

DRAFT

Rotherham MBC Improvement Plan

“A Fresh Start”

15 May 2015

Preface

“A fresh start”

Rotherham Council needs to improve. This Plan constitutes a wide and deep programme of change to improve services to children and adult survivors of abuse and make improvements across the Council to ensure it can deliver its best value duties. These are the legal duties which underpin our commitment to purposeful political leadership, robust scrutiny and policy consideration, alongside efficient, economical and effective service delivery.

All councillors, staff and the commissioner team understand they need to play their parts and work through these changes systematically so that the work of the Council can properly and safely return to democratic leadership and accountability. The improvements have already begun and will be continuous. We want the Council to be constantly appraising where it can do better within its limited resources. It follows that, over the course of this programme and its updates, responsibility will transfer from commissioners back to councillors and the paid staff of the Council.

We undertake to work with vigour, integrity and purpose to make this progress. Local people will expect nothing less.

Signed: Commissioner Stella Manzie on behalf of the commissioner team;

[[xxxx], Leader of the Council (Labour); [xxxx], Leader of the Opposition (UKIP)]

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ROTHERHAM COUNCIL IMPROVEMENT PLAN

1 What is this Plan for?

1.1. This Plan is Rotherham Council's strategic, organisation-wide response to the following;

- a) Independent inquiry into CSE in Rotherham, by Professor Alexis Jay (26th August 2014)
- b) Ofsted Inspection of Services for children in need of help and protection, children looked after and care leavers *and* the Review of the effectiveness of the Local Safeguarding Board (19th November 2014)
- c) Louise Casey Corporate Governance Inspection report (4th February 2015)
- d) Secretary of State Directions to Rotherham MBC, (26th February 2015).

1.2 It is based on the commissioners' assessment of what key improvements are needed for the authority in order to have a "fresh start"; and has taken into consideration discussions with leading elected members, input from a staff corporate working group and soundings from the LGA Improvement Board.

1.3 The Corporate Governance Inspection (CGI) of the Council, led by Louise Casey CB, was instigated as a result of the Professor Jay and Ofsted reports into serious, longstanding failings in children's social care in Rotherham. It set out a succession of serious corporate failings across the organisation and its wider partnership relations. In response to these failings, in February 2015, the Government appointed five commissioners to take on all Executive responsibilities at the Council and drive the improvements necessary to return decision-making to democratic structures. Part of the commissioners' remit is to submit this Improvement Plan to the Secretary of State for Communities and Local Government within three months of the commissioners' appointment, responding to the Secretary of State's directions¹:

- a) To rebuild the governance capacity of the Authority, addressing the deep-seated culture of poor governance and leadership – both political and officer/managerial**
- b) To restore public trust and confidence in Rotherham by putting an end to any of the Authority's activities, practices and omissions, which are, or risk being, not compatible with the best value duty**
- c) To secure, as soon as practicable, that all the Authority's functions are exercised in conformity with the best value duty, thereby delivering improvements in services and outcomes for the people of Rotherham.**

1.4 There are requirements to:

- a) As soon as practicable, review whether it is possible to hand back powers to Rotherham and then report on this every three months
- b) Produce a corporate improvement plan within three months (the Children's Social Care Commissioner having a separate requirement, already fulfilled, to produce an improvement plan for children's social care services)
- c) Produce formal, 6-monthly progress reports following the date of their appointment
- d) Maintain such improvement panels as may be required, to help hold the authority to account for progress.

¹ The full best value directions can be read at www.gov.uk/government/uploads/system/uploads/attachment_data/file/407338/DIRECTIONS.pdf

2 The Rotherham Context

2.1 Every central government intervention in the running of a local authority is different. The context of this Improvement Plan is specific. It is written with the recent failure of the Council in dealing with child sexual exploitation (CSE) and the other failings set out in the Jay and Casey reviews and Ofsted inspection firmly in mind. It is the sister plan to the Rotherham Children and Young People's Services (CYPS) Improvement Board Action Plan and its focus is on turning the authority into a dynamic, democratically-led organisation, which uses all the powers and duties it has to make real a new vision for Rotherham. Its context is also its political and democratic setting.

2.2 Since the recent election of 7th May 2015 until 5th May 2016 Rotherham Council will have a combination of more longstanding and newly elected members. Everyone understands that there is to be a further round of whole council elections on 5th May 2016, at which the seats of every councillor will be fought and, whatever the political outcome, the administration which follows is set to be in place for the following four years, until 2020.

2.3 Commissioners appointed by two Secretaries of State began their work on 27th February 2015. They could be in place until 2019 or longer. It is therefore imperative that, if powers are to be returned to councillors at the earliest opportunity, then visible progress must be made during 2015 to 2017. Commissioners' first report on Rotherham will be submitted by the end of August 2015 and the second by the end of February 2016, as part of the commissioners' formal, 6-monthly reporting on progress against this Plan and the Secretary of State Directions.

2.4 Commissioners and elected members face a real challenge during the period 2015 to 2017. They need to ensure that the basics of a functioning unitary local authority are in place in time for the new Council from May 2016. As part of this process, commissioners, elected members and senior staff will have to run a major budget savings process as the Council, like every other local authority in the country, faces a major financial challenge. The Council has the capacity to do this, but it will be challenging given the need to re-invest in some elements of children's social care and some other council functions as part of the overall improvement programme. The Council will need to exercise all the strategic thinking, innovation and change management possible to achieve these changes.

2.5 This Plan, therefore, focuses on the basic governance expectations of any large, successful large local authority in the 21st century; and on the imperative for a new vision to inspire Rotherham. It draws on elements of a draft "Renewal and Recovery Plan", led by Interim Chief Executive Jan Ormondroyd, as well as the work of the Rotherham Improvement Board, established jointly by the Council and the Local Government Association (LGA) in September 2014, before the appointment of the commissioners.

2.6 The Plan recognises that Commissioner Malcolm Newsam is leading the work on the restoration of good children's social care services and on tackling CSE; and makes links to those actions. The Plan's premise is, however, that for the Council to be able to engage in tackling CSE - or any problem demanding a moral compass, energy, focus and the use of all its powers - it has to have certain key essentials in place, which currently it does not possess.

3 What is the future vision for Rotherham?

3.1 Part of this Plan focuses on the Leader of the Council and commissioners' programme of community workshops, with elected members and partners, to find out what the key issues are for the people of Rotherham and turn these into a vision for the borough. However, prior to the outcomes of these sessions, for the purposes of this working document we have identified four key outcomes for Rotherham as a steer for our improvement work:

- Rotherham being a child-centred borough, where young people are supported by their families and their community, and are protected from harm
- A place where there is trust and confidence in the Council and how it takes its decisions
- A well-run, aspirational and high-performing council, turning strategies into actions which makes a difference
- Purposeful partnerships led by the council, engaging effectively with Rotherham's citizens and businesses.

3.2 There is plenty of information about Rotherham and its people, including a very full Joint Strategic Needs Assessment (currently in the process of being refreshed). There are dedicated, active and willing partners who want to move forward with a rejuvenated council which can lead the fresh start that Rotherham needs.

3.3 Above all, Rotherham wants to reclaim its identity. Rather than being associated with CSE it wants to be known as a place where people enjoy living and families have no fears about their children's safety and have confidence in their future; a place to do business, earn a living and enjoy leisure time. It will, however, only be able to do this by drawing on its own historic strengths, not least invention and hard work, using all its imagination and steely determination to change the current reality of the borough.

3.4 At the heart of this must be a commitment to children and young people. In this plan we have used the short-hand of Rotherham being "a child-centred borough". Specifically, the Children and Young People's Improvement Plan vision is:

Working with families and our partners for Rotherham's Children's Services to be rated outstanding by 2018. Our key outcomes will be:

- ***Children and young people are healthy and safe from harm***
- ***Children and young people start school ready to learn for life***
- ***Children and young people and their families are ready for the world of work***

This will mean our children, young people and families are proud to live and work in Rotherham.

3.6 One idea for how to take the concept of the child-centred borough forward in Rotherham is through a "Children's Charter". This Plan does not detail exactly what could be in such a Charter, as we believe this will need proper consultation; in particular with young people themselves and their families, as well with other partner organisations in the borough. But the kinds of issues the Council and its younger citizens will need to consider will include:

- a) How can the Council better involve young people in its decision-making on issues of interest to them (avoiding jumping to conclusions about what those issues are)?
- b) How the whole Council can support a strong culture of aspiration in young people, to be ambitious about their goals and to focus on achieving them, not only locally in Rotherham but regionally, nationally and internationally?
- c) How the Council can use its leverage to encourage respect for Rotherham's history and also make changes which give young people pride in their borough now?
- d) How we can continue to mobilise the support of everyone in Rotherham to look out for the interests of the most vulnerable children, through specific changes like increasing the number of foster parents?
- e) How much time and effort the Council needs to put into modern, two way communication through social media - to ensure that its communication is balanced between more traditional and more innovative and modern methods?
- f) How can the Council and its partners use sport and culture to enrich the lives of young people and increase vision, inspiration and ambition?

3.5 Such a Charter would only be one means of ensuring Rotherham merits the description of being a “child-centred borough” – the whole of this Plan is designed to ensure that the Council has the capability to run itself properly, for all its citizens, and with children at its heart. The following chapters will set out what needs to be done.

4 Essentials of an Effective Council

4.1 In order to deliver radical improvements to services and how it does business, Rotherham MBC has to ensure it has the building blocks of an effective, modern council, based in the reality of the financial circumstances it will face in coming years. The CGI report highlights a number of specific failings in this regard – and commissioners have had an opportunity to further reflect on these issues since their appointments in late February 2015. These must be addressed as the most urgent, initial improvement priorities, if the council is to work more effectively, with its residents and partners, to create a better Rotherham for its citizens. The diagram at Table 1, below, illustrates these core elements of a modern, effective council.

4.2 We are proposing that a key part of addressing these issues is by having a robust governance framework, against which Rotherham's performance can be tested. Attached at Appendix 1 is an extract from Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) guidance on effective local authority governance², which will be one of the sources from which we are constructing a new Rotherham governance framework, tailored to specific local needs, circumstances and priorities.

² “Delivering Good Governance”, CIPFA, 2012 (see www.cipfa.org/policy-and-guidance/reports/delivering-good-governance-in-local-government-framework-addendum)

Table 1: Essentials of an Effective Council



4.3 The essentials illustrated at Table 1 above represent those core foundations needed to address the failings identified in the CGI Report, summarised below:

- Poor leadership and a lack of vision
- Inability to address past weaknesses
- Failure to face up to uncomfortable truths
- A focus on reputation rather than quality of services
- A culture of denial
- Failing to address issues of race
- Poor standards and conduct
- A failure to hold partners, particularly police, to account
- Inadequate children's social care
- Lack of transparency
- Lack of robust scrutiny
- Failed accountability
- Weak partnerships and community strategy
- Inconsistent performance management and reporting
- Absence of strategic, financial management
- Not translating strategy into action
- An absence of self-challenge
- Taxi licensing which has failed to protect people.

What success will look like for Rotherham Council

4.4 The purpose of making the changes to the culture and running of the Council outlined in this Plan is to move towards the real outcomes which people in Rotherham, the Council and its partners, are seeking to achieve. At the heart of this is the opportunity to make a real step-change, delivering a truly fresh start for Rotherham, so that it becomes a place where children and families are seen genuinely as being at the heart of everyday living and working. Many of the objectives and actions in the Plan may seem very managerial or procedural. Some of them are, because these are important components of making a large, democratically-based organisation work. But the Plan also recognises that procedural issues and strategies will not in themselves make any organisation work. There must also be changes in behaviours, leadership and partnership skills, energy, pace and momentum. The table below describes the factors by which the public, service users, businesses, neighbouring authorities, government departments and the media might recognise success in Rotherham.

Table 2: What success looks like - headline outcomes for Rotherham supported by an improved Council

<p>1. Rotherham is a child-centred borough where young people are supported by their families and their community and are protected from harm</p> <ul style="list-style-type: none"> a. Rotherham being recognised as a great place for families to bring up children and see young people safe into adulthood b. An environment with exciting, challenging, schools, colleges and access to higher education, where teachers want to teach, students want to learn and young people are full of ambition and aspiration c. A place where vulnerable adults are respected and play a full part in the life of Rotherham d. The Council accepts and acknowledges its past history with CSE, has tackled its past and robustly and effectively deals with current cases 	<p>2. A place where there is trust and confidence in the council and how it takes its decisions</p> <ul style="list-style-type: none"> a. Effective political leaders and elected members demonstrating high ethical standards in holding officers to account in the delivery of services b. Effective and professional senior management c. Effective elected member-officer relationships, which promote effective policy formulation and decision-making d. A clear vision and strategic direction for Rotherham, owned and shared by partners and supported by a robust governance framework e. Improved feelings and perceptions of trust and confidence in the council, its vision and how it conducts its business f. A modern and fit-for-purpose council constitution, which facilitates effective and transparent decision-making
<p>3. A well-run, aspirational and high-performing council, turning strategies into actions which make a difference</p> <ul style="list-style-type: none"> a. A performance-focused Council, prioritising delivery of shared outcomes and continuous improvement b. A positive, energetic, open culture, built on effective workforce engagement and corporate communication c. A talented and learning organisation, which attracts and retains high quality employees d. Financial planning and management which support the sustainable delivery of the council's vision, improvement priorities and better outcomes e. External engagement which supports a positive, aspirational and confident council f. Using modern digital solutions to improve service delivery, generate savings and promote better engagement and information-sharing g. Recognisable achievements, which have improved the quality of life in the Borough 	<p>4. Purposeful partnerships, engaging well with Rotherham's citizens</p> <ul style="list-style-type: none"> a. A fit-for-purpose "Rotherham Partnership" – leading the delivery of a revitalised Community Strategy for the borough from 2016 b. A shared "Quality Assurance Framework" so that all plans produced in support of the Rotherham Vision and Community Strategy are consistent and integrated – including: <ul style="list-style-type: none"> i. Health & Wellbeing Partnership ii. Children's Services Partnership iii. Safer Rotherham Partnership iv. Rotherham Economic Growth Partnership c. Rotherham being an active, reliable contributor in the Sheffield City Region –supporting Rotherham and South Yorkshire's economic growth and skills needs d. Active ward councillors working with neighbourhoods to build community and citizens' capacity

4.5 We have deliberately not sought to cross-refer the Improvement Actions in the main section of this Plan (Section 6) with these outcomes because of their multiple impacts. It is only by a combination of the actions to improve corporate governance that we will achieve these outcomes.

5 How does this Plan link to the Rotherham Children and Young People's Services Improvement Board Action Plan?

5.1 As the sister plan to the comprehensive Children and Young People's Services (CYPS) Improvement Board Action Plan we are not repeating its full contents. However, it is important to summarise how the whole organisation is corporately supporting improvement in children's social care and the tackling of CSE.

5.2 The priorities in the CYPS Action Plan are set out below in Table 3, with commentary and cross referencing to some of the specific Improvement Actions and tasks set out in Section 6 of this report:

Table 3: Summary of corporate, organisation-wide actions to support delivery of the CYPS Improvement Board Action Plan priorities

- a) Strengthen the arrangements for screening through the introduction of a Multi-Agency Safeguarding Hub (MASH)*
- b) Put in place sufficient social workers to ensure caseloads are manageable across the service*
- c) Clear up the backlog of out-of-date assessments and ensure that assessments are completed in a timely fashion including programmed reviews*
- d) Recruit to a permanent senior and middle management structure*

All the items above require support from the rest of the council, whether in organising office accommodation for the staff members of the MASH, providing corporate support to recruitment and training, or provision of ICT support to prompt visits or facilitate record-keeping.

- e) Strengthen the specialist team for investigating Child Sexual Exploitation (CSE) and put in place strong, strategic and operational leadership to tackle CSE*

Corporate support will continue to be needed for long-term recruitment to the CSE team and continued training programmes, both in terms of specialist and general awareness. There is joint work between Children's, Adults and Public Health Services on providing support to survivors of child sexual exploitation.

There is also extensive work on tightening licensing policy and practice to help tackle those who might be a risk to children; as well as a broader focus on ensuring that the council uses its full range of powers to disrupt CSE.

- f) Ensure all children in need, children on a child protection plan and looked after children have an up to date plan focused on outcomes and that children on caseload are visited at the required frequency by social workers*
- g) Address the severe deficit in the ICS system as a matter of urgency and procure a replacement system*

Corporate ICT and Procurement services have already been supporting Children's Services in obtaining a replacement ICT system, which is due to be operational in CYPS by 31 December 2015. This corporate focus must continue in support of training and implementation; and, later, management of day-to-day effective operation and maintenance.

h) Carry out effective performance management and quality assurance arrangements and ensure they are well understood

This priority is linked directly to a number of tasks in this Plan - in particular Tasks in Section 10 of the Action Plan (Section 6) on a new performance management system - and the cultural changes which put a big emphasis on performance management and quality assurance across the whole organisation. This

Plan's wider focus on excellence and quality will support the CYP Action Plan

i) Coordinate leadership across the Health and Wellbeing Board, the Local Safeguarding Children Board (LSCB) and Children's Partnership and the Corporate Parenting Board to establish and deliver against jointly agreed priorities

This links to the tasks in section 21 of the Improvement Actions. There has already been progress made on the governance of the Health and Wellbeing Board and its strategy is being revised, with the needs of children at its heart, by the end of September 2015. Leads on these issues will be the Advisory Cabinet Members for Children and Young People and Health and Wellbeing, the Chair of the LSCB, Commissioner Manzie and Strategic Director for Children's Services, Ian Thomas.

5.3 As set out above, corporate support to these children's social care priorities has already started, but this will continue over the coming months. In addition to supporting the key targets of the Children and Young People's Improvement Plan more generally, this Plan also has some specific outcomes and actions focused on children and young people. These include Corporate Parenting, children's involvement in decision-making and how we deploy specific services to make Rotherham a "child-centred" Borough.

6 Improvement Plan Actions (May 2015 to May 2017)

6.1 Rotherham Council's improvement journey can be characterised by an initial **Transition** phase delivering many of the essentials of an effective modern council (Phase 1, May 2015 to May 2016); moving to a **Strong Leadership, New Culture** phase (May 2016 to May 2017), where the improvements made are embedded via revitalised political and managerial leadership which can deliver an aspirational and inspirational vision for a better Rotherham.

6.2 A key part of the improvement in Rotherham's governance and services is that elected members and officers of the Council should be able to recognise excellence in services and partnerships, as well as the opposite. The Plan we are proposing incorporates work on an "Excellence Index", a performance management and corporate governance framework and mechanism for testing the wider services within the Council. While the emphasis of our remit has been triggered by Louise Casey's corporate governance inspection, part of our work has been to check that there are no other services within the council that have the same deep-seated problems exhibited by, and being addressed in, Children's Social Care.

6.3 Outstanding services are defined by their over-arching strategy, a vitality and energy in implementation, backed up by regular checking and testing of quantitative and qualitative performance information. It is not enough for staff to be well-intentioned and caring about the services they work in – staff at every level need to be competent or expert in their field, to the required standard. Senior staff need to be able to exercise judgement and common sense leadership skills, based on respecting their staff and being willing to spend time with them.

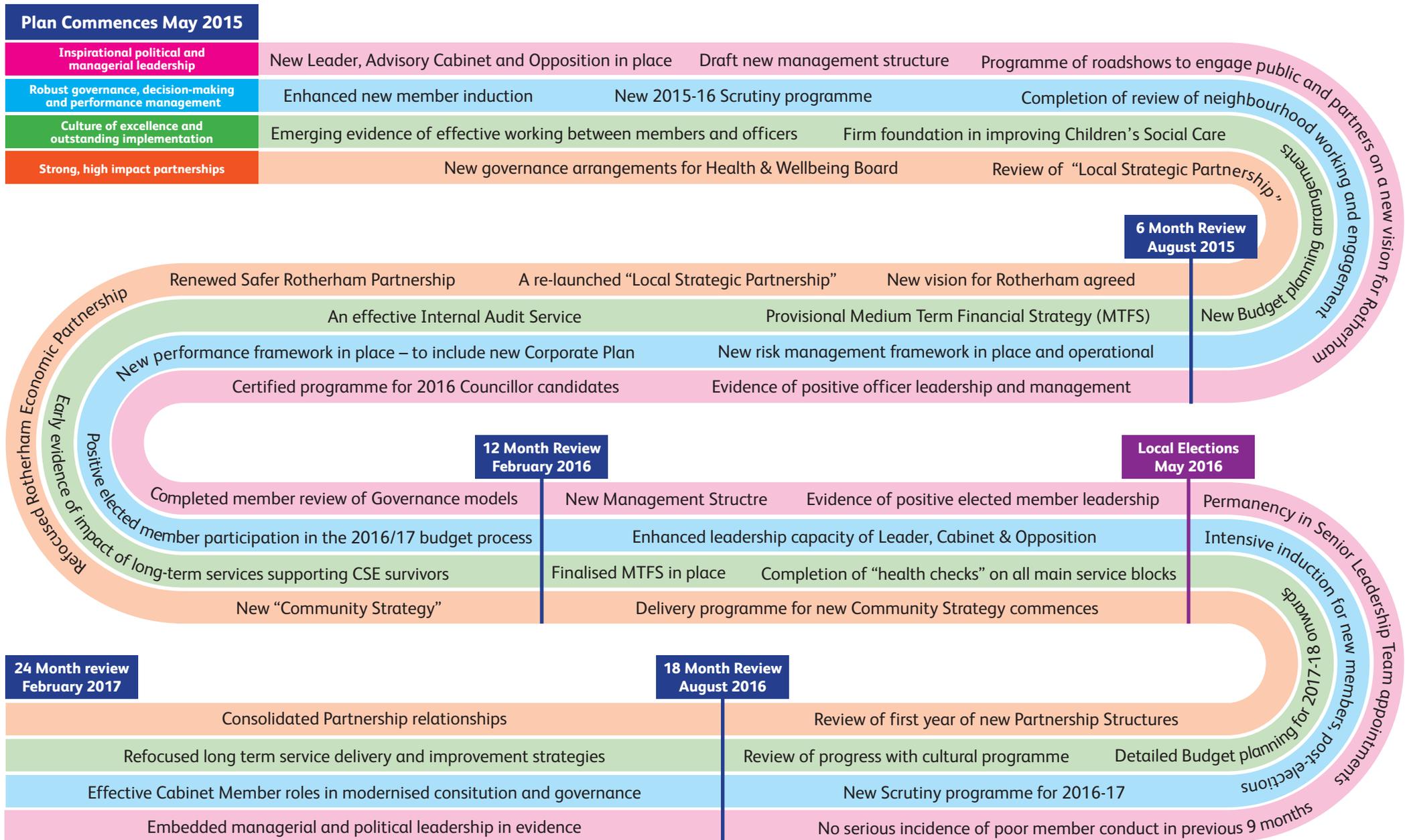
6.4 For the next few years, a key part of the authority's focus has to be on ensuring that Rotherham protects its children. This is a job first of all for parents. Where parents either cannot or will not perform that role, then it is for the Council – as well as schools, colleges, health services, police and other public and voluntary sector bodies - to support and protect young people. But the Council's role is critical. This does not mean that the Council is not interested in other issues. Quite the opposite. If the Council is to create a positive quality of life for children and families in Rotherham then it must be a place which can attract investment and growth, with education and training opportunities, entry level jobs, a vibrant cultural, leisure and sporting life and a well-preserved environment with green spaces and attractive urban areas. Crucially, the Council must also facilitate independence and resilience for its older population, having as robust a safeguarding approach for vulnerable adults as it does for children.

6.5 An illustrative overview of some of the key Improvement Actions and associated milestones is shown below; with the rest of this section setting out each of the detailed Actions required alongside more specific target dates and lead responsibilities - commissioner, elected member and senior management³ - for their implementation between the operational commencement of this Plan, from May 2015, through to February 2017.

6.6 Inevitably, at this early stage in the improvement journey, the actions and milestones are necessarily "front-loaded" within the first, transitional phase – but the Plan will be a live document, able to be amended and updated as required as key aims and objectives are achieved and further clarity is gained in terms of future actions required. A robust monitoring process will accompany the delivery of the Plan and its Improvement Actions (see also Section 9, Governance and Communications Strategy) including appropriate "RAG" ratings and narrative to demonstrate clearly its ongoing delivery and future development.

³ For an explanation of the current senior management roles at the Council see Appendix 2

Illustrative Timeline of Improvement Actions & Milestones May '15 to Feb '17



6.7 Improvement Plan Actions - Phase 1 Transition May 2015 - May 2016

A	Inspirational Political and Managerial Leadership			
1	Inspirational Political Leaders	Actions	Dates	Leads
1.1	Leader, Cabinet and Opposition capacity to lead and challenge after 2015 election	1.1.1 Member co-leadership of Rotherham Vision workshops, with commissioners	May 2015 to end July 2015	<ul style="list-style-type: none"> • Leader • Commissioners Myers and Kenny
1.1.2 Facilitated joint working between 2015/16 Cabinet and senior officers to enable Leader, Cabinet and controlling group to agree the vision for the Council, its style and approach to service delivery, to be translated into a Corporate Plan		June 2015 – April 2016	<ul style="list-style-type: none"> • Commissioners Myers, Ney and Manzie 	
1.1.3 Political mentorship of Cabinet Members and Opposition Leader and other Political Group Leaders		June 2015 onwards	<ul style="list-style-type: none"> • Political Group Leaders • Political parties 	
1.1.4 Signed off commitment to member code of conduct (and potential Rotherham supplementary code)		End of May 2015	<ul style="list-style-type: none"> • Political Group Leaders • Democratic Services • Commissioners 	
1.1.5 Support to improved management of political group processes		Review every 3 months August 2015 onwards	<ul style="list-style-type: none"> • Commissioners • Political Group Leaders • External political mentors 	
1.2	A dynamic, effective Council in 2016	1.2.1 Certificated preparation programme to be a councillor for potential candidates (all parties)	By end Dec 2015	<ul style="list-style-type: none"> • Commissioner Myers supported by external assistance • Political parties • Political Group Leaders

		<p>1.2.2 Moving main elected member venue from Town Hall to main council offices (some functions, e.g. council chamber, to remain) (To be allied with overall plan for Town Hall)</p> <p><i>Note: All actions in the Phase 1 Transition Plan will contribute towards creating an improved basis for a successful 2016 – 2019 Council</i></p>	By end March 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Strategic Director, Karl Battersby
1.3	Effective Scrutiny processes contributing to challenge and accountability	<p>1.3.1 Begin 2015/16 Scrutiny programme to trial and test new ways of working, in line with the following programme of strategic inquiries:</p> <p>a. Child Sexual Exploitation b. 2016/17 Budget challenge c. Waste and litter d. Health and social care integration</p>	<p>By end of June 2015</p> <p>June 2015 to end April 2016 (precise sequence/timings for each inquiry to be agreed)</p>	<ul style="list-style-type: none"> • Commissioner Manzie • Chair of Overview & Scrutiny Management Board • Director of Legal and Democratic Services
2	Effective professional officers	Actions	Dates	Leads
2.1	Enhanced capacity of senior staff and corporate operation of the authority supported by management governance mechanisms and disciplines	<p>2.1.1 Creation of clear terms of reference and focus for key management processes for Strategic Leadership Team (Top Management level); Strategic Directors/Directors; and “M3” (Middle Management) leadership:</p> <p>a) Revitalisation and creation of corporate working, including new standards of forward planning linked to Forward Plan (‘Key Decisions’)</p>	<p>Already in process (May 2015)</p> <p>May 2015 onwards – long-term programme</p> <p>Already in hand (May 2015)</p>	<ul style="list-style-type: none"> • Commissioner Manzie • Human Resources (Tracy Parkin) • Commissioner Manzie • Strategic Directors and Directors

		b) Reinforcement of leadership and management values	Ongoing but major exercise aligned to implementation of new structure (by end April 2016)	<ul style="list-style-type: none"> • Commissioner Manzie
		c) Review of current levels of management qualification and training of top two tiers	By end September 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Human Resources • Tracy Parkin
		2.1.2 Creation of Future Budget Strategy corporate mechanisms	End May 2015	<ul style="list-style-type: none"> • Commissioners Myers and Manzie • SD, Stuart Booth
		2.1.3 Creation of Improvement Plan corporate group	April 2015 onwards	<ul style="list-style-type: none"> • Commissioner Manzie
2.2	Fit for purpose organisational and management structure	2.2.1 Production of revised management structure proposals	End of May 2015	<ul style="list-style-type: none"> • Commissioner Manzie
		2.2.3 Agreement to new structure	June 2015	
		2.2.4 Implementation of new officer structure	End March 2016	
2.3	The right people in the right jobs	2.3.1 Completion of all top tier appointments, i.e.: <ul style="list-style-type: none"> • Chief Executive • 2 x Strategic Directors • Assistant Chief Executive • Directors/Assistant Directors • Service managers 	End March 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Councillors • Commissioners • Human Resources (Simon Cooper)
2.4	Effective teams across the Council	2.4.1 Phased programme of review linked to service delivery review (see section 17)	Timings and approaches to be aligned to service reviews, when agreed	<ul style="list-style-type: none"> • Commissioners • Human Resources (Simon Cooper/ Tracey Parkin)

3	Effective elected member – officer working and relationships	Actions	Dates	Leads
3.1	Well – balanced relationships between Cabinet and senior officers	3.1.1 Facilitated joint working between 2015/16 Cabinet and senior officers (see also 1.1.2)	After May 2015 elections	<ul style="list-style-type: none"> • Leader • Commissioners Myers, Manzie and Ney
3.2	Creation of short joint management framework	3.2.1 Agreed and understood fora and ground rules for Member/ officer policy making and planning	After May 2015 elections	<ul style="list-style-type: none"> • Leader • Commissioners Myers, Manzie and Ney
3.3	Maximising council–wide Member capacity	3.3.1 Introduction of systematic Member Personal Development programme	End July 2015	<ul style="list-style-type: none"> • Political Group Leaders • All Strategic Directors • Commissioner Myers • Director of Legal and Democratic Services
		3.3.2 Core training in Scrutiny skills and approaches	End November 2015	
		3.3.3 Specific agreed core development programmes - including training in CSE awareness and Licensing	May 2015 onwards	
3.4	Maximising council – wide officer understanding of responsiveness to Members and appropriately balanced relationships	3.4.1 Use of existing communication and development opportunities both in teams and cross – council to explain roles and responsibilities of workforce and elected members	Work to start September 2015 and to be built into induction, communication and development programmes	<ul style="list-style-type: none"> • Commissioner Manzie • Senior Leadership Team • Human Resources (Tracey Parkin)
4	A clear vision, values and strategic direction for the Council	Actions	Dates	Leads
4.1	A new vision for Rotherham and for the Council, defined with citizens and partners, sectors and agencies	4.1.1 Workshops with the public across the Borough led by commissioners, members and partners	By end August 2015	<ul style="list-style-type: none"> • Leader and Advisory Cabinet • Commissioner Myers and fellow Commissioners
		4.1.2 Workshops with Elected Members	May to July 2015	
		4.1.3 Workshops with workforce	June/July 2015	

4.2	A published Vision and Community Strategy, with linked Council and partner action plans	4.2.1 Production of vision and strategy document using material from workshops and incorporating consultation	August to October 2015	<ul style="list-style-type: none"> • Leader • Commissioners Myers, Kenny and Manzie
		4.2.2 Publication of Vision and Community Strategy	By end of November 2015 (ensuring vision, can guide policy-led budget processes)	<ul style="list-style-type: none"> • Commissioners • Leader and Advisory Cabinet Members
4.5	A clear strategic statement of policies and values in relation to Equalities issues including race (a key issue identified in the CGI report) and community cohesion: inclusion of these issues in cultural change processes	4.5.1 Using workshops on both the future Community Strategy and the Corporate Plan, to identify clearly the importance of community cohesion and the rights and responsibilities of different communities	By end August 2015	<ul style="list-style-type: none"> • Commissioners Myers and Manzie • Leader
		4.5.2 Review and revise Council Equalities policies and strategies, linked to work on Neighbourhoods and Community cohesion	By end October 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Leader
		4.5.3 Undertake wide range of elected member discussions; management discussions; workforce workshops on the issues of community leadership, service delivery and employment in the context of Equalities and diverse communities	July 2015 to end of July 2018 <i>NB: A long-term programme</i>	<ul style="list-style-type: none"> • Commissioners • Leader and Advisory Cabinet Members

5	External communication and engagement which promote trust in the Council	Actions	Dates	Leads
5.1	Strategic, well-organised, value for money Council communications	5.1.1 Creation of rolling annual communications plan 2015/16 onwards	By end of July 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Head of Communications
		5.1.2 Restructuring proposals for communications function	By end of May 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Head of Communications
5.2	Elected members maximising opportunities to engage with citizens (in addition to ward – based activity)	5.2.1 Creation of programme of citizen engagement as part of Communications Plan for 2015/16	By end of December 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Leader and Advisory Cabinet
5.3	Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognize and support external communications messages	5.3.1 Regular corporate communication with all staff, via different and appropriate means	By end July 2015 <i>Already in hand with weekly management brief - but work ongoing on other mechanisms (e.g. hard copy bulletin for all staff without ready access to ICT)</i>	<ul style="list-style-type: none"> • Commissioner Manzie
6	The Council's corporate parenting role	Actions	Dates	Leads
6.1	Well-developed role of Cabinet Member for Children's Services	6.1.1 Specific development programme supporting Cabinet Member for Children's Services	March 2015 onwards	<ul style="list-style-type: none"> • Advisory Cabinet Member, Children's Services • Commissioner Newsam • Strategic Director, Ian Thomas • Director of Legal and Democratic Services

6.2	Visible elected member leadership on looked after children and child protection issues	6.2.1 Training and development of political groups (to be developed and rolled out in line with CYPS strategies)	May 2015 onwards <i>Linked to wider elected member induction and ongoing development programme (see 3.3)</i> <i>Consistent programme of training in each municipal year, beginning 2015/16</i>	<ul style="list-style-type: none"> • Leader and Opposition Leader • Advisory Cabinet Member, Children's Services • Commissioner Newsam • Strategic Director, Ian Thomas • Director of Legal and Democratic Services •
6.3	Improving the workforce focus across the Council on children looked after and protection issues – building on established CYPS programme of training and awareness	6.3.1 Training in line with elected member programme above and associated changes in policies and procedures	By end of March 2016	<ul style="list-style-type: none"> • Commissioner Manzie • All Strategic Directors

B Robust governance, decision-making and performance management				
7	A robust governance framework	Actions	Dates	Leads
7.1	An effective, modern political governance model for the Council supported by a strong constitution	7.1.1 Member task and finish group to consider different local authority governance models (i.e. Elected Mayor; Leader and Cabinet; Committee)	To be completed by December 2015	<ul style="list-style-type: none"> • Commissioner Myers • Leader • Chair, Overview & Scrutiny Management Board
7.2	An adopted management governance framework for Rotherham Council	7.2.1 Creation of a Corporate Plan for the council, as part of a wider governance framework	Completed for January 2016	<ul style="list-style-type: none"> • Leader and Advisory Cabinet • Commissioners Myers and Manzie • Strategic Director, Stuart Booth • Director of Legal and Democratic Services
		7.2.2 Adapting existing recognised governance frameworks - e.g. CIPFA, SOLACE, International Federation of Accountants Accountancy (IFAC) - for Rotherham		

8	A corporate performance framework, linked to Children and Young People Improvement Plan, which is an effective tool to manage the Council	Actions	Dates	Leads
8.1	Establishment of most appropriate performance framework for Rotherham	8.1.1 Urgent policy and desk analysis of most recent good practice, including outcomes-based approach	By end June 2015	<ul style="list-style-type: none"> • Leader • Commissioner Manzie • All Strategic Directors
		8.1.2 Production of proposed Framework and workforce to gain ownership	By end September 2015	
		8.1.3 Agreement to Framework	By end October 2015	
		8.1.4 Implementation and roll out/training	By end of December 2015	
		8.1.5 Communication and publicity for performance framework	January 2016 onwards	
8.2	Having an excellent performance and quality team, looking at the whole Council's performance, allied to CYPS performance team	8.2.1 Commissioner restructuring creating cross-Council performance team	Structure report by end May 2015 Implementation by end July 2015	<ul style="list-style-type: none"> • Commissioner Manzie
9	Effective financial planning and management	Actions	Dates	Leads
9.1	Ensuring current financial management structures and staff competences are effective, with robust analysis of strategic financial issues for the council	9.1.1 Analysis of structures and skills	By end of December 2015	<ul style="list-style-type: none"> • Commissioners Manzie and Myers • Strategic Director, Stuart Booth • External assistance

9.2	Introducing more effective corporate budget process 2016/17	9.2.1 Setting up Member-led budget working group and supporting corporate budget strategy group (also reflected in 2.1)	May 2015 onwards	<ul style="list-style-type: none"> Commissioners Myers and Manzie Leader SD Stuart Booth Strategic Director, Resources
		9.2.2 Developing more effective budget implementation tracking mechanisms	May 2015 onwards	<ul style="list-style-type: none"> Commissioner Manzie Strategic Director, Stuart Booth
		9.2.3 Regular consultation with staff, and trade unions	Ongoing	
		9.2.4 Production of higher quality budget report	February 2016	
9.3	Effective Capital Strategy	9.3.1 Review and refresh of Capital Working Group and programme governance	May 2015 onwards	<ul style="list-style-type: none"> Commissioner Manzie Strategic Director, Stuart Booth
		9.3.1 Completion of Capital Strategy	February 2016	
9.4	Medium Term Financial Strategy (MTFS)	9.4.1 Outline shape of a three-year MTFS set out to inform more detailed engagement	November 2015	<ul style="list-style-type: none"> Commissioner Myers Leader Strategic Director, Stuart Booth
		9.4.2 Production of final MTFS	By end of February 2016	
9.5	Effective fraud and anti-corruption measures	9.5.1 Review of anti-fraud and anti-corruption measures within the Council	By end December 2015	<ul style="list-style-type: none"> Commissioner Ney Strategic Director, Stuart Booth

10	Effective staff performance management	Actions	Dates	Leads
10.1	Model performance management of staff throughout the council	<p>10.1 .1 Using directors and 'M3' (i.e. middle tier) management groups for discussion of staff management issues</p> <p>10.1.2 Ensuring availability and take up of "difficult conversations" type training</p>	Regularly at intervals throughout 2015/16 and onwards	<ul style="list-style-type: none"> • Commissioner Manzie • All Strategic Directors • Human Resources (Tracey Parkin)
10.2	Maximum completion of workforce PDRs for March to June 2015 (95%)	10.2.1 Management drive and corporate HR monitoring	April 2015 onwards	<ul style="list-style-type: none"> • Commissioner Manzie • All Strategic Directors
10.3	Agreed future PDR structure and approach	10.3.1 Review through task and finish groups	By end October 2015 for roll out 2016	<ul style="list-style-type: none"> • Human Resources (Tracey Parkin)
10.4	An understood and appreciated workforce communication approach based on 2015 workforce focus groups	<p>10.4.1 Agree the suite of staff communication for enhancement or roll out:</p> <p>Listening</p> <ul style="list-style-type: none"> • Regular face to face communication • Annual Workforce surveys • Focus groups • Practitioner feedback (CYP) <p>Outward communication</p> <ul style="list-style-type: none"> • Weekly management brief • Regular hard copy communication to non ICT accessible services • Face-to-face, Council-wide communication sessions including annual review 	<p>By end of July 2015</p> <p>Phase 1 focus groups already complete</p> <p>Already in place</p>	<ul style="list-style-type: none"> • Commissioner Manzie • All Strategic Directors • Head of Communications
11	A robust risk management framework	Actions	Dates	Leads
11.1	Adoption and embedding of practical and effective risk management framework	11.1.1 Renewal of corporate risk management framework and responsibilities	By end September 2015	<ul style="list-style-type: none"> • Strategic Director, Stuart Booth • Commissioner Manzie

		11.1.2 Identification of lead senior manager	June 2015	<ul style="list-style-type: none"> • Strategic Director, Stuart Booth • Commissioner Manzie
		11.1.3 Development and training of middle to senior managers in risk approaches to management and decision-making	Oct 2015 to end March 2016	
12	Revitalised governance mechanisms	Actions	Dates	Leads
12.1	Revised report structures	12.1.1 Agree new report structure in conjunction with Member task group 12.1.2 Roll out training of report writing to officers	End of July 2015 - to ensure that new report frameworks in as soon as possible after the election.	<ul style="list-style-type: none"> • Commissioner Manzie • Director of Legal & Democratic Services
12.2	Focused management of the statutorily required Forward Plan and the pathway of meetings papers	12.2.1 Persistent, consistent work to meet statutory requirements and regularly update Forward Plan	April 2015 onwards	<ul style="list-style-type: none"> • Commissioner Manzie and all Strategic Directors • Director of Legal & Democratic Services
13	An informed and robust scrutiny function	Actions	Dates	Leads
13.1	Rejuvenated Scrutiny process	13.1.1 Training for targeted officers and members in scrutiny role and techniques, in line with new Scrutiny programme – i.e.: a. Child Sexual Exploitation b. Budget Challenge (2016-17 onwards) c. Waste and Litter d. Health and Social Care Integration	July 2015 to April 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Director of Legal and Democratic Services
13.2	Incorporation of Scrutiny function as part of Democratic Services to strengthen overall support to elected members	13.2.1 Action to be reflected in Council overall management structure report	End of May 2015	<ul style="list-style-type: none"> • Commissioner Manzie

13.3	Positive understanding of and commitment to scrutiny amongst officers	13.3.1 Training for M3 layer and above in role, function and importance of Scrutiny	September to December 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Director of Legal and Democratic Services
14	Strengthened Democratic Services function	Actions	Dates	Leads
14.1	Creation of Democratic Services Manager post with clear responsibility for driving the governance of the Council and support to elected members in all its forms	14.1.1 Completion of Council overall structural review	End May 2015	<ul style="list-style-type: none"> • Commissioner Manzie
		14.1.2 Creation of job description, specification etc. and advertisement of post	End of September 2015	
15.	Child-centred decision making	Actions	Dates	Leads
15.1	Revisit focus on young people in all decision-making structures - including role of Rotherham Youth Cabinet	15.1.1 Review involvement of young people in decision – making in Rotherham - as a “child-centred” Borough	By end March 2016	<ul style="list-style-type: none"> • Commissioners Newsam and Manzie • Strategic Director, Ian Thomas

C	Culture of excellence and outstanding implementation			
16	“Excellence Index”	Actions	Dates	Leads
16.1	Creation of over-arching service excellence strategy for whole council	16.1.1 Foundation to be laid via management restructuring	Restructuring – completion by end November 2015	<ul style="list-style-type: none"> • Commissioner Manzie
		16.1.2 “Service excellence strategy” to be linked with health check approach (See below section 17)	Completion by end December 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Leader and Advisory Cabinet • All Strategic Directors

16.2	Creation of a Rotherham “Excellence Index”, linked to performance framework (i.e. small range of key qualitative indicators to nurture aspiration and focus)	16.2.1 Initial work linked to creation of overall performance framework, looking at “dashboard” approach to act as backdrop to service changes needed	Completion by end March 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Corporate Performance Team • Corporate Working Group (to be established)
17	Service delivery across the Council	Actions	Dates	Leads
17.1	Running a service “health check” approach to include, on a selected basis, “mystery shopper” exercises, to ensure all services are at least at, a median level of performance and achievement.	17.1.1 Schedule programme of examination of key services in the council	May 2015 onwards, completion by April 2016	<ul style="list-style-type: none"> • Commissioners Myers and Manzie
17.2	Creating Children and Young People’s Social Care services which are fit for purpose and protect children at risk of CSE and have specialist skills to work with survivors of CSE.	17.2.1 CYPS Improvement Board Action Plan already in place	A range of dates have been agreed in the CYPS Improvement Plan	<ul style="list-style-type: none"> • Commissioner Newsam • Advisory Cabinet Member, Children’s Services • Strategic Director, Ian Thomas
17.3	A high performing Education Service enabling maximum fulfilment of potential by young people and adults, leading the Borough’s education landscape	17.3.1 Work plan of Strategic Director, Ian Thomas, already in place: <ul style="list-style-type: none"> a. Education Strategy b. Inclusion agenda c. Early help and safeguarding d. Memorandum of Understanding - local authority and schools compact e. Council traded services f. Governor recruitment and retention 	Various timings, to be considered in the context of the current Ofsted cycle to 2017	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Children’s Services • Strategic Director, Ian Thomas
17.4	Modern, effective Adult Services promoting independence and resilience and recognising and responding to the needs of adults who have been victims of CSE	17.4.1 Review of senior management structure of Adult Services	By end of July 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Well-being • Director of Adult Services (Graeme Betts)

		17.4.2 Implementation, including formal consultation and recruitment of future Strategic Director	July to December 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Well-being
		17.4.3 Construction of modernisation change programme for sign off with commissioners and elected members, linked with developing future Medium Term Financial Strategy	June to end of September 2015	<ul style="list-style-type: none"> • Director of Adult Services (Graeme Betts)
		17.4.4 Interim Director of Adult Services to work with Director Designate of Public Health on commissioning and performance managing services for survivors of CSE	April 2015 onwards	<ul style="list-style-type: none"> • Commissioner Newsam • Director of Adult Services (Graeme Betts) • Director, Public Health
17.5	Testing Housing Strategy and Service Delivery	17.5.1 Examination of current housing strategy and operational delivery	Completion by end July 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Housing
		17.5.2 Examination of current housing performance metrics against regional and national standards	Completion by end July 2015	<ul style="list-style-type: none"> • Commissioner Manzie (with external support)
17.6	Having a Public Health Service well – integrated into the authority and working to prevent CSE and meets the needs of victims	17.6.1 Newly appointed Director of Public Health to review current structure and strategy of service	By end October 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Wellbeing • Director, Public Health
		17.6.2 Director of Public Health leads work on commissioning of services for survivors of CSE	From end June 2015	<ul style="list-style-type: none"> • Commissioner Newsam • Advisory Cabinet Members, Health and Wellbeing and Children’s Services • Director of Public Health

17.7	Redesigning of Rotherham's corporate services to meet new requirement of one highly performing Council	<p>17.7.1 Re-establishment of the strategic leadership role of corporate services – commissioner's management restructuring to include:</p> <ol style="list-style-type: none"> Creation of central Policy and Performance team Strengthening focus of HR function on both strategic and transactional Health check of financial management and internal audit functions Reinforcement of need for clear lines of responsibility by Procurement in relation to contract management and purchasing Repositioning of ICT with a more senior level responsibility for the whole service Health check of Legal Services <p><i>(Commissioning dealt with in Phase 2 of Plan)</i></p> <p><i>(Democratic Services dealt with in section 14)</i></p> <p><i>(Risk management dealt with in section 11)</i></p>	<p>Report by end of May 2015</p> <p>Implementation by April 2016</p>	<ul style="list-style-type: none"> Commissioner Manzie Leader Deputy Leader
17.8	Environment and Development Services – key elements	<p>17.8.1 Health check of RMBC Planning services</p> <p>17.8.2 Examination of efficiency and effectiveness of environmental services – refuse collection, waste, grounds maintenance, drainage</p>	<p>By end of April 2016</p> <p>By end of April 2016</p>	<ul style="list-style-type: none"> Commissioner Manzie Commissioner Kenny Advisory Cabinet Member, Environment

		17.8.3 Health check of Leisure, sport and cultural services	By end of April 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Wellbeing • Advisory Cabinet Member, Environment
		17.8.4 Review of customer services and libraries	To be agreed	
17.9	Community Safety	17.9.1 Creation of more senior post in Community Safety to emphasise the importance of the function to well-being in Rotherham; and recruitment to post	By end of June 2015 By end of September 2015	<ul style="list-style-type: none"> • Commissioners Manzie and Ney • Advisory Cabinet Member, Community Safety • Strategic Director, Karl Battersby
17.10	Licensing	17.10.1 Consultation on new policy during May (<i>Note: Commissioners' work began on this immediately on arrival in March 2015</i>)	To be finalised subject to consultation June 2015	<ul style="list-style-type: none"> • Commissioner Ney • Members of the Licensing Sub-Committee • Strategic Director, Karl Battersby
		17.10.2 Phased review of existing licenses	July to end December 2015	
18	A positive, open culture within the organisation	Actions	Dates	Leads
18.1	<p>Effective cultural change programme explaining “why it went wrong” but focusing on the positive – articulation of standards, public service values allied to a business – like approach, being inspired by work etc.</p> <p><i>The Council's recent ICT-based “Pulse” survey and focus groups concentrating on front-line staff without access to ICT have provided excellent feedback material which our cultural programme needs to respond to – e.g. the desire to show the public how</i></p>	<p>18.1.1 This approach is being developed and needs discussion with management and the wider workforce and trade unions, but key elements to be:</p> <p>a. Inclusive and intensive “Your Role, Your Council” programme to involve staff across the across Council on the Improvement Plan and Vision</p> <p>b. Embedding common management approaches, reinforced by cultural programme key messages</p>	June 2015 onwards	<ul style="list-style-type: none"> • Commissioner Manzie • Deputy Leader • Strategic Directors • Human Resources

	<i>much staff care about services; their wish to strengthen communication, both up and down and across the organisation; building confidence in staff being able to “speak up” and give their views</i>	<p>c. Sustaining staff engagement by building on current “focus group” approach and experience of CYPS “Practitioner Group”</p> <p>d. Using council governance and performance frameworks to set standards</p> <p>e. Using coordinated presentation to communicate key messages symbolically</p> <p>f. Possible strap lines: “Aiming for excellence”; “Every day counts”; and “Actions not words”</p>		
18.2	Senior and middle management recognisably reflecting corporate style and norms	18.2.1 Appointment of senior staff to meet behavioural, professional excellence and integrity standards	Linked to senior appointment dates	<ul style="list-style-type: none"> • Commissioners Myers, Manzie and Ney • Leading Members
		18.2.2 Renewed management development programme		<ul style="list-style-type: none"> • Commissioner Manzie • Human Resources (Tracey Parkin)
18.3	Focused communications strategy <i>Note: See also section 5 actions of Phase 1 improvement plan actions</i>	18.3.1 Effective workforce communication mechanisms	By end September 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Human Resources (Tracy Parkin) • Head of Communications
		18.3.2 Effective corporate communication strategy	By end July 2015	
19	A talented and learning organisation, which attracts high quality employees	Actions	Dates	Leads
19.1	Effective learning and development strategy linked to workforce strategy	19.1.1 Work on workforce strategy already started. This will cross-refer with the various learning and development initiatives mentioned in this plan to ensure coverage and sensible prioritisation in the short, medium and long-term	By end of March 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Deputy Leader • Human Resources (Tracey Parkin)

20	Adopting modern, digital solutions and other technologies to improve service delivery, generate savings, promote greater engagement and information sharing	Actions	Dates	Leads
20.1	Long-term Customer Service, ICT and Digital Strategy for the Council to include investment and savings opportunities	20.1.1 Review of current nature and effectiveness of ICT function and Digital Strategy 20.1.3 Agree strategic view of next phases of Customer Service access	Ongoing – to be agreed	<ul style="list-style-type: none"> • Leader • Strategic Director, Stuart Booth • Strategic Director, Karl Battersby

D	Strong, high impact partnerships			
21	A fit for purpose Rotherham Partnership	Actions	Dates	Leads
21.1	Creation of new Rotherham Strategic Partnership <i>(Note: linked to creation of new strategic vision)</i>	21.1.1 Initial discussions with key partners, involving existing chief executive officers group 21.1.2 Facilitated discussion between partners 21.1.3 Agreement to new approach, plus secretariat arrangements 21.1.4 First meeting of re-launched partnership	By end of June 2015 By end July 2015 By end September 2015	<ul style="list-style-type: none"> • Commissioner Kenny • Commissioner Manzie
21.2	Revised governance of Health and Wellbeing Board, including production of valid, owned strategy with implementation plan	21.2.1 Revision of meetings arrangements, agenda planning,	Completed April 2015	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Well-being

		21.2.2 Revised chair and vice-chair arrangements - including input from CCG Chair	By end of June 2015	
		21.2.3 Creation of explicit link with Children and Young People's Partnership and Adult and Children's Safeguarding Board	By end of July 2015	<ul style="list-style-type: none"> • Commissioners Manzie and Newsam • Strategic Director, Ian Thomas • Advisory Cabinet Members, Children's Services and Health and Well-being
		21.2.4 Creation of new Health and Well-being Strategy with strong child focus and re-shaping of 0-19 children's health	By end of Sept 2015	
		21.2.5 Progress and accountability arrangements to be in place	By end of Sept 2015	<ul style="list-style-type: none"> • Director of Public Health • Director Adult Services • Strategic Director, Ian Thomas (with key partners, e.g. CCG, RDaSH)
21.3	Re-focusing of Safer Rotherham Board	21.3.1 Review current Board governance and focus	By end of October 2015	<ul style="list-style-type: none"> • Commissioner Ney
		21.3.2 Creation of new senior level Community Safety post	By end July 2015 (overall council restructuring plus advert)	<ul style="list-style-type: none"> • Commissioners Manzie and Ney
		21.3.3 Review of staffing support and approach	By end July 2015	<ul style="list-style-type: none"> • Commissioners Manzie and Ney
		21.3.4 Production of new Safer Rotherham Strategy linked to Health & Wellbeing Board and with a specific focus on protection on keeping children and vulnerable adults safe from harm	By end of October 2015	<ul style="list-style-type: none"> • Commissioner Ney • Cabinet Member, Community Safety • Strategic Director, Karl Battersby

21.4	Re-focusing of "Economy Board"	21.4.1 Refocusing of governance arrangements with support from partners	By end of September 2015	<ul style="list-style-type: none"> • Commissioner Kenny • Cabinet Member, Economic Development • Strategic Director, Karl Battersby
		21.4.2 Finalisation of Growth Strategy	By end of September 2015	<ul style="list-style-type: none"> • Commissioner Kenny • Cabinet Member, Economic Development • Strategic Director, Karl Battersby
22	Effective neighbourhood working including community cohesion	Actions	Dates	Leads
22.1	Enhanced neighbourhood working to engage and work with communities on i) policy development and service change ii) community safety iii) community cohesion	22.1.1 Review of council and partnership teams acting within neighbourhoods	By end December 2015	<ul style="list-style-type: none"> • Commissioners Kenny, Ney and Manzie
		22.1.2 Review of Area Assemblies	By end of December 2016	<ul style="list-style-type: none"> • Chair, Overview and Scrutiny Management Board
		22.1.3 Proposed future approach to Council neighbourhood services	From January 2016	<ul style="list-style-type: none"> • Director of Legal and Democratic Services
23.	Partnership with the voluntary sector	Actions	Dates	Leads
23.1	Enhanced direct working with the voluntary and community sector across Rotherham	23.1.1 Proactive joint working with voluntary sector	Ongoing programme May 2015 to May 2016 onwards	<ul style="list-style-type: none"> • Commissioners Kenny and Manzie
		23.1.2 Working-up of a new Rotherham public sector/voluntary sector partnership protocol	By end April 2016	<ul style="list-style-type: none"> • Commissioner Kenny • Commissioner Manzie

		23.1.3 Agreement to commissioner's structural report including proposal for designated council liaison person with voluntary sector	By end of June 2015	<ul style="list-style-type: none"> Commissioners Council
		23.1.4 Implementation of designated liaison council person for the voluntary sector.	By end of October 2015	<ul style="list-style-type: none"> Commissioner Manzie

6.8 Rotherham's Improvement Plan Actions - Phase 2 (May 2016 onwards): Strong leadership, new culture

A Inspirational Political and Managerial Leadership				
24	Inspirational political leadership	Actions	Dates	Leads
24.1	Effective Full Council elected member group	24.1.1 Intensive induction for Members of the new Council	By end of July 2016	<ul style="list-style-type: none"> Commissioner Myers Commissioner Manzie (or new Chief Executive)
		24.1.2 Wide-ranging training and development sessions for members, tailored to needs, but incorporating: a) history and context of RMBC b) agreed Governance Framework training and agreed with relevant groups	Ongoing	
24.2	Leader, Cabinet and Opposition capacity to lead and challenge after 2016 election	24.2.1 Tailored programme of mentoring and development to include leadership and organisation of political groups, policy development, joint working with officers, media handling etc. <i>NB Unknown whether at this stage any powers will have been returned to Cabinet</i>	To be developed May to June 2016 <i>To be progressed with assistance from Advisory Cabinet Members</i>	<ul style="list-style-type: none"> Commissioner Myers Leader and Advisory Cabinet Leader of Opposition

24.3	Continued specific focus on role of Lead (Advisory) Cabinet Member for Children's Services	24.3.1 Further development in light of stage of development of CYPS	To be reviewed March 2016	<ul style="list-style-type: none"> • Commissioner Newsam • Strategic Director, Ian Thomas • Advisory Cabinet Member, Children's Services
24.4	Ensure press profile, external meetings attendance and sharing of information	24.4.1 Have ready a communications framework for immediate use post-election.	December 2015 onwards	<ul style="list-style-type: none"> • Leader • Commissioner Manzie
25	Effective professional officers			
25.1	Enhanced capacity of senior staff and corporate operation of authority	25.1.1 New chief executive in position	Date to be agreed	<ul style="list-style-type: none"> • Commissioners Myers and Manzie • Leader
25.2	Consolidation of corporate operation of senior management including building of new permanent team	25.2.1 New chief executive led process of common values and methods of working building on improvement plan	May 2016 onwards	<ul style="list-style-type: none"> • New Chief Executive

B	Robust governance and decision-making			
26	Strengthening of democratic framework	Actions	Dates	Leads
26 .1	Ensure persistent implementation of newly created constitution and decision-making arrangements	26.1.1 Dependent on position of Council at this stage.	May 2016 onwards	<ul style="list-style-type: none"> • All commissioners • Leader • New Chief Executive • Director of Legal and Democratic Services
26 .2	New Scrutiny programme	26.2.1 Selection by the Council (in conjunction with commissioners) of Scrutiny projects and the overall programme, building on the work done in 2015/16	June 2016 onwards	<ul style="list-style-type: none"> • Chair of Scrutiny co-ordination • Director of Legal and Democratic Services

26.3	Consolidation of Medium Term Financial Strategy	26.3.1 Ensuring robust corporate budget strategy for 2017/18 in place	By end April 2016	<ul style="list-style-type: none"> Commissioners Myers and Manzie New Chief Executive All Strategic Directors
		26.3.2 Engaging the new Council in these discussions	May 2016 onwards	

C Culture of excellent and outstanding implementation				
27	Cultural change	Actions	Dates	Leads
27 .1	Continuing the process of embedding in over-arching culture of excellence	27.1.1 Re-stating of key cultural behaviours, with the arrival of new Council	May 2016	<ul style="list-style-type: none"> Leader Commissioners Myers and Manzie
27 .2	Reshaped cultural programme	27.2.1 Leading elected members, chief executive and SLT revisit progress and key actions to reinforce cultural direction	By end July 2016	<ul style="list-style-type: none"> Commissioners Myers and Manzie New Chief Executive
28	Service Delivery	Actions	Dates	Leads
28 .1	Strategic consideration of the approach to service delivery including models of co-production, partnering, joint ventures as well as in house	28.1.1 An agreed process with the new Council, possibly using Scrutiny to consider the policy stance of the Council on this issue.	To be agreed	<ul style="list-style-type: none"> Leader Commissioner Myers New Chief Executive
28 .2	Continuation of service improvement process	28.2.1 Review of progress of service "health check" process initiated in Phase 1 Transition	May 2016	<ul style="list-style-type: none"> New Chief Executive
28 3	Continued focus on long-term improvement of Children and young People's services	28.3.1 According to progress on CYPS Improvement Board Action Plan	To be reviewed February 2016	<ul style="list-style-type: none"> Commissioner Newsam Advisory Cabinet Member, Children's Services

28.4	Continued focus on long-term adult services strategy	28.4.1 According to progress of developments in Adults Services	To be reviewed February 2016	<ul style="list-style-type: none"> • Commissioner Manzie • Advisory Cabinet Member, Health and Well-being
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D	Strong, high impact partnerships			
29	A fit for purpose Rotherham Partnership			
29.1	Ensuring the consolidation of Partnership Relationships	29.1.1 To be confirmed, subject to new Partnership arrangements and focus.	To be confirmed	<ul style="list-style-type: none"> • Commissioners Kenny, Ney and Manzie
29.2	Continuing the process of strengthening work with communities and neighbourhoods	29.2.1 Possible major review of citizen engagement and neighbourhood working linked to Area Assembly review (22.1.2)	To be confirmed	<ul style="list-style-type: none"> • Commissioners Kenny, Ney and Manzie
30	Broader, deeper commissioning	Actions	Dates	Leads
30.1	Achievement of an increasingly strategic approach to commissioning services	30.1.1 Review of commissioning state of play	June 2016	<ul style="list-style-type: none"> • Commissioners Myers, Newsam and Manzie • New Chief Executive • Advisory Cabinet Member, Children's Services • Advisory Cabinet Member, Health and Wellbeing
		30.1.2 More fundamental philosophical and practical discussions with CCG and other health providers in line with: <ul style="list-style-type: none"> • More innovative services for children • Longer term plans for adults service • Innovation in Public Health commissioning 	By end April 2017	

6.9 Plans for improvement will only work if there is detailed project and programme management to back them up and the Council is putting this in place. To achieve these goals will require hard work and focus and constant explanation to the public, workforce and partners about what the

Council is trying to achieve. Progress on the Plan will be reported to commissioners, elected members and the Secretary of State for Communities and Local Government, and of course to local people.

7 What will need to happen for powers to be handed back to Rotherham Council?

7.1 The Secretary of State's directions specify that commissioners have been appointed for a period of up to four years, through to 2019. However, it is the aim of commissioners to ensure that the Council is in a position to recognise its failings fully, take the actions required to deliver its key organisational priorities and adopt a long-term, proactive culture of continuous improvement well before this.

7.2 The aim of this Plan is to focus on the key improvement actions required over a two-year period from May 2015 through to May 2017, by which time there should be full confidence in the council's own ability to strive for continuous improvement under its own leadership. This should embody a new culture of self-awareness, seeking proactive external challenge and validation of how it carries out its business; and an ongoing strategic, corporate focus which strives for year-on-year improvement. True culture change only happens by people doing things differently and living that change. While there are specific steps which can be taken to help - such as specific development assistance to individuals, combined with wide-ranging communications programmes - culture change only happens when people witness it for themselves and see the progress which can be made through focus, energy and collaboration.

7.3 The role of commissioners is, therefore, to secure, by no later than May 2017, a new culture of improvement and striving for excellence in Rotherham. One of the manifestations of this will be ongoing and rolling improvement plans at individual service level. Some services, for example, are already establishing tailored 5-year improvement priorities, reflecting the long-term focus needed to address issues such as opportunities for young people from birth through to early adulthood; the increasingly complex needs of an ageing population; or the 10-year delivery period for the Rotherham Growth Plan.

7.4 It is also inevitable that some corporate and organisation-wide improvements will take longer than two years to fully embed themselves. For example, given the scale of the challenge and current public feeling about Rotherham in the light of recent, damning reports, creating an environment of positive public confidence in the council will take time. As will embedding the kind of culture change aspired to. But it is the view of commissioners that, within two years, the core building blocks and leadership should be in place to ensure that the drive for improvement started by the commissioners can be then sustained by the Council's own democratic and officer structures; so that by the end of the decade Rotherham can stand alongside the very best in the sector.

7.5 There are some "minimum requirements"; for the successful return of wide-ranging powers to the Council and these relate to managerial; behavioural; and partnership related factors. Commissioners' current analysis suggests that these should be:

A. Managerial Milestones

- i. Completed member review of governance models**
- ii. Effective governance and decision-making processes**
- iii. A performance framework in place across the whole council to include a Corporate Plan**
- iv. A rejuvenated risk management framework being operated effectively**

- v. **A robust Medium Term Financial Strategy**
- vi. **Demonstrable progress in completion of health checks on all main service blocks, including improvement plans where appropriate**
- vii. **An effective Internal Audit Service**
- viii. **Senior management team with more permanent appointments**
- ix. **A firm foundation of improving children’s social care services**
- x. **Early evidence of commissioned, long-term services supporting CSE survivors**

B. Behavioural Milestones

- i. **Evidence of positive elected member leadership**
- ii. **Evidence of positive officer leadership and management**
- iii. **Evidence of effective, productive working between members and officers**
- iv. **Positive elected member participation in the 2016/17 budget process, alongside commissioners**
- v. **No serious incidence of poor member conduct in previous nine months**

C. Partnership Milestones

- i. **A re-launched Local Strategic Partnership supported by partners**
- ii. **A Health and Wellbeing Board with new governance arrangements supported by partners**
- iii. **Re-focused Safer Rotherham and Economy Partnership Boards supported by partners**

7.6 The Plan we have set out includes timelines for completion of the more tangible of these milestones. Issues of positive leadership and member-officer relations will be a matter of judgement by commissioners, but not just based on their views – also based on the views of members, officers, partners and key contacts of the Council. In addition, judgments from citizens about the effectiveness of the Council will be tested over time. It is critical that the Council focuses on the reality of what it does and how it can make Rotherham a better place. It is only from a perspective of the reality on the ground that citizens will gain more confidence in the Council and the Council’s word-of-mouth reputation will change.

8 How will we know that things have changed?

8.1 The section above describes some key milestones which mark the first stages of change. The Plan sets out below how we will use indicators to track progress. We are working on a detailed schedule of how we measure these, conscious of the fact that one milestone or indicator may contribute to more than one goal - so mapping of progress is complex.

Intermediate indicators

8.2 In this section we list “intermediate indicators” of progress. Some of these will not demonstrate ultimate impact but they will indicate completion of essential stages towards being “An Effective Council”. Examples, some of which cross refer to those used above, include:

- a) Putting in place some of the key elements of the Governance Framework

- An adopted council -wide performance management framework
 - Regularly updated Forward Plan (key decisions).
 - An effective risk management approach
 - A robust Medium Term Financial Strategy
- b) Completion of key stages of restructuring
- Appointment of Strategic Directors
 - Appointment of Chief Executive
 - Appointment of senior staff member for Community Safety
- c) Completion of key stages of service strategy or development, for example
- Completed implementation of key steps in new Learning Disability strategy
 - Completion of appropriate number of statutory visits to children looked after
 - Increase in numbers of children successfully placed in foster families
- d) Corporate health
- Improvement in completion rates of Personal Development Reviews (i.e. appraisals)
 - Reductions in numbers of vacancies
 - Improvements in sickness absence.

Impact Indicators

8.2 These are even more important indicators because they are about real achievements and the real experiences of those who deal with Rotherham Council directly. These include individual residents and businesses in Rotherham, strategic partners like South Yorkshire Police or the Rotherham Clinical Commissioning Group and national organisations like Government Departments.

8.3 Elected members are also a key part of this process. A central part of elected members' role in local government is to speak on behalf of their electorate and challenge staff of the council to deliver really good quality services and continuously improve in line with best value principles. At the same time they are looking to the future, to strategic programmes and projects which make step changes in the quality of life in Rotherham.

8.4 In Rotherham's current situation it will be important to test perceptions of the council in a number of different ways – in-house polls and surveys; independent market research; focus groups and mystery customer exercises. Given the new drive of the Council to put children first it is very important that there is a strong input from young people in that testing of experience, linked to the points made in section 3 of this Plan.

Objectives achieved - indicators and frameworks

8.5 Once the Vision for Rotherham has been worked up by the Council in conjunction with the public and partners, this will generate the strategic objectives and operational developments which the Council will want to achieve. Whether or not they are achieved will be a big part of the Council's

performance framework. The Council and commissioners will use supporting performance indicators, whether national, or regional comparators, as a baseline of service delivery; but not as a meaningless tick box exercise. These have to be used as a *hook* to look behind the indicators at what the service is really delivering.

Polls, surveys and focus groups

8.6 The only real markers of success are what the Council achieves and how individuals and organisations feel about the Council. This means using a mixture of mechanisms to try and get an overall picture, a selection of which is set out below. Surveys and polls will not fully answer questions about impact. There will need to be qualitative interviews and focus groups to explore people's views in depth. In some cases there will be financial implications, as it will be beneficial to employ independent specialist polling companies. Potential external target groups would be:

Table 5: Target groups for determining perceptions of the council's improvement

a) Rotherham residents

Possible approaches could include:

- Benchmark poll - July 2015
- Progress poll – July 2016
- Progress poll - July 2017.

It will of course be possible to target by age group, gender, geographical area or other segmentation as required.

b) Rotherham service users

Examples of potential key groups include:

- Children's social work clients
- Survivors of CSE
- Adult services users
- Housing customers
- Planning customers
- Businesses

c) Key partners

Commissioners are already planning a survey of the Council's key partners in late-2015 and mid-2016 to both baseline perception and track progress. These "dip tests" will need to be continued supplemented by case studies.

d) Relevant Government Departments

The contacts of national Government departments with Rotherham MBC will vary considerably, some being informal, others more formal through inspection etc. Some information will be easily available through a formal mechanism; some may require a more personal approach to ascertain views.

8.7 In addition to external views, it will be important to gather the views of elected members and the workforce, who are critical to the success of the Council. Elected members will be able to give structured views on such issues as:

- a) Their own Group effectiveness
- b) Self-assessment of their own impact
- c) Assessment of officer effectiveness.

8.8 The Council has already held an initial “pulse” survey of its workforce in January 2015 (just prior to the publication of the CGI report) and is buying into an enhanced version of the national, LGA-organised survey of public opinions of the sector, timetabled for June 2015. The Council’s Human Resources staff have also been undertaking systematic focus groups during March and April 2015 and this has been producing some very interesting and useful material, including:

- a) Perceptions of Member effectiveness
- b) Perceptions of officer effectiveness
- c) Senior staff perception of working relationships with Members
- d) Perceptions of effectiveness of management communication with the workforce
- e) Perceptions of the appraisal conversations they have experienced
- f) Perceptions of council services
- g) Perceptions of their own team’s effectiveness.

Other evidence

8.9 Good qualitative evidence can be collected from a variety of other sources. Examples will include:

- a) Positive and negative press coverage
- b) Mystery shopper exercises
- c) Case studies describing citizen experience - either positive or negative - coming through service and corporate complaints and comments systems

8.10 All these can supply a detailed understanding about where things go, right or wrong, and one of the key responsibilities of the new structural arrangements for measuring performance will be to ensure these information sources are being pulled together in an organised way.

8.11 All the different types of source noted above need to be part of the strategic judgments about progress. The Council is working on a detailed framework to help measure this and may need to seek some external validation.

9. Governance and Communication Strategy

9.1 Internally, governance of the Plan will be through a Joint Board of commissioners and leading elected members, supported by an officer Corporate Improvement Plan group, which will be linked to the Strategic Leadership Team. Meetings are to be scheduled once the Plan is signed off by the Government.

9.2 A key responsibility of the Joint Board will be to ensure robust monitoring of progress in achieving the Improvement Actions, in line with a full implementation plan and appropriate “RAG” ratings and narrative to demonstrate clearly its ongoing delivery and future development.

9.3 The Overview and Scrutiny function will undoubtedly wish to examine the Plan’s implementation.

9.4 In addition, the commissioners wish to continue the Rotherham Improvement Board which was set up with the LGA prior to commissioners’ arrival, so the Council can use the membership as a sounding board and source of constructive challenge.

9.5 The directions given to the commissioners make clear that they should report back to the Department of Communities and Local Government at six monthly intervals; and the reporting back on progress with this Plan will be the centerpiece of that report-back process.

9.6 There will also be a full communication strategy for this Plan as we achieve key stages that are of interest to the public. Key audiences will be Rotherham and South Yorkshire residents and businesses, the Council’s workforce, local MPs, government departments and key partners. Recent focus groups with staff have illustrated the appetite for change and a wish for regular, concise information about progress in the Council; in particular to gain an understanding of the changes made in children’s social care and how we are tackling CSE.

10. Conclusion and thanks

10.1 This Plan is the means to an end - that of Rotherham being an excellent Council, which serves its residents and businesses outstandingly. The five Rotherham Commissioners are accountable to the Secretary of State for Education (in Commissioner Newsam’s case) and to the Secretary of State for Communities and Local Government in the case of the other four. This Plan has been produced by a combination of people within the Council. It is important that it is bought into across the Council, in content and spirit, as we are all accountable for achieving its targets and improving lives for people in Rotherham.

10.2 In the consideration and development of this Plan Commissioners wish to thank sincerely all those who have helped articulate and clarify the improvement journey we are embarking on. Even more importantly, we would like to thank in advance all the elected members, council staff, local partners and other colleagues on whom the successful delivery of this Plan will rest.

[SIGNATURE: COMMISSIONER MANZIE FOR RMBC]

ROTHERHAM MBC IMPROVEMENT PLAN - ILLUSTRATIVE GOVERNANCE FRAMEWORK**EXTRACT - Delivering good governance in Local Government (CIPFA, December 2012)**

Key elements of the systems and processes that comprise an authority's governance include arrangements for:

- identifying and communicating the authority's vision of its purpose and intended outcomes for citizens and service users
- reviewing the authority's vision and its implications for the authority's governance arrangements
- translating the vision into objectives for the authority and its partnerships
- measuring the quality of services for users, for ensuring they are delivered in accordance with the authority's objectives and for ensuring that they represent the best use of resources and value for money
- defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements
- developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff
- reviewing the effectiveness of the authority's decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality
- reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability
- ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained
- ensuring effective management of change and transformation
- ensuring the authority's financial management arrangements conform with the governance requirements of the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)* and, where they do not, explain why and how they deliver the same impact
- ensuring the authority's assurance arrangements conform with the governance requirements of the *CIPFA Statement on the Role of the Head of Internal Audit (2010)* and, where they do not, explain why and how they deliver the same impact
- ensuring effective arrangements are in place for the discharge of the monitoring officer function
- ensuring effective arrangements are in place for the discharge of the head of paid service function

- undertaking the core functions of an audit committee, as identified in CIPFA's *Audit Committees: Practical Guidance for Local Authorities*
- ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful
- whistleblowing and for receiving and investigating complaints from the public
- identifying the development needs of members and senior officers in relation to their strategic roles, support by appropriate training
- establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation
- enhancing the accountability for service delivery and effectiveness of other public service providers¹
- incorporating the good governance arrangements in respect of partnerships and other joint working as identified by the Audit Commission's report on the governance of partnerships, ² and reflecting these in the authority's overall governance arrangements.

ROTHERHAM MBC SENIOR LEADERSHIP TEAM AND “STRATEGIC DIRECTORS”

This Plan, in particular the Improvement Actions set out in Section 6, allocates a number of lead responsibilities to members of the Council’s Senior Leadership Team (SLT) – both individually and collectively.

SLT represents the most senior officer management of the Council and comprises at the current time the following strategic director roles:

- Commissioner Managing Director Stella Manzie CBE
- Strategic Director for Environment and Development Services, Karl Battersby
- Interim Strategic Director for Children and Young People’s Services, Ian Thomas
- Acting Strategic Director for Resources and Transformation, Stuart Booth
- Interim Director of Adult Services, Graeme Betts
- Designate Director of Public Health, Teresa Roche (in post from June 2015)