

## OVERVIEW AND SCRUTINY MANAGEMENT BOARD

**Date and Time :-** Thursday 27 January 2022 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. Minutes of the meeting held on 15 December 2021 (Pages 3 - 16)**

To consider the minutes of the meeting of the Overview and Scrutiny Management Board held on 15 December 2021 and to approve them as a true and correct record of the proceedings.

**3. Declarations of Interest**

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

**4. 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.

**5. 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:-**

**6. Adult Social Care - Our Model of Delivery (Pages 17 - 40)**

**7. Grange Landfill Site Update (Pages 41 - 50)**

**For Information/Monitoring:-**

**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 will be held on Wednesday 9 March 2022 at 11am at Rotherham Town Hall.



SHARON KEMP,  
Chief Executive.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**Wednesday 15 December 2021**

Present:- Councillor Clark (in the Chair); Councillors Baker-Rogers, Baum-Dixon, Browne, A Carter, Cooksey, Wyatt and Yasseen.

Apologies for absence:- Apologies were received from Councillors Barley, Burnett, Elliott, Hoddinott and Pitchley.

The webcast of the Council Meeting can be viewed at:-

<https://rotherham.public-i.tv/core/portal/home>

**70. MINUTES OF THE PREVIOUS MEETINGS HELD ON 3 AND 17 NOVEMBER 2021**

**Resolved:** - That the Minutes of the meetings of the Overview and Scrutiny Management Board held on 3 and 17 November 2021 be approved as a true record.

**71. DECLARATIONS OF INTEREST**

**Councillor Wyatt** declared a disclosable pecuniary interest in agenda items 7 and 8 (Housing Revenue Account Business Plan 2020-21 and Housing Rent and Service Charges 2022-23), as he was the holder a garage tenancy with the Council.

**72. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

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

**73. EXCLUSION OF THE PRESS AND PUBLIC**

There were no items of business that required the exclusion of the public or press.

**74. ANNUAL COMPLAINTS REPORT**

Consideration was given to the report of the Assistant Chief Executive that presented the annual summary of compliments and complaints received by the Council. The Cabinet Member - Finance and Corporate Services, the Assistant Chief Executive and the Corporate Complaints Manager attended the meeting to present the report.

In introducing the report, the Cabinet Member - Finance and Corporate Services noted that the purpose of the annual complaint report was to outline the complaints and compliments that the Council had received in the period 1 April 2020 – 31 March 2021 and to highlight key themes and also longer-term trends that it highlighted.

The key issues detailed in the report were:

- The overall number of complaints received by the Council had decreased by 32%, going from 1,372 in 2019/20 to 931. This decrease had been driven by the reduction of complaints in the first quarter of 2020. 349 complaints were received in the first quarter of 2019/20 compared to 135 complaints received in the first quarter of 2020/21(61% decrease).
- All Council departments had seen a decrease in complaints from the previous year. It was fully expected that the number of complaints received in the current financial year, 2021-22 would return to near average levels continuing the trends seen over the last five years.
- The largest percentage decrease of complaints received had been in the Finance and Customer services directorate with the number reducing from 182 to 76, 58%, followed by Children and Young People's Services reducing from 147 to 86, 41%. In line with the overall Council average decrease (32%), Housing Services complaints had decreased from 551 to 367, 33%. Adult Social Care complaints had reduced from 72 to 48, 33% and Public Health complaints had decreased from 4 to 3, 33%. The smallest percentage decrease had been in Regeneration and Environment Services that decreased from 411 to 346, 16%. Complaints received by the Assistant Chief Executive's directorate had remained unchanged with five complaints being received.
- Overall, 86% of complaints had been responded to within timescales, compared with 89% of complaints during 2019/20. This had been better than the five-year all council average of 84%. The response rate had significantly increased in Adult Social Care (85% 2020/21 from 73% 2019/20). The response rate had remained the same in Children's and Young Peoples services (83% 2020/21 and 83% 2019/20). Response rates in other areas had decreased slightly but remained over target overall.
- The number of compliments that had been received decreased to 695 received in 2020/21, in comparison to 794 in 2019/20.
- The most frequent category of complaints that had been received by the Council had again been 'quality of service', accounting for 35% of all complaints (325 of 931.)
- Fewer complaints had been escalated to Stage 2 of the complaint's procedure, at 25 (in contrast with 31 in 2019/20.) Of the 931 complaints that had been taken through the Council's formal complaints procedures, fewer had been upheld in 2020/21 at 235 or 26%, in contrast with the 365 or 27% that had been upheld in 2019/20.

The full Annual Compliments and Complaints Report 2020/21 was attached as an appendix to the officer's report. The Annual Review letter from the Local Government and Social Care Ombudsman, received on 21 July 2021, that set out their records of referred complaint investigations was also attached an appendix to the officer's report.

The Assistant Chief Executive made a presentation to the meeting that covered the key headlines, trends and planned activity around complaints for 2021/22.

Members welcomed the report and noted with approval the lessons that had been learned that had been used to improve processes around the issuing of blue parking badges. Members noted that the Council had much to be proud of with regard to how it handled complaints and that the good performance figures were evidence of the investments that had been made into improving customer services and the customer experience.

Members asked whether there were any procedures, such as peer reviews in place for reviewing complaints that had been upheld or not upheld in order to ensure that all complaints had been investigated and resolved correctly. The Corporate Complaints Manager noted that all internal complaints processes were to an extent an authority "marking its own work", but assured members that the conclusion of any complaints investigation would have been based on a thorough and tested process. The Corporate Complaints Manager detailed the stages that each complaint could go through as part of the corporate complaints process that ensured that each complaint was investigated fully and fairly as part of a robust procedure. The Corporate Complaints Manager also noted the role that the independent ombudsman provided in the opportunity for a further investigation if a complainant felt that the complaint process had not been applied correctly or fairly.

Members noted that 86% of complaints had been responded to within the agreed timescales. Members asked why this figure was not higher and whether the Council should be aiming to respond to more complaints within the target time scales and have a more stretching target than 85% for complaints responded to within the agreed timescales. The Corporate Complaints Manager advised that the target time for responses for complaint was 10 working days, and for complaints regarding Children and Young People's Services the target response time was 20 working days due to additional legislative requirements regarding the handling of complaints in this service area. The Corporate Complaints Manager advised that the target for responding to complaints had been set with regard to benchmarking activities that had been carried out over many years. The Corporate Complaints Manager agreed that it was always preferable from a customer service point of view for as many complaints to be responded to with the target time scales as possible and assured members that there were strong performance management and reporting

procedures in place surrounding the handling of complaints. Members asked whether consideration could be given to making the target for the number of complaints responded to in the target time more stretching. The Cabinet Member - Finance and Corporate Services noted that the current target was already very stretching due to the complexity of many of the complaints received. The Corporate Complaints Manager advised that consideration would be given to amending the target for the number of complaints responded to within the target timescales.

Members asked with regard to the 14% of complaints that weren't responded to with the specified target timescales how many were subsequently escalated through further stages of the complaints process. The Corporate Complaints Manager advised members that he would look into this and that the information would be circulated to members outside of the meeting.

Members asked for further information on how residents submitted complaints to the Council noting that online forms on the Council's website did not give the option of marking the enquiry as a complaint. Members also noted problems that they and residents had experienced with online forms "timing out" before they had been completed and requested that the number of "abandoned" forms should be monitored in order to drive improvements to the complaints procedures and processes. The Corporate Complaints Manager detailed how complaints were submitted online but acknowledged that further work was needed with regard to the online forms.

Members asked whether complaints received by phone or email were recorded as complaints. The Corporate Complaints Manager advised that many "complaints" received by phone or email by the Council's Complaint Team would be recorded as formal complaints, as a formal complaint could be submitted in as many ways possible to make sure that it is as easy as possible to complain. The Corporate Complaints Manager noted however that residents who contacted front line Council services with a problem and who expressed dissatisfaction that the first response by the Service would be to resolve the problem. It was confirmed that these contacts were not recorded as formal complaints as the issue had been resolved at first contact.

Members noted the increase in satisfaction levels regarding the resolution of complaints regarding Children and Young People's services due to the increased role of service area managers in the complaints process and asked whether this approach would be rolled out to other service areas. The Corporate Complaints Manager advised that this approach was being developed further and was being trialled in other directorates.

Members asked for further clarification regarding the section of the Annual Review Letter from the Local Government and Social Care Ombudsman that stated that none of the cases referred to the ombudsman had received a satisfactory response prior to their involvement compared to an

average of 11% at other similar authorities. The Corporate Complaints Manager assured members that only three cases had been referred to the ombudsman, and that due to the nature of the process of the complainant contacting the ombudsman when they were not satisfied with the Council's own response without first advising the Council then it was extremely difficult to provide a resolution in advance of the ombudsman's involvement.

The Chair noted with concern the comments of Local Government and Social Care Ombudsman contained in the Annual Review Letter regarding the continued problem of the Council not replying promptly to information surrounding complaints that they had asked for and asked why this issue was continuing. The Corporate Complaints Manager assured the Chair that the delays were in no way intentional, but that due to the complexity of the information requested by the ombudsman that it was often frequently extremely challenging to provide the information that had been requested within the required timescales. The Corporate Complaints Manager advised that in all cases where there was a delay that the ombudsman had been kept fully informed.

The Chair thanked the Cabinet Member - Finance and Corporate Services, the Assistant Chief Executive and the Corporate Complaints Manager for attending and answering member questions.

**Resolved: -**

- 1) That the report be noted.
- 2) That officers give consideration to how the processes involved in how the Council deals with complaints and compliments be further enhanced in order to drive further improvements to the service for both residents and the Council.
- 3) That officers give consideration to amending the target for the numbers of complaints responded to within the required number of days in order make it more challenging and to drive further improvements to the service that residents receive.

**75. HRA BUSINESS PLAN 2022/23**

Consideration was given to a report that was submitted for pre-decision scrutiny ahead of the Cabinet meeting scheduled for 20 December 2021 regarding the proposed Housing Revenue Account (HRA) Business Plan 2022/23. The Cabinet Member for Housing, the Acting Assistant Director of Housing and the Interim Head of Housing Operational Services attended the meeting to present the report.

The report stated that the Housing Revenue Account (HRA) recorded all expenditure and income relating to the provision of council housing and related services and as such the Council was required to produce an HRA

Business Plan that was reviewed annually to set out its investment priorities over a 30-year period.

In introducing the report, the Cabinet Member for Housing noted that since the last update of the plan there had been significant policy changes that had impacted on the delivery of business plan, specifically relating to the Council's commitment to become net zero carbon by 2030 following the government's target for the UK to achieve net zero carbon by 2050. The Cabinet Member noted that this created a significant financial challenge for the HRA Business Plan that would require further consideration even based on the government's 2050 target.

Members asked for further information on the challenges of delivering the HRA Business Plan in the context of the Council's commitment to become net zero carbon by 2030 following the government's target for the UK to achieve net zero carbon by 2050. The Cabinet Member advised that the net carbon commitments had created a significant financial challenge for the HRA Business Plan as it would require an estimated £585 million to achieve net zero carbon emissions in Council Housing. The Cabinet Member noted that given the scale of the financial challenge the HRA did not have sufficient resources to achieve net zero carbon by 2030 and to even achieve net zero carbon by 2050 and as such the government's target, would be extremely challenging to achieve. The Cabinet Member advised that due to the scale of the challenge activity around reducing the carbon impact of the HRA Business Plan would be focused where it would have maximum impact. The Acting Assistant Director of Housing assured members that significant work was being carried out to look at the various options for how the Council's housing stock could be decarbonised, become more energy efficient and to establish the level of investment required to achieve these changes. The Acting Assistant Director of Housing advised that officers would be working with other social housing providers to share best practice on how to meet the challenges related to decarbonising the Council's housing stock and that all possible options to secure extra resources to support the changes required would be explored.

Members asked what the implications would be for the Council if it was unable to meet the net zero carbon targets. The Acting Assistant Director of Housing assured members that when the current work that was being carried out to establish which activities would deliver maximum benefit regarding decarbonising the Council's housing stock had been completed then officers would be in a better position to see what further activity would be needed to meet the required targets.

Members asked for further information on the assumptions had been included in the HRA Business Plan regarding right to buy sales of council homes and how these had informed the forecasts that had been made. The Interim Head of Housing Operational Services advised that the HRA Business Plan required the number of right to buy sales to be predicted for a number of years and provided a detailed explanation of how the



figures were worked out and how they related to other assumptions around investment and housing growth, noting that the predicted number of sales was based on actual sale numbers in previous years. The Interim Head of Housing Operational Services advised that whilst the HRA Business Plan included details of the number of predicted sales over a number of years that the annual refresh of the business plan would always ensure that the figures for the upcoming year were always as accurate as possible.

Councillor Carter noted with concern the proposed increase in housing rents of 4.1% and how this would impact on residents at a time when there were other significant pressures on household incomes caused by rising prices. Councillor Carter asked whether at this difficult time a lower rent increase could be agreed. The Cabinet Member advised that social housing rents were set in line with Government policy that required rents to increase by CPI (as of September 2021) plus 1% in 2022/23, therefore an increase of 4.1%. The Cabinet Member advised that due to the very low rate of CPI in September 2020 that rents had only increased by 1.5% in 2020/21, and as such when taken across both years the rent increases had risen as had previously predicted. The Cabinet Member assured members that 67% of tenants received support with their rent and as such would be protected from the increase in rents.

Members noted the proposed tapered increase for charges for the district heating schemes and asked whether this approach was sustainable given the significant increases in energy costs that were being seen. The Interim Head of Housing Operational Services assured members that the proposed price increases would protect tenants and that were the full prices increases to be passed on to tenants then their charges would have increased by 50%. The Interim Head of Housing Operational Services noted that due to the current volatility of the energy market it was very hard to predict what would happen to energy prices in the future.

The Chair thanked the Cabinet Member for Housing, the Acting Assistant Director of Housing and the Interim Head of Housing Operational Services for attending and answering member questions.

Councillor Carter requested that it be recorded that he did not support the proposed 4.1% increase in housing rents.

**Resolved: -**

That Cabinet be advised that the recommendations be supported.

**76. HOUSING RENT AND SERVICE CHARGES 2022/23**

Consideration was given to a report that was submitted for pre-decision scrutiny ahead of the Cabinet meeting scheduled for 20 December 2021 regarding the proposed Housing Revenue Account Rents and Service Charges for 2022/23. The Cabinet Member for Housing, the Acting

Assistant Director of Housing and the Interim Head of Housing Operational Services attended the meeting to present the report.

The Cabinet Member for Housing noted that the report would be considered in conjunction with the Housing Revenue Account Business Plan report that members had already discussed as the as proposed rents and service charges for 2022/23 supported the assumptions that had been used in the preparation of the in the Business Plan.

The Cabinet Member advised that it was being recommended that for 2022/23 that housing rents should be increased by 4.1%. The Cabinet Member advised that this increase was in line with the Government policy on rents for social housing and that this would increase rents by CPI (as of September 2021) plus 1% in 2022/23. It was noted that as a result there would be an average rent increase of £3.09 per week from £75.45 to £78.54 per week.

It was noted that for non-dwelling properties, such as garages, garage plots, cooking gas supplies and communal facilities that a 2% increase was being recommended in order to enable cost of supplying and managing these services to be covered. It was also proposed that due to the significant increase in the prices of utilities that there should be a tapered increase over four years for district heating charges. It was noted that this would result in a 15% increase to the current unit cost in 2022/23 and further increases of 12%, 9% and 7.3% over the following three years.

The Chair thanked the Cabinet Member for Housing, the Acting Assistant Director of Housing and the Interim Head of Housing Operational Services for attending the meeting and presenting the report. The Chair advised that the Board had no further questions as members had had the opportunity to discuss all areas of concern and interest during the consideration of the Housing Revenue Account Business Plan report.

Councillor Carter requested that his opposition to 4.1% increase to housing rents be recorded.

**Resolved: -**

That Cabinet be advised that the recommendations be supported.

## **77. MEDIUM TERM FINANCIAL STRATEGY**

Consideration was given to a report that was submitted for pre-decision scrutiny ahead of the Cabinet meeting scheduled for 20 December 2021 regarding the updated Medium-Term Financial Strategy (MTFS). The Cabinet Member for Corporate Services, Community Safety and Finance, the Strategic Director – Finance and Customer Services and the Assistant Director - Financial Services attended the meeting to present the report.

In introducing the report, the Cabinet Member for Corporate Services, Community Safety and Finance noted that the report set out a review and update of the Council's Medium Term Financial Strategy up to 2025/26 following the release of the Government's Spending Review 2021. It was noted that the MTFS would be revised further in advance of the Council Budget setting meeting in March 2022 in order to take account of the Local Government Finance Settlement for 2022/23 and budget policy proposals on levels of council tax and fees and charges and of any budget investment.

The Cabinet Member advised that the MTFS review alongside the latest Financial Monitoring 2021/22 report to Cabinet in November envisaged a balanced financial outturn position being achieved for 2021/22 and made recommendations on reserving funds and savings from 2021/22 in order to support the budget over the medium term. It was also noted that the MTFS forecasts had identified that a balanced budget for 2022/23 could be set with a small funding gap for the following two years. The Strategic Director – Finance and Customer Services advised that the report was a technical update and was a forerunner to the full budget report that would be due early in 2022. The Strategic Director noted that the local government finance settlement that was scheduled to be announced on 16 December along with the latest inflation figures would result in further updates to the figures that were contained in the MTFS.

Members asked whether a backup plan was in place should the work that the Council was carrying out with the Department for Education (DfE) to support local authorities that had large Dedicated School Grant (DSG) deficits did not achieve a mutually agreeable solution of eliminating the Council's DSG deficit and securing a sustainable DSG position. The Strategic Director advised that current strategy was to carry on in with the negotiations with the DfE in order to reach a sustainable position with regard to the DSG and as such there wasn't a fully formed backup plan in place. The Strategic Director advised that if negotiations ended without an agreement in place then the Council would need to look at utilising its own resources to support the DSG.

Members asked for further information regarding council tax collection rates. The Assistant Director - Financial Services advised that collection rates had increased during 2020/21 from the previous year, noting that this was a very positive outcome given the financial difficulties that many residents had faced during the pandemic. The Assistant Director also noted how favourably Rotherham compared to other similar local authorities with regards to council tax collection rates. The Assistant Director also assured members that council tax arrears from previous years were still being successfully collected.

Members sought assurance that the most vulnerable residents would continue to be protected from the impact of any future council tax rises. The Strategic Director advised that there were no planned changes to the Council's local council tax support scheme that supported 14,000

households across the Borough and noted that Rotherham's scheme was much more generous than those operated by many other local authorities.

Members noted with approval the continued delivery of savings with regard to Adult Care services given the extreme challenges faced by the directorate during the pandemic. Members asked how the projected increase in the number of complex cases would impact on spending as a result impact on the MTFS. The Strategic Director noted that cost pressures in the adult care sector were of a concern but assured members that all assumptions used in the MTFS and budget setting were regularly reviewed in order to ensure all forecasting activity to be as accurate as possible. The Strategic Director – Adult Care, Housing and Public Health, who was in attendance at the meeting confirmed that the budgetary challenges being faced regarded the increased complexity of cases, rather than increasing cases numbers. The Strategic Director – Adult Care, Housing and Public Health advised that the adult care sector and care providers were finding it increasingly difficult to meet the needs of increased numbers of complex cases due to a range of pressures.

Members noted their concern about the savings that had not yet been delivered across the Children and Young People's Services directorate and sought assurances that the required savings would be delivered in the future. The Strategic Director advised that senior officers in that directorate were confident that future savings targets would be met and noted that £2million of required savings had already been delivered. The Strategic Director assured members that while the delivery of the required savings across the Children and Young People's Services directorate was challenging, the directorate was rising to the challenge. The Strategic Director noted that while there was a risk that savings may not be delivered on time that it was important to focus on what had been achieved in very challenging circumstances, rather than what had not.

The Chair thanked the Cabinet Member for Corporate Services, Community Safety and Finance, the Strategic Director – Finance and Customer Services and the Assistant Director - Financial Services for attending the meeting and answering member questions.

**Resolved: -**

That Cabinet be advised that the recommendations be supported.

**78. NEW COUNCIL PLAN 2022-2025**

Consideration was given to a report that was submitted for pre-decision scrutiny ahead of the Cabinet meeting scheduled for 20 December 2021 regarding the Council Plan 2022-2025 and Year Ahead Delivery Plan. The Leader, the Chief Executive, the Assistant Chief Executive and the Acting Head of Policy, Performance, and Intelligence attended the meeting to present the report.

In introducing the report, the Leader noted that in September 2020 the Council had adopted a Year Ahead Plan as the Council Plan for operating within the Covid-19 pandemic. It was noted that the plan had been extended in March 2021 and that it ended in November 2021. The Leader advised that informed by public consultation, a new Council Plan had been developed for 2022-25. The report stated that the plan was a key document that set out the Council's vision for the Borough and its priorities for serving residents and communities.

The Leader noted the wide-ranging consultation that had been carried out with residents and key stakeholders in the development of the plan. The Leader advised that the new Council Plan set out medium-term priorities and actions and was framed around the five themes of:

- Every neighbourhood thriving
- People are safe, healthy, and live well
- Every child able to fulfil their potential
- Expanding economic opportunity
- A cleaner, greener local environment.

The Leader noted that these five themes would be underpinned by a cross-cutting strand - 'One Council' – that set out how the Council would operate to achieve the vision of the plan.

The Leader advised that the Council Plan would be monitored through both the delivery of milestones and activities that would be detailed in a Year Ahead Delivery Plan and monitored by a set of performance measures. The Leader noted that in order to ensure that the Council Plan was managed effectively, quarterly progress reports would be produced for Cabinet and would be made publicly available.

The full Council Plan 2022-25 and the Year Ahead Delivery Plan 2022 were attached as appendices to the officer's report.

Members welcomed the new Council Plan and its clarity, aspiration and ambition.

Members noted the commendable objective contained in the plan regarding the expansion of opportunities for all and in ensuring that no one in the Borough was left behind but asked how this very challenging task would be achieved. The Leader acknowledged that achieving this objective would be very challenging but advised that the activities included elsewhere in the plan around growing the local economy, creating high quality jobs, supporting local businesses and wider regeneration activities would support the delivery of this objective. The Leader also noted the Council's commitment to providing security to residents in the provision of good quality housing, support with council tax payments and crisis support for those in need.

Members asked for further information on how the Key Performance

Indicators (KPI's) that had been included in the plan had been arrived at, noting that some of the KPI's had not had target levels of performance set. The Leader noted that for the KPI's where targets had been set, such as the number for children in the Council's care, that these had been derived by analysis previous performance levels, anticipated levels of demand and the direction of travel that was desired. The Leader advised however that in areas such as the number of Hate Crimes reported that the setting of a specific quantitative target could be counterproductive as whilst reducing Hate Crime was an objective, an increase in the reporting of incidents was a good thing, and as such the setting of a specific target could negatively impact on the desired outcome. The Leader advised that the methods of monitoring performance around such KPI's would however be kept under review.

The Leader assured members that they would receive information on the detailed performance data that sat behind the KPI's included in the plan in order to enable them to analyse and assess performance levels against the KPI's detailed in the plan.

Members sought assurance that the KPI's that had been included in the plan had also been informed by benchmarking activity against other similar local authorities to Rotherham as well as past and desired performance. The Acting Head of Policy, Performance, and Intelligence assured members that the KPI's that had been set with regard to benchmarking activity that had been carried out over many years.

Members noted the wide-ranging public consultation that had been carried out in order to inform the development of the new Council Plan and sought assurance that the views of children and young people had been captured, and that future consultation activities would effectively engage with children and young people across the Borough. The Chief Executive advised that the consultation activity that had been carried out at the Rotherham Show had been very effective at reaching and engaging with children and young people, however due to the nature of the consultation activity it was not possible to establish which feedback had specifically come from children and young people. The Chief Executive noted the ongoing and important role of the Youth Cabinet in engaging with and gathering the views of children and young people and advised that further work would be carried out to develop how the Council engaged with and worked with school councils.

Members noted the consultation activity that had been carried over the summer and at the Rotherham Show and noted that the consultation may been better carried out at another times of the year due to many people being away on holiday and not being able to fully engage with consultations.

Members asked for further information about how the Council would work to deliver on its commitment to be an anti-racist town, drive down Hate Crime and improve community cohesion. The Leader noted the Council's

ongoing commitment to driving activity in this area and advised that specific and targeted activity had been carried out in areas of the Borough where action was most needed.

The Chair thanked the Leader, the Chief Executive, the Assistant Chief Executive and the Acting Head of Policy, Performance, and Intelligence for attending and answering member questions.

**Resolved: -**

- 1) That Cabinet be advised that the recommendations be supported.
- 2) That the Overview and Scrutiny Management Board continue to monitor performance against the objectives contained in the new Council Plan by receiving the quarterly performance reports produced for Cabinet as part of its pre-decision scrutiny role.

**79. WORK PROGRAMME**

The Board considered its Work Programme. The Chair noted that she had considered the items pending scheduling removal detailed on the Work Programme and advised that as a result all of the outstanding items had been removed, allocated to a select commission or had been selected to be the subject of a one off briefing for Overview and Scrutiny Management Board Members.

**Resolved: -**

- 1) That the Work Programme be approved.
- 2) That a workshop session on performance monitoring of Children's and Young People's services be arranged for members of the Overview and Scrutiny Management Board.

**80. FORWARD PLAN OF KEY DECISIONS - 1 DECEMBER 2021 - 28 FEBRUARY 2022**

The Board considered the Forward Plan of Key Decisions for the period 1 December 2021 – 28 February 2022.

**Resolved: -** That the Forward Plan be noted.

**81. URGENT BUSINESS**

There were no urgent items.

14D

**82. DATE AND TIME OF NEXT MEETING**

**Resolved: -**

- 1) That the next meeting of the Overview and Scrutiny Management Board will be held at 11am on Wednesday 19 January 2022 at Rotherham Town Hall.
- 2) That an additional meeting of the Overview and Scrutiny Management Board be held at 11am on Thursday 27 January 2022 at Rotherham Town Hall.



Public Report  
Overview and Scrutiny Management Board

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**Committee Name and Date of Committee Meeting**

Overview and Scrutiny Management Board – 27 January 2022

**Report Title**

Adult Social Care - Our Model of Delivery

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

No

**Strategic Director Approving Submission of the Report**

Ian Spicer, Acting Strategic Director of Adult Care, Housing and Public Health

**Report Author(s)**

Ian Spicer

Ian.Spicer@rotherham.gov.uk

**Ward(s) Affected**

**Report Summary**

The information within this pack guides you through our Adult Social Care core pathway explaining; the duties for the local authority, how our operating model works in Rotherham and defines what this means for people who may need our support.

**Recommendations**

That the Overview and Scrutiny Management Board receive the information pack (slide deck) on the Adult Social Care Core Offer.

**List of Appendices Included**

Appendix 1 Slide Deck – Adult Social Care – Our Model of Delivery

**Background Papers**

None

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

None

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Adult Social Care - Our Model of Delivery**

**1. Background**

1.1 The information pack has been produced on request for OSMB to guide members through the Adult Social Care core pathway explaining:

- the duties for the local authority,
- how the operating model works in Rotherham
- to define what this means for people who may need our support

Further to this it provides benchmarking information and details performance of the key areas within the core pathway.

**2. Key Issues**

2.1 Rotherham, just like many other places is facing the combined challenge of rising demand and resources not keeping pace. In the context of Adult Social Care & Commissioning, this includes a greater number of older people who need support, an increase in the number of young adults in Rotherham with complex needs transitioning from children's services into adult's services and rising care costs.

2.2 In October 2019 Adult Social Care introduced a new way of working that utilises the assets within its communities and supports its population to become more independent. Instead of looking at residents as a collection of needs and problems, the view is to see everyone as unique individuals who have strengths, assets and talents.

2.3 This assets-based approach will require all staff involved to think differently about how they approach meeting individual needs in a proportionate way; about how the council communicates and engages with residents; how support for people is planned and delivered; and what needs to be done to expand resident's understanding of what is possible or available to them from the council but also from health, other partners and the local community.

2.4

**The Core Pathway:**

2.4.1

The Adult Social Care First Contact Team undertakes the **initial contact and response** function, gathering information to begin to inform a Care Act Assessment.

2.4.2

Whilst eligibility is a golden thread of the model, **assessments are a statutory function of the model** which begin to be undertaken at first contact, and when required is paused for Reablement. Assessments are

proportionate to need, and therefore undertaken appropriately by teams / services.

2.4.3 **Support, care and planning**, informed by assessment and eligibility begins at the first contact and continues throughout the entire pathway, undertaking reviews to appropriately 'step-down' or 'exit' a person from council care to support to independence.

2.4.5 Assessment, support, care and planning inform work with **market shaping & commissioning**, with a two-way feedback loop on performance, value for the Rotherham pound and quality.

### **3. Options considered and recommended proposal**

3.1 OSMB receive the information pack (slide deck) on the Adult Social Care Core Offer

### **4. Consultation on proposal**

4.1 N/A

### **5. Timetable and Accountability for Implementing this Decision**

5.1 N/A

### **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 N/A

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

7.1 N/A

### **8. Human Resources Advice and Implications**

8.1 N/A

### **9. Implications for Children and Young People and Vulnerable Adults**

9.1 N/A

### **10. Equalities and Human Rights Advice and Implications**

10.1 N/A

### **11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 N/A

**12. Implications for Partners**

12.1 N/A

**13. Risks and Mitigation**

13.1 N/A

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

# Overview and Scrutiny Management Board

## Adult Social Care – *our model of delivery*

January 2022

V0.3

## Introduction & Background

Rotherham, just like many other places is facing the combined challenge of rising demand and resources not keeping pace. In the context of Adult Social Care & Commissioning, this includes a greater number of older people who need support, an increase in the number of young adults in Rotherham with complex needs transitioning from children's services into adult's services and rising care costs.

The ultimate aims of care and support are to support individuals and families to live the best life that they can independently for as long as possible, utilising the assets within their community to support their health and wellbeing and protecting the most vulnerable from physical and emotional neglect.

The results of not implementing these aims is adults being overly reliant on their care packages provided by the local authority, weakening their sense of independence and ability to do things for themselves. This in turn creates a cycle of decreasing independence and increasing level of care provided, entirely moving away from any possibility of reablement.

In October 2019 Adult Social Care introduced a new way of working that utilises the assets within its communities and supports its population to become more independent. Instead of looking at residents as a collection of needs and problems, the view is to see everyone as unique individuals who have strengths, assets and talents.

This assets-based approach will require all staff involved to think differently about how they approach meeting individual needs in a proportionate way; about how the council communicates and engages with residents; how support for people is planned and delivered; and what needs to be done to expand resident's understanding of what is possible or available to them from the council but also from health, other partners and the local community.



# The Care Act 2014

The Care Act received Royal Assent on 14 May 2014

The Act is in three parts:

1. Care and support
2. Care standards
3. Health

**Part 1 of the Act consolidates and modernises the framework of care and support law:**

- **duties for local authorities**
- **rights for service users and carers**

What the Act requires care and support to:

- be **clearer** and **fairer**
- promote people's **wellbeing** *"The general duty of a local authority, ... in the case of an individual, is to promote that individual's wellbeing".*
- enable people to **prevent and delay** the need for care and support, and carers to maintain their caring role
- put **people in control** of their lives so they can pursue opportunities to realise their potential

Assessment of the care and support need, and eligibility for state support

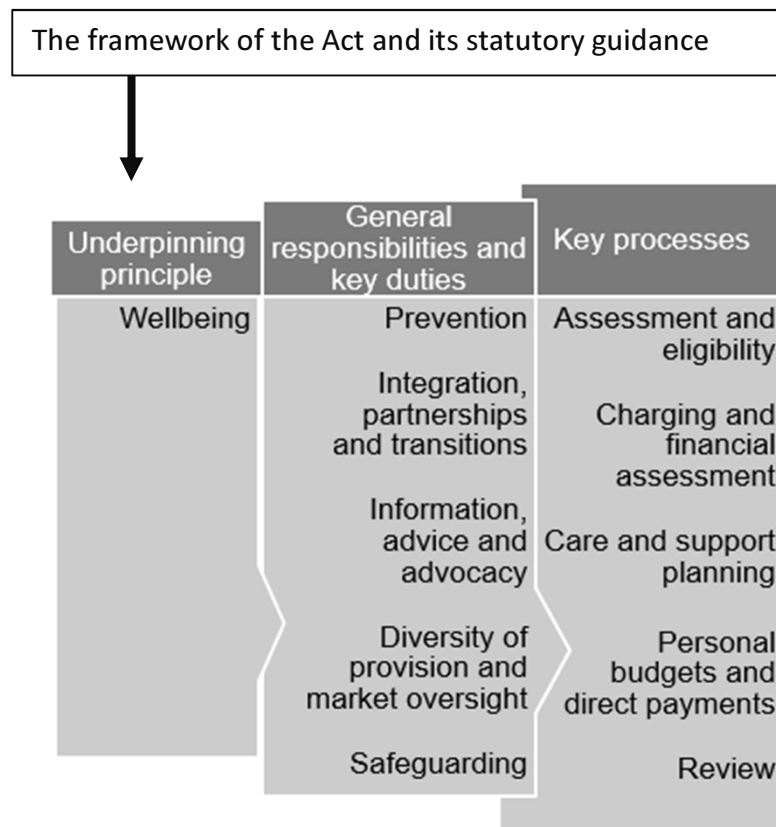
Information and advice on local services and how much they cost

**Reablement, rehabilitation and other free services**

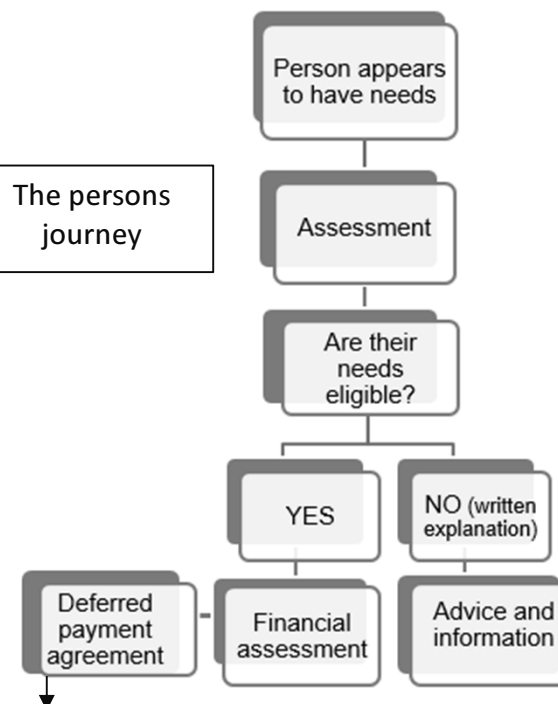
Support from family, networks community...

**Financial assessment** to see what you have to pay

## The Care Act 2014 continued..



The persons journey



**Support Plan** a document prepared by a local authority which specifies the needs of an individual, which needs meet the eligibility criteria, what needs the local authority will meet and how, the personal budget, and advice and information about reducing and preventing needs (the Care Act section 25 (1))

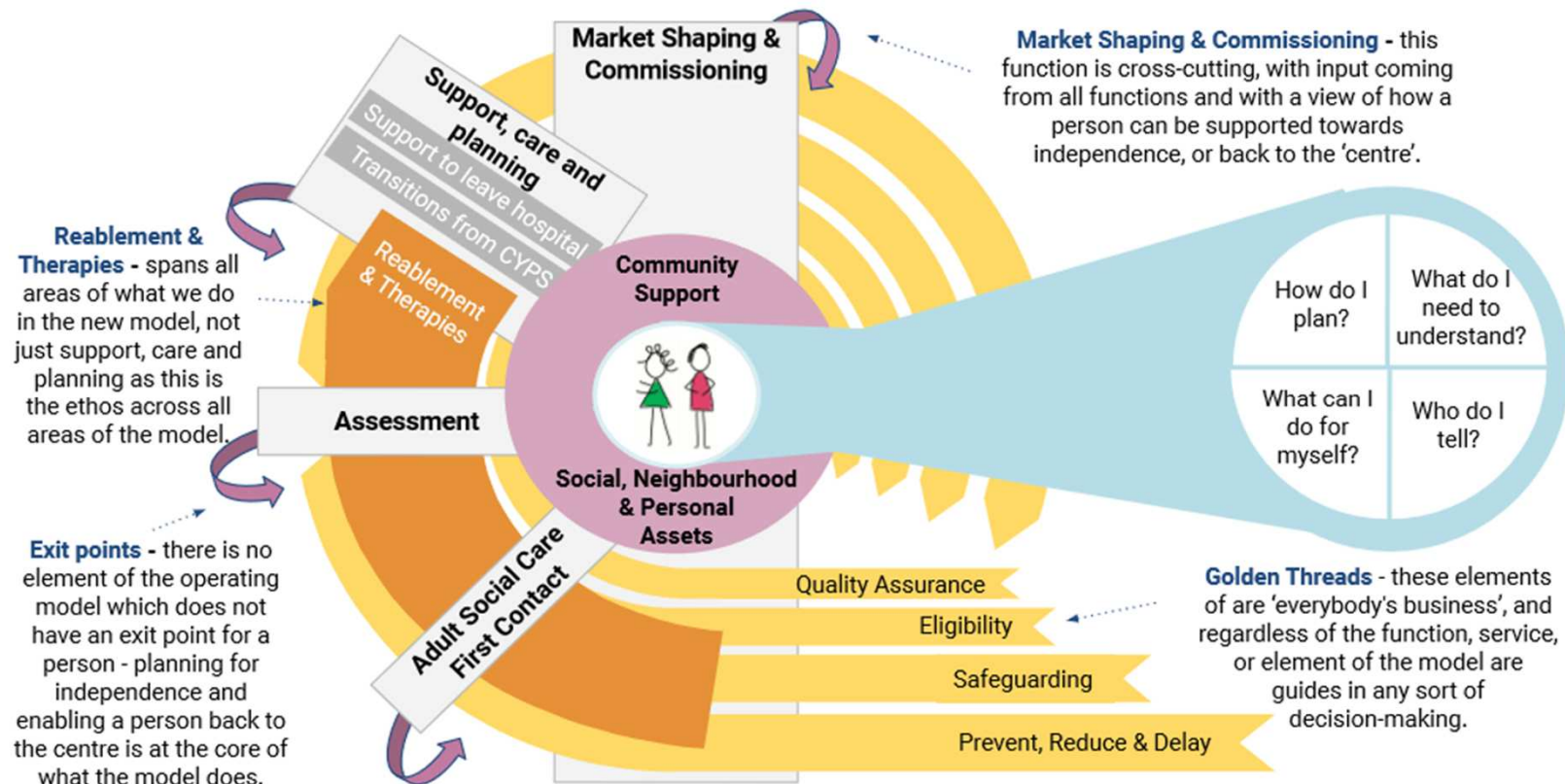
**Every year the local authority**

- Reviews your care needs and financial situation
- Keeps a record, called a **care account**, of how much eligible care you have needed in total



## Putting the person at the centre of the Rotherham Adult Social Care model

*“Rotherham Adult Social Care works with you to understand, identify and provide care and support where required for you to live your most fulfilled and independent life.”*



**A Focus on 'doing with' and not 'doing to' people, utilising our resources in the most effective way for them to achieve their target outcomes.**

**The model acknowledges that fulfilment and independence means something different to different people, and therefore our interventions need to be proportionate, understanding a person and their needs first.**

# The Adult Social Care Core Pathway

## The Core Pathway

The Adult Social Care First Contact Team undertakes the **initial contact & response** function, gathering information to begin to inform a Care Act Assessment.

Whilst eligibility is a golden thread of the model, **assessments are a statutory function of the model** which begin to be undertaken at first contact, and when required is paused for Reablement. Assessments are proportionate to need, and therefore undertaken appropriately by teams / services.

**Support, care and planning**, informed by assessment and eligibility begins at the first contact and continues through out the entire pathway, undertaking reviews to appropriately 'step-down' or 'exit' a person from council care to support to independence

Assessment, support, care and planning inform work with **market shaping & commissioning**, with a two-way feedback loop on performance, value for the Rotherham pound and quality.

The model we work within is based on the following principles:

- A multidisciplinary social care team at the **first point of contact** which is able to more effectively signpost and screen demand
- Promotion of reablement for all people, whether they are new or already in receipt of care and support
- Integration of functions / activities into multi-disciplinary Locality Teams

The model has the following golden threads underpinning all our teams activities and services:

- Quality Assurance
- Eligibility
- Safeguarding
- Prevent Reduce & Delay



## Adult Social Care First Contact

This function is the **initial contact a person makes with the council, and the follow-up action taken as a result**. This includes all methods of contact, including phone calls, in-person interactions and electronic communication.

The purpose of this function is to provide accurate and effective information, advice and guidance to prevent the need for care, reduce the reliance on care and delay the need for care. This is in addition to gathering the appropriate level of information to make an informed and proportionate decision about what is best for that person, whether that be internal or external.

**The First Contact function provides the “front door” to all of the Adult Social Care services, acting as the gateway to the rest of the functions (assessment, support, care & planning, market shaping & commissioning). It is a key delivery vehicle of the ‘golden threads’ Prevent, Reduce & Delay, quality assurance, eligibility and safeguarding.**

### How we work in Rotherham:

**Person centred** - ensuring people's needs are met in the most appropriate way for their desired outcomes.

**Information once** - information about the individual's needs will be gathered at initial contact and inform the follow up action(s).

**Digital and technology first** - any action taken as a result of the initial contact will consider technology and the digital offer first.

**Reablement is the focus at every step** - focus will be on keeping the individual independent and in the community (as appropriate).

**Care and support is proportionate to need with a focus on the best outcomes** - any action taken will consider what is best for the individual and offer support accordingly and proportionately.

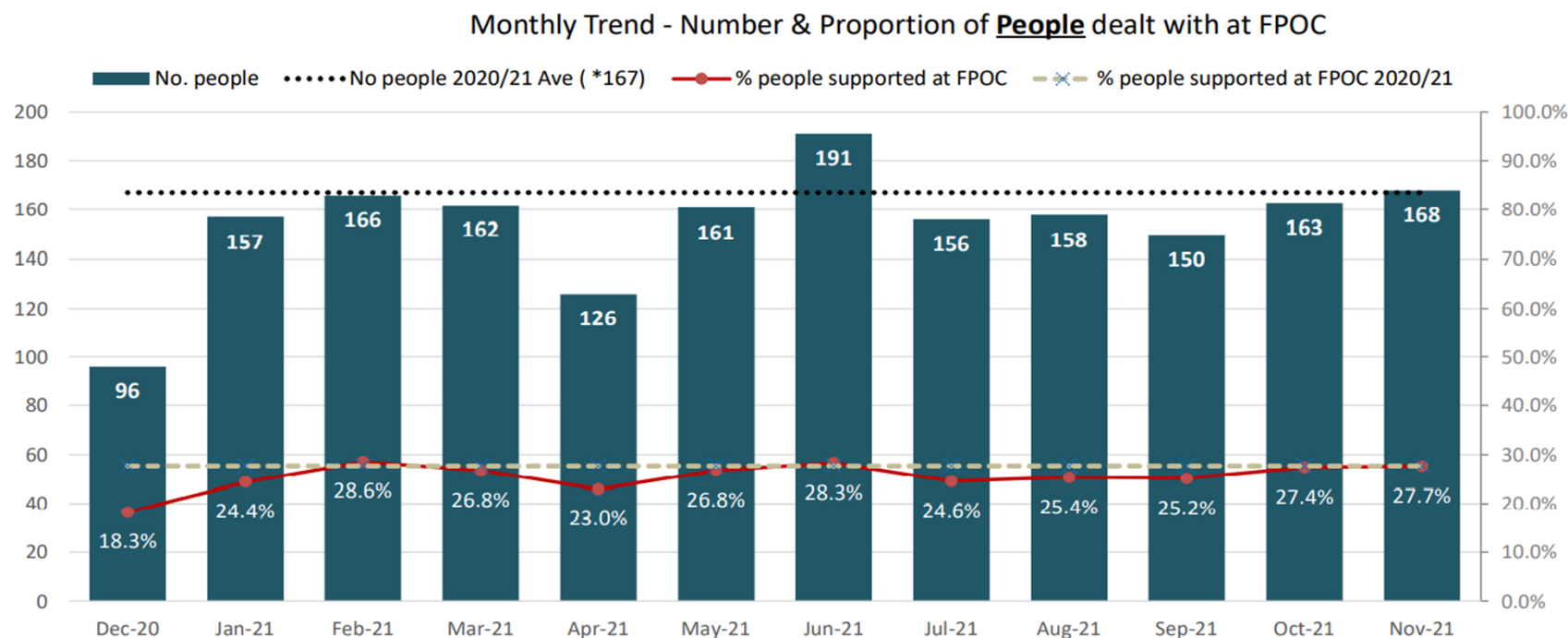
**Reablement focus** - from the first contact reablement consideration is being made to support a person to independence.

### What this means for people:

This function is designed for people in Rotherham who require further information, advice or guidance on a care or support need, which cannot be met or managed through the council's digital offer (assuming they have first used this). It may also be family, friends or other support networks looking for support on behalf of an individual.

They are now looking for further support or information and need to contact the council. People will also engage with this function if they have completed an online self-assessment and have been advised to contact the council as a next step

## First Contact – Performance Measures



Anecdotal feedback from 'Front door' officers is reporting on an increase in complexity, and greater need to liaise with Mental Health service, which needs to be further explored and narrative presented as this is not always captured in the data. They are also reviewing OT requests for CYPS, as Adults front door inputs these referrals and these are not necessarily captured as activity. The front door and locality Ops managers continue to liaise to look at how the front door can support in reducing activity to localities

## Benchmarking:

### Requests for support and what happened next:

Requests for support from local authority adult social care are important to consider when investigating use of resources, particularly considering the outcomes of these requests for support. Local authorities aim to maximise the independence of their populations, but in many cases substantial intervention is required to ensure that those with high needs have an acceptable quality of life.

Both the number of requests as a proportion of the applicable adult population, and the per cent breakdown of what happened following these requests, vary across authorities, partly as a result of different 'front door' delivery models which manage entry into the social care system. Whilst there may be some limited scope to manage demand by modifying these delivery models, it is important to ensure that those in need are not excluded from receiving help and support as a result

Number of requests for support received, by age for Rotherham

Area	Requests for support from new clients, aged 18+	Requests for social care support from new clients aged 18-64	Requests for social care support from new clients aged 65+
	2020/21		
	Count		
Rotherham	12,390	3,385	9,005

Requests for support are higher than England and Y/H region average but lower than nearest neighbours average

Percentage of requests have increased including for 65+ where nationally 65+ has seen a reduction

Requests for support as a per cent of the adult population, by age for Rotherham

Area	Requests for support from new clients as % of population, aged 18+		Requests for support as % of the population, aged 18-64		Requests for support as % of the population, aged 65+	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
	%					
Rotherham	5.21	5.97	1.86	2.18	15.17	17.19
Total for England	4.36	4.31	1.65	1.70	13.23	12.79
10th percentile for All English single tier and county councils in 2018/19 to 2020/21	6.68	6.38	2.91	2.83	19.83	17.93
Mean for All English single tier and county councils in 2018/19 to 2020/21	4.35	4.27	1.70	1.73	13.50	12.96
90th percentile for All English single tier and county councils in 2018/19 to 2020/21	2.13	2.12	0.62	0.67	8.18	7.98
Mean for Yorkshire/Humberside (ADASS Region)	6.47	5.54	2.76	2.03	18.34	16.67
Mean for Rotherham CIPFA nearest neighbours	6.15	6.27	2.35	2.58	18.09	17.80

1 Quartiles within All English single tier and county councils up to 2020/21	2 Quartiles within All English single tier and county councils up to 2020/21	3 Quartiles within All English single tier and county councils up to 2020/21	4 Quartiles within All English single tier and county councils up to 2020/21
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## Assessments

This function provides the **strengths-based assessment** of the person to determine eligibility and need. It should be acknowledged that 'eligibility' is a golden thread of the new operating model, or of the way that we all work, in that every person across the organisation has a responsibility to determine eligibility. Eligibility begins at Adult Social Care First Contact, and never stops being assessed in line with prevent, reduce & delay. This function therefore relates to the **statutory assessment of need**.

**The purpose of this function is to provide financial and demand flow control, through a fair and consistent process which focuses on maximising outcomes of people (independence, prevent, reduce & delay).** There is a **legal obligation** to perform this function, though at RMBC this legal obligation is done through a strengths-based approach, which is proportionate to need.

**Eligibility is a golden thread of the model, and part of everyone's job and responsibilities, and therefore intersects all elements of the model. The Assessment function determines formal eligibility for both care provision and financial support, ensuring only the appropriate cases progress to a package of care provided by the council. It is also an opportunity for determining the possibility to exit the model / care pathway.**

### How we work in Rotherham:

**Person centred decision making** - a decision is made on how best to support a person in this function based on putting the person at the centre of their care.

**Reablement Focus** - a decision will be made as to whether the person could be eligible for reablement, and then if not which type of service to provide, with a view of the support plan to eventually exit the person from council-led support or care.

**Care and support proportionate to need** - the decision of offering care and financial support, and size / length of assessment should be based on the need of the person, to ensure a sustainable future for the council. This will sometimes mean saying "no".

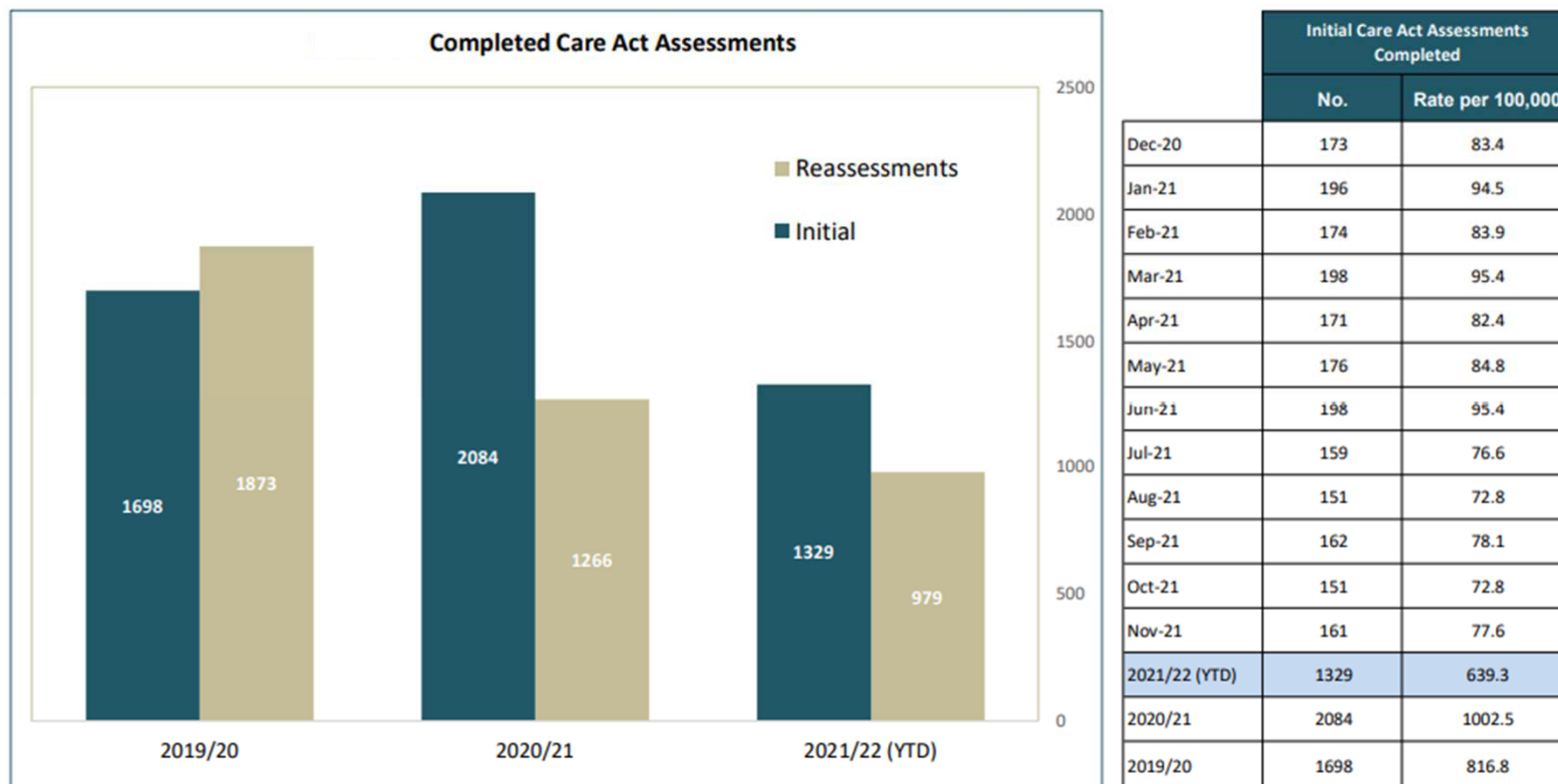
**Safeguarding the population** - any safeguarding concerns during assessment should be escalated appropriately.

### What this means for people:

This function is intended for people who have entered the service through the front door and, based on their needs, were not signposted elsewhere for alternative support. They are looking to receive a form a support or care, which will be determined by a strength-based assessment of need as well as a financial assessment of eligibility.

These people have not been able to be supported through their personal, social, or local assets, as well as through low-level assistive technology support, and therefore there is a need to better understand what can be done to support their needs.

## Assessments – Performance Measures



The Adult Social Care Pathway is currently experiencing longer waiting times in specific service areas for allocation which is also impacting on people's assessment waiting times and rate of initial care act assessments. Risk management of the people awaiting allocation is in place but a dip sample of these customers will be undertaken from December to look at presenting issues , risks arising and management of these to provide full assurance

## Support, Care & Planning

This function provides the **episodic support planning, including reviews of provided care and support**. It is person-centred and considers first what a person can do or what they could do with support, and plans accordingly, including for their exit from care. A key element of this function is the review process to ensure that care is always appropriate and proportionate, and the focus is always on reablement, independence and self-management (as appropriate).

**The purpose of this function is to meet the needs of the person first, whether that be through council-related care and support or external partners, but also to plan for 'what is next', or for supporting independence.**

**The support, care and planning function enables individuals to maximise their independence safely, with a view that they exit the system when support is no longer required. It is a core delivery vehicle of the golden threads: prevent, reduce & delay, eligibility, quality assurance and safeguarding. Furthermore it must work closely and collaboratively with all functions, building on the information gathered and actions taken along the person's journey, avoiding duplication of efforts or any unnecessary handoffs to provide a seamless experience for the person.**

### How we work in Rotherham:

**Person centred decisions** - care and support put in place should be created, implemented and reviewed with the person's best interests in mind, and with a view on when it should end / the person should exit care.

**Digital and Technology** - care and support should make use of assistive technology where possible in order to reable a person to independence effectively.

**Reablement as a focus** - reviews should constantly be looking to reable and / or exit a person if possible; initial care and support put in place should consider reablement first where appropriate.

**Quality of Care** - it is everyone's responsibility to provide quality assurance, including when making care and support decisions

### What this means for people:

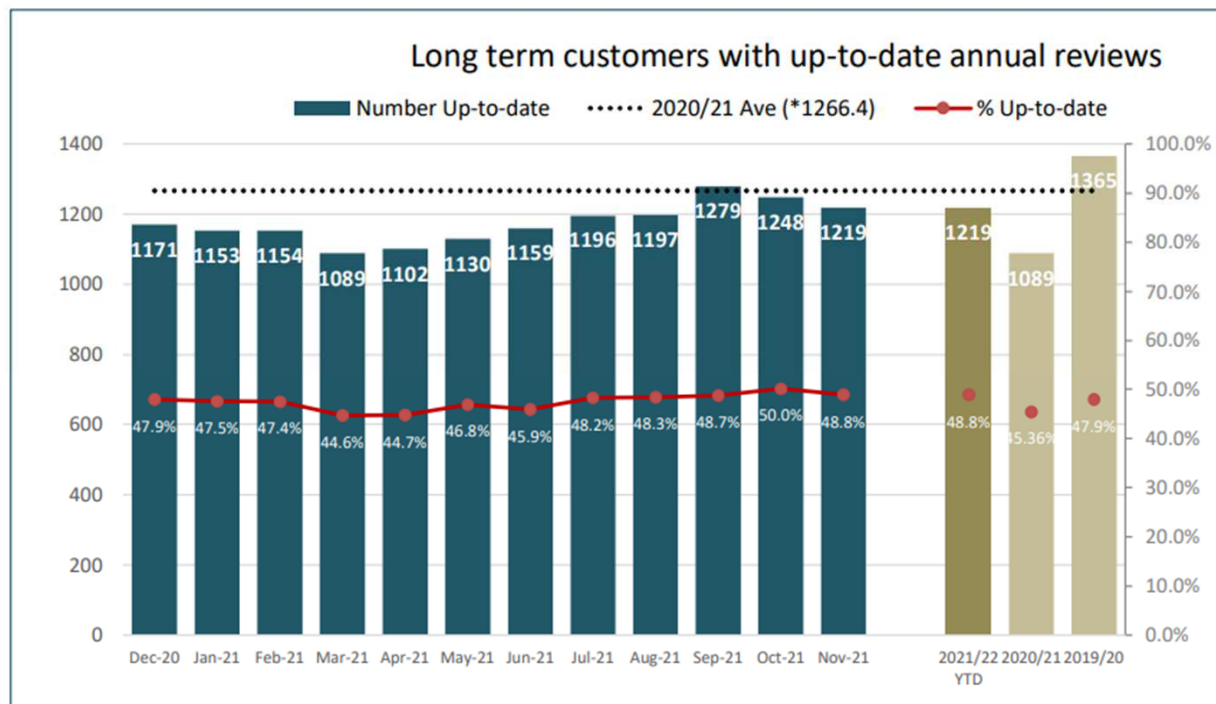
This function is intended for those individuals who have been assessed and a resulting decision has been made that they require support or care. This includes all types of care including reablement, acknowledging care should be organised around a person. This includes people who already have care in place, where this function provides the necessary reassessment of need to support independence effectively.

Finally this function is also intended for individuals who require support to leave hospital care and young people who are currently under the care of CYPS, and will be transitioning to Adult Social Care.





## Reviewing care and support – Performance Measures



	Customers Eligible for a Review	Number Up-to-date	% Up-to-date
Dec-20	2444	1171	47.9%
Jan-21	2428	1153	47.5%
Feb-21	2435	1154	47.4%
Mar-21	2442	1089	44.6%
Apr-21	2465	1102	44.7%
May-21	2413	1130	46.8%
Jun-21	2527	1159	45.9%
Jul-21	2480	1196	48.2%
Aug-21	2476	1197	48.3%
Sep-21	2627	1279	48.7%
Oct-21	2494	1248	50.0%
Nov-21	2496	1219	48.8%
2021/22 YTD	2496	1219	48.8%
2020/21	2502	1089	45.36%
2019/20	2850	1365	47.9%

The number of customers who have been on service at least 12 months and therefore eligible for an annual review has increased slightly this month from 2494 to 2496. This rise in overall numbers eligible, coupled with a reduction of 29 being 'up to date' means that the percentage of up-to-date reviews reduced to a performance of 48.8%, which is still the next highest performance level achieved over the last 12 months. The last two months actual number of reviews completed (256 and 249) have been approx 50 fewer than last years average and this continues a 4 month below 20/21 average trend. Reassessment activity was below last year's 107 per month average for the first time this year at 96.

## Market Shaping & Commissioning

This function covers **market development and the related procurement of care in the market**. This includes the activities of market shaping / development, commissioning, brokerage and procurement.

However, it should be noted that ultimately the **purpose of this function is to provide the necessary support to providers for them to provide good quality services for the population, focusing on improving the outcomes of people, and optimising the value of a Rotherham pound**. This also includes understanding the needs of the population and gaps in the market, stimulating the market to fill gaps with quality provision.

It is key to acknowledge that this function goes beyond the commissioning of care in the market, and instead is focused on proactive and information led decision-making to ensure the best provision of care to a strengths-based approach.

Through engagement in developing the detail of this function it was identified that market shaping & commissioning intersects all functions of the model. It is integral in understanding the needs of the public and shaping services and functions to meet those needs proactively rather than reactively. For example, prevent, reduce & delay can be enabled by the effective market shaping with the community and partners and the first contact can be supported by this function's awareness of external provider provision.

### How we work in Rotherham:

**Person-centred decisions** - the decisions on the care provided will place the person's needs and desired outcomes at the centre. This includes involving a person in those key decisions.

**Partnering and Collaboration** - this function will work collaboratively with partners and community to provide the best care for people to reach their desired level of independence.

**Quality of Care** - this function has responsibility for ensuring a high quality of care is given to people, and for actioning any feedback or necessary changes to maintain an optimal level of quality.

**Reablement as a focus** - in the new model market shaping & commissioning will deliver on the reablement focus, considering all possibilities for reablement before more long term types of care (e.g. residential)

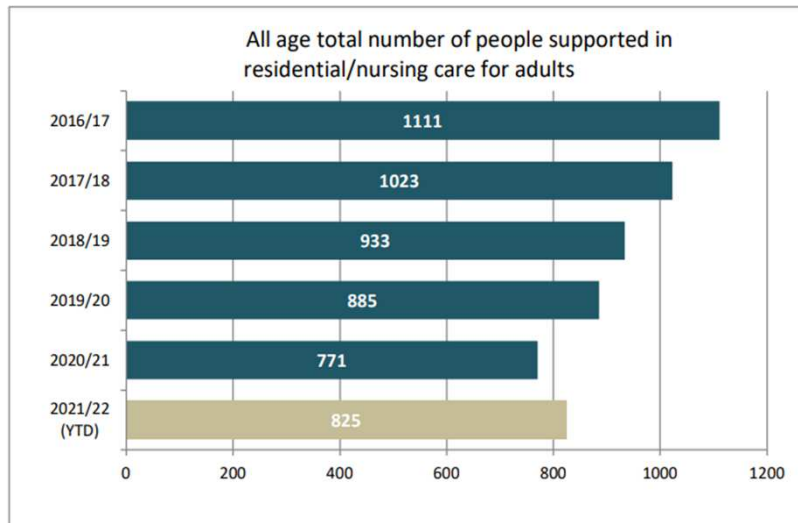
### What this means for people:

This function will work with ASC staff (including OTs) to find the best value, high quality care packages, focused on achieving the target outcomes for people and their needs.

This function will ensure that it matches care to the needs of an individual, focusing on episodic care planning and what the target needs of the person are.

This function is also intended to work with providers to understand how they can best meet the needs of people in Rotherham. This is both from a formal provision perspective, but also from a wider community perspective.

## People in services:



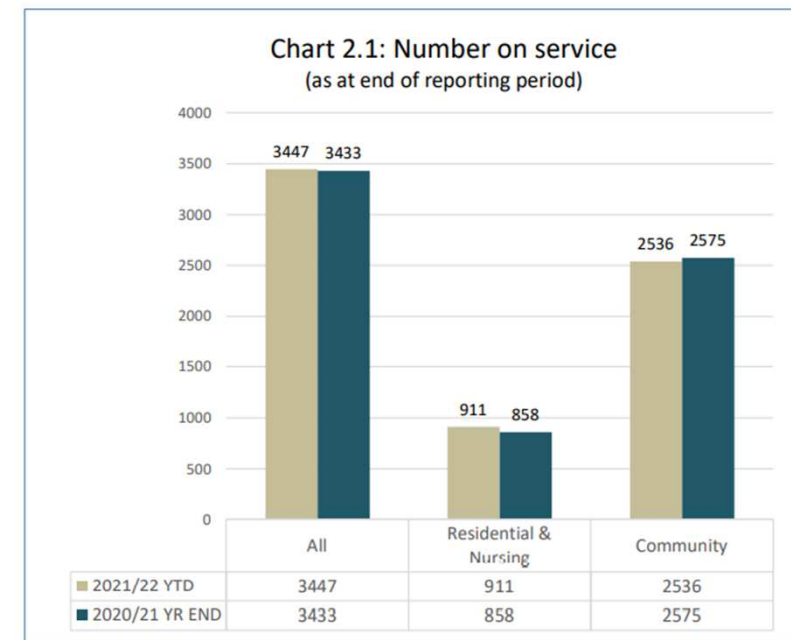
During 2020 during the heights of the pandemic, the number of adults within Residential or Nursing care fell significantly.

During 2021 these numbers have slowly risen and as at the end of November they were at 825, however this is still well below pre-Covid levels (2019/20) of 885 and new admission numbers are not as high as those seen in most months this year to date.

Our people (all age) living in residential care homes remains less than the comparable period in 2019/20 and this is reflective of the increased focus within adults' services to prevent, reduce and delay adult's need for care and support and that residential / nursing care must be always be last resort with all lesser restrictive options exhausted first

Overall figures show the 3437 total number of adults in receipt of a care package has increased by 0.4% this financial year or 14 packages since 2020/21 year-end position. This nett increase is primarily due to a +6.2% increase within Residential & Nursing placements which has increased from 858 to 911 adults (+53). Those supported within Community based service has slightly reduced since last year by 39 to 2536.

Colleagues in commissioning services have reviewed the increase in costs within Residential and Nursing and have linked it to the increase in Elderly Mentally Infirm (EMI) placements and particularly Nursing EMI, rather than residential care placements. This confirms that people with lower level needs are being maintained at home for longer. They have also reported an increase in complex cases where residents require 1:1 support due to challenging behaviours



## Benchmarking:

# Client numbers

Clients in long-term support as a per cent of the population, by age for Rotherham

Area	Clients in long-term support as % of population aged 18+		Long-term care clients as % of the population, aged 18-64		Long-term care clients as % of the population, aged 65+	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
	%					
Rotherham	2.27	2.51	0.93	1.00	6.24	6.98
Total for England	1.89	1.89	0.86	0.85	5.30	5.27
10th percentile for All English single tier and county councils in 2018/19 to 2020/21	2.58	2.53	1.17	1.15	8.54	8.47
Mean for All English single tier and county councils in 2018/19 to 2020/21	1.96	1.96	0.88	0.87	5.99	5.93
90th percentile for All English single tier and county councils in 2018/19 to 2020/21	1.51	1.47	0.66	0.66	4.03	4.04
Mean for Yorkshire/Humberside (ADASS Region)	2.00	1.98	0.91	0.90	5.52	5.41
Mean for Rotherham CIPFA nearest neighbours	2.16	2.17	0.95	0.94	6.00	6.06

1 Quartiles within All English single tier and county councils up to 2020/21	2 Quartiles within All English single tier and county councils up to 2020/21	3 Quartiles within All English single tier and county councils up to 2020/21	4 Quartiles within All English single tier and county councils up to 2020/21
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We are higher in percentage terms than our nearest neighbours but are just outside of the 10<sup>th</sup> percentile (highest) in England (all ages). 18-64 being closer to 10<sup>th</sup> percentile of people in LTC then 65+

More concerning is the increase from 19/20 to 20/21 which is not the case for comparators which are relatively stable

## How we measure what we do

The following diagram show the reporting framework we work to:



It 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.

*The performance information within this pack is from our monthly directorate report level*



## How we compare in 2020/21 on our previous performance and amongst our peers:

Measure	Description	Good Perf	2020-21	2019-20	Direction of Travel	Regional	SN	England
1C1A	The proportion of people who use services who receive self-directed support	High	100.0	100.0	→	89.5	90.3	92.2
1C1B	The proportion of carers who receive self-directed support	High	100.0	100.0	→	77.7	90.0	87.1
2D	The outcome of short-term services: sequel to service	High	93.1	90.9	↑	68.3	71.3	74.9
2A2	Long-term support needs of older adults (aged 65+) met by admission to residential and nursing care homes, per 100,000 population	Low	431.4	562.2	↓	549.8	624.6	498.2
2B2	The proportion of older people (aged 65ov) who received reablement/rehabilitation services after discharge from hospital	High	2.2	2.1	↑	2.5	3.4	3.1
1G	The proportion of adults with a learning disability who live in their own home or with their family	High	79.3	79.3	→	81.6	80.8	78.3
2A1	Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population	Low	15.5	21.2	↓	14.1	14.2	13.3
1F	The proportion of adults in contact with secondary mental health services in paid employment	High	8.0	3.0	↑	11.0	8.7	9.0
1G	Proportion of adults with learning disabilities who live in their own home or with their family	High	79.3	79.3	→	81.6	80.8	78.3
1C2A	The proportion of people who use services who receive direct payments	High	22.8	25.5	↓	26.1	28.8	26.6
1H	The proportion of adults in contact with secondary mental health services living independently, with or without support	High	65.0	38.0	↑	65.0	63.1	58.0
1C2B	The proportion of carers who receive direct payments	High	62.5	94.8	↓	70.0	83.3	75.3
2B1	The proportion of older people (aged 65ov) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	High	70.0	72.3	↓	76.4	74.7	79.1
1E	The proportion of adults with a learning disability in paid employment	High	2.9	3.0	↓	6.0	5.2	5.1

The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people. The ASCOF is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability. Data is collected annually through a statutory data return from every local authority during May/June and with figures published late November.

The above table summarises Rotherham's latest performance against the ASCOF measures with comparative analysis against the previous year and benchmarking statistics for the Yorkshire and Humber region, CIPFA Statistical Neighbours and England national position.

This benchmarking data supplements the local performance management arrangements and provides valuable context regarding our position in comparison to others, informing service planning, improvement work and identification of best practice.

Please note that due to the pandemic a number of measures were placed on hold in 2020-21. These relate to Delayed Transfer from Care (DTOC) and User Survey related measures. Preparations are in place to complete the User Survey for this year however DTOC measurement remains on hold nationally.

# What is working well / not so well:

## Rotherham Performance 2020-21

### How did we perform within Yorkshire & Humber?

#### Top Quintile: 4/14 indicators

The proportion of people who use services who receive self-directed support	<b>Rotherham</b> 100
	<b>Y&amp;H</b> 89.5
	<b>England</b> 92.2
The proportion of carers who receive self-directed support	<b>Rotherham</b> 100
	<b>Y&amp;H</b> 77.7
	<b>England</b> 87.1
The outcome of short-term services: sequel to service	<b>Rotherham</b> 93.1
	<b>Y&amp;H</b> 68.3
	<b>England</b> 74.9
Long-term support needs of older adults (aged 65+) met by admission to residential and nursing care homes, per 100,000 population	<b>Rotherham</b> 431.4
	<b>Y&amp;H</b> 549.8
	<b>England</b> 498.2

#### Bottom Quintile: 2/14 indicators

The proportion of older people (aged 65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	<b>Rotherham</b> 70
	<b>Y&amp;H</b> 76.4
	<b>England</b> 79.1
The proportion of adults with a learning disability in paid employment	<b>Rotherham</b> 2.9
	<b>Y&amp;H</b> 6.0
	<b>England</b> 5.1
The proportion of carers who receive direct payments	<b>Rotherham</b> 62.5
	<b>Y&amp;H</b> 70.0
	<b>England</b> 75.3
The proportion of adults in contact with secondary mental health services living independently, with or without support	<b>Rotherham</b> 65
	<b>Y&amp;H</b> 65.0
	<b>England</b> 58.0
The proportion of people who use services who receive direct payments	<b>Rotherham</b> 22.8
	<b>Y&amp;H</b> 26.1
	<b>England</b> 26.6

#### Improvement work in progress

→ Senior Management Team review monthly and operational action plan in place.

→ Learning Disability Transformation Programme planning to refresh the employment offer.

→ Improvement Plan in place to look at the carer journey – links with the refreshed carers strategy.

→ Operational action plan in place to monitor numbers and people

→ Direct Payment Improvement Programme in development.



Working well

## Summary

The information within this pack guides you through our Adult Social Care core pathway explaining; the duties for the local authority, how our operating model works in Rotherham and defines what this means for people who may need our support.

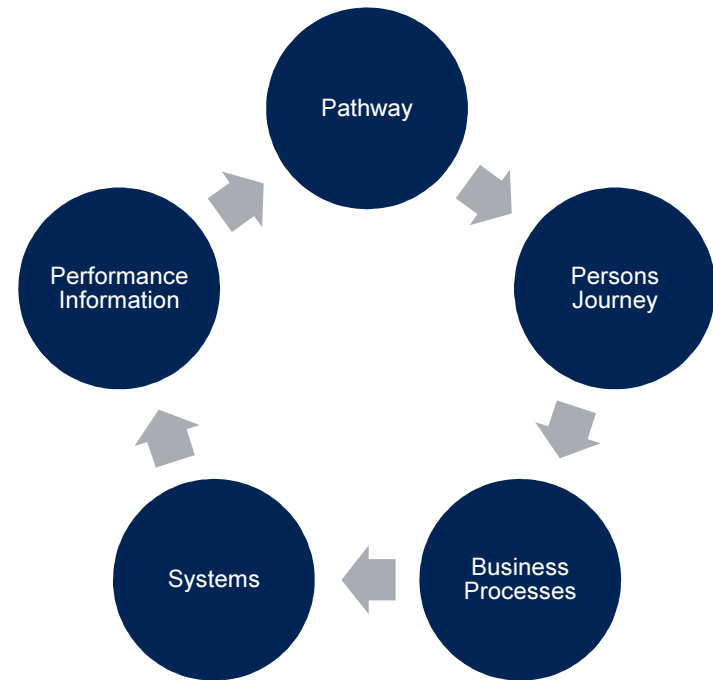
The core pathway is supported by a number of sub pathways which enable a person to have a positive adult social care experience.

The pathways layout the business process which in turn defines how our systems work. Processes and systems align to allow performance information to be gathered and evaluation of that data closes the loop checking us back to the pathway and the person.

Our local level performance feeds into a nation level so we can then benchmark our delivery and outputs for people against regional neighbours.

When performance indicators highlight a weakness in a particular area we move into improvement activity. Where we perform well we look at sustainability planning.

We balance performance outputs with outcomes for people and work is underway to ensure we have clear mechanisms for sharing peoples stories and experiences.





Public Report  
Overview and Scrutiny Management Board

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**Committee Name and Date of Committee Meeting**

Overview and Scrutiny Management Board – 27 January 2022

**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<sup>rd</sup> March 2020. All have been completed in full.

Further updates in terms of the site have been provided to Overview and Scrutiny Management Board on 18 March 2021 and 28 July 2021. On 28 July 2021 Overview and Scrutiny Management Board resolved:

1. That the report be noted.
2. That a further report on the current situation regarding the Grange Landfill site be brought to the January 2022 meeting of the Overview and Scrutiny Management Board, or sooner if there are any significant changes regarding the issues relating to the site's operation.
3. That the Assistant Director, Community Safety and Streetscene liaises with the Leader of the Council, the Opposition Group Leaders and the Chief Executive on the potential to write a further letter to the Secretary of State for Housing,

Communities and Local Government requesting that they use their discretionary powers to either revoke the planning permission granted in 1958 for the Grange Landfill Site or to make a discontinuance order.

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

**Recommendations**

Overview and Scrutiny Management Board are recommended:

To note and comment on the report.

**List of Appendices Included**

Appendix 1 – Update from the Environment Agency – 6 January 2022

**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
- Overview and Scrutiny Management Board (28 July 2021) – Grange Landfill Site Update

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

Overview and Scrutiny Management Board – 28 January 2020, 18 March 2021 and 28 July 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 28 July 2021, following the previous update report on 18<sup>th</sup> March 2021. Overview and Scrutiny Management Board resolved:
- 1) That the report be noted.
  - 2) That a further report on the current situation regarding the Grange Landfill site be brought to the January 2022 meeting of the Overview and Scrutiny Management Board, or sooner if there are any significant changes regarding the issues relating to the site's operation.
  - 3) That the Assistant Director, Community Safety and Streetscene liaises with the Leader of the Council, the Opposition Group Leaders and the Chief Executive on the potential to write a further letter to the Secretary of State for Housing, Communities and Local Government requesting that they use their discretionary powers to either revoke the planning permission granted in 1958 for the Grange Landfill Site or to make a discontinuance order.
- 1.2 Since the last update, 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 continued to involve 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**

#### **Environment Agency Update**

- 2.1 The Environment Agency provided an update about the site on 6 January 2022, which can be found at Appendix 1.

#### **Planning**

- 2.2 Following complaints in July from local residents about the amount of activity being undertaken at the site, the Council's planning enforcement officer visited the site and wrote to the site operator to try and obtain information about how they intend to comply with the conditions attached to the 1958 planning permission. No responses were received to this written communication and a more formal approach was required. The Council subsequently served a Planning Contravention Notice (PCN) on the 2 Sept 2021. The serving of a PCN is issued under Section 171C of the Town and Country Planning Act 1990 (as amended) when the Council considers that a breach of planning control might exist and they think they require more information to inform their consideration of the investigation. The response to a PCN is used to help the Local Planning Authority consider whether a breach of planning control has

actually occurred, and if so, to help them decide whether it's expedient to take enforcement action. It is an offence to provide false or misleading information in response to the notice.

- 2.3 The planning permission, which was granted in 1958 was split into Part (a) and Part (b) and was subject to conditions. As Part (a) is now complete, there are conditions specific to Part (b) which still have to be complied with. Condition No 3 of Part (b) of the planning permission states that tipping operations shall be so arranged that not more than 5 acres of the land referred to shall be out of cultivation at any one period. Condition 4 goes on to say that the whole of the soil is to be removed from the area before tipping is commenced and is to be stacked separately for restoration. Local residents were concerned that Condition 3 was being breached during the preparation of the site for the new tipping operations which is why the PCN was served.
- 2.4 In response to the PCN, the site operator has provided a plan of the areas that have been worked on and provided detailed measurements which demonstrate that they have not worked more than 5 acres of land. In addition to this and as part of responding to further questions they have also stated that when tipping operations commence, they intend to remove soil from only a portion of the first phase of Part (b) of the development such that each Cell within Part (b) will be tipped on in phases so that no more than 5 acres is out of cultivation at any one period. Part (b) of the planning permission relates to an area substantially greater than 5 acres (c.12 acres). Conditions 3 and 4 read together in light of this clearly do not require the whole of the soil to be removed from Part (b) prior to tipping operations as Condition 3 limits tipping operations to 5 acres. Indeed, condition 3 requires a significantly lesser area to be worked on at any one time. Condition 4 must therefore be read in this context.
- 2.5 The operator has therefore confirmed in writing that to comply with Condition 4, all soil will be removed from an area prior to tipping operations on that area, and to comply with Condition 3 that they will ensure that tipping operations shall be arranged so not more than 5 acres of the land is out of cultivation at any one period to comply with the conditions. The topsoil already stripped has been stacked separately for restoration and is located in the area to the south of the longest temporary drainage ditch.
- 2.6 As such, the Council does not have any evidence to suggest that there has been a breach of planning control at this time but that this would not prevent enforcement action in the future should there be a breach of the conditions and it was deemed expedient to do so.

### **Access to the Site**

- 2.7 The access road to Grange Landfill site is on land owned by the Council and it is clear from historical/legal documentation that a right of access is established across the land leading from Droppingwell Road. The Council has a duty not to obstruct the way but has no duty to maintain the way in a useable condition.
- 2.8 The use of the access way and the risks presented to other users of the way, such as the visitors to Millmoor Juniors Football Club, has always been of great

concern to the Council. As a result, the Council has already sought numerous pieces of external legal advice in respect of the legal position relating to the access way and has corresponded significantly with both the Health and Safety Executive and the Police in respect of these concerns. The Council has subsequently corresponded with both the operator and Millmoor Juniors Football Club in relation to the risks and the obligations of all parties concerned.

- 2.9 The Council is committed to keep the legal position in terms of the access way under review. If additional information, such as historical/legal documentation is provided, that would enable a review to take place, it would be considered fully. This may ultimately require the Council to seek further external legal advice to answer any questions that appear to be outstanding as a result of any potential review.

### **Public Rights of Way**

- 2.10 The Council received an application for various public rights of way to be considered, which are situated across the Grange Landfill site. An independent expert was appointed to carry out a full assessment of the application and present the findings to the Council.

- 2.11 Based on those findings an Officer Delegated Decision was made and published on 19 July 2021 that enabled the Council to make a Definitive Map Modification Order in relation to a number the claimed rights of way and the consultation process was followed, as required by the legislation. This Order was subject to statutory consultation for a six-week period following the Order being made.

- 2.12 The Council has received one objection to the Order and as a result, the Council is currently progressing the application to the next stage of the process, which requires the order to be sent to the Secretary of State for a decision. This will either result in a decision being made based on written representations or will require a Public Inquiry. It is not yet possible to provide a date for the conclusion of the application; however, the Council is aware that there is a significant backlog in respect of public inquiries.

- 2.13 The decision of the Secretary of State will be to either:

- Confirm the Order
- Not confirm the Order
- Confirm the Order in a modified form (this may require further consultation)

- 2.14 Unless and until the Order is confirmed by the Secretary of State, the rights of way cannot be detailed on the Definitive Map.

### **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. 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 The Council is keeping the situation at the site under review to ensure compliance with all existing Planning conditions and regulations.

**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 CO<sub>2</sub> Emissions and Climate Change**

- 11.1 There are no direct implications for CO<sub>2</sub> 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

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

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

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# Briefing



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## **Rotherham MBC Scrutiny Committee: Grange Landfill**

### **Background**

Grange Landfill, also known locally as Droppingwell Tip, is now owned and operated by the Hague Family (Grange Landfill Ltd).

Although tipping ceased in 1998, the site Planning Permission and Waste Management Licence (WML) both remained in place, enabling the resumption of landfilling (subject to re-permitting under EPR).

### **Change to permit status**

In December 2015 Grange Landfill Ltd applied to vary the existing WML and the **variation was determined on 23 March 2016**. We issued a varied and consolidated permit in the modern condition format, bringing it in line with current European Landfill Directive requirements.

The varied permit is for an inert landfill. The permit has a number of pre-operational conditions that the operator is required to complete before they can begin tipping. The pre-operational work will establish baseline data and emission limit values for the permit. The variation provides us with tighter controls than the previous WML, and will enable us to monitor and regulate the site more closely.

### **Current Situation**

The operator has fulfilled all pre-conditions agreed by ourselves. The operator notified us of their intention to commence preparatory works on 4 September 2019 for eventual re-opening.

These preparatory works were suspended November 2019 due to poor ground conditions. The combined impacts of the winter storms and Covid19 emergency resulted in further delay and the preparatory works recommenced in January 2021.

The following works for the site preparation are now complete:

- ground investigation works to determine suitability of the in-situ ground conditions to meet the relevant engineering standards;
- engineering works to install a surface water management system.

In December 2021 works were again paused on site as the operator required the plant & equipment on another site. Once activities recommence on site, then work on completing the engineered containment bunds around Cell 1 will be finalised.

Although no dates have yet been confirmed we expect the operator to re-commence activities on site early in 2022.

### **Site Inspections**

In December 2019 we agreed with Rotherham MBC (RMBC) that we would seek to undertake routine site inspections on quarterly basis. However with the restrictions that the Coronavirus epidemic placed upon us we were not able to commit to quarterly inspections during 2020. Following the easing of government restrictions we have now resumed site inspections on a quarterly basis during 2021/22. After each inspection we produce a Compliance Assessment Report (CAR) form which records our findings and any actions we have asked the Operator to undertake. Copies of these reports are available on our Information page.

### **What Happens Next**

Once all engineering works to comply with the permit conditions are complete the operator will submit a validation report to the Environment Agency. This report presents the final 'as-built' construction and engineering detail of the works and provides a comprehensive record that the engineered bunds were constructed to the agreed design and specifications.

If we are satisfied that all conditions have been met to the required standard, the Operator will be given permission to operate the landfill site.

**No waste disposal activities are to commence until we are fully satisfied that the landfill infrastructure has been engineered to the relevant standards.**

### **Community Engagement**

We continue to update the community on the continued development of the site. We recently updated the FAQ's on our Citizen Space on-line information page and shared the information with RMBC, the MP and representatives of the local community action group in advance of the publication.

[Grange Landfill Site, Rotherham \(Dropping Well Tip\) -Information Page - Environment Agency - Citizen Space \(environment-agency.gov.uk\)](#)

**December 2021**