

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date and Time :- Wednesday 28 July 2021 at 11.00 a.m.
Venue:- Rotherham Town Hall, Moorgate Street, Rotherham.
Membership:- Councillors Clark (Chair), Barley (Vice-Chair), Baker-Rogers, Baum-Dixon, Burnett, A Carter, Cooksey, Elliott, Hoddinott, Pitchley, Wyatt and Yasseen.

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. Grange Landfill Site - Update (Pages 3 - 11)

6. Adult Care Restructure and Pathway development - Progress Report (Pages 12 - 19)

For Information/Monitoring:-

7. Work Programme (Pages 20 - 36)

To consider the Board's Work Programme.

8. Work in Progress - Select Commissions

To receive updates from the Chairs of the Select Commission on work undertaken and planned for the future.

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 is scheduled for Wednesday 11 August at 11am at Rotherham Town Hall.

A handwritten signature in black ink, reading "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 – 28 July 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 23rd 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. However, an update report was presented to the Overview and Scrutiny Management Board on 18th March 2021. Overview and Scrutiny Management Board resolved:

“That a further report on the latest situation surrounding the Grange Landfill be presented to the Overview and Scrutiny Management Board in three months’ time.”

This report provides a further update in terms of the site since March 2021.

Recommendations

Overview and Scrutiny Management Board are recommended:

1. 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 (23 March 2020) – Response to recommendations from Overview and Scrutiny Management Board – Petition in respect of Droppingwell Landfill.
- Overview and Scrutiny Management Board (28 January 2020) – Meeting to consider a petition received calling on the Council to take enforcement action against the reopening of Droppingwell Landfill.
- Overview and Scrutiny Management Board (18 March 2021) – Grange Landfill Site Update

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 28 January 2020 and 18 March 2021
Cabinet – 23 March 2020

Council Approval Required

No

Exempt from the Press and Public

No

Grange Landfill Site Update

1. Background

1.1 An update report, outlining the background and issues relating to Grange Landfill site, was presented to the Overview and Scrutiny Management Board on 18 March 2021. Overview and Scrutiny Management Board resolved:

- 1) That the report be noted.
- 2) That a further report on the latest situation surrounding the Grange Landfill be presented to the Overview and Scrutiny Management Board in three months' time.
- 3) That the Council continues to lobby the Secretary of State regarding the ongoing concerns about the operation of the Grange Landfill site.
- 4) That the Council requests that Rotherham's MP continues to lobby the Secretary of State regarding the ongoing concerns about the operation of the Grange Landfill site.
- 5) That the Chair and Vice-Chair of the Overview and Scrutiny Management Board are provided with a report regarding the Council's work with the different agencies involved in regulating the operation of the Grange Landfill site.
- 6) That the Council continues to explore all the available options for stopping activity at the Grange Landfill site.

1.2 Over the last three months, the operator has continued to undertake works on site to prepare the site for full operation and to fulfil the requirements of the Environmental Permit. This has involved the importation of inert waste for use in construction, which is legally allowed under the terms of the Permit. At the date of this report, the conditions of the Environmental Permit have not been met, and full landfilling operations are not able to commence.

2. Key Issues

Planning

2.1 The Council last wrote to the Secretary of State on 26th February 2021, 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. Whilst additional information has been requested by, and provided to, the Ministry for Housing, Communities and Local Government in March 2021. A response was received from the Ministry of Housing, Communities and Local Government (MHCLG) on 14th July 2021. MHCLG conclude that they:

"...do not consider it would be expedient for the Secretary of State to exercise his powers to revoke planning permission or to discontinue use of land in this case."

Access to the Site

2.2 Given the increase in activity at the site in recent months, significant concerns have been raised about the movement of Heavy Goods Vehicles (HGVs) both

on the public highway and on the unadopted access road to the Grange Landfill site.

- 2.3 As the Local Highway Authority (LHA) the Council has a responsibility for safety on the public highway and concerns were raised about the use of Droppingwell Road for HGV traffic, and specifically about the safety of HGVs turning left into, and right out of, the site. The Council introduced a temporary traffic regulation order to prohibit any vehicle over 7.5 tonnes (unless those vehicles have a legitimate right to load or unload within the restricted area) from using Droppingwell Road from its junction with the northern kerb line of Baring Road to a point 63 metres north of the northern kerb line of Farm View Road. Vehicles over 7.5 tonnes, using Droppingwell Road are therefore now banned from accessing the site from the southern end.
- 2.4 A permanent Environment Weight Restriction TRO is expected to come into force later this year in line with the implementation of proposals to improve air quality on sections of Wortley Road.
- 2.5 Over the last three months there has been a significant increase in the number of concerns being reported to the Council in relating to the movement of HGVs on the unadopted access road to Grange Landfill site; in particular the proximity to Millmoor Juniors Football Club. As outlined in the previous report to OSMB, responsibility for safety on the access road falls to the operators of the access road.
- 2.6 Grange Landfill Ltd have 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. Given the shared access rights, Millmoor Juniors Football Club also have a duty to ensure that any risks to the operation of their site are also understood and mitigated as far as possible.
- 2.7 Given the nature of the site, the Council's preferred outcome would be for both parties to agree safe working procedures and methods of working that would remove or reduce the risks that have been identified. To date no safe working procedures have been agreed between Grange Landfill Ltd and Millmoor Juniors Football Club. The Council is working with Millmoor Juniors Football Club and the Health and Safety Executive to support this to take place.

Public Rights of Way

- 2.8 The Council initially received an application asserting that a number of public footpaths exist on the Grange Landfill site in September 2019. However, the final full and revised application was not received until August 2020. The Council is under a statutory duty to respond to the claimant(s) with 12 months of a claim for rights of way being lodged.
- 2.9 The Council must determine the claims under the Wildlife and Countryside Act 1981. Section 53(3)(c)(i) of that act provides that an Order should be made upon the discovery of evidence which (when considered with all other relevant evidence) shows that a right of way which is not shown in the map and statement subsists or is reasonable alleged to subsist.

- 2.10 If, based on evidence, the Council feels this case has been met, they should make a Definitive Map Modification Order (DMMO) under the Wildlife and Countryside Act 1981 to assert such rights exist. As part of the subsequent legal process a widespread consultation is then held which is open to objection. If objections are received that cannot be resolved, the Order must be submitted to the Secretary of State for confirmation, which will usually involve a public inquiry to decide if such rights exist or not.
- 2.11 If the Council does not consider such rights exist they must inform the claimants, who then have 28 days to appeal the decision to the Secretary of State.
- 2.12 In order that the Claim was dealt with independently of the Council, the investigation was undertaken by Robin Carr Associates, an external consultancy appointed through the Institute of Public Rights of Way and Access Management. The final report was submitted to the Council on 8th June 2021. Given the recommendation the Council then sought Counsel advice to support the decision.
- 2.13 An Officer Delegated Decision was made and published on 19th July 2021 which requested that Legal Services make a Definitive Map Modification Order (DMMO) to add the routes detailed in the report to the Definitive Map as public footpaths. This Order is subject to statutory consultation for a six-week period following the Order being made. In the event of no objections being received, or, if such objections are received, they are subsequently withdrawn, the Order will be confirmed. In the event of objections being received, and not subsequently withdrawn, the Order be referred to the Secretary of State for determination.
- 2.14 Until the consultation is complete and the Order is confirmed the Public Right of Way is not in place. The Council will seek to work with media outlets, local interested parties and through site signage to ensure that the public at large are aware of the situation relating to public access to the site until the matter is formally resolved.

Borehole

- 2.15 The report to OSMB on 18th March 2021 outlined that the Council was awaiting a formal request from the operator to access our land and undertake the work necessary to reinstate the borehole. The Council received that request from Grange Landfill Ltd on 30th April 2021.
- 2.16 In the interim the Council had written to the Environment Agency on 9th April 2021, on a number of matters, including the borehole. In that letter the Council asked the EA to confirm what would happen if the borehole was ultimately not reinstated, given the baseline monitoring information provided via this borehole is a pre-operational condition of the Permit. The Environment Agency responded that:
- “The reinstatement of BH05 is preferable but not essential to the monitoring of any impacts from the landfill site... as an initial characterisation monitoring*

programme was initiated for at least one year in advance of site development of Phase 2 to characterise the underlying and surrounding groundwater systems for future comparison against any landfill impacts from Phase 2 then failure to reinstate BH05 is not critical in terms of permit regulation as there remains sufficient up-gradient and down gradient groundwater monitoring boreholes on site to assess any potential groundwater impact.”

- 2.17 It is clear therefore that a decision to refuse permission to reinstate the borehole on Council land would not prevent the site from reopening. In the same letter the EA were clear about the benefits that the borehole brought in terms of monitoring any impact of groundwater from the site. Given the above, the Council made the decision to give authorisation for the reinstatement of groundwater borehole BH05 (GW5) on Council land.

Site Security and Monitoring

- 2.18 As part of the above letter to the EA of 9th April, the Council raised issues of site security and the ongoing monitoring of the site.
- 2.19 The Council has significant concerns that the site cannot be operated safely unless it is secured from public access. The EA responded that the operator has acknowledged that fencing needs to be in place and they are working to ensure that is the case. The EA confirmed that the safety and security of the 'lagoon' on site is not covered by the Environmental Permit. The lagoon was secured following intervention by the Health and Safety Executive.
- 2.20 The Council has been clear from the outset that it feels that Grange Landfill site is a high-risk site, given the activities on site, and the land use around it. The Council has consistently urged the EA to ensure that regular monitoring, over and above that which would usually be undertaken for a site of this type, is undertaken. This was reiterated in the Council's letter of 9th April, especially given the recent fire at the operator's site at Carlisle Street East in Sheffield.
- 2.21 The EA have confirmed that they have resumed their routine site inspections on quarterly basis until further notice and that they have visited the site twice so far in 2021.

Disposal of Waste from Housing Development

- 2.22 The Council has contracted with Willmott Dixon to build 171 new homes on three sites in Rotherham town centre. The development of the three post-industrial brownfield sites (on Sheffield Road and Wellgate) has involved the management of contaminated materials in the ground, none of which have been removed from the sites. They have been treated and used on the Sheffield Road car park site to raise the ground levels for flood mitigation purposes. They have then been contained under a capping layer where required, in line with the agreed Materials Management Plan.
- 2.23 A large amount of other material has been removed from the sites – mostly from the demolition of buildings on the Millfold House site but also from the breaking of hardstanding on the other two sites. In regulatory terms this is

classed as non-hazardous, the majority being soil and stones. Willmott Dixon sub-contracted the removal of material to Howard Civil Engineering, as part of the groundworks sub-contract. Howards, in turn sub-contracted the haulage of the waste to MHH. MHH took approximately 30 lorry loads of waste to the Droppingwell Tip and when the Council was alerted, the Council instructed Willmott Dixon to ensure no further waste was taken there from the site and trips to Droppingwell ceased immediately.

- 2.24 Whilst the Council has instructed that no further waste is taken to Droppingwell Tip, it is clear that the deposit of waste is permitted under an exemption to the Environmental Permit which allows inert waste to be imported for construction on site. The Environment Agency have confirmed that any waste currently being imported is under this exemption. The Environment Agency are responsible for the regulation of this exemption, and for ensuring that only inert waste is deposited on the site. Any concerns received by the Council in this regard have been reported immediately to the Environment Agency for investigation.

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 Council has 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 OSMB are reliant on the Council working with the EA, 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 CO₂ Emissions and Climate Change

- 11.1 There are no direct implications for CO₂ emissions or climate change from this report.

12. Implications for Partners

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

13. Risks and Mitigation

- 13.1 There are no specific risks arising from this report.

14. Accountable Officer(s)

Tom Smith, Assistant Director Community Safety and Streetscene

Approvals obtained on behalf of:-

| | Named Officer | Date |
|--|----------------------|-----------------------------|
| Chief Executive | | Click here to enter a date. |
| Strategic Director of Finance & Customer Services (S.151 Officer) | Named officer | Click here to enter a date. |
| Assistant Director of Legal Services (Monitoring Officer) | Named officer | Click here to enter a date. |
| 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](#).

| | | |
|----------------------|---|---|
| BRIEFING | TO: | Overview and Scrutiny Management Board |
| | DATE: | 28 July 2021 |
| | LEAD OFFICER: | Ian Spicer, Assistant Director Adult Social Care and Integration Jo Hinchliffe, Service Improvement and Governance Manager |
| | TITLE: | Adult Social Care Restructure and Pathway – Final Report |
| 1. Background | | |
| 1.1 | Adult Social Care Pathway: <p>On 21 October 2019, the Council implemented a new Adult Social Care operating structure and introduced new pathways for Rotherham residents to access information, guidance and support. All staff moved into new teams on this date. This followed a period of engagement and formal consultation.</p> <p>The main aims of the new structure and pathways were to ensure a more customer focussed and responsive offer to the residents of Rotherham, resulting in less waiting time at the point of contact; a stronger reablement offer that enabled more people to regain independence; increased continuity of council staff involved; a simpler structure for residents and partners to understand and to raise practice standards and overall performance.</p> <p>This briefing provides an update on activity since the previous progress report to the Overview and Scrutiny Management Board that was received on 2 December 2020.</p> | |
| 1.2 | To support staff with the pathway changes and new ways of working a 20-week coaching and training programme was implemented. The programme focused on change management, strength-based working as well as leadership and management skills. | |
| 1.3 | To monitor and understand team activity and the customer journey an online performance platform was introduced called <i>Perform+</i> . It uses a 'Huddle Board' approach, providing a daily touch point for teams to discuss successes, areas for improvement, opportunities; as well reporting on team Key Performance Indicators. It is also provides assurance that coaching remains a key tool in supporting managers and frontline staff in delivering the requirements of the new ways of working. Unbeknown to anyone at the time this has proved an additional benefit during the pandemic, enabling teams to keep in closer contact and provide structure around performance and staff welfare. | |
| 1.4 | With this being large scale change a programme of formal and informal reviews was scheduled to take place throughout 2020. The pandemic did impact on these key reviewing milestones. | |

| 2. Key Issues | |
|---------------|---|
| 2.1 | <p>Sector Led Peer Review February 2020</p> <p>In February 2020 four months after the implementation of the new structure and pathways a Regional Sector-led Improvement Peer Challenge was conducted. The scope of the Peer Review was to identify the confidence levels of staff and managers, to understand the level of culture change and to feedback on practice. It did not make any formal recommendations it only outlined areas for consideration.</p> <p>The first consideration related to building on the positive start to ensure “pathway clarity”. The peer review recognised that teams still needed to settle into the new way of working. Further to this the review highlight a subsequent consideration of sustainability. The work of the newly formed teams: Professional Practice Team and the Service Improvement and Governance Team were positioned to work with teams to strengthen the delivery of the pathway.</p> <p>The next consideration related to “sufficient capacity” in line with corporate financial plans the restructure had to release savings. These savings came from staffing budgets being realigned. The peer review highlighted how the savings target had been met and it suggested ongoing monitoring of resources; acknowledging that as population and demographic changes occur staffing resources and pathways will again need to be repositioned accordingly.</p> <p>The review highlighted a consideration relating to improving the Carers offer. This had been referenced in the self-assessment report submitted prior to the formal sessions in February 2020. Work on a carers programme began in March 2020 governed by the Health and Wellbeing Board. It is also part the council’s Year Ahead Plan and is also governed internal to Adult Social Care via a Project Assurance Meeting chaired by the Strategic Director.</p> <p>The final consideration focussed on “celebrating successes”. The peer review team felt work was needed to ensure the enormity of the change was recognised. It was suggested people stories would enhance the pathway changes. This is being picked up as part of the standard comms and engagement work supported by colleagues from the Corporate Comms Team.</p> <p>This review highlighted a range of strengths:</p> <ul style="list-style-type: none"> • Leadership is strong throughout the directorate • Very clear evidence around partnership working (internally and externally) • Strong investment in our workforce • Culture has changed in a positive way • Coherent performance management framework |
| 2.2 | <p>Adult Social Care Pathway Review September 2020</p> <p>A full review of the Restructure and Pathway was scheduled for six months after its implementation (April 2020). This coincided with the pandemic and full national lockdown. Therefore, the review was delayed until September 2020.</p> <p>This review was undertaken to identify what was working well, and what was not working in the way that it was intended - and the reasons why, and therefore what actions may be needed to be considered in order to achieve the original aims of the pathway. The objectives of the review were to create clarity on the challenges of the pathway, and to present these objectively for decision making by the Adult Social Care Leadership Team.</p> |

Examples of what is working well

- The introduction of broader roles within Localities has allowed staff to get a more well-rounded development of social care.
- Huddles are seen as a positive regular touchpoint for the teams, and this has been especially useful during COVID-19.
- Staff feel as though if they had their full complement, they would be able to manage demand coming through and the fluctuating needs of the service
- The alignment of First Contact / Customer Contact with Reablement has been extremely positive for supporting the use of Reablement and sharing resource across the service effectively.
- Communication within Access has been improving, and it is felt there is good collaboration across teams.
- Since COVID-19, the IDT discharge process has been working well.
- Reablement has been very receptive and reactive (positively) to working with IDT for the benefit of people and the pathway.

Examples of what could be improved

- Capacity continues to be a challenge in Locality teams, which from staff's points of view is driven by both increasing demand post the COVID-19 period, as well as vacancies, sick leave and maternity leave.
- Staff also reported that they felt a deputy manager / senior work would help to manage the strategic workload of Team Managers (attending meetings, authorisations), as Team Managers capacity continues to be a challenge. When pressed, staff reported that authorisations specifically were felt to be taking up a lot of Team Managers time, and that if there were less authorisations required then it would mean more capacity being available.
- Part-time term working, and certain flexible working arrangements, are causing issues with the consistency of staff across teams and consequently impacting on capacity.
- The First Contact team feel being able to undertake visits would help reduce duplication and capacity challenges for Social Workers.
- The flow of work from Access teams to Localities could be improved.
- Staffing hours, work patterns and leave rota are continuing to put pressure on Access.

2.3 Internal Audit January 2021

The overall objective of the audit was to provide independent and objective assurance that the Target Operating Model/Social Care Pathway is being applied correctly and consistently by social workers

As a result of the Covid crisis the key period of assurance was from October 2019 to March 2020. Development work on the sub pathways and changes to Liquid Logic software, with the exception of the new Care Assessment form was suspended as staffing resources were diverted to the Covid response.

Based upon the results of our audit we can provide Substantial Assurance that the controls are operating effectively.

2.4 Summary

In enclosing the review feedback above, a caveat to the information must relate to the impact of the pandemic. In context the new pathway was four months into its implementation when the pandemic arrived, the service has therefore been operating under the pandemic procedures as well as working in the new ways of the pathway. It is still difficult to ascertain clearly what the impact has been of the pandemic on the pathway. Significant challenges and changes continue to still present and routine activity now has to take account of the pandemic.

Overall post implementation performance across the KPI's has shown sustained improvement with regard to waiting times; assessment numbers; carers assessments and reviews. During 'lockdown' new demand decreased significantly and follow up work saw further improvements. However since 'lockdown' ended demand levels have returned to previous levels with a discernible increase in complexity and safeguarding risks. This coupled with workforce pressures, some of which are pandemic related has meant that the improved performance levels have not been sustained.

Actions plans were put in place to address the considerations from all the reviewing activity and the Perform+ methodology was the backbone to how this "doing" was managed and monitored.

With all formal reviewing arrangements having now taken place on the restructure and the pathway Perform+ and corporate processes will check and challenge the work of the pathway and *Appendix 1* is a visual summary of the review journey and the pandemic impact it also shows the move toward business as usual.

3. Key Actions and Timelines

3.1 Cycle of Continuous Improvement

From February 2021 the pathway and staffing structure have been part of routine improvement conversations. Working within a cycle of continuous improvement ensures ongoing incremental breakthrough changes are considered, mapped out and implemented. Four key stages shape how our leadership teams continue to challenge and review ways of working:



Analysis and Understanding

- We analyse problems and current conditions via daily huddles that escalate into a weekly leadership huddle.
- We establish change objectives via monthly Senior Management Team development sessions.

Modelling and Planning

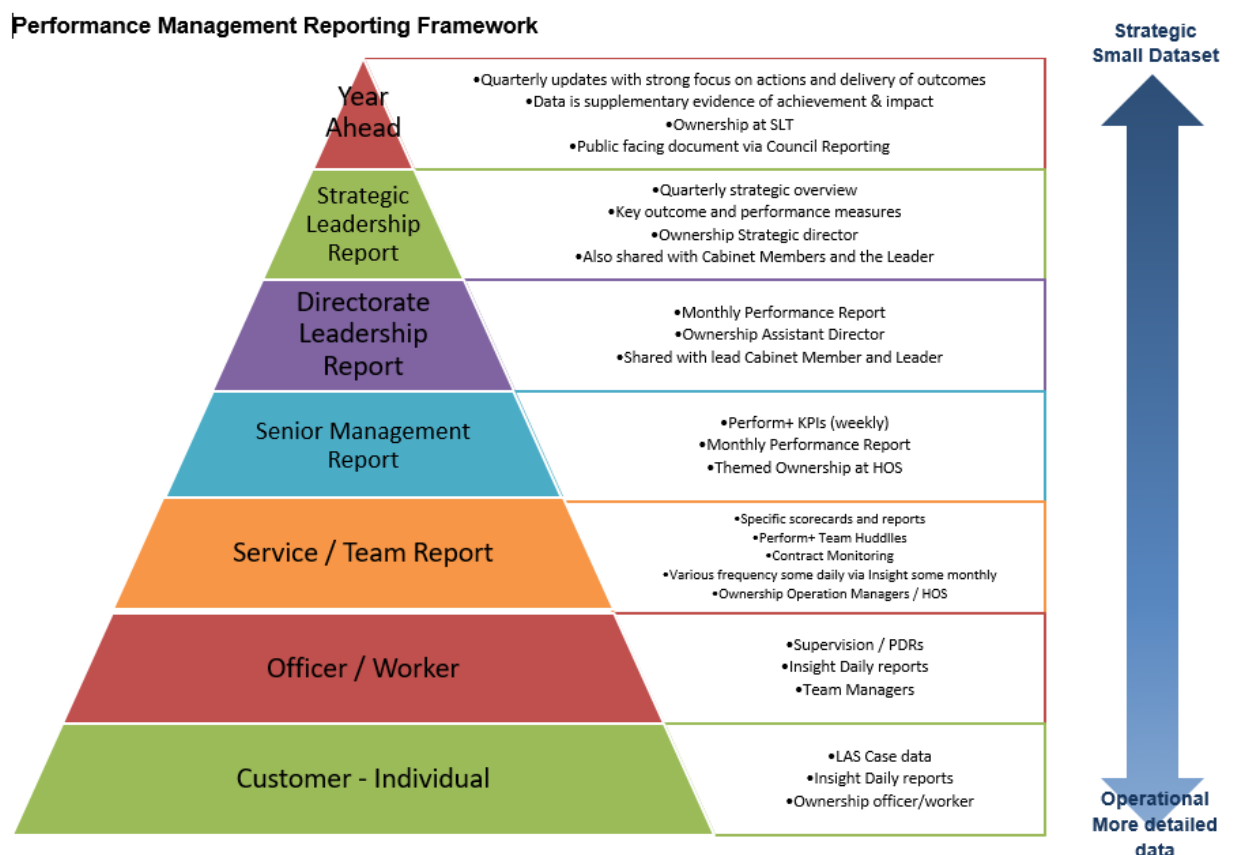
- Implementation plans – each team along the pathway produce a 100 day plan. Within this plan teams consider training requirements, operating rhythms, key performance indicators, as well as forecasting and forward planning.
- Create processes to achieve solutions – problems solving sessions are positioned in team diaries and solutions seeking sessions are supported by the Service Improvement and Governance Team.
- Test small changes – pilot projects are often a feature of our work and are governed via the monthly Project Assurance Meeting chaired by the Strategic Director.

Decisive Action

- Standardise solutions – the Perform+ approach encourages the development of standard operating procedures. This ensures we get one best way of working and enables a structured approach to activities happening at the right frequency we do this through weekly Senior Management Team meetings.
- Actions plans – Appendix 2 provides an overview of the Perform+ model and shows how action planning is a fundamental part of the 100 day plan process.

Key Metrics and Reporting

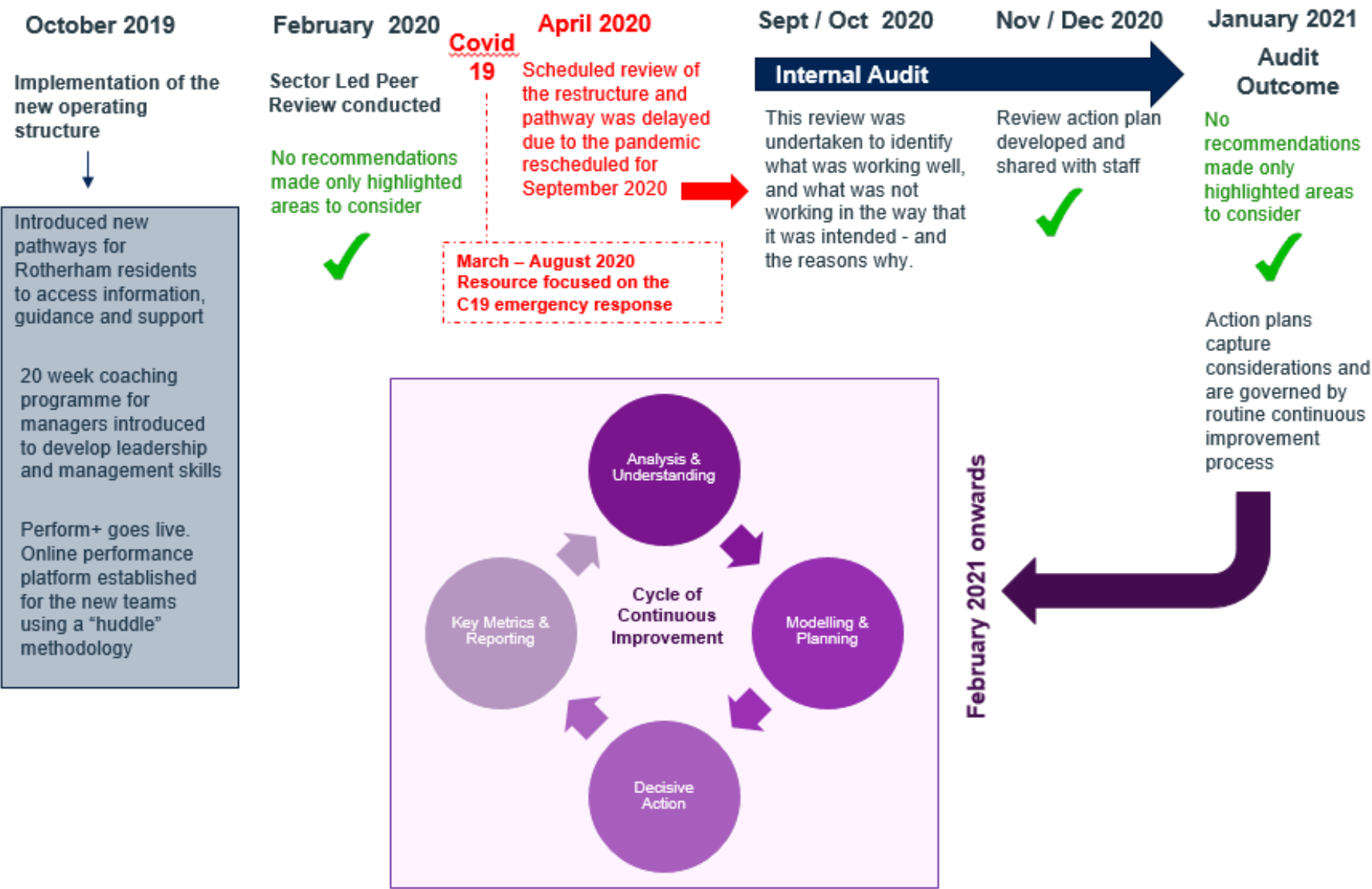
The following diagram show the reporting framework we work to:



This shows how we link daily operational activity with people through the differing layers of the organisation to test and challenge ourselves in terms of the performance of our teams and our pathway. It also shows the timescales and frequency of our reports.

| | |
|---------------------------|---|
| 3.2 | Summary What is evident from the work we have been doing since February 2021 is colleagues are still very much invested in the principles of the pathway and that we need to ensure everybody understands and feels part of all the different processes we work within. Our operational priorities remain focused on the actions teams will need to work through; ultimately meaning positive outcomes for the individuals who rely on us for support and guidance. |
| 4. Recommendations | |
| 4.1 | The Board note the all the considerations from the review work that has taken place since the introduction of the Pathway in 2019 have been addressed via implementation plans and the Perform+ model. |
| 4.2 | The Board note that the pathway is now subject to routine reviewing activity as per corporate requirements. |

ASC Restructure & Pathway: Reviewing Activity (Timeline)



Rotherham Metropolitan Borough Council

Our Perform Journey

Perform provides a framework of 10 elements to deliver a new way of working for how we work in our teams. This approach is different to any we have invested in before - it deploys full-time coaches teams to introduce an element of 'step-by-step' change every week, making it easier to digest and put into practice.

Vision

Aligns a team to achieve the same outcome

- Creates a shared view of success to influence actions
- Individuals understand their role in achieving the goal

Visual Management

Clear, visible displays of team information that help to plan and review performance.

- Updates should be live and from all team members.
- Displays should highlight successes and be understood within 3 minutes.

Performance Reviews

Aligns the team around a common goal through daily meetings focused on planning for the day and prioritising, reviewing performance to share best practice and problems, and focusing on assigning owners to key actions.

Problem Solving

A structured approach to identifying, solving and escalating problems.

- Identifying the root cause of a problem.
- Blame the process for the problem, not the people.

Routine and Practices

Developing a consistent routine for key activities:

- Planning using insight and trends to plan the day.
- Prioritising key activities.
- Control to keep the plan on track.
- Review to learn key lessons.

Process Confirmation

Confirmation the processes are delivering according to set standards Checking these are being followed and providing feedback to encourage repetition of desired behaviours

Standards

Developing standard operating procedures for key processes that:

- Reflect the best way of working.
- Ensure a structured approach to enabling activities to happen at the right frequency.

Celebrating success

Daily culture of celebrating success

- Understand what motivates people.
- Encourage and recognise desired behaviours.
- Create a real sense of team spirit.

Coaching & Capability

Supporting people to continuously develop and improve their performance

- Coaching and development become daily focuses
- Skills and training needs are understood
- Coaching styles adapted

Sustainability

Embedding behaviours through a clear sustainability plan that is owned by the trust and led by the quality improvement team. Sustaining the performance improvements through shared ownership of the tools and techniques.

Work programme – Overview and Scrutiny Management Board UPDATED: 14 July 2021

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|----------------|------------------------|---|---|
| 16 June | Year Ahead Plan | Pre-decision scrutiny in advance of Cabinet meeting on 21 June. | <ol style="list-style-type: none"> 1. That Cabinet be advised that the recommendations be supported. 2. That Overview and Scrutiny Management Board members are consulted and involved in the development of both the format and the contents of the new medium-term Council Plan. 3. That Overview and Scrutiny Management Board members receive regular updates, at a frequency and in a format to be determined, on performance against the objectives contained in the new medium-term Council Plan. |
| | Equality Annual Report | Pre-decision scrutiny in advance of Cabinet meeting on 21 June. | <ol style="list-style-type: none"> 1. That Cabinet be advised that the recommendations be supported. 2. That Overview and Scrutiny Management Board members are provided with the training and information to enable them to provide effective scrutiny and oversight of the equalities agenda at the Council in order to ensure the best equalities outcomes are obtained for both residents and Council employees. |
| | Finance Update | Pre-decision scrutiny in advance of Cabinet meeting on 21 June. | <ol style="list-style-type: none"> 1. That Cabinet be advised that the recommendations be supported. 2. That a further report be brought to the October 2021 meeting of the Overview and Scrutiny Management Board regarding the allocation of Covid related business support grants. |

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| | Town Centre Master plan Implementation | Pre-decision scrutiny in advance of Cabinet meeting on 21 June. | <ol style="list-style-type: none"> 1. That Cabinet be advised that the recommendations be supported. 2. That Overview and Scrutiny Management Board members are further consulted on the number, location and design of the public seating areas contained in the Town Centre Masterplan. 3. That in addition to protecting established trees and replacing any unhealthy or dying trees, that consideration be given to increasing the overall number of trees in the Town Centre. |
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| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|--|---|--|
| 14 July | Financial Outturn 2020/21 | Pre-decision scrutiny in advance of Cabinet meeting on 19 July. | 1. That Cabinet be advised that the recommendations be supported. |
| | May 2021/22 Financial Monitoring | Pre-decision scrutiny in advance of Cabinet meeting on 19 July. | <ol style="list-style-type: none"> 1. That Cabinet be advised that the recommendations be supported. 2. That a report be presented at a future meeting of the Overview and Scrutiny Management Board that details how the changes that have been made to how the Council operates and provides services as a result of the pandemic have informed budget management procedures, and whether these changes to how the Council operates have highlighted any new opportunities where future budget savings could potentially be made. 3. That further information on the budget processes and on the assumptions used to determine staffing budgets across all directorates be circulated to members of the Overview and Scrutiny Management Board. |
| | Local Plan: Adoption of Heritage at Risk Strategy and Register | Pre-decision scrutiny in advance of Cabinet meeting on 19 July. | 1. That Cabinet be advised that the recommendations be supported. |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|--|--|-----------------|
| 28 July | Grange Landfill | Resolved on 18 March that a further report on the latest situation surrounding the Grange Landfill be presented to the Overview and Scrutiny Management Board in three months' time. | |
| | Adult Care - restructure and pathway development | Resolved December 2020 to request an update in 6 months. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|--|-----------------|
| 15 September | TBC | Pre-decision scrutiny in advance of Cabinet meeting on 20 September. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------------------------|--|-----------------|
| 13 October | TBC | Pre-decision scrutiny in advance of Cabinet meeting 18 October. | |
| | Covid Business Support Grants | Resolved at June meeting that a further report be brought to the October 2021 meeting of the Overview and Scrutiny Management Board regarding the allocation of Covid related business support grants. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|---|-----------------|
| 13 October | TBC | Pre-decision scrutiny in advance of Cabinet meeting 18 October. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|--------------------------|---|-----------------|
| 17 November | TBC | Pre-decision scrutiny in advance of Cabinet meeting on 22 November. | |
| | Annual Complaints Report | Annual item | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|--|--|-----------------|
| 8 December | TBC | Pre-decision scrutiny in advance of Cabinet meeting 13 December. | |
| | Progress Report on the recommendations made by the Overview and Scrutiny Management Board on the use of agency staff | Resolved December 2020 to request an update in 12 months. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|--|-----------------|
| 19 January | TBC | Pre-decision scrutiny in advance of Cabinet meeting 13 December. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|---------------------|--|-----------------|
| 9 February | Budget Consultation | Annual item. | |
| | TBC | Pre-decision scrutiny in advance of Cabinet meeting 14 February. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|------------------|---|-----------------|
| 23 February | Digital Strategy | Resolved February 2020 to bring an update in 12 months. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|---|-----------------|
| 23 March | TBC | Pre-decision scrutiny in advance of Cabinet meeting 28 March. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|---|-----------------|
| 6 April | TBC | Pre-decision scrutiny in advance of Cabinet meeting 25 April. | |

| Meeting Date | Agenda Item | Purpose/ Outcomes | Recommendations |
|--------------|-------------|---|-----------------|
| 11 May | TBC | Pre-decision scrutiny in advance of Cabinet meeting 16 May. | |

Items pending schedule or removal

| Item | Details | Status | Officer |
|--|---|--|--|
| Hate Crime Strategy | Further update on steps taken to address hate crime and agreed to be involved in any pre-scrutiny work on the Hate Crime Strategy and its development. | Timescale TBC as work paused due to Covid-19. | Assistant Director, Community Safety and Street Scene/ Head of Community Safety, Resilience and Emergency Planning |
| New HR and Payroll System | 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. | To be subject to a one-off sub-group review. Assistant Director of Human Resources and Organisational Development contacted re request. | Assistant Director of Human Resources and Organisational Development |
| Forge Island | To monitor exception reporting. | To be scheduled. | Strategic Director Regeneration and Environment |
| CYPS - High Needs Block Update and Recovery Plan | Scrutiny acknowledged that it was early days in the recovery plan process with steps outlined to reduce the deficit. Overall position. OSMB had other updates on this particular issue and other services within CYPS, but Chair confirmed continuation at work planning meeting on 27 May 2020. | June 2021 – Strategic Director Children's and Young Peoples Services/Assistant Director – Education/Chair and Vice-Chair to meet to discuss focus of the report. | Strategic Director Children's and Young Peoples Services |
| Response to Covid-19 pandemic and plans for post-pandemic recovery | Ongoing monitoring and reporting. | Overarching item | Chief Executive and Strategic Directors |
| Rothercard | | To be scheduled | |

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| Finance/Budget Setting | <p>Resolved at the 14 July meeting:</p> <p>That a report be presented at a future meeting of the Overview and Scrutiny Management Board that details how the changes that have been made to how the Council operates and provides services as a result of the pandemic have informed budget management procedures, and whether these changes to how the Council operates have highlighted any new opportunities where future budget savings could potentially be made.</p> | To be scheduled | |
|------------------------|--|-----------------|--|

Standing items to be scheduled

| Item | Details | Status | Officer |
|-------------------------------------|--------------------------|--|---|
| Council Plan Performance Indicators | Regular monitoring | To be scheduled quarterly as agreed at 16 December 2020 meeting. | Head of Performance, Intelligence and Improvement |
| Equalities Report | Standing bi-monthly item | To be scheduled bi-monthly as required | Head of Performance, Intelligence and Improvement |

Items to be scheduled during 2021/22

| Item | Details | Status | Officer |
|---|---|--|-------------------------------|
| Children's Commissioner Take Over Challenge | Annual Item | Topic to be determined and meeting scheduled for 2021. | Governance Advisor |
| REACH Action Plan/Provider Services | Request received from Strategic Director Adult Care for consideration from OSMB | To be considered for scheduling | Strategic Director Adult Care |