

CORPORATE IMPROVEMENT BOARD

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Monday, 10 April 2006

Time: 10.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency
3. Minutes of the previous meeting held on 13th March, 2006 (herewith) (Pages 1 - 2)
4. Update on JAR (Julie Westwood to report)
5. Corporate Assessment Update (Matthew Gladstone to report)
6. Corporate Assessment Self Assessment (report herewith) (Pages 3 - 26)
7. Initial Document List (Lorna Kelly to report)
8. Exclusion of the Press and Public
The following item is likely to be considered in the absence of the Press and Public as being exempt under Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (staffing matters)
9. Sickness Absence Review (report herewith) (Pages 27 - 33)

CORPORATE IMPROVEMENT BOARD
Monday, 13th March, 2006

Present:- Councillor Sharman (in the Chair); Councillors Wardle and Wyatt.

14. MINUTES

Resolved:- That the minutes of the meeting held on 20th February, 2006 be approved as a correct record.

15. JOINT AREA REVIEW (JAR) - UPDATE

Further to Minute No. 13(2) of this meeting held on 20th February, 2006, Julie Westwood updated Members on the last position regarding JAR making particular reference to the following :-

- list in the briefing pack of who the inspectors may wish to speak to
- the project plan was on track
- the case files had been sent to the inspectors
- governance arrangements for Children and Young People's Services and Lifelong Learning and potential perception by the inspectors
- on site visit by the inspectors to the set up meeting on 3rd April, 2006 at which the areas of greater focus would be highlighted
- the self assessment process had begun
- deadline for the self assessment was 8th May, 2006 and the context section of the Inspection report would be jointly written with the lead inspector
- ongoing meetings with the PCT
- partnership working
- weighting of priorities

Resolved:- That the information be noted and progress reports be submitted to future meetings of the Board.

16. INITIAL DOCUMENT REQUEST UPDATE

Lorna Kelly presented the submitted report identifying the initial key documents requested as part of the corporate assessment and JAR. The outstanding initial document request documents were listed.

The aim was to have all the requested documentation complete by the end of March, 2006 and it was reported that the quality assurance processes had begun.

Resolved:- (1) That the information be noted.

(2) That this matter be revisited at the next meeting.

(3) That an update on the JAR document requests be submitted to the next meeting.

17. CORPORATE IMPROVEMENT PLAN UPDATE

Matthew Gladstone presented briefly the submitted Corporate Improvement Plan update indicating strengths and areas to address.

Resolved:- That the information be noted.

18. CORPORATE ASSESSMENT PROJECT PLAN

Matthew Gladstone presented briefly the above submitted plan itemising the tasks and duration of tasks with start and end dates in relation to :-

- self assessment stage
- evidence stage
- communications
- logistics
- Corporate Improvement Board dates

Resolved:- That the information be noted.



Comprehensive Performance
Assessment

Corporate Assessment
Self Assessment

[Insert pictures/quotes/design]

Date: March 2006

Section 1: Context and summary [3/4 Pages max]

Introduction

Welcome to our self assessment. This document is based upon extensive consultation with staff, managers, councillors and our partners. In addition, we invited the Improvement and Development Agency to help provide some additional external challenge to our thinking.

Rotherham MBC is a council which has shown dramatic progress in recent years. Following a corporate governance inspection in 2001 and a critical CPA report in 2002 we have learnt from our mistakes and moved ahead swiftly. Capacity has been strengthened significantly in a number of key areas including a new Chief Executive, several appointments at CMT level and also a new dynamic and focussed Leader. This top team has driven the improvement agenda across the council and the results are evident to date:

- **Direction of travel** – received top rating ‘improving strongly’ moving from fair to 3 star in 2005. The previous year we were rated within the top 10 most improved councils by the Audit Commission
- **National recognition** – we have achieved major awards in recent years, such as five beacons in the last 3 years– a remarkable achievement for any council
- **Sustained improvement** – all of our services have improved in recent years as demonstrated by PI improvements – 60% in 2002/3, 63% in 2003/4, 70% in 2004/05 [check figures]

Whilst we are proud of what we have achieved, we are not complacent and have developed ambitious and challenging plans for the future. We are also strongly self aware of areas for further improvement and these are indicated under each theme.

Ambition - 4	Capacity - 4	Achievement – 3/4
Prioritisation – 3/4	PM - 4	Overall score – 3/4

Information on your locality and operating context

Tip – do not just describe context but link to our priorities and demonstrate good analysis/research/impact

1.1 Information about the key features of the communities your council is accountable to such as demography, levels of deprivation and diversity and how this impacts on the council, for instance, in terms of access or service delivery

Rotherham is at the heart of the South Yorkshire sub-region. It has a population of 252,000, the vast majority of whom live in urban areas, either in the main urban centre of Rotherham or in smaller towns such as Wath and Dinnington. Over 50% of the Borough is rural in nature.

Deprivation in the Borough is falling. This is illustrated by the Government’s Index of Deprivation which has seen the Borough’s relative position move from 48 to 63 most deprived. We have commissioned independent research which shows this progress has been driven by improvement on the ground rather than changes in methodology.

The Borough however continues to be the top 20% most deprived local authorities in the Country, and there are marked differences between the more affluent and less well off communities (place and interest). The latest data shows that people living in the least deprived ward can expect to live eight years longer than people in the most deprived ward.

Black and minority ethnic groups are growing and make up 5.2% of the population in 2001, up from 3.1% in 1991. They are concentrated in and around Rotherham Town Centre. The majority (about 70%) are Pakistani in origin. With the growth in refugees and asylum seekers and the accession of new member states, Rotherham's Black and Minority Ethnic Groups are becoming more diverse. Rotherham is also home to a large Irish community.

After many years of decline, Rotherham's population of 252,000 is growing. A trend which is forecast to continue for many years to come, as people are attracted to the Borough by the growing economy and improved quality of living. The Borough's population structure is similar to the national norm. Reflecting a national trend, the number of residents aged over 60 is expected to rise by 17% over the coming years.

1.2 Economic and business opportunities and challenges as well as those relevant to the shared priorities such as health, crime and transport

We have worked successfully with partners to regenerate the Borough. This has been spearheaded by major partnership projects such as Manvers which have transformed the large areas of dereliction once blighting the Borough into vibrant mixed use developments creating thousands of jobs and attracting millions of pounds of investment [SAY HOW MUCH??].

Economic progress is best illustrated by the employment rate which has risen from 67% in 1998 to 75% in 2004. The number of jobs in the same period have grown by 29%, the highest increase in the Yorkshire and Humber Region.

Once largely known for coal and steel, the Borough has successfully diversified and developed an international reputation for fostering business growth and partnership working. The Borough's competitiveness as reflected in its GDP is below the national average and there is some evidence that not all have benefited equally from the economic growth - over 15,000 people over working age in receipt of incapacity benefit. The 2001 Census also showed there are large numbers of people (over 20% of those in work) that commute outside of the Borough for work.

Crime transport

1.3 Information about any other major initiatives, projects or pilots being undertaken by the council or its partners[SUGGEST WE DO NOT INCLUDE AS COVERED UNDER PARTNERSHIPS]

- RBT partnership – a major, innovative, successful initiative
- Construction partnership
- Town Centre – progress to date
- Neighbourhoods – major initiative and links to ALMO – do we want to highlight here?
- Housing Market Renewal – spend, delivery, impact

Contextual information about the council

1.4 Information on decision-making structures

We have modern political management arrangements and decision making is transparent and democratic:

- Leader and cabinet system in place since xxxxx
- Ten cabinet members responsible for cross cutting portfolios aligned to the community strategy priorities

- Scrutiny panels, restructured in 2005 to reflect the priorities of the Community Strategy
- Audit Committee is responsible for overseeing audit and corporate governance arrangements

Our management structure is structured around a corporate management team which manages six programme areas and a number of head of services under each Executive Director. [SHOW AS DIAGRAM]

Decision making at a local level is focussed on seven area assemblies. These have operated for a number of years, meeting monthly [POSITIVE???DYNAMIC?]. Following a recent scrutiny review of area assemblies, we have agreed to develop more formal partnership structures, linked to the LSP, with more systematic community engagement and overview of emerging neighbourhood management processes. We have already established area assembly profiles of population, local action and challenges. There is an agreed charter between RMBC and Parish and Town Councils and charter for each area about service standards.

1.5 Information on key partnerships, arrangements or frameworks for joint working or delivery of services

The Local Strategic Partnership has gained a maximum ‘green’ rating from ODPM for the last two years and is well regarded regionally and nationally. Delivery against our targets including the Neighbourhood Renewal Floor targets has been good. The partnership is very inclusive and all key sectors are committed to it.

The Partnership has a board of all key partners which meets bi monthly. It has an independent chair and our Leader is Vice Chair. The Chief Executives of partners group meets monthly, currently chaired by the Chief Executive RMBC. Five theme groups, compromising all partners, and each chaired by a partner is where most of the delivery is overseen.

We have recently signed a local area agreement. We have a comprehensive performance management framework which has recently been renewed to encompass neighbourhood renewal, local area agreement and related funding streams.

We are also involved in a range of other partnerships, including:

RBT (Connect) Ltd	In 2003 a 12 year joint venture company with BT plc was created to provide key services including ICT, Revenues & Benefits, HR & Payroll, Procurement, Rotherham Connect
Rotherham 2010	The Housing ALMO took over running of the council houses in May 2005. The company is responsible for 23,000 houses and is now has £330m to invest to meet the Decent Homes standard
Social care/health/children’s	We have a range of partnerships with the PCT and voluntary sector for the provision of care and support services eg joint management for learning disabilities, children’s board
Safer Rotherham Partnership	The SRP was formed in 2002. Significant progress has been made by the Safer Rotherham Partnership in addressing crime, disorder and drug problems
Housing Market Pathfinder	Transform South Yorkshire - an excellent example of sub regional partnership working between the four South Yorkshire Authorities. A significant proportion of funding is set aside for the development of the town centre.
Rotherham Town Renaissance	Short summary needed

1.6 Information that illustrates arrangements for undertaking research, consultation and engagement with service users, residents and other stakeholders

We have strengthened our research and intelligence capacity through the corporate research team. We were one of the first local authorities to track deprivation and this has developed into the partnership

'Neighbourhood Statistics Project' which in a recent independent report was described as a model of best practice. We have drawn on outside expertise, including being a pilot local authority in the Audit Commission Area Profiles and commissioning respected consultants Oxford Consultancy for Social Inclusion to examine trends in and approaches to addressing deprivation in the Borough, an approach that has been positively cited in a recent ODPM study. This work has resulted in the development of a series of area and community profiles, including a children and young people's needs assessment, which have been used extensively to inform policy and service delivery such as the development of the Local Area Agreement and Customer Access Strategy.

Consultation and Community Involvement is at the heart of the Council's approach to policy making and service delivery. We have refreshed Rotherham Reachout, the Borough's Citizen's Panel, which we operate with Rotherham PCT, the findings of which have fed directly into policy and service delivery. We have also introduced an annual household survey to identify residents views, priorities and aspirations, and help measure progress against targets in the LAA, Corporate Plan and Community Strategy.

There has been a particular focus on developing new and innovative approaches to engage 'hard to reach' groups such as focus groups with BME and Disabled people as part of the development of the new Vision for the Borough and the budget consultation, and the use of 'Kevin the Glove Puppet' at the Rotherham Show aimed at increasing children and young people understanding of the Council and the services it provides. We recognise however there is more to do to improve mechanisms and share the findings of consultation and engagement.

1.7 Financial resources, including central government area-based funding

- Short assessment of financial resources, use of resources, spend against budget, financial standing
- Success in attracting external funding in line with priorities – need figures

1.8 Summarise council performance in the following areas:

- This section is voluntary but would recommend we complete – ??? MAY NOT HAVE SPACE

1.9 Community leadership

- Active leadership role on LSP – community strategy refresh, independent chair, partners leading on theme groups
- Sub-regional level and then focus at local level – role of councillors, training and support
- Local decision making – examples of difficult decisions – need a few eg closure of pools? Wardens? Older people homes? PFI schools? Setting up RBT partnership?

1.10 Political and managerial leadership

- Focus on Leader and CX – rigour, focus and drive
- Member capacity strengthened – IdeA leadership academy – high numbers
- Role of Cabinet members – leading and driving their portfolios, member 'champions'
- CMT – proven capacity and leadership – direction of travel eg housing, regeneration, children's,
- HOS – proven capacity, HOS group and management development

1.11 User focus and diversity

- Access agenda a key priority for the council – centres, inspection, learning from customers, standards, suggestion scheme, DDA access – focus on impact
- Equalities and fairness – major commitment corporately, equality standard, working with specific group, equality impact assessments – 1-2 good examples
- Tackling inequality and focus on disadvantaged communities – NRS progress, health, children services
- Community cohesion work – recent award, impact – eg some examples

1.12 Value for money

- Refer to benchmarking position on spend – majority of services compare well
- Link to use of resources assessment – VFM praised
- Base budget review – progress made and plans for next phase
- Gershon efficiency gains – good progress and comparisons in top 10 authorities

Section 2: Corporate Assessment [22 Pages max]

Self assessment should tell the story. Focus on the headline questions and themes, using them to identify *strong performance* and *areas for improvement*.

What is the council, together with its partners, trying to achieve?

2.1 Ambition for the community [3 pages]

Self Assessment Score: 4

Key strengths	Areas for further improvement
<ul style="list-style-type: none"> • Stretching and challenging agenda for next 10-20 years • Realistic and user focussed vision • Addresses national and local issues eg cohesion, fairness • Extensive track record of partnership working • Strong research and intelligence base • Innovative approaches to communication vision • Comprehensive planning framework – corporate plan 	<ul style="list-style-type: none"> • Quality of the website and linkage to other providers • Further rationalisation of plans

2.1.1 Are there clear and challenging ambitions for the area and its communities?

We have played a lead role in developing an ambitious vision for Rotherham. Through the Rotherham Partnership we helped revise the community strategy, launched in July 2005. The vision for the borough over the next 10-20 years is structured around five priority themes and two cross cutting themes:

[INSERT PRIORITY THEMES AND PHOTOS – FULL WORDING]

The vision, priorities and objectives aim to promote the economic, social and environmental well-being of the area. There is a strong focus on neighbourhood renewal and addressing inequality.

Our planning and performance frameworks are directly aligned to the Community Strategy. 100% of our key policies, strategies and service plans directly align to our Corporate Plan 2005-10 'Pride in Performance' which was also published in summer 2005.

Communication of our ambitions, both internally and externally has been strengthened. The creation of a new Corporate Communications and Marketing team in 2004 has helped improve the quality and effectiveness of communication:

- Launch of Corporate Plan – MPs, press and partners involved in the launch event at Magna in 2005
- Media campaign – poster and local bus campaign – visual messages have been very powerful
- Manager briefings – all M3 managers attend sessions every 2 months on a range of issues
- Pride in Performance half day manager sessions – used about six months looking at the corporate plan, progress and service planning
- Intranet/Website – both extensively redesigned in 2005
- Diverse needs? Examples eg learning disabilities, young people etc etc

There is good support for our ambitions. Partners, staff and the public are actively involved and supportive of the way forward. Theme groups have been established with lead partners identified, for example:

2.1.2 Are ambitions based on a shared understanding amongst the council and partner organisations of local needs?

We have a well developed research capacity which has directly informed our corporate plan and other key strategic plans. In 2004/05 the policy and research teams were strengthened resulting in the publication of two key reports:

- State of the Borough – snapshot of the borough looking at demographics, economy, health and wellbeing
- Rotherham Trends – detailed research looking into projected future trends

We have a good grasp of the key challenges and opportunities facing the borough. Self awareness has been strengthened through research on deprivation levels undertaken in 2005. The work reveals we have had a significant impact on deprivation levels in recent years. Deprivation is shown to be decreasing. However, there is still an unacceptable gap between the quality of life between some communities and neighbourhoods.

Our planning framework is soundly based on some high quality research and intelligence [ILLUSTRATE WITH 3/4 EXAMPLES ONLY]:

- Diversity and equalities – explain how informed by research, understanding of local context, challenge
- Older people strategy –
- Neighbourhood Renewal Strategy -
- Housing strategy -
- Children’s Single Plan – directly informed by the needs assessment which has been highlighted as best practice by ODPM
- Race equality –
- Rural framework -
- Social inclusion –
- Community profiling – completed on a range of communities including Irish, Pakistani and older people. Profiles on disabled people, women, carers and other BME groups are being prepared

We have made significant progress in improving consultation and engagement, with a particular focus on disadvantaged groups. The central team coordinates all consultation activity across the council using a central database and the annual consultation plan. Our approach to community involvement, as reflected in the framework, is an area which has improved in recent years as demonstrated by examples such as:

Children’s visioning events – ONE LINER OF IMPACT FROM THIS WORK IE HOW USED
Learning from customers – focus on tenants
Video diaries -
Street Pride champions -
Voice and influence work –

Case study: Rotherham Diversity Festival

The festival first took place in 2002 and is now an annual part of the Rotherham Show. It is a genuine multicultural event with a multi-cultural steering group reflecting local communities. Together they ensure a programme of music, events and activities that celebrate the diversity and cultural heritage of Rotherham.

2.1.3 Does the council with its partners provide leadership across the community and ensure effective partnership working?

We have developed a strong community leadership role at all levels. We have a lead, influential role on the LSP including representation on the various sub groups. Through the work in developing the community strategy we have helped ensure the vision will address key national and local challenges such as:

Community cohesion	There are a number of established multi-agency working groups involving the council, police, interfaith groups and PCT. For example, following the London bombings in 2005 a proactive response was shown in terms of emergency planning contingencies, information distributed to the mosques and focussed monitoring of racial incidents
Sustainable communities	A range of initiatives in place eg 100% of electricity generated from “green” sources, use of brownfield site developments, reducing car use by employees, reducing levels of air pollution
Fair access	The theme of fairness ensures that the council and partners are committed to ensuring equitable access eg improved disability access, provided interpretation services and increased the number of refuge places for victims of domestic violence.
Anti-discrimination	We have worked hard with other agencies to improve the confidence of women and BME communities to report domestic violence and racial harassment. Reported incidents have increased to 283 in 2003/04 from 31 in 1996/97

We have an active role at a regional and sub-regional level. The council takes part in City Region discussions and related work streams, such as sustainable communities. Work is underway with Sheffield CC on joint economic development work and we are active partners in the SY partnership and Renaissance SY. Both the Chief Executive and Leader contribute regularly to the YHA and ALA and the regional Centre of Excellence.

We have extensive experience of partnership working. We understand the need for a variety of leadership styles according to the different forums and meetings, such as the LSP Board, RBT joint CMT meetings and the Children’s Board. Throughout the council a number of managers and members have undergone leadership and development programmes, many through the IDeA. [NEED MORE ON IMPACT OF PARTNERSHIPS IE WHAT ACHIEVED TO DATE]:

Statutory	Many examples of pooled budgets and joint management arrangements eg children services, learning disabilities, youth offending, supporting people
Community	Good relationships with various communities of interest eg commissioned MAARI, an independent body to undertake race hit incident reviews, conducted research with the help of the lesbian and gay transgender group, support to the Multi-Cultural centre on work for Asian women’s wellbeing
Voluntary	Extensive involvement with Voluntary Action Rotherham eg procurement, equalities. There is an agreed service level agreement [impact?] and we have mapped all grants and contracts with the sector which has informed the budget this year
Business	Chamber of Commerce has been actively involved in the budget process and also has a lead role of the Achieving priority theme
Private sector	Numerous examples eg RBT partnership, Decent Homes partnership, Construction partnership

We regularly assess the corporate governance arrangements of our partnerships to ensure accountability and performance. Each of our key partnerships have been assessed using the Commission’s checklist recently published in 2006. This work builds upon the strengthening of the RBT governance arrangements following a critical report in 2004.

2.2 Prioritisation [3 pages]

Self assessment score: 3/4

Key strengths	Areas for further improvement
<ul style="list-style-type: none"> • Clear causal link between vision, priorities and objectives • Priorities – longer term and year ahead commitments • Good research and information base eg deprivation • Targeting of resources – base budget, MTFS • Plans and policies directly aligned to priorities • Direction of travel and sustained focus on priorities • Strong political and managerial leadership • Successful change management eg RBT, ALMO 	<ul style="list-style-type: none"> • Aligning financial and performance IT systems • Base Budget roll out to key partnerships • Further aligning Local Agreement reporting and finance

2.2.1 Are there clear and robust priorities within the ambitions for the area?

Priority setting within the council is soundly based on a wealth of local knowledge and information. Our ambitions and priorities were drawn up using a range of existing information about Rotherham, including:

- Research and intelligence about key trends, such as those published in the comprehensive State of the Borough: A picture of Rotherham produced in 2004
- Consultation with local people, including an exercise in 2003 that explored local perceptions and priorities for improvement
- Community Planning, which identified local priorities for improvement
- Comprehensive analysis of policies and trends at national, regional and sub-regional levels

Our corporate plan 2005-10 was published the same time as the revised community strategy. It is directly aligned to the community aspirations and involved a considerable amount of time and effort with staff and partners to ensure our priorities are soundly based:

- Away days – CMT and Cabinet focussed on setting the strategic priorities
- Staff events – regular sessions with over 150 middle/senior managers, cascade briefings to staff
- Key partners – consultation and engagement through Rotherham Partnership
- Diverse, underrepresented groups – workshops with xxxxxxxxxxxxxxxx

There is a clear causal link between our vision for the borough and the supporting priorities and outcome focussed objectives. The Corporate Plan is SMART, cross cutting, user focussed and has been developed using detailed baseline assessments produced in 2004/05. We have also made a conscious decision to maintain a balance of national and local priorities:

National	The Corporate Plan explicitly addresses all the shared priorities, such as sustainable communities, safe and strong communities, older people, the focus on children and young people and the increasing emphasis on diverse needs and communities
	Our local area agreement picks up on a range of national and local initiatives
Local	Include specific examples Non/lesser priorities – need some specific example linked to budget

We have developed an innovative and simple approach to setting short term priorities. The Year Ahead commitments, introduced in 2004, provide a clear framework for improvements reflecting both internal and external priorities. The commitments have been updated and changed as areas for improvement are addressed. Progress is measured and formally reported every six months – in 2005/06 over xx% of commitments were delivered and xx% showed good progress.

We take full account of all needs of the community when setting priorities. Using the Equality Standard as a framework to embed equality in all aspects of our work, all programme areas have undertaken equality impact assessments of their functions and policies.

[good practice - quote from ALMO inspection].

Our approach to neighbourhood renewal is tailored to those most in need and appears to be having an impact. We have moved from the 48th most deprived authority in 2000 to 63rd in 2004. However, there is still much more to do. In response, we commissioned consultants to identify the main drivers for the change in deprivation

“It appears that there has been progress in reducing multiple deprivation levels across Rotherham and that this improvement has been driven by improvements in employment, education and to a lesser extent health” (Oxford Consultants for Social Inclusion 2005)

We are continuing to target neighbourhood action based on extensive research and consultation. Our strategy recognises that in order to address deprivation we need to focus on communities of place and communities of interest. The strategy targets resources and effort on the priority communities.

2.2.2 Is there a robust strategy to deliver the priorities?

We have a comprehensive, up to date planning and performance framework. The corporate centre was strengthened in 2004 with the help of ODPM capacity building monies. We quickly recognised the need to develop streamline service/programme area plans, update the policy framework and also strengthen financial capacity following a critical audit letter in 2004. This has resulted in:

- Three year service plans – plans are quality assured each year following guidance to managers, workshops and support
- Financial planning – integrated with service planning for the last 2 years, MTFS structured around the corporate priorities
- Key plans and strategies – policies refreshed in line with priorities and quality assured
- Performance Management – reporting to CMT and Cabinet focussed on priorities

We have a comprehensive range of key cross cutting plans and strategies to help deliver our ambitions and priorities, for example:

- Neighbourhood renewal – overall good progress against national floor targets at a rate well above national average
- Race equality – impact?
- Community cohesion – impact?
- Social Inclusion Framework – impact?
- Regeneration – Beacon status in 2005 for innovative work in supporting new business [stats]

We have also simplified and reduced the number of plans. Through the policy refresh, which started in 2004, we have an ongoing approach to rationalising plans eg need some examples

Our approach to medium term financial planning is well developed. Although we have had an MTFS for the last four years it was not used systematically to drive the budget and service planning cycle. Since 2004/05, following the appointment of a new Director of Finance, the approach is now strongly aligned to service planning and includes a rigorous approach to requests for budget increases and savings. The progress we have made has been recognised by our external auditors.

[quote from KPMG report 2005 on mtfs]

Our approach to target setting is outcomes led. Through specific training with managers and staff, we have helped develop skills in maximising and demonstrating impact – a challenging area where national indicators are not obvious. Targets set are challenging taking into account best practice, CPA thresholds but they are also realistic. Our track record in meeting targets set is good and improving [INCLUDE % TARGETS MET IN RECENT YEARS] In addition, we have incorporated the Audit Commission quality of life indicators into our corporate priorities and performance management framework.

2.2.3 Is robust action taken to delivery the strategy?

Leadership, both political and managerial is strong. The Chief Executive and Leader have developed very good working relationships which sets the tone of the council. In simple terms, the focus is on delivery, celebrating success and actively learning when issues arise. As a result, confidence across the organisation has improved and much of this is attributable to the quality of the leadership, particularly at CMT and Cabinet level. Examples of leadership include: ??????????eg VIP awards, Year Ahead progress, LSP level, sub regional, northern way etc etc

We have a robust approach to targeting resources (financial and workforce) against our priorities. Our key plans such as capital strategy, medium term financial strategy and service plans are directly aligned. We have also moved resources into higher priority areas, either across the council or within services. These additional investments are tracked in terms of outcomes and improvements, for example [USE BUDGET 2005/06 AND GIVE EXAMPLES FOR 2006/07]:

- Additional £4.7m to support learning disabilities, national care standards
- Development costs of £450k for customer service centres
- £120k for the school improvement service
- £450k to help deliver improvements in waste management

We have a good track record in identifying efficiencies to help fund further investment in services. We were commended in the MJ awards 2006 for our approach to Gershon efficiency gains and to date we have delivered over £13m which far exceeds our 2.5% target of £xxm. Over xx% of these efficiencies have been achieved through procurement savings for which we are rated as the highest council in the country.

Our direction of travel in recent years is due to a very strong focus on priorities. The corporate improvement plan, overseen by the Board, has focussed on the organisational development priorities. We have also stayed focussed using a range of mechanisms:

- Cabinet – agendas and portfolios aligned to corporate priorities
- CMT – sub groups established in 2005 to help focus on resources and development
- External audit and inspection – tracking of recommendations. In 2004 we had over 600 recommendations – in 2006 over 60% have been completed with 95% making good progress
- Performance management – constant improvements in quality, with tailored reports on key issues eg CPA, LPSA, performance clinics
- Year Ahead commitments – regularly tracked and reported through CMT [05/06 POSITION?]
- Scrutiny – PSOC in particular has been proactive in challenging and supporting progress
- Risk management – progress is tracked every months and automatic reminders sent when target dates have elapsed

We have a proven track record in managing change whilst still maintaining our direction of travel. In the past three years we have:

- Established an award winning strategic partnership with BT – major improvements in service delivery

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DRAFT

- Strengthened corporate capacity in the areas of finance, performance, policy, equalities
- Created an integrated children and young people's service – we are well ahead of many authorities having appointed a Cabinet Member, Board, Director, Safeguarding Board early 2005
- Set up Rotherham 2010 (ALMO) whilst still sustaining improvements resulting in a 2 star, good inspection in 2006

What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

2.3 Capacity [3 pages]

Self Assessment Score: 4

Key strengths	Areas for further improvement
<ul style="list-style-type: none"> • Proven capacity through direction of travel • ICT investments, e-government targets met • Financial capacity, management, reserves • Service and financial planning aligned • Risk management embedded • Use of resources approach well developed • Good track record on value for money • HR practices eg flexible working, equal pay • Procurement and partnership working • Workforce development and planning 	<ul style="list-style-type: none"> • Sickness levels • Representation of the workforce • Quality of the website • Rolling out the base budget review for future years

2.3.1 Is there clear accountability and decision making to support service delivery and continuous improvement?

We perform well in terms of capacity. Our proven track record, supported by strong direction of travel assessments over the last 2 years, external inspections (9 out of 9 rated good or better in the last 12 months) and external accreditations is testament to the hard work, calibre and commitment of staff, managers and councillors.

The Leader and Chief Executive provide strong leadership. They have helped to create a more positive, confident organisation which is proud of its achievements to date. These leadership qualities have been recognised by a number of external bodies, including the Audit Commission and Government Office [insert quote].

Accountability for performance and decision making is clear. The constitution was revised in mid 2005 to reflect the new priorities of the Community Strategy. Cabinet portfolios directly align to the cross cutting priorities of the council and member ‘champions’ [roles defined?] have been in place for a number of years to help drive continuous improvement, including:

- Procurement – chair of procurement board and instrumental in achieving Beacon status in 2006
- Equalities – helped ensure equalities is mainstreamed – council has moved from level zero to level 3 on the equality standard in 18months
- Performance – chairs performance clinics which have contributed to improvements in services
- Children and young people – key role in chairing the multi-agency Children’s Board

Relationships between CMT and Cabinet are good. There are numerous examples where cabinet and senior managers meet jointly to focus on key issues:

- Constitution – CMT/Cabinet away days in 2005 resulting in the revision of the constitution to reflect improvements in corporate governance
- Performance – joint meetings every quarter celebrating good performance and also focussing on areas of under performance, performance clinics chaired by members, base budget review
- Corporate plan – a series of away days and joint working to help develop the council’s corporate plan 2005-10 in line with the community strategy

Our approach to scrutiny is a particular strength. The Centre for Public Scrutiny has cited Rotherham as a model of good practice in its recent report ‘On the Radar’ 2005. The Chair provides very effective

leadership and is focussed on challenging performance across a number of areas. The impact of scrutiny work is illustrated by:

- The Scrutiny annual report – each year the council undertakes a minimum of 10 reviews which clearly link to the council’s priorities
- Recommendations made – over 80% of key actions have been acted upon in 2005/06
- Individual scrutiny reviews:
 - Policy development – a central role in developing the approach for reviewing and refreshing key plans and policies across the council
 - Parish councils - development of a protocol on how they work with the council
 - Direct payments - through better publicity the take up rate has improved [figures]
 - Wardens – review has helped instigate a combining of neighbourhood wardens, environmental and dog wardens to create an integrated service [impact?]

We have a strong track record of reviewing and improving our corporate governance arrangements year on year. The corporate governance group has actively learned from the Audit Commission and other good practice. In addition we were proactive in responding to the Use of Resources assessment last year and achieved a “good” score of 3 out of 4 for internal control, compared to xx% of authorities which failed to meet adequate standards.

Corporate governance in terms of partnership working is much improved. We have actively learnt from the past and developed better governance structures for the RBT partnership. A follow up review by the Commission in 2005 reported good progress on recommendations – over xx% completed. Since this review, the council has assessed the governance of other partnerships, including Rotherham 2010 (ALMO) and the local strategic partnership, which is in line with the council’s code of corporate governance.

We continue to promote and maintain high ethical standards. The Use of Resources assessment 2005 highlighted sound arrangements are in place, such as the standards committee, code of conduct for members/officers and our anti-fraud procedures. Documents and information relating to our ethical framework are available on our website.

Our approach to risk management is comprehensive and effective. The risk management strategy has been directly aligned to our corporate priorities for the last two years and we have embedded risks within our service planning framework. Risks are assessed at a number of different levels, including:

- Council meetings – registers and risks regularly assessed by cabinet, corporate governance group and audit committee eg reports highlight key risks, quarterly reporting
- Corporate – CMT focussed on the corporate plan and risks with non delivery of the plan and key objectives
- Programme Area – registers focus on key operational risks in line with service plans
- Key partnerships – separate registers in place for key partnerships including RBT partnership, ALMO and construction partnership

Risk registers are regularly monitored and updated throughout the year using a best practice Riskgen system and also fully refreshed each year. Our approach was praised by the Audit Commission in 2005 which reported 17 of the 18 recommendations had been addressed.

2.3.2 Is capacity used effectively and developed to deliver ambitions and priorities?

We have an impressive track record in demonstrating and improving value for money:

- Over £15m achieved in terms of efficiencies against a target of £xxm
- Majority of services are low spend and high performing, based upon the Commission dataset

- Base budget review undertaken during 2005 which has directly informed financial/service planning for 2006/07 – results to date include:?????????
- Use of Resources – scored 3 out of 4 for VFM – one of the highest in the region
- Good track record of keeping spending in line with budgets – less than 0.5% in 2005/06

Modern HR practices are now in place across the council. Through the RBT partnership, we have invested resources and effort to ensure our workforce is developed and we meet the ever increasing needs of our staff and councillors. Some of our recent successes include:

- Flexible working policies – across the council there are xxxx employees working flexibly, including homeworking and a four day week
- E-Learning – we have introduced an interactive on line induction process – effectiveness???
- IDeA leadership programme – over xx councillors have now attended the programme, leading to improvements in xxxxxx
- Management Development – with colleagues from Sheffield City Council we have developed a Development Centre for managers with Heads of Service as trained assessors - % of managers completed???????

Case study: Award winning home working pilot in Revenues and Benefits (Guardian Public Services Award)
In 2005 a homeworking pilot was launched. An independent report highlighted that homeworkers experienced a sense of improvement and satisfaction. As a result, productivity increased by 63% whilst sickness reduced by 57%

We have focussed on improving corporate health indicators in recent years. For example, whilst sickness levels are still too high in our view, we have made progress through a wide range of initiatives: [INCLUDE FROM RECENT CMT REPORT]

Workforce planning is progressing well. We have been a pilot the region and our workforce strategy was completed in 2005. Our work is now quoted as an example of best practice and we are one of the finalist for the MJ awards 2006.

“Rotherham have demonstrated terrific enthusiasm and commitment to workforce development and have used innovative ways to change cultural attitudes and behaviour within the organisation” Regional Skills and Capacity Adviser

Significant improvements have been made in procurement and it is now a major strength.

- **Strategic approach** - recently updated our strategy following an audit in 2004 and a very positive IDeA health check last year. Strategy is directly aligned to delivering our corporate plan
- **National recognition** – we have just been awarded 'Beacon' status for our procurement results
- **Driver for efficiency** – through the RBT partnership we are leading the country in terms of innovation in procurement – we are rated top in the country for procurement savings – over £2m in 2005/06
- **E-procurement** – finalist in MJ awards 2006 for advancements in systems enabling on line catalogues, e-auctions and other enabled technology
- **Skills** – significantly strengthened through a centralised team plus procurement champions across the council. Staff are now undertaking a graduate course in procurement – the first in the country
- **Voluntary and community sector** – a key focus for the strategy. Voluntary Action Rotherham were actively involved in the development of the revised procurement strategy
- **Pooled budgets** – many examples eg learning disabilities service is now a joint service with shared accommodation, one management structure and a one stop shop for users

We have made significant advances in access to services.

- Customer access strategy, published in 2005?, provides a clear and simple framework for modernising access
- Access to services - ‘good’ 2 star, promising prospects inspection
- Chartermarks – 8 have been achieved in the last 2 years???
- Customer service centre opened in the town centre in 2005

The council website has been improved. We have achieved our 100% target for transactional delivery and the website is rated as ‘content plus’ based on the SOCITM survey 2006. The website is up to date, comprehensive and meets the government accessibility standards. However further improvements are needed in making stronger links to other service providers.

2.3.3 Does the council, with its partners, have the capacity it needs to achieve change and deliver its priorities?

We are very self aware of our capacity and have used this to develop a corporate plan that is challenging but also realistic in terms of resources. Our approach to VFM is strong, we have significant financial capacity and our councillor and staff training and development embedded. For example, xx councillors have attended the IDeA leadership academy in the last 2 years – significant when compared to other authorities.

Our workforce capacity is strengthening. We regular monitor workforce representation and this has improved as a result of better targeted information (xx% to xx).

Case study: EQUIP scheme

We have recruited 11 people from Rotherham’s BME communities as part of our ‘Equip’ positive action training scheme. The scheme has been developed with Rotherham Ethnic Minority Alliance (REMA) supported by the council’s BME workers’ network. It offers workplace-based training and has helped overcome barriers faced by BME communities in getting employment.
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We now have a robust financial strategy following a critical AC review 2 years ago. The financial position of the council is strong with over xxm in reserves, although we recognise the need to ensure the budget is sustainable in future years. Increasingly, we are finding a number of service pressures eg demographic changes in social services, waste management costs and xxxxxxxxxxxxxxxx. We have improved our approach to reserve management and we continue to draw in external funding. In the last 2 years we have successfully obtained xxm in line with our priorities. We have also developed innovative approaches to commissioning to ensure funds are applied to areas of greatest need eg NRF.

We have invested over £xm over the last 3 years to ensure ICT which is producing tangible results. E government advancements have improved from a low base in 2003 to 100% in 2006. We are leading several national government projects eg eBenefits and have been highly commended nationally for our work in this area. We have achieved the priority outcomes for local e-government [link to IEG statement].

Case study: National eBenefits project

Rotherham is leading the National eBenefits project to enhance services to citizens. Working in partnership with the Department of Work and Pensions, RBT and Northgate Solutions the council piloted the system in 2005. 60% of citizens using the system preferred it resulting in improvements in consistency of information and service.
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A key driver for the council has been the RBT partnership. We have built leadership, financial, staffing capacity which has transformed services in a relatively short space of time. All of the key strands of the partnership are delivering major results as reflected through efficiency savings, national awards and service improvements.

Our approach to equalities and diversity has been a major shift over the last three years. Moving from level 0 on the equality standard in 2004 to level 3 in 2006 has been achieved through a proactive, highly experienced corporate equalities team supported by equality officers in each service area. 100% of Service plans reflect the FAIRNESS theme picking up on key issues.

2.4 Performance Management [3 pages]

Self Assessment Score: 4

Key strengths	Areas for further improvement
<ul style="list-style-type: none"> • Well developed performance culture • Resources targeted at priorities • PM arrangements for LSP – green rating last 2 years • Reporting and management focussed on priorities • Corporate performance and quality team • Direction of travel eg PIs improved, inspections • Data quality arrangements • Effective role and rigour from scrutiny • Role of members in challenging performance eg base budget review, clinics, cabinet/cmt sessions 	<ul style="list-style-type: none"> • Further embedding use of performance plus system • Aligning financial and performance IT systems • Embedding LAA PM framework

2.4.1 Is there a consistent, rigorous and open approach to performance management?

We have continually developed and refined our performance management framework since it was introduced in 2004. The framework was developed through learning from a range of other councils and best practice eg IDeA PMMI project, ODPM framework. The framework provides a high level overview of roles and responsibilities whilst still enabling flexibility at an operational level.

The very strong focus on performance in recent years is evidenced by our excellent direction of travel, moving from ‘weak’ in 2004 to 3 star ‘good’ 2 years later:

- **2003/04** – 63% key indicators improved, rated ‘top 10’ most improved council by Commission
- **2004/05** – 70% key indicators improved, rated as ‘improving strongly’ – top 8 in the country
- **2005/06** – over 70% key indicators show improvement this year

We have generated a strong culture of performance. The establishment of a corporate performance and quality team in 2004 including a new head of service has been central to driving forward the council’s improvement agenda. The overall approach to performance management has been strengthened through:

- A streamlined approach to service planning during 2004/05 – shorter, SMART plans
- Improvements to quarterly reporting with a focus on key PIs, underperformance and action
- External challenge and support e.g. IDeA best practice, Housemark in assessing PM
- Improved data quality arrangements – no PIs qualified in 2004/05
- Regular briefing sessions to M3 managers and staff on PM, CPA and inspections
- Development of an inspection framework in 2004 – this has been highly effective and has contributed to the excellent track record in inspections – all rated ‘good’ or better
- Learning from other high performing councils in developing PM e.g. performance clinics

We have learnt a great deal from inspections and external audit. Without the external challenge 2-3 years ago it is unlikely we would have achieved such a rate of improvements, both in services and also the corporate centre. All external recommendations are tracked centrally with quarterly reporting to CMT, Cabinet and Scrutiny. Currently, over 90% of recommendations are on track, with over 60% completed.???

There is a strong culture of regular debate and challenge on performance across all areas of the council. Members and officers work very closely to understand and address performance issues. Performance clinics have been in place for a number of years and are delivering tangible results. Similarly, the base budget/VFM review which was led by Cabinet and completed in October 2005 has significantly improved our understanding of VFM issues across the council. A number of

recommendations have been addressed and the impact in terms of the budget and performance is evident:

- 2 or 3 good examples from BBR [USE ADULT CARE, WASTE, CULTURE]

We have a good track record in developing and managing performance for our key strategic partnerships. For the last 2 years, Rotherham Partnership has received the highest 'green' rating and can demonstrate continuous improvement in action planning, governance and outcomes. We have also helped further refine and improve PM arrangements for the RBT partnership. An internal review in 2005 based upon the ODPM strategic partnership assessment tool has resulted in a number of improvements, in particular, the robustness of SLAs for managing performance. This is also reflected in the recent Audit Commission follow up report which indicated 25 of the 27 recommendations from 2004 had been completed.

Councillors have a strong record of involvement in performance management. Cabinet includes, as a minimum, quarterly discussions and challenge on performance issues jointly with CMT. The quarterly meetings focus on delivery of the Corporate Plan priorities with separate meetings being held to focus on key areas such as LPSA indicators, local area agreement, Year Ahead commitments, CPA service information and performance clinics. The Deputy Leader, lead for performance, chairs performance clinics across the council and these have been instrumental in shifting areas of poor performance, including sickness levels (disability access (1% to 46%) and representation of the workforce. Other member meetings are also central to councillor involvement in performance, in particular, the audit committee, corporate governance group, PSOC and the corporate improvement board.

Scrutiny has a highly effective role in performance management and is robust in its approach to reviews and challenge within meetings. Constructive relationships are well developed between cabinet, CMT and other senior officers. Scrutiny has been commended for its approach on numerous occasions and the council can point to many examples where scrutiny work is having an impact:

- **Tracking of recommendations** – over 80% of recommendations accepted have been implemented
- **Scrutiny of partnerships** – many examples ranging from the LSP to PCT etc etc
- **Impact of reviews** – over the last 3 years key achievements include:
- **VFM** – key role in base budget review – impact by June?

We have invested in improving the accuracy and presentation of performance information. Data quality is an ongoing issue and we have been praised for our approaches last year resulting in no qualifications and very minor amendments – a significant improvement from 2004 where over 50 amendments were identified. [QUOTE FROM KPMG REPORT – GOOD PRACTICE]

We have improved significantly the quality of performance reporting, tailoring reports as necessary. Quarterly reports focus explicitly on our corporate priorities to help focus on the cross cutting agendas. More specific reports on CPA service scores, LPSA and performance clinics are presented to CMT and Cabinet on a regular basis. We focus on areas of good performance but have a very strong focus on underperformance and action needed to improve. Through the use of our Performance Plus system, a nationally recognised system, we have streamlined reporting arrangements and are starting to use the system with our partners for managing the local area agreement.

We have maintained a strong track record in handling complaints. For three years running the Local Government Ombudsman has not issued any reports of maladministration and our performance in responding to complaints has improved from 72% (03/04) to 94% (04/05) within 10 days.

Our approach to user focus has been commended. Good progress has been made since the 2 star 'good' Access to Services inspection in 2005. A new customer service centre opened in the town hall,

further improvements in the contact centre and customer care standards have been refreshed. We are now on track to open two new customer service centres each year.

2.4.2 Do the council and partner organisations know how well they and each other are performing against planned outcomes?

We have a good picture of how well the council is performing, particularly against the community strategy priorities. Our performance reporting is clear and informative with a strong focus on good performance but also areas of underperformance. Through the use of Performance Plus we provide regular one page scorecards on each Priority Theme that illustrate performance in a simple format which has been well received by members and senior officers. Reports are also tailored to the specific needs, including information such as:

- Quality of life indicators – based upon the Audit Commission research
- National and local indicators eg LPSA, Local Area Agreement
- Value for money – indicators included where relevant based upon the VFM profile
- CPA service block – key indicators and thresholds
- Gershon efficiency – key indicators tracked within performance plus
- Risk – links made to the corporate risk management system
- Budget – commentary included where relevant

The base budget/VFM assessment, completed in October 2005, was a very useful exercise in improving councillors' understanding of the budget and performance. Self assessments incorporating the VFM KLOEs were produced by each Head of Service and rigorously scrutinised by a series of officers and member panels. Efforts focussed upon delivery against priorities, budget breakdown and areas for further efficiency. The base budget process was commended in our Use of Resources assessment and a more focussed review process is underway again this year - we recognise the need to build upon progress in aligning resources and performance.

Community involvement in performance management is rapidly evolving. We have a range of service and corporate customer care targets which have been informed through a range of consultations and engagement activity:

- 'Learning from customers' used within housing including the use of video diaries with tenants
- Customer inspections introduced to monitor and challenge services within the ALMO
- Quality of life information – survey undertaken in 2006 which provides a baseline of satisfaction, drawing upon consultation which is representative of the community
- Street pride champions – over 500 residents are involved in improving street scene activities
- Scrutiny reviews – many reviews involve partners and users in undertaking reviews
- Social care – eg better care standards etc etc
- People and Service 1st – standards in place for a number of years and recently revised
- Diversity examples????

We have invested in imaginative ways to communicate our achievements and overall performance to residents and partners. Our corporate priorities have been communicated successfully in a variety of formats including a DVD to partners, media campaigns, internal staff poster work and DVD for those with learning disabilities. We have also regularly communicated our performance results through the website, the council newspaper 'Rotherham Matters' and also each year in an informative leaflet circulated with the council tax information.

2.4.3 Is knowledge about performance used to drive continuous improvement in outcomes?

We are ambitious for the people of Rotherham, as reflected through a set of challenging targets. The corporate plan is challenging and cross cutting. Delivery to date against the priorities is encouraging

with 70% of key indicators improving but there are some key areas for further improvement [identify?] [how many targets met last year?].

We are realistic when setting targets. Our approach to service planning has been integrated with financial planning over the last 2 years and we have also integrated workforce planning this year. The budget process this year has been much improved. The Director of Finance has introduced more rigour into the process and has focussed on corporate priorities, MTFS and savings.

Service plans 2006-09 are good quality and have been quality assured for the third year by the CXs office. Prior to approval by CMT, each plan has been checked for issues such as links to MTFS, children services, corporate health, progress on audit/inspections. In addition, there has been an explicit focus on the 'fairness' priority diversity and equalities as outlined in the service planning framework.

We have established systems for identifying areas of under performance, such as through internal reviews, performance monitoring and quality assurance role by the corporate performance team. Management teams take responsibility for action plans to rectify performance. In addition, performance clinics have successfully helped drive performance in many areas:

- Disability access – improved from 1% to 52%?? [NEED YEAR END FIGURES]
- Representation in the workforce - ????????
- Sickness levels - ??????????????
- Development land - ??????????????

What has been achieved?

Explain clearly how and why you have chosen and determined your priorities; and the rationale for the way in which you target resources and activities. Use the 'summary of achievement' key question to show what progress you have made in delivering and balancing local priorities and how these are improving community outcomes

2.5 Achievement [10 pages ie 2 pages on each shared priority theme]

Summary of achievement [1 page]

2.5.1 What progress has the council made in delivering its priorities and improving quality of life for local people?

Top 5 Messages

Achieving: Assisted by the Rotherham Investment & Development Office (RIDO), employment in Rotherham has made a dramatic recovery since 1998. The employment rate from 67% in 1998 to 75% in 2004. Over the same period the number of jobs located in the Borough grew by 29%, the highest increase in Yorkshire & The Humber whilst unemployment has fallen below the national average.

Learning: Since 1997, the proportion of 16 year olds obtaining 5+ GCSEs at A*-C has risen from 37% to 49.5%, a 34% increase.

Alive: Teenage conceptions have reduced from 56.6 per 1,000 females aged 15-17 in 1998 to 51.5 in 2004. Male life expectancy increased from 72.7 years in 1991/93 to 75.0 in 2002/04.

Safe: Domestic burglary has fallen by half in just two years from 26.2 per 1,000 households to 13.3 in 2004/05. In 2002/03, Rotherham was well above the national average for domestic burglary but is now below the national average.

Proud: ??

Sustainable communities and transport

2.5.2 What has the council, with its partners, achieved in its ambitions to develop sustainable communities, integrating economic, social and environmental issues?

Key strengths	Areas for further improvement

Safer and stronger communities

2.5.3 What has the council, with its partners, achieved in its ambitions for building safer and stronger communities?

Key strengths	Areas for further improvement

Healthier communities

2.5.4 What has the council, with its partners, achieved in its ambitions for the promotion of healthier communities and the narrowing of health inequalities?

Key strengths	Areas for further improvement

Older people

2.5.5 What has the council, with its partners, achieved in its ambitions to promote and support the independence and well-being of older people?

Key strengths	Areas for further improvement

Children and young people

[link to JAR, YOT self assessment and Youth Service] – key messages/achievements

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted