
 - Unnecessary use of legalistic terms (e.g. cross examination)
 - Recognise the full range and scope of the licensing regime across multiple trades
2. Reviewing training programme to ensure widest possible range of topics and issues covered (e.g. unconscious bias, the consequences of Covid 19 and local lock downs etc).
3. Reflect on where Rotherham is now five years on from the Jay and Casey reports into Child Sexual Exploitation.
4. Review engagement and communications styles with trade representatives and responsible authorities.

5. Review structure and the number of posts within the licensing team to assure yourselves it is fit for purpose.
6. Ensure applicants have access to business support advice (either council provision or signposting)
7. Consider the provision of pre-application advice and the meeting of key stakeholders to support the applicant.
8. Reflect on the current level of cultural competence of the Board and how this could be further enhanced and made more apparent in future.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the requirements of Rotherham Metropolitan Borough Council (RMBC) as detailed within the scope for the Peer Review. Peers were selected on the basis of their relevant experience and expertise and agreed with the council ahead of the review taking place. The peers who delivered the peer challenge at Rotherham Council were:

- **Lead Peer:** Sharon Bridglalsingh (Monitoring Officer, Director of Law and Governance and the Returning Officer at Milton Keynes Council)
- **Member Peer:** Councillor Bryony Rudkin (Deputy Leader, Ipswich Borough Council and LGA National Lead Peer)
- **Senior Officer Peer:** John Garforth (Trading Standards and Licensing Manager - Oldham Metropolitan Borough Council)
- **LGA Review Manager** – Ernest Opuni (LGA Improvement Manager)

Scope and focus

RMBC requested a Peer Review of the operation of the Licensing Committee to provide feedback on its strengths and issues it may wish to refine or change.

The peer review was intended to cover the processes and operation of both Licensing Board and Licensing Committee, and the processes by which cases are developed and presented to the Board and Committee.

Specific questions that the Council asked the team to focus on were:

1. Does the range and quality of information being provided to the members of the Board/Committee focus on key Licensing considerations and enable members to make a balanced decision on appropriate issues?
2. Does the way any presentations by officers on each case, support appropriate decision making and reinforce the process as being about legitimate licensing considerations?

3. Does the way members debate the application, ensure the decision is made efficiently, effectively and based on key licensing considerations?
4. Does the interaction with the applicant/licensee ensure that balance and fairness is maintained and seen to be maintained. Does such interaction ensure a continued focus on core licensing considerations?
5. Is the overall “tone” of the Board/Committee meeting consistent with the values and aspirations of the Council?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils’ needs. They are designed to complement and add value to a council’s own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing in the context of Covid-19. The team also viewed a number of the Council’s licensing committee meetings online. The team then spent 1 day meeting people remotely at RMBC, during which they:

- Spoke to more than 25 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 10 remote meetings, and additional research and reading.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team on 23 October 2020. In presenting feedback to the council, the team has done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

4.1 Does the range and quality of information being provided to the members of the Board/Committee focus on key Licensing considerations and enable members to make a balanced decision on appropriate issues?

It was made clear to the team that the council has made significant progress since 2015 when the Casey and Jay reports into Child Sexual Exploitation in Rotherham were published. One of the first parts of the council's operations to come out of the intervention was following the reports was the council's licensing function. The aspiration is for Rotherham's licensing function to be known for excellence and high standards by demonstrating that it owns not only the problems of the town's recent challenges but also the solutions.

Some of this progress is reflected in the council's policies having been completely re-written as well as some additional policies having been formulated to strengthen some specific elements of the council's taxi licensing regime for example. Some departments within central government – for example the Department for Transport – have held up Rotherham's policies, procedures and responsiveness to national guidance as being good practice nationally. Rotherham's Hackney carriage and private hire licensing is regarded nationally as being exemplary. In addition Rotherham MBC's policy and approach is cited in the national DfT guidance on taxi licensing. RMBC is also one of the very few authorities in the country who have implemented that large majority of recommendations in the national guidance, including mandatory CCTV and enhanced DBS for both drivers, and operators' back office staff. This reflects the focus and hard work of the councillors and officers holding true to the council's intentions to strengthen the licensing function and the team considers this should be recognised and commended. This dedication to the work shines clearly from the team of officers involved.

There is a recognition however that the council should continue to commit to ongoing improvement as part of the ambition to transform services positively on an ongoing basis. This means that work remains in train so that the council is able to challenge itself further on how it gathers information in order to support the process of good decision-making into the future. It is clear that the journey of the council includes some positive learning in this regard.

While the peer team did not have major concerns about the reports that going to the Board and Committee there were occasions where representations were poorly worded based on the examination of some of the recordings of meetings that the team watched. This was not limited to representations from the council internally and there would be some value in the council working with partners collaboratively to consider where improvement could be made. One key message from the team is for the Committee to ensure that representations are not only focused on the four licensing objectives but also on the contemporary evidence base. It is also the role of officers present to ensure that decision making is focused on the relevant considerations. While interventions in a remote meeting tend to be more formalized than in a face to face meeting, they must sometimes be made

to shape the discussion and the experienced officers serving the Committee are capable of doing that. Consider use of briefing sessions to anticipate issues and so prepare for better decision making.

4.2 Does the way any presentations by officers on each case, support appropriate decision making and reinforce the process as being about legitimate licensing considerations?

Not unlike most organisations grappling with the post-Covid 19 impact on how virtual/online meetings are conducted, RMBC's may find value in further training on how members and officers can better shape and structure meetings of the Licensing Committee and Board. There is an opportunity of using the council's current provider for this to help with a refined focus on not only the legalities underpinning proceedings but also on a more qualitative focus on the 'how' of conducting effective hearings.

The Institute of Licensing provides guidance on conducting virtual meetings more effectively and can offer practical support in dealing with the difference between these and physical meetings. The LGA could also be of assistance in helping to signpost to other potential providers who could be of further assistance in this regard.

4.3 Does the way members debate the application, ensure the decision is made efficiently, effectively and based on key licensing considerations?

Consider the line of questioning; questions should be based on key licensing lines of enquiry and be relevant rather than making statements.

The team was not able to test the debate and decision making as these are held in closed session. However this review should be taken as an opportunity for members and legal officers who are present during the closed session, to reflect on this and that this should be a core part of any future training.

4.4 Does the interaction with the applicant/licensee ensure that balance and fairness is maintained and seen to be maintained? Does such interaction ensure a continued focus on core licensing considerations?

In considering this question the team felt that an appropriate starting place for considering the foundation on which the Committee might seek to build is the RMBC's Customer Access Strategy. Particularly striking was the section of this entitled 'Your Experience Matters' Under this section there is some clear messaging which summarises the driving principles the council is striving for in terms of customer experience.

- *'Regardless of the type of enquiry, or the way a customer accesses a service, we need to make sure their experience is a good one. Our customers should not need to know or understand how each Council department works. But they should be able to expect excellent customer service and things done right the first time.'*

- *Our services should be designed and built around the needs of our customers and communities. Which means involving our customers more and listening to their feedback so that wherever possible we continually develop and improve what we do'.*

Having reflected on a number of the hearings the team had opportunity to view ahead of the review, it was not always clear that applicants in the licensing regime were considered to be customers. Whilst written guidance is provided, applicants' experience of formal settings is not uniform nor necessarily common so there may be some value in the council focusing further on helping applicants to be better prepared for what to expect in this quasi-judicial setting.

While councillors and officers involved have knowledge of the regime and procedures, each applicant may not (and on balance are more likely not to) and in this context the team felt that consideration should be given to shape an applicant's experience to be 'a good one' as the council's Customer access strategy advocates. This may involve inviting feedback from representative bodies.

Making this transition a reality will depend on all members on the committee taking a direct and shared responsibility for leading and championing this change. There would be some value in development opportunities through chairing meetings for example in order to bring to life what is required to drive the behaviors of the future.

4.5 Is the overall "tone" of the Board/Committee meeting consistent with the values and aspirations of the Council?

The council has a very clear message on the values it seeks to champion and this is quoted verbatim below:



Whilst there is no suggestion from the team that any part of the council can be accused of willfully departing from these values it was not always clear how all of these were outwardly reflected. In particular, the tone of the committee business is not consistent in relation to 'Respectful' and 'Ambitious'.

In terms of process and practice, the team feels strongly that hearing the applicant first would go a long way towards engendering a dynamic which is less adversarial than seems to be the case at a number of the hearings the team viewed. There is an opportunity for the benefits and potential positive development economic impact of some enterprises to be the starting point of the interaction with applicants. At the present time this is difficult to achieve in an order of proceedings where the first contributions from applicants is to respond to the input to proceedings from objectors.

In pushing forward a 'can-do' approach, and focusing more on what is positively achievable, suggesting alternatives to applicants as a means of exploring new and wider enterprise could be of significant value going forward. This would be potentially more in tune with a culture of treating applicants as customers of council services first and foremost.

The team would encourage the Committee to consider further the lines of questioning it deploys in hearings to ensure these are based on key licensing lines of enquiry and are relevant. This is in contrast to some of the committee contributions being less about posing questions and more about making statements.

Objectors should not automatically be anonymised as this puts the applicant at a disadvantage from the off. The Peer team would recommend that this is made to be the exception rather than the prevailing rule as reflective of the LA 03 Section 182 Guidance.,

4 Next steps

Immediate next steps

We appreciate the senior political and managerial leadership will want to reflect on the findings within this report in order to determine how the organisation wishes to take things forward.

To support you in your improvement journey the Peer Team have identified a number of key recommendations, some of which you may already have in hand. We welcome your response to these recommendations within the next three months through the development of an action plan.

Your Principal Adviser Mark Edgell will be in contact to assist the council going forward and to provide additional support, advice and guidance on any areas for development and improvement and he will be happy to discuss this. He can be reached on email at mark.edgell@local.gov.uk

In the mean time we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Public Report
Overview and Scrutiny Management Board

Committee Name and Date of Committee Meeting

Overview and Scrutiny Management Board – 18 March 2021

Report Title

Grange Landfill Site Update

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

No

Strategic Director Approving Submission of the Report

Paul Woodcock, Acting Strategic Director of Regeneration and Environment

Report Author(s)

Tom Smith, Assistant Director, Community Safety and Streetscene
tom.smith@rotherham.gov.uk

Ward(s) Affected

Keppel
Rotherham West

Report Summary

On 30 October 2019, the Council received a petition from the Droppingwell Action Group calling on the Authority to take enforcement action in respect of the Grange Landfill Site. As the petition met the threshold for consideration by the Overview and Scrutiny Management Board, a meeting was held on 28 January 2020 to receive representations from the lead petitioner and also heard from the Cabinet Member for Waste, Roads and Community Safety, officers and representatives of the Environment Agency in respect of the site.

The Overview and Scrutiny Management Board made eleven recommendations which were accepted by Cabinet on 23 March 2020. All but one of the recommendations have been completed in full. The outstanding action was: *“that an update report on the site and ongoing work with the Droppingwell Action Group be provided to Improving Places Select Commission in six months’ time”*.

This recommendation was not completed as expected by September 2020 due to the Covid-19 pandemic, which meant that activity at the site ceased and Council resources were prioritised to deal with the work to respond to the pandemic. This report therefore provides an update on the site and ongoing work as per the recommendation.

Recommendations

The Overview and Scrutiny Management Board are requested to note and comment on the report.

List of Appendices Included

Appendix 1 Executive Summary of Legal Advice - Grange Landfill Site

Background Papers

- Cabinet Report (23rd March 2020) – Response to recommendations from Overview and Scrutiny Management Board – Petition in respect of Droppingwell Landfill.
- Overview and Scrutiny Management Board (28th January 2020) – Meeting to consider a petition received calling on the Council to take enforcement action against the reopening of Droppingwell Landfill.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 28 January 2020

Cabinet – 23 March 2020

Council Approval Required

No

Exempt from the Press and Public

No

Grange Landfill Site Update

1. Background

1.1 Tipping on the Grange Landfill site is believed to have started in 1929 however formal Planning Permission was not granted until 1958. This Planning permission gave consent for the tipping of waste on the site in two phases. Tipping of the first phase took place from the start of the permission until around 1996.

1.2 On 15 January 2017 Council unanimously carried a motion against the granting of an Environment Permit for waste disposal on the Grange Landfill site, by the Environment Agency (EA), on the basis of its detrimental impact on local residents and organisations in the area and the environment and on the basis that:

“...the Environment Agency, nor any regulatory body, can effectively regulate tipping at Watson’s Tip, and the risks associated with the closed and capped section of the licensed site.”

1.3 The motion set out the Council’s concerns in terms of a lack of consultation with the Council, Elected Members and the local residents before making the variation, and about the company involved in the operation of the site. Council called on the Environment Agency to communicate effectively with people affected and to re-examine the decision to issue the Environmental Permit. Finally, Council resolved that, until the EA took steps to revoke the Permit the Council would:

“...continue to raise the risks the site may pose to surrounding land, the environment and the public.”

1.4 Unfortunately, whilst the Council has explored a number of potential options to prevent the operation of the site since 2017, the Council has no powers it can enact to prevent the operation of the site.

1.5 Tipping of the phase one site ceased in 1996, and until 2019 no further activity had taken place on the site. In August 2019 the Council were informed by the Environment Agency that works to deliver the pre-operational conditions set out in the Environmental Permit would commence on 4 September 2019. Whilst operations began close to that date, they were subsequently suspended due to poor ground conditions. Given the Covid-19 pandemic no activity took place until operations recommenced in October 2020. Operations were suspended again on 3 December 2020 and recommenced in February 2021.

2. Key Issues

Environmental Permit

2.1 The operation of the site is regulated by the Environment Agency through an Environmental Permit. The Council has no regulatory powers in relation to the Permit.

- 2.2 The Council has explored the legal options to challenge the validity or operation of the Environmental Permit and has sought legal advice on the matter. An Executive Summary of the Legal Advice relating to this is provided at Appendix 1. It concludes that:

“The prospects of any challenge to the continuation of the permit are very poor (below 20%).”

Planning

- 2.3 A new Planning Application, to expand the use of the site, was received in 1989 and refused by the Council. This decision was subject to appeal by the applicant. In 1992 the Planning Inspector dismissed the appeal, finding in favour of the Council. However, whilst the appeal was dismissed, the Planning Inspector was clear that, given the new application had been refused, the existing 1958 Planning Permission was still in place and the site could remain in operation, subject to the existing conditions.
- 2.4 The Planning permission contains no restrictions in terms of the hours of operation of the site, or the movement of vehicles, which would be the case for any modern Planning permission for a site of this type.
- 2.5 It was understood that the phase 2 of tipping could not begin until the operator had restored the first phase to the approved levels due to the over-tipping of the site. The understanding was that, if the second phase works began without the first phase being properly restored, the Council could initiate enforcement proceedings, provided it was expedient to do so. However, an amendment was made to the planning permission in 1994 through an approved restoration scheme, which amended the approved levels. Whilst the permission was not formally amended, the approval of the restoration scheme in 1994 means that it is no longer possible to bring any enforcement action.
- 2.6 Whilst the Council and the Secretary of State both have powers under the Town and Country Planning Act 1990 to revoke or discontinue a planning permission, the Council would be required to compensate the planning permission holder. The Council estimates that compensation could equate to tens of millions of pounds. The Council does not have the financial resources to pay at that level of cost. In addition, the Council would not be able to justify the proportionality of spending such an amount of local public money on a single planning issue without contravention of value for money and financial fiduciary requirements.
- 2.7 The Council has made multiple written representations to the Secretary of State. Whilst responses have been received, there is no current intention of the Secretary of State to intervene in this matter. On 26 February 2021 the Council wrote to the Secretary of State to ask them to use their powers under the Town and Country Planning Act 1990, to revoke or discontinue the planning permission and to fund any compensation claims from the Government purse. To date the Council has not received a response to this request.

Access to the Site

- 2.8 The access road to Grange Landfill site is on land owned by the Council. However, it is clear from the legal documentation that the owner of the tip was granted a right of way over the land. There are no restrictions in place in terms of the use of the access route that has been granted. The Council has a duty not to obstruct the use of the way, but it has no duty to maintain the access route in a useable condition.
- 2.9 The Council has taken steps to ensure that the site operator cannot damage Council green space when using the access, by erecting a gate and barriers to prevent turning on our land at the site entrance. The Council has also erected signs to warn pedestrians using the right of way that there may be vehicles moving on the road. The installation of these signs in no way takes away the responsibility from the operator to work in a safe way on the access road.
- 2.10 The operator has a legal duty to operate safely and to take steps to ensure the safety of others using the access road, such as Millmoor Juniors Football Club and/or the public. Any breach of safety would be regulated by the Health and Safety Executive. A number of concerns about vehicle movements on the access road have recently been reported to the Health and Safety Executive for investigation.
- 2.11 The Council has also recently written to the operator to remind them of their responsibilities in this regard.

Public Rights of Way

- 2.12 The Council has received an application for a Public Right of Way on the site. The application is undergoing further assessment and investigation so that a decision can be made as to whether the evidence provides enough weight to carry the claim forward.

Borehole Investigation

- 2.13 The Council raised a number of concerns relating to groundwater monitoring at the site and the Environment Agency undertook an investigation into those concerns. They concluded that they found no evidence of falsification of groundwater sampling data.
- 2.14 The operator must now make a formal request to the Council to access our land and undertake the work necessary to reinstate the borehole. To date no formal request has been received by the Council.

3. Options considered and recommended proposal

- 3.1 There are no options to be considered in relation to this report other than the consideration of the OSMB recommendations and the proposed response.

4. Consultation on proposal

- 4.1 The Cabinet Member and Officers have been in regular dialogue with senior officials from the Environment Agency, including regular meetings. It is expected that this engagement will continue going forward and a number of the recommendations from Overview and Scrutiny Management Board are reliant on the Council working with the Environment Agency, Droppingwell Action Group and Grange Landfill.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Work is ongoing to explore options for any further actions associated with Grange Landfill site.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 There are no direct financial or procurement implications arising from this report. The cost of officer time engaged on this matter will be contained within existing approved revenue budgets.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 There are no direct legal implications arising from this report. The Council will continue to actively consider all legal issues that arise relating to the site through the assistance of Legal Services.
- 7.2 Where necessary, the Council will seek advice in relation to any potential action relating to the site and reserves the right to take any such action should the advice support the same.

8. Human Resources Advice and Implications

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

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 There are no direct implications for children and young people or vulnerable adults arising from this report.

10. Equalities and Human Rights Advice and Implications

- 10.1 There are no direct equalities or human rights implications arising from this report.

11. Implications for Partners

- 11.1 There are no implications for partners arising from this report.

12. Risks and Mitigation

12.1 There are no specific risks arising from this report.

13. Accountable Officer(s)

Tom Smith, Assistant Director Community Safety and Streetscene

Approvals obtained on behalf of: -

	Named Officer	Date
Chief Executive		10/03/21
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer	10/03/21
Assistant Director of Legal Services (Monitoring Officer)	Named officer	10/03/21
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.

*Report Author: Tom Smith, Assistant Director, Community Safety and Streetscene
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This report is published on the Council's [website](#).

Re: Grange Landfill Site, Droppingwell, Rotherham

EXECUTIVE SUMMARY OF ADVICE TO RMBC

1. I have been asked to advise Rotherham Metropolitan Borough Council (RMBC) on the prospects of successfully challenging the validity or operation of the environmental permit for the operation of Grange Landfill Site, Droppingwell near Rotherham.
2. On the facts as they stand, my opinion is that the prospects of making a successful challenge are low (below 20%). In my opinion it would be very difficult to justify a speculative claim on public interest grounds when the prospects of success are so limited. Further, there would be a significant risk to RMBC on costs.

Background

3. This case concerns the proposal to re-commence tipping operations at the Grange Landfill Site. Deposits ceased more than 20 years ago. In 2006/07, the original operator failed to comply with the requirements under the Landfill Directive and the Landfill (England and Wales) Regulations 2002 to submit a conditioning plan to permit the site to continue operations. That should have triggered the Environment Agency to take steps to ensure the definitive closure of the site, however the EA failed to comply with its duty and the permit was allowed to continue as if it had remained an operational site. This failure allowed a proposed new operator (Grange Landfill Ltd) to obtain a transfer of the permit of a what was (in effect) a 'mothballed' site.

4. The new operator now wishes to re-commence operations by tipping on the Phase 2 area. This has given rise to considerable local opposition. There are understandable concerns about the impact on local housing, landscape, wildlife and road safety. There are concerns about the amenity and safety of children using the football club next door.
5. I was first asked to consider these issues in 2018 and early 2019. We identified two separate issues:
 - 5.1. The apparent failure to comply with planning conditions relating to the restoration of Phase 1, completion of which was a pre-condition to the start of works on Phase 2. This was considered potentially to be a strong ground of challenge.
 - 5.2. The ongoing failure of the EA to ensure the closure of the site following non-compliance with Landfill Directive requirements. This was considered a weak ground of challenge.

Framework - The Functions of the LPA

6. RMBC has a wide power to bring legal proceedings where it is expedient to do so in the interests of the inhabitants of the Borough. In the present context, that power to take legal action could arise ancillary to a number of different functions, including environmental health, development control, protection of amenities and recreational facilities, highways or road safety. The power can also be used in a range of other circumstances where it is consider appropriate to protect the local population. Any decision on the commencement of legal proceedings requires careful consideration of (i) evidence, (ii) legal merits and (iii) the public interest considerations arising under Section 222 of the Local Government Act 1972.
7. RMBC also has specific functions in which it acts as statutory regulator, in particular as the Local Planning Authority (LPA). It is beyond dispute

that valid planning consent exists for the operation of the site as landfill. RMBC must approach its planning decisions relating to the site fairly, without any prejudgments and based on an impartial evaluation of the evidence.

Planning Issues

8. The planning issue which arose in relation to this site was that on the face of the original permission the completion of the approved landscaping scheme relating to Phase 1 was a precondition to the commencement of operations at Phase 2. As a result of our discussions in 2019, a formal referral was made by those who instruct me to RMBC's Planning Department. After a full review, it was concluded that the tipping levels of Phase 1 had in fact been approved as a minor amendment to the scheme in 1994. Independent counsel advised on the issue. It was concluded that the pre-commencement conditions were either no longer valid or had been complied with.
9. It follows that there is no evidence of a breach of planning controls and no basis for challenge on planning grounds.

Breaches of Duty by the Environment Agency

10. The Environment Agency have failed to follow a proper process in two respects.
 - 10.1. First, they failed to serve a Closure Notice in 2007, contrary to the requirements of the Landfill Directive, the Landfill (England and Wales) Regulations 2002 and the Environmental Permitting Regulations 2007.
 - 10.2. Second, they made a substantial variation to the permit in 2016, allowing operations to resume, without advertising the application or undertaking any local or public consultation (including

consultation with RMBC). That is contrary to the Environmental Permitting Regulations and the EA's own guidance.

11. Although these were serious legal errors, neither of them automatically invalidated the permit. There is no evidence that anyone within the EA acted in bad faith or with any improper motive. The permit (including the transfer to the new operator and the subsequent variations to the permit) remain legally valid unless and until they are struck down by an Order of the Court.

Prospects of Success in a Claim for Judicial Review

12. The principal breach by the Environment Agency (the failure to serve a Closure Notice) took place in 2007. In my opinion, this has made a significant practical difference: had the EA complied with its duty, the condition of the site would be very different and any operator would have faced an extremely difficult task in obtaining a new permit to recommence operations.
13. However, any claim based on the original breach is now long out of time. A challenge could only be based on a recent or continuing breach of duty. In my opinion the prospects of a claim for judicial review succeeding on that basis are now very poor (below 20%).
14. This is no longer a 'mothballed' site. The new operator is genuinely working towards the re-opening of the site and putting in place the improvements which should have been done in 2006/07. The new operator has incurred a significant investment of time and money into the ongoing development of the site. Even if a breach was proven, it is probable that the High Court would refuse to make an Order on discretionary grounds. The investment which the new operator has made in reliance on the permit is an important consideration.

15. There are two reasons why RMBC should not bring speculative proceedings where the prospects of success are low.
 - 15.1. As noted above, the power of a local authority to bring legal proceedings is prescribed by statute. A speculative legal action which is likely to fail would not be justified under the legal test
 - 15.2. There would be a significant risk to the local authority on costs. It is likely that any proceedings would have to be brought against both the Environment Agency and the operators of the site. If RMBC lost the case, it is highly likely that it would have to pay its own legal costs, plus the costs of both the EA and the operator.

Other Issues

16. I am not aware of any other potential grounds for legal action at the present time. RMBC has a number of relevant legal duties and also an overarching power to protect the interests of local inhabitants. If problems were to arise in operation, action could be considered in the following areas:
 - 16.1. breach of planning controls;
 - 16.2. statutory nuisance including noise, dust or pests (which is an important safeguard available to an LPA);
 - 16.3. safeguarding of wildlife (normally a matter for the police, but local authorities frequently make such referrals).
17. Constructive dialogue with the Environment Agency is important. At a practical level, the EA are better placed to resolve issues and mitigate the adverse effects of the operation, for example through requirements which can be specified within the site's Environmental Management System. Issues such as the traffic arrangements outside the site boundary may be controlled in this way. These are areas which are best resolved through dialogue with the EA and with the operator. The LPA

has a power to bring Court proceedings but compared with the EA's regular monitoring they are powers of last resort.

The Operator Competence issue

18. A number of issues have been considered in the overall review of RMBC's legal position. It is not necessary or appropriate to set them all out within this Summary, but it is appropriate to address the specific issue of Operator Competence.
19. Before authorising the transfer of a permit, the Environment Agency must be satisfied that the operator will operate the facility in accordance with the permit (referred to the 'Operator Competence' test). Although this is not quite the same as a 'fit and proper person' test, EA guidance states that the regulator should take into account any evidence of '*a record of poor behaviour or non-compliance with previous regulatory requirements*'. The EA also has the power to revoke an existing permit on those grounds.
20. In the present case, there have been adverse findings made against one of the directors. The findings were made in unrelated civil proceedings concerning a different waste operation.
21. In my opinion the findings of the High Court can and should be taken into account. The EA's guidance is clear that evidence of '*poor behaviour or non-compliance*' does not have to be in the form of a criminal conviction. However, those findings have already been drawn to the attention of the EA in correspondence. Their conclusion remains that the Operator is competent to comply with the permit.
22. It is the responsibility of the EA to assess Operator Competence, not RMBC or anyone else. It is regrettable that the EA's failure to comply with its duty of consultation before transferring the permit meant that the issue was only considered in retrospect, but it has now been taken

into account. The Administrative Court would be reluctant to interfere with the exercise of the EA's judgment unless the decision was plainly irrational. In any event, that decision was made in 2018 and any prospect of a challenge is now long past. The evidence of past non-compliance remains a matter of record and will justify particular vigilance of compliance with the permit.

Conclusion

23. The prospects of any challenge to the continuation of the permit are very poor (below 20%). Although permitting is a matter for the EA, going forwards RMBC continues to have an important role in monitoring the operation of the site in accordance with its various statutory functions and its general power to protect the interests of the inhabitants of the Borough.

Andrew Thomas QC
Lincoln House Chambers
Manchester

Public Report
Overview and Scrutiny Management Board

Committee Name and Date of Committee Meeting

Overview and Scrutiny Management Board – 18 March 2021

Report Title

Outcomes from Scrutiny Working Group – Housing Hubs

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

No

Strategic Director Approving Submission of the Report

Jo Brown, Assistant Chief Executive

Report Author(s)

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Ward(s) Affected

Borough-Wide

Report Summary

To report on the findings and recommendations of the recent working group examining Ward Housing Hubs.

Recommendations

1. That the briefing be noted and the following recommendations be submitted to Cabinet for approval: -
 - a) That training and guidance be provided as part of Member Induction to ensure that new Members have a working knowledge of how Ward Housing Hubs link with Neighbourhoods.
 - b) That provision be made to enable more joint-ward funding and collaboration across ward boundaries where there is mutual agreement and benefit.
 - c) That Members be provided with clear, reader-friendly criteria for HRA funding and guidance around other sources of funding if HRA funds do not apply; and that the guidance include an explanation of the 'roll over' facility for unallocated spend, from one year to the next, within the four year cycle.
 - d) That projects be procured and delivered through an appropriate and timely procurement process with a view to demonstrating value for money.

- e) That provision be made for approval of projects earlier in the municipal year to maximise the time available to deliver approved projects.
 - f) That processes be developed to enable decision-making where there are only two Ward Members, for example, in the event of a dispute or quoracy issue.
 - g) That a range of methods be adopted to promote Ward Housing Hubs and to enable residents to engage actively in a way which suits their needs and preferences.
 - h) That the Council's Employment Solutions Team liaise with RotherFed to promote the Pathways Employment Scheme across all the wards.
2. That the next update be presented to Improving Places Select Commission in 12 months' time.

List of Appendices Included

None

Background Papers

Minutes from Improving Places Select Commission – 19 December 2019

Minutes from Cabinet – 23 December 2019

Minutes from Improving Places Select Commission – 16 March 2021

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Places Select Commission – 19 December 2019

Cabinet – 23 December 2019

Improving Places Select Commission – 16 March 2021

Council Approval Required

No

Exempt from the Press and Public

No

Outcomes from Scrutiny Working Group – Housing Hubs

1. Background

- 1.1 At the 19 December 2019 meeting of Improving Places, recommendations were made following a review of Area Housing Panels, followed by recommendations by Cabinet on 23 December 2019:-
1. That the existing Area Housing Panels be disestablished at the end of the 2019/20 financial year and be replaced by 25 ward Housing Hubs.
 2. That from 2020/21 financial year, a base budget of £4,000 be set per ward, with the remainder of the annual budget provision then being allocated to wards, based upon the percentage of Council homes within each ward.
 3. That the Assistant Director of Housing be authorised, in consultation with the Head of Finance (Adults, Public Health and Housing), to increase the ward Housing Hubs budget (on a ward by ward basis) by the value of the ward Housing Hub underspend in the preceding year within the 4 year cycle.
 4. That the proposed governance arrangements, set out in 3.2.3 of the report, be approved.
- 1.2 Whilst the pandemic delayed the change to new ward boundaries, the IPSC examined progress in respect of the development of Ward Housing Hubs 14 months following Cabinet approval. Members viewed a presentation and a briefing which summarised the purpose, budget, achievements, challenges, plans, and learning that had been implemented, and ways for Members to feed into the redesigned Ward Housing Hubs. Case studies of feedback and examples of completed project work were provided as well as a demonstration of the redesigned webpage interface for Ward Housing Hubs.

2. Key Issues

- 2.1 During discussion, Members raised several concerns and suggestions.
- 2.2 Regarding the spending of designated Housing Revenue Account (HRA) funding, Members requested a revision of the procedure to help streamline procurement requests to achieve quicker delivery and greater value for money. Members expressed interest in greater support for scheduling projects earlier in the municipal year so as to avoid rushing to spend at the end of the municipal year. Members further requested that the rationale for rolling forward unspent funds be clarified.
- 2.3 Speaking from experience, Members identified the need for training and guidance as soon as possible after elections to ensure that new Members have a working knowledge of how Ward Housing Hubs link with Neighbourhoods. Members also need clear, reader-friendly criteria for HRA funding, and guidance around other sources of funding if HRA funds do not apply.

- 2.4 Members cited experiences in which inquorate meetings inhibit decision-making at the ward level. Therefore, it was requested that processes be developed to enable decision-making where there are only two Ward Members, for example, in the event of a dispute or quoracy issue.
- 2.5 Members also suggested some ways to foster an inclusive Ward Housing Hub website user experience. Based on information provided by officers in attendance, it was noted that visitors to the site could benefit from having a link to COVID-19 support, employment opportunities, and other available support such as the laptop loan scheme which helps job applicants who might not otherwise have ready access to a computer. It was further suggested that a range of interactivity modes be offered and publicised via the web sites so that residents can engage with Ward Housing Hubs in whichever way suits them. It was noted, for example, that some residents who may not be comfortable attending a meeting, virtual or conventional, might find that an email or text conversation offers a more natural way to share their views and receive responses and progress updates. Members affirmed the importance of responding to individual preferences and by providing a variety of possible ways to contribute—including ways that are not computer-mediated.
- 2.6 Members also suggested ways of bolstering partnership working with a view to enhancing engagement from residents. It was noted that tenant representative volunteers will be mentored, and it was suggested that the Housing Hubs teams liaise with Rotherfed and the Housing Income and Financial Inclusion Team to develop pathways in the work.
- 2.7 Members expressed strong desire to see more funding across ward boundaries where there is mutual agreement and benefit. Members cited examples of adjoining wards in the Borough where collaboration makes sense because residents on both sides of the boundary would benefit from the project.

3. Options considered and recommended proposal

- 3.1 Members referenced various experiences and prior attempts to increase engagement and make use of the various types of funding available for the benefit of the wards they represent. The rationale for the recommendations is set out in the previous sections of the report.

4. Consultation on proposal

- 4.1 Members have consulted and are in regular communication with residents in their respective wards.

5. Timetable and Accountability for Implementing this Decision

- 5.1 The timetable and accountability for implementing recommendations arising from this report will sit with the Cabinet and officers. The Overview and Scrutiny Procedurals require the Cabinet to consider and respond to recommendations made by scrutiny within two months.

6. Financial and Procurement Advice and Implications

- 6.1 There are no procurement or financial implications directly associated with this report.

7. Legal Advice and Implications

- 7.1 There are no Legal implications directly associated with this report.

8. Human Resources Advice and Implications

- 8.1 There are no Human Resources implications directly associated with this report.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The implications for children and young people and vulnerable adults are set forth in the main body of the report.

10. Equalities and Human Rights Advice and Implications

- 10.1 Members have had regard to equalities and human rights implications when developing recommendations.

11. Implications for Partners

- 11.1 The implications for partner organisations are set out in the previous sections of the report.

12. Risks and Mitigation

- 12.1 Members have had regard to potential risks and mitigation and undertake scrutiny in order to strengthen the probability of success of Ward Housing Hubs.

13. Accountable Officer(s)

Craig Tyler, Head of Democratic Services and Statutory Scrutiny Officer

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