

Overview and Scrutiny in Rotherham



DRAFT

Annual Report 2019 - 2020 Work Programme 2020 - 2021

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Welcome to the Annual Report of Overview and Scrutiny



This report presents a summary of the scrutiny work programme undertaken last year by the Overview and Scrutiny Management Board (OSMB) and the Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC). It encompasses the full range of scrutiny work undertaken - pre-decision scrutiny; focused work on a specific issue; standard agenda items considered each year; and areas such as service transformation that continue over a longer period.

Although an outline work programme is developed early in each new municipal year, Scrutiny also needs to have sufficient flexibility to consider and respond to other important issues as they arise. This was the case again last year with the inclusion of additional items for all four scrutiny committees. Most notably this was seen when OSMB held the Council's first virtual meeting in April to consider the Council's response to the Covid-19 pandemic that has had such a devastating impact across our community. Further scrutiny of the response to the pandemic and recovery plans will be central to scrutiny in 2020-21.

As last year, much of the work of ILSC has focused on scrutinising progress on key strategies; probing specific areas in depth to be assured about our provision for children and young people. One positive has been for Members to hear directly from service users about their experiences of Early Help Services and Youth Offending Services respectively. Hopefully, similar service user input will be something which can be incorporated more consistently into scrutiny work across the committees.

HSC continued to look closely at service transformation and greater integrated working between health and social care, such as developments to simplify the pathways for intermediate care and reablement and achieve better outcomes for people. Members have also scrutinised the effectiveness of multi-agency working in relation to social and emotional wellbeing and mental health, which is such an important issue for us all.

In pre-decision scrutiny OSMB considered various major strategies and policies in 2019-20 and it is pleasing to see equality analyses coming forward routinely and improving in detail and quality following previous challenge from OSMB. The Board maintained a close eye on the in-year budget position and service pressures and will continue to do in these challenging times.

Another positive has been the opportunity for IPSC to undertake pre-decision scrutiny at an earlier stage when it considered the emerging proposals in the review of Area Housing Panels. As with ensuring greater public participation in Scrutiny, this is something to build upon and encourage for other policy proposals.

One of my personal highlights is working with Rotherham Youth Cabinet when they take over an OSMB meeting in the Children's Commissioner's Takeover Challenge (CCTOC). This year's theme was awareness raising around hate crime and the young people made several good recommendations, with the response due back in the autumn.

Finally, I wish to thank all Scrutiny Members for their hard work and commitment to carrying out meaningful scrutiny in Rotherham. I would also like to thank our co-optees who have given their time voluntarily to enhance the scrutiny process.

As always, I feel confident that the scrutiny function in Rotherham will continue to develop and provide the challenge needed to deliver improvements and positive outcomes.

Cllr Brian Steele, Chair of Overview and Scrutiny Management Board

Scrutiny – a Key Function

Introduction

The scrutiny function remains critical within the Council's formal governance arrangements, in ensuring oversight, accountability and transparency. It will continue to evolve, as it has over the last few years, but will still provide the necessary challenge to drive improvements and ensure further progress. Scrutiny's role in policy development will be especially crucial in the recovery and restart following the Covid-19 pandemic.

Scrutiny roles

Scrutiny is an important means of engaging Members, Council officers, partner agencies and the public in local democracy by considering major issues that affect the Borough and our communities.

- ❖ **Holding to account** - Scrutiny provides a "critical friend" to decision makers in ensuring that their decisions reflect the views and priorities of local people and that decisions are implemented properly. The Executive may be held to account by scrutiny reviewing a decision before it is implemented, known as "call in".
- ❖ **Policy development** - Our scrutiny committees undertake reviews into areas of concern, consider policies and practices, and look at performance information before making recommendations or suggestions to Cabinet and partners about how policies and services could be improved.
- ❖ **Pre-decision scrutiny** - OSMB use the Forward Plan of Key Decisions to identify a small number of policy decisions to scrutinise in advance of them going to Cabinet. Details of these and additional recommendations from OSMB are on pages 7-8.

Work programme

Each year Members develop a scrutiny work programme using a prioritisation process to make sure their focus is on the right issues. The financial, economic and health impact and implications of the pandemic, for our communities and for the council and partner organisations, will be central to the work programme for the remainder of 2020-21.

Proposals for service transformation or reconfiguration will be an area in which Scrutiny seeks assurances that issues such as consultation, equality, communication, access and long term sustainability are all fully taken into account.

As in previous years, Members have employed various methods to deliver their work programme during 2019-20. Performance sub-groups; task and finish groups; workshops; visits to service providers; service user feedback; and focused single item meetings have all featured, in addition to reports or presentations to full committee. This flexible approach will continue to ensure the most effective approach for each issue under scrutiny.

Our Scrutiny Members continue to participate in sub-regional scrutiny to ensure Rotherham has a voice and that our priorities and concerns are heard. We have been represented on the Sheffield City Region Combined Authority Overview and Scrutiny Committee; the South Yorkshire, Derbyshire and Nottinghamshire Joint Health Overview and Scrutiny Committee; and the South Yorkshire Police and Crime Panel.

Next steps

In light of recent Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, OSMB agreed to convene a working group to review the authority's position against the guidance. Scrutiny is always open to learning from practices and experiences in other councils and this will also form part of the overall discussion, with a view to making recommendations for improvements to be implemented from 2020. The intention remains to keep a strong focus on holding the Executive to account but also maximising the opportunities for a wider role in policy development.

Getting Involved in Scrutiny

Scrutiny Services constantly look at ways to raise public awareness of scrutiny work to try and encourage more people to be involved, either by providing information or giving their views. It is important that scrutiny reflects the needs and concerns of everyone who lives and/or works in Rotherham. We engage with the public in different ways alongside the positive contributions to scrutiny made by our co-optees. Other examples include:

OSMB

- Standard agenda item for Rotherham Youth Cabinet to raise issues or concerns.
- Consideration of petitions from members of the public with 600 or more signatures that are referred from Council.
- Work with the Youth Cabinet in the Children's Commissioner's Takeover Challenge to improve services for young people.

HSC

- Contact with Healthwatch for relevant information to inform scrutiny reviews or scheduled agenda items.
- Colleagues from Speak Up shared their personal experiences of autism.
- Service users at Carnson House produced short video clips to help Members understand the challenges involved in their recovery from substance misuse.

ILSC

- Links with the Young Inspectors who share key findings from their inspections.
- Service users shared experiences of Early Help and Youth Offending Services.
- Use of case studies (with consent from service users) to ensure how the voice of service users is captured by service providers.

IPSC

- Visits to RotherFed to engage with tenants and residents.
- Ensures relevant information is circulated to Parish Councils.
- Links with community in relation to developments in bereavement services.

Scrutiny meetings take place in public and include a dedicated slot for members of the public to ask questions regarding items on the agenda. More detailed information about the scrutiny process and the work carried out by the scrutiny committees is included on our webpages [here](#). This includes a link to email us as we appreciate your comments on our reviews, submissions of evidence for reviews and suggestions for future topics. Broad areas for scrutiny in the 2020-21 work programme are set out on page 29, providing a flavour of the work coming up. Once the final version has been confirmed we will regularly update the webpages about current and upcoming work and welcome your involvement.

Public engagement during 2019-20

The scrutiny bodies continued to welcome members of the public to their meetings as observers and co-opted members. Scrutiny Members appreciate their input in reviews and discussions and would like to thank the following co-optees who served in 2019-20.

Health - Robert Parkin, Speak Up

Improving Lives - Joanna Jones, Voluntary Sector

Improving Places - Wendy Birch and Mary Jacques, RotherFed

Contact us by email: governance@rotherham.gov.uk or telephone 01709 382121.

Alternatively, you can write to us: Governance Unit, Rotherham MBC, Riverside House, Main Street, Rotherham S60 1AE

Outcomes from Scrutiny

This section highlights examples where positive changes have resulted, or are under way, following work undertaken by Scrutiny, either this year or ensuing from previous recommendations. As the sections for each committee show later in the report, some outcomes are less tangible than ones provided here. They tend to be ones where Scrutiny has closely examined a particular service, or implementation of a strategy, over time, until sufficiently assured regarding progress and improvements. Examples include oversight by ILSC of developments in services for Looked After Children, progress on Care Quality Commission (CQC) actions at Rotherham Hospital by HSC; and IPSC maintaining oversight of Time for Action and Dignity.

○ Reporting Performance Information

As a result of a broad recommendation on performance management, reports have been redesigned and this has been an example of longer term impact and influence from scrutiny. ILSC have since requested to have the Education Performance Outcomes data in future years reformatted in the style of the Council Plan update to make it easier to understand and interpret.

○ CCTOC

Public Transport

The final Youth Transport Charter and promotional poster developed by young people with South Yorkshire Passenger Transport Executive (SYLTE), following a Children's Commissioner's Takeover Challenge, was published in January and a new webpage launched: <https://travelsouthyorkshire.com/youthcharter/>

Work experience

Youth Cabinet heard a progress update in November 2019 on initiatives in schools and with employers. Resources have been developed to share with employers and local businesses to enhance links between schools and business. Young people have also been involved in consultation on a new careers app.

Young Carers

Although the full response has not been reported at the time of writing, a positive meeting took place between the Deputy Leader and the Young Carers service at Barnardo's to discuss ideas. People for Places Leisure organised a free activity day for young carers in February half term which was advertised to encourage other young carers to come forward in addition to those the service worked with already.

○ Safer Rotherham Partnership (SRP)

OSMB made recommendations in respect of further work to establish protocols for sharing local offender management plans, or information supporting such plans, to ward councillors. SRP and its statutory partners created a new meeting structure known as Community Action Partnerships (CAPs) to ensure the exchange of information between the Police, the Council and local ward councillors. This mechanism has enabled positive examples in relation to the release of offenders, with guidance offered to officers to ensure that this is relevant and appropriate. Following another Scrutiny recommendation, public contact numbers for domestic abuse and safeguarding were now included in the SRP annual report.

○ Response to Scrutiny Workshop - Adult Residential and Nursing Care Homes

All the recommendations were progressing and emails had been circulated to relevant Ward Members to update them on Care Quality Commission (CQC) ratings for homes in their wards. Detailed briefings were also provided if there were any concerns or if CQC had been in a care home.

○ **Dignity Funerals Ltd – Extended Hours Pilot**

IPSC had recommended that the impact of the pilot on local traffic should be monitored and officers reported in their update that no complaints had been received and that monitoring would continue. Explanatory letters about the pilot had been sent out to clergy across the borough in February 2019 as requested. Positive evaluation of the pilot resulted in a recommendation to make the extended hours permanent and this has been implemented.

○ **South Yorkshire Fire and Rescue Service - Integrated Risk Management Plan**

Last year OSMB recommended that future iterations of the plan should include more detail on crewing arrangements to provide greater public confidence. This information was included in the draft plan on which scrutiny committees were consulted. Further recommendations were submitted for consideration by the Chief Fire Officer regarding consultation, equalities, home safety checks, and provision of detailed statistical information, with plans to address any adverse trends identified.

○ **Rotherham Integrated Health and Social Care Plan**

As a result of HSC feedback about autism being discrete from mental health and learning disability, the transformation group added the broader umbrella term neurodevelopmental into their title to reflect all three elements of their work. Other points raised have been taken back for discussion and consideration by partners.

○ **Annual Compliments and Complaints Report 2018-19**

Members often receive compliments arising from their casework which were not being recorded which was an area for improvement. A further suggestion was to incorporate the recommendations from the Local Government Ombudsman annual report and officers confirmed that this could be done in future.

○ **RotherFed**

Following a recommendation from IPSC after their work with young tenants, RotherFed have appointed a young person onto the RotherFed Board as a Trustee. She has been involved in a range of tenant engagement activities including the Housing Improvement Panel, Tenant Scrutiny and the Young Tenants Group. Colleagues confirm she has brought a fresh perspective to the Board and is enjoying her role and involvement, which is adding to her personal development.

○ **Pause Project**

The women engaged in this project have achieved many positive outcomes as a result of the assertive intervention of the Rotherham Pause Practice, in areas such as debt management, dealing with housing issues, registering with a GP, ending abusive relationships, re-establishing contact with children, making new friends and completing college and university courses.

The Deputy Leader, Cllr Watson, thanked members of ILSC for their support of the project from the outset, and the role they had played in getting others to see the benefits, in order for the initial implementation of the project to happen.

○ **Home to School Transport**

Officers were asked to consider looking into the use of contactless cards on buses to support independent travel by young people who might have less visible support needs, such as autism. SYPTTE advised that 'journey cards' were available for travellers which could be shown to bus drivers when boarding to inform them of a disability. The cards covered a number of disabilities that were not always recognised by sight and where the driver might be able to provide support to enable the person to travel independently. SYPTTE will be happy to work with the Council to develop cards to cover disabilities or activities that were not already covered.

○ **CCTV – Mobile Cameras**

OSMB recommended that all Members should be notified of the arrangements and process for relocating cameras in their wards and for arrangements to be made to notify residents of deployment and use of mobile cameras. The process for identifying locations for cameras is primarily driven through CAPs, which involve all ward members and the final authorisation and decisions are also notified back through CAPs. Notification to residents is mainly through signage accompanying any CCTV deployment by the Council but when residents have been involved in making a complaint or are a victim of behaviours the camera seeks to prevent; they are notified directly. Ward members are able to inform local residents if they are responding to residential complaints or feedback.

○ **Primary Care**

As not all surgeries seemed to offer appointments at the hubs, HSC suggested that surgeries could play a recorded message when people were holding on the phone alerting them to the option to go elsewhere. The Clinical Commissioning Group asked all GP practices to consider putting a message on and will remind them.

○ **Time for Action**

At pre-decision scrutiny stage IPSC made a number of recommendations. One was to extend the service to include issuing of parking fines and since January 2019, parking enforcement has been undertaken as part of the agreement. Another was for service provision to be distributed equally across outlying areas and wards. Parking enforcement has been predominantly focused outside of the town centre to deliver extra capacity into areas of need.

○ **Social Emotional and Mental Health (SEMH) Strategy**

In order to simplify communication, HSC had called for consideration to be given to having a lead case worker for families as their dedicated single point of contact. This is happening but who it is depends on where the child is in the system. It could be a social worker, someone from Early Help, the Education Health and Care Plan coordinator or a single point of contact within the school.

Regarding support for Lesbian, Gay, Bisexual and Trans (LGB&T+) young people and whether anything specific had been included in the strategy, or in the schools Trailblazer, for that cohort this had not been highlighted in either but could be picked up. As a result of HSC feedback on the draft strategy, whole school approaches and prevention would be strengthened in the document.

○ **Lifestyle Survey in Schools**

The annual survey continues to be refreshed and updates each year with input from ILSC informing developments and refinements and ensuring current issues and concerns are incorporated in the survey questions.

○ **Rotherham Loneliness Action Plan and Rotherham Suicide Prevention and Self Harm Action Plan**

The final drafts of both plans incorporated feedback from HSC - references to research and links with schools and the Carers Strategy in the former and presentation of the local picture information in a simpler format in the latter. Feedback was provided to HSC on how other recommendations would be taken forward. Partners implementing the Loneliness Action Plan will look to work with schools in Rotherham to address loneliness amongst young people. Further funding may be secured for mental health and suicide prevention training in the new financial year and future courses will be promoted to foster carers.

Outcomes from Pre-Decision Scrutiny

OSMB undertakes the majority of this work but also delegates proposals to the Select Commissions to scrutinise where more appropriate. The recommendations proposed in the pre-decision reports considered by Scrutiny in 2019-20 were all supported but Scrutiny also successfully made additional recommendations to Cabinet and this section reflects these. Some necessitate further work and will require a progress update to Scrutiny in 2020-21. Requests for specific information and intentions for future monitoring are also outlined later in this section.

○ **Rotherham's Cultural Strategy 2019 – 2026**

The protected characteristics in the Equality Analysis were updated to reflect current terminology prior to consideration of the strategy by Cabinet. A structure chart was also produced to outline the governance arrangements and lines of accountability.

○ **Adults Independent Advocacy Services - Commissioning & Procurement Approach**

OSMB wished to encourage GPs to learn about the advocacy service as a low number of referrals originated from them. Details were included in one of the CCG's practice bulletins circulated widely and to all GP practices.

○ **Rotherham Town Centre Car Parking Strategy**

Four recommendations were approved which focused on:

- Taking a proactive approach to tackle the dangers of poor lighting in Council car parks, given the usage by the public in the early morning and evening during dark hours in the autumn and winter.
- Improving the reliability of access/egress equipment at car parks and also to seek to develop, as funding becomes available, the use of mobile applications for customers.
- Considering the creation of further disabled parking spaces strategically within Rotherham Town Centre.
- Making the diagram clearer that showed the connectivity under 'Strategic Principles' within the strategy.

○ **Housing Revenue Account Rents and Service Charges 2020-21**

- For the number of Universal Credit claimants to be closely monitored, with a view to reducing the level of rent arrears from tenants in receipt of that benefit.
- For consideration be given to including the measure in the Housing Service Plan 2020-21 and for this to be included in a report to IPSC.

○ **Rotherham Employment and Skills Strategy**

The Equality Analysis was updated to make sure it reflected gender inequality in the employment and skills market.

○ **Adult Services Non-residential Care Charging Policy Proposals**

The recommendation for future consultation or engagement exercises involving public drop-in sessions to be arranged in locations in the north, south and centre of the borough was referred to the Corporate Consultation and Engagement Group. Although unpaid carers are not formally a protected group under the Equality Act 2010, it was acknowledged they should always be included in future consultations.

○ **House to House Collection Policy**

Cabinet supported the recommendation regarding recyclable charity collection bags and would encourage recycling opportunities from within the policy.

○ **Social Value Policy**

A Member Seminar in respect of the policy took place in January 2020.

○ **Ethical Procurement**

- With regard to corporate policy review mechanisms, consideration should be given to reviewing Council policies on at least a three yearly cycle, unless an agreed framework had already been prescribed.
- When engaging with external contractors, arrangements should be made to ensure that ethical outcomes will be effectively captured and presented in an annual report published on the Council's website.

○ **Selective Licensing Designation**

- Consideration should be given to presenting data in a user-friendly format when summarising findings from public consultation or other complex statistical information, with the preferred approach being the style used in Council Plan Performance reports.
- Arrangements should be made to ensure Ward Members are briefed ahead of any future consultations that affect specific wards and provided with information to circulate to residents.
- The findings of the review of alternative arrangements for Little London in Maltby will be reported back to OSMB prior to any final decision.

○ **Budget, Medium Term Financial Strategy and Council Tax**

Further reports will be brought to the Overview and Scrutiny Management Board on the potential impact of any significant changes to government funding streams received by the Council.

Follow up reports to either OSMB or the relevant Select Commission have been requested in 2020-21, specifically to monitor the implementation of new initiatives, strategies or service changes:

- **Rotherham's Cultural Strategy 2019 - 2026** – progress with implementation
- **Social Value Policy** – to review the impact once baseline position established
- **Advice Services Review** – Phase 2 implementation and Phase 3 outline proposals
- **Adult Services Non-residential Care Charging Policy Proposals** - impact
- **Community Energy Switching** – impact of the scheme for residents
- **Adults Independent Advocacy Services** – performance and outcomes following the award of the new contract
- **Gambling Act 2005 - Statement of Licensing Policy**
HSC will be looking into data from Public Health on the impact of gambling on the people's wellbeing, as part of its work programme in 2020-21.

Overview and Scrutiny Management Board

The remit for the OSMB includes:

- Leading on pre-decision scrutiny
- Monitoring the Council's budget, medium term financial strategy and achievement of efficiencies
- Designated Crime and Disorder committee
- Scrutinising the annual budget setting process
- Monitoring and holding to account the performance of service delivery
- Call-in, Councillor Call for Action and Petitions referred from Council
- Assigning overview and scrutiny work as appropriate to the Select Commissions

○ **Council Plan: Refresh and Performance Reporting**

OSMB noted the update to the Council Plan Performance Management Framework following the annual review of the performance measures, in line with good practice, and the new targets for 2019-2020. The removal of the measure for successful treatment of non-opiate drug users was queried and information reported later to HSC.

The 2018-2019 Annual Performance Report summarised all targets and provided a snapshot of progress against the 13 delivery outcomes underpinning the Council's priorities and associated key performance measures. OSMB noted the achievements and direction of travel and took account of concerns raised in relation to hate crime. This issue was included in their work programme, alongside fly-tipping, sickness absence and steps to address the gender pay gap (see below). Scrutiny of in-year quarterly reports concentrated on measures highlighted as areas for improvement and the actions required to improve performance.

○ **Safer Rotherham Partnership Annual Report**

The Borough's Community Safety Partnership, the SRP, presented its annual report with detail provided on work under each of the five key priorities. OSMB welcomed the report, the good practice taking place and the easy to read format. Members explored a number of issues in greater depth, including how Rotherham compared with South Yorkshire neighbours on the priority areas; celebration of religious festivals in Rotherham; and stalking and harassment issues.

Discussion focused on the difficulties in achieving the 20% target for the hate crime positive outcome rate. Improvements were anticipated following the launch of a new restorative justice partnership across the region in May 2019. This renewed approach was consistent with what community members told services they wished to see in response to hate crime, focusing on education and prevention.

OSMB requested an update to ILSC on the actions and recommendations to address stalking and harassment and a further update on steps to address hate crime. The Board also agreed to be involved in pre-scrutiny work on the Hate Crime Strategy.

○ **Financial Outturn 2018-19 and In-year Financial Monitoring**

The final revenue and capital outturn position for 2018/19 was a balanced budget which required £3.2m less use of corporate reserves than planned for in the original budget. The Board sought clarification on the reserves, what these were dependent upon and if this was sustainable. It was confirmed that actions to address the budget overspend were mainly from one off opportunities. In terms of sustainability, the service felt comfortable with the outturn achievements given the scale of the challenges but advised that the Council could not sustain high level of overspends in the future.

Following their scrutiny of the outturn report, OSMB's attention turned to the in-year financial position. Monitoring reports set out the forecast year-end position on the General Fund, based on actual costs and income in the year to date and the forecast

for the remainder of the financial year. As at December 2019, the Council had a forecast year-end overspend of £4m on the General Fund.

OSMB noted the forecast overspend and planned actions in mitigation and continued to scrutinise actions taken within Adult Social Care and Children and Young People's Services (CYPS) through a series of further reports. In CYPS this encompassed scrutiny of the two-year budget recovery plan to reduce the budget pressures from previous years and the particular areas of service demand pressure described below.

○ **CYPS – Budget, Fostering and High Needs Block**

After scrutinising the High Needs Block last year, OSMB were supportive of having a recovery plan to enable future budget sustainability. Considerable pressures existed in meeting the needs of pupils with Special Educational Needs and Disability (SEND), growing numbers with Education, Health and Care plans and demand for specialist education provision. Scrutiny acknowledged that it was early days in the recovery plan process but steps had been outlined to reduce the deficit.

The number of placements of Looked After Children in residential care was also creating budget pressures. Assurance was provided that the service was aware of the challenges and working to address them and although confident that the savings target would be met, it was difficult to be precise on a timescale. Officers were optimistic regarding recruitment of new foster carers, with a competitive offer and activity to increase the number of in-house foster carers, and the impact this would have on fostering targets and the budget. The overall position would be closely monitored by the Board and ILSC would continue to monitor SEND Sufficiency.

○ **Monitoring Report - Implementation of Recommendations from the Scrutiny Review of Agency, Consultancy and Interim Staff**

This review had sought assurance that the Council measured performance and value for money in this area and took appropriate action to maintain spend within acceptable limits. From previous updates OSMB had welcomed the progress made but agreed to maintain a focus on agency spending.

The Workforce Management Board (WMB) continued to monitor and control agency costs by challenging usage across the Council, taking account of factors such as risks in not filling a role, including safeguarding, budget and whether the work could be delivered in another way. The WMB also reviewed spend on a monthly basis.

Referring to transformational changes within Adult Care, Members sought assurances that posts could be filled without recourse to agency or interim staff. Recent recruitment activity had been successful and the position would be kept under review. Members questioned how the Regeneration and Environment directorate might reduce agency spend and introduce multitasking within the existing workforce to build capacity and reduce the need for additional cover. A large in-year reduction in agency spend was anticipated. Agency costs were largely due to seasonal work from March to October and the potential for work to be done outside peak hours was being explored with the trade unions. A further update would follow in November 2020.

○ **Visit to Riverside House Reception**

Members from all four Scrutiny committees gave their views on how the reception area looked and operated now and fed in their ideas to inform future plans. Flexibility and meeting the needs of all customers for access to services and information were highlighted. Support for people less confident in using digital channels was also raised. Members inquired about testing the redesigned reception process and on-line form in advance and suggested local groups who could be asked for their thoughts.

○ **Cabinet Response to Scrutiny Review Modern Methods of Construction (MMC)**

MMC is a generic term covering different types of homes manufactured in a factory environment and fully or partially assembled in the factory, or the component parts are assembled on site. This review focused on the viability of providing low cost housing for young single individuals and young families in one and two bedroom modular accommodation, incorporating suitable technology if possible, to reduce running costs.

One recommendation was for the learning from MMC pilot schemes to inform any future MMC housing projects. Housing Services were at the final stage of entering into a contract for 12 bungalows, subject to planning permission and the evaluation would consider quality, customer experience, costs and maintenance costs, which would help with lessons learned in terms of future schemes. It was agreed that a 'lessons learned' report would be submitted to IPSC following completion of the pilot project.

Another recommendation related to capturing capital cost and repairs/maintenance costs for MMC properties to allow practical comparison with traditional built homes. This was accepted and costs will be broken down in relation to the individually built properties for review and analysis as part of the evaluation work going forward.

In relation to energy efficiency, work was being developed to look at the introduction of solar panels and energy efficiency measures to all affordable housing stock, not just MMC developments. The Board asked if the Council was considering other options including green credentials and eco-efficient initiatives and were advised that this was being looked at for properties built in Rotherham and Sheffield City Region as a whole.

○ **Annual Compliments and Complaints Report 2018-19**

Members were particularly pleased to see improvements in complaints handling and the learning and trends identified, specifically referencing the opportunities for improvement. Reference was made to avoidable contact and how the authority was undertaking to reduce calls to the Council. Work was underway, but it was difficult to quantify volumes as data was still manually recorded. The new system to improve customer experience had been procured and once operational would provide greater insight. Customer access would continue to be a focus for Scrutiny.

○ **Customer and Digital Programme**

OSMB are maintaining a watching brief on developments within this programme of transformation of customer access, which is also due to deliver significant budget savings. A large number of projects are underway, each of which with varying complexity, dependencies and timescales. The programme plan continues to be regularly reviewed to ensure the timescales and priority order satisfy Council objectives and stakeholder needs. Members reiterated their concerns regarding ensuring access and inclusion for all customers, including those less confident in using digital channels or who may face barriers due to disability.

○ **Adult Social Care: Budget, Performance and Target Operating Model**

A workshop session provided an overview of the new operating model to be implemented from October 2019, which was a major undertaking for the service. Members felt the workshop had provided a useful insight into the new model and welcomed the opportunity to explore issues in detail. The six monthly Financial and Performance Update was scrutinised, including details of the reassessment programme and forecast savings delivery over the next four years for all cohorts. An indication of trends in service demand and average weekly costs was also provided.

A further progress update followed in March in respect of the Adult Social Care budget, restructure and pathways, which aimed to ensure a more customer focused and

responsive offer. Progress had been good in the six months since implementation but embedding new practices and new ways of working took time. Improvements in performance were acknowledged by Members who inquired about feedback from social workers about the changes, especially the move from specialist social work teams to more generic working. Other issues raised were ensuring equality for service users across the pathways, making sure each person received a tailored service and the need for good communication and publicity about the new offer. Although matters were progressing well a further update was requested for September.

OSMB also discussed the Adult Care, Housing and Public Health Market Position Statement, setting out the Council's intentions and its aim of working with providers in a new way. HSC agreed to scrutinise issues in relation to mental health data and development of the mental health pathway and IPSC any issues in relation to housing.

○ **Children's Commissioner's Takeover Challenge (CCTOC) – Hate Crime**

Rotherham Youth Cabinet chose hate crime as the theme for this CCTOC, as it was one of the key priorities in their manifesto for 2020 after emerging in the top three issues following the annual "Make Your Mark" consultation with young people.

The young people noted the good work taking place in Rotherham to raise awareness about hate crime and to challenge attitudes and behaviour, which needed to continue and develop further. Similarly, with initiatives to encourage people to come forward and report incidents, as under-reporting was still perceived as an issue, in particular for disability-related incidents. Media coverage of events and issues was a concern shared by participants in the CCTOC but acknowledged as difficult to control. The Licensing Service had recognised concerns in respect of hate incidents experienced by taxi drivers and their families, which had informed the revised policy.

A number of recommendations resulted from the CCTOC in relation to engagement, work in and between schools, a potential peer educator initiative and an awareness raising campaign about reporting incidents. The review report was presented to Cabinet in July, with the response to the recommendations expected in the autumn.

○ **Performance Sub-groups - Fly Tipping, Sickness Absence and Hate Crime**

Members were provided with the definition of each measure, current performance, benchmarking data and what actions had been taken or were planned.

Fly Tipping - The sub-group explored various issues including the costs of clearing up rubbish that had been dumped, how repeat offences were handled and potential options for commercial waste. Overall, Members felt reassured by the actions in place which had led to an upward trend in performance. They suggested more should be done to raise awareness and publicise achievements. For example, having the number of prosecutions on the website to give people confidence the Council was taking action and give clear messages that people would be prosecuted. Awareness raising should cover duty of care responsibilities around waste removal and disposal.

Sickness Absence - Directorates provided more detail of actions they were taking and highlighted service-specific matters. The sub-group felt positive about recent improvements on this measure but emphasised the importance of training and guidance, to ensure greater consistency in the application of policies across all job roles and services. Members recognised the use of measures to keep people in work with the right support and acknowledged how redeployment and phased returns could facilitate this process. It was noted that wider policies to support disabled employees and people with caring responsibilities would remain important. Recommendations from the workshop were endorsed by the Board to be forwarded to Cabinet for a

response. These related to guidance for managers around enhanced emotional support for employees during a restructure; disaggregation of data; and avoidance of any potential knock on effect in a team due to long term sickness.

Hate Crime - After in-depth discussion and questions on the information presented, OSMB sought greater assurance regarding joined up working and on actions to address hate crime/incidents across all the relevant equality characteristics. They also agreed to invite a representative from the Independent Scrutiny Panel when the next SRP annual report would be considered. Three recommendations resulted: more focused work to address hotspot areas; to review the impact of the interventions; and more work with community groups to provide oversight/lead on specific actions.

○ **Gender Pay Gap Report**

Local authorities are statutorily obliged to publish a report showing the difference in the average pay between all men and women in a workforce. The Council also chooses to report on the pay gap for Black, Asian and Minority Ethnic employees and for disabled employees. Since 2013 both the median and the mean gender pay gap had fallen from around 20% to around 10%. Further progress would depend on breaking down gender stereotypes around job roles and addressing the impact of career breaks for caring responsibilities that still impacted more on female staff.

Questions were posed on tracking the career progression of part-time employees, opportunities for job sharing at senior level and breaking down barriers. Assurances were given that the pay structure and job evaluation scheme were fit for purpose and a fair and transparent system. Data would be provided on part time employees, tracking promotions and the outcomes of recruitment advertisements

○ **Update on the Council's Response to Covid-19 Emergency**

A brief overview of the current situation in Rotherham was outlined before detailed discussion ensued on the following areas and actions under the various workstreams:

- | | |
|-------------------------------|--------------------------------------|
| ◆Governance | ◆Management & control arrangements |
| ◆Rotherham Community Hub | ◆Personal Protective Equipment (PPE) |
| ◆Impact on services | ◆Access to data on Covid-19 cases |
| ◆Communication and engagement | ◆Supporting the workforce |
| ◆Neighbourhood working | ◆Managing the deceased |

Members sought clarification on several issues and highlighted concerns regarding PPE, impact on the budget and implications for ongoing services. As this was such an important issue it was agreed to continue to monitor and scrutinise the response to and recovery from COVID-19 as a key element of the Scrutiny work programme in 2020-21.

○ **Draft Library Strategy and Consultation Outcomes**

Members were satisfied that consultation on proposed changes to the location of the central library had been comprehensive and had sought to consult with groups who shared protected equality characteristics. They were also assured by the proposed direction for the strategy and supported the action plan. In particular, they welcomed co-location of services under the libraries umbrella as a community asset and the prospects for partnership working. Volunteering opportunities were seen as a way of developing skills and ensuring viability of the service, particularly with proposed longer opening hours. "Digital First" principles were supported, with the proviso that support would be needed for some customers, echoing the visit to Riverside Reception. However, the sub-group did seek reassurance that a robust mapping exercise had been undertaken on the ability to deliver the opening hours and on the capacity to recruit, train and manage volunteers, who should be reflective of the wider community.

Health Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB in relation to:

- being the Council's designated scrutiny body for health issues relating to health or public health
- partnerships and commissioning arrangements for health and well-being and their governance
- scrutinising the integration of health and social care services and budgets
- health improvements and the promotion of wellbeing for adults and children of Rotherham
- measures to address health inequality
- food law and environmental health
- issues referred from Healthwatch

○ Sexual Health Strategy for Rotherham (Refresh 2019-2021)

The draft strategy sets out the priorities for the next three years for improving sexual health outcomes for the local population. It provides a framework for planning and delivering commissioned services and interventions (within existing resources), aimed at improving sexual health outcomes across the life course.

Members probed into the statistics and questioned awareness raising; work with young people and vulnerable groups; delivery of healthy relationships education in schools; and access to LARC (long-acting reversible contraception). Concerns were raised that the performance measures focused primarily on infection control rather than covering all the wider issues within the strategy. Greater focus could be given to issues around healthy relationships, consent, sexual abuse and reduction of sexual assault.

Feedback from Scrutiny had been for the strategy group to consider developing a broader and SMART range of performance indicators to measure success. Discussion has commenced on the need to broaden the focus from infection control to more on prevention. The next stage would be looking at indicators to reflect this.

○ Response to the Scrutiny Workshop - Adult Residential and Nursing Care Homes

The purpose of the review had been to consider progress in bringing about improvements to safety, quality and effectiveness in the sector. In addition, it had provided an opportunity to explore the impact of the Care Homes Support Service, as the care home sector was one of the transformation initiatives under the Rotherham Integrated Health and Social Care Place Plan (RPP).

Discussion ensued to clarify the work taking place on training, career pathways and capturing the voice of care home residents. HSC inquired whether the position with a shortage of nursing care beds had improved, as this was a national issue. Assurance was sought about the service being confident in spotting neglect and abuse at an early stage in residential care. The Commission also inquired about progress with the work of the Quality Board and will schedule an update next year.

○ 2018 Annual Report of the Director of Public Health

Previous annual reports focused on the life course but the 2018 report sought to champion the strengths of Rotherham's local communities and share experiences of what kept residents healthy, happy and well. Two main themes flowed through the report – community and the environment – as well as the 'five ways to wellbeing'.

HSC were keen to see coordination between different workstreams, such as Adult Community Learning, neighbourhood working and health to focus on health inequalities. Challenges around behavioural changes were acknowledged and Members supported the actions in the plan. HSC asked that its concerns about addressing health inequalities be raised with the Health and Wellbeing Board and the Rotherham Together Partnership. Further information about the incidence of depression was requested and provided and will be followed up in 2020-21.

○ **Developing Rotherham Community Health Centre**

The centre had been purpose built to house the walk-in centre, a GP practice, dental services and community/outpatient facilities, but services had changed resulting in much of the centre lying empty. HSC discussed proposals to relocate Ophthalmology Outpatient Services there, which would benefit many patients in being a town centre location and help to reduce footfall on the busy Rotherham Hospital site. The proposed change would meet CQC requirements for separate services for children and adults and ensure sufficient space to meet current and future demand.

Members requested a follow up report following the public engagement through the summer and this was discussed in September, with the majority of responses in favour. HSC were supportive of making better use of this facility as proposed after verifying what would happen for patients requiring urgent eye care and for pharmacy provision. A final update will be considered in 2020 once the new arrangements are in place, to evaluate the impact of the changes and ensure everything has gone to plan.

○ **Investment and Evolution - Primary Care**

A short presentation provided the Select Commission with an overview of the key ambitions for the NHS for the next ten years. In particular the focus was on new models of care and implications for general practice given the requirement to develop Primary Care Networks (PCN), which sees a major change in how GPs will work. HSC delved into various issues including capacity in community services; promotion of appointments at the hubs; use of the Rotherham App; holistic care; First contact physiotherapy; and care navigation. Questions were asked about addressing health inequalities and whether the changes would lead to parity and consistency in terms of access to services. Members were given assurance that population health data would be used and would pinpoint areas where more support might be needed. Following scrutiny of the refresh of the RPP (see below) HSC agreed to have a future agenda item to focus on developments with the PCN.

○ **Progress Report – Scrutiny Review: Drug and Alcohol Treatment and Recovery**

Following its previous spotlight review the Select Commission considered a monitoring report regarding the outstanding recommendations. Current performance and service developments were noted and Members acknowledged the challenges for people with long-term methadone use in leaving services. They questioned performance on non-opiate user service exits and were reassured to learn that a specific psychosocial interventions package had recently been introduced. Progress was being made but more work was needed to achieve the targets for service exits. Further questions asked about reviews following the death of any service user and learning from cases.

The new joint pathway between drug and alcohol services and mental health services that had resulted from the review provided greater clarity for staff on referrals. Services were asked to provide updates on future pathway developments and to consider encompassing wider issues such as domestic abuse.

○ **Enhancing the Respiratory Pathway**

Members considered the rationale for change and details of the proposals. Attention was drawn to poorer outcomes; fragmentation across the system; higher numbers going into hospital and longer hospital stays. Proposed changes had been clinically led and should result in greater standardisation of care; improved patient education and support for patients to self-manage; care closer to home through a specialist community respiratory team plus a dedicated respiratory unit at the hospital.

Clarification was sought on the scale of the difference in outcomes currently compared to other areas and whether prevention would be included as well as self-management. Information was requested to show what significant improvement would look like in

terms of success measures. A more detailed data pack was shared after the meeting. Plans for public engagement were outlined using a variety of approaches, although HSC opined that the timeframe seemed quite short, which was fed back.

A second session updated HSC on the outcomes of the public consultation and further developments, including more information about the model and how it would create opportunities for diagnosis and review of more patients with respiratory conditions. Confirmation was given that initially people would go to primary care, as with diabetes, with support to GPs from Breathing Spaces, rather than directly to a specialist team.

Members questioned the impact on GPs and their capacity to respond in a timely manner and asked about the pathway for patients going to the hospital by ambulance. Previous concerns about digital inclusion were reiterated with the focus on websites, apps and social media but assurance was given that other means of communication and contact would continue and patients did identify their preferred means of contact. Regarding the statistics presented for the North East and Yorkshire, HSC inquired about specific indicators for Rotherham; what success would look like and how it would be reported. Reduced hospital admissions would be one measure but full detail on the key performance indicators would be shared with HSC. Implementation of the new model would be a phased approach working towards the full structure being in place by winter 2020. A further update would be scheduled for October 2020.

○ **Update on proposals for Intermediate Care and Reablement**

HSC were provided with more detail on how the work would be taken forward to implement new integrated pathways between Adult Social Care and Health. Members sought clarification on the success measures that would show the difference the new pathways would make. They queried the role of GPs in the pathways, questioned support for carers and asked about any likely difficulties in both recruiting and retaining staff within the new model. Information sharing and the fact that partners used different IT systems was raised as a potential risk and assurance was provided that the key was to have the same decision points agreed in both systems, to remove any confusion.

Two six week pilots, the first of which experienced some initial problems, had taken place in preparation for implementation from the end of October as proof of concept. Good outcomes had resulted from one team operating differently in the pilot which involved changes to ways of working and a cultural shift for managers and staff. It was confirmed this would then take time to cross over into mental health and learning disability but would happen. HSC were supportive of the new approach and will consider another update post-implementation.

○ **Workshop - Refresh of Suicide Prevention and Self-harm Action Plan**

HSC participated in a focused session in order to seek assurances regarding current activity, future plans and resources for work on suicide prevention and self-harm and to scrutinise and have input into the draft action plan. Members went through the plan in detail asking a number of questions regarding the various workstreams and touching on broader issues in relation to the information provided. Key issues explored included funding and sustainability; work with primary care; training; governance; work with schools; contacts and information for parents/carers; and the small grants scheme.

Members were reassured about the multi-agency work taking place in Rotherham on suicide prevention and self-harm. They acknowledged the benefits of the real time data surveillance and welcomed the refreshed plan, recognising that this did not represent all the work on these issues. Officers were asked to consider presenting information about the local picture differently so it was clearer. Issues raised were taken away for consideration and a response fed back in respect of foster carers; LGBT people as a specific cohort; autism, and letters on debts and financial issues.

○ **Rotherham Hospital - Achieve an improved CQC rating**

The Chief Nurse provided an update regarding the findings and ongoing actions to improve the rating for the Trust, in particular for the Urgent and Emergency Care Centre (UECC). A comprehensive action plan had led to significant progress to address concerns raised by the CQC and examples of activity and improvements were outlined across all five domains.

Members questioned the extent to which the CQC had picked up on teething problems given the reorganisation within the Trust. Some recognition had been given and team building and organisational development were being worked on, including leadership and support for escalating issues, but it was also about delivery to required standards. In relation to mandatory training, work with certain staff had been mentioned and HSC inquired what more was needed to ensure full compliance. Safeguarding support had been increased in the department along with training compliance, with weekly safeguarding supervision provided by the Named Nurse. Further work was taking place with some medical colleagues but as it could be difficult to release staff from the sharp end in the UECC alternative delivery methods were being explored. Significant staffing issues had been present in the paediatric UECC but no agency staff had been used since early 2019. The hospital's own staff and bank staff covered extra shifts and the Trust now exceeded CQC requirements for paediatric nursing staffing.

Other points explored were ways to reward positive role models and staff behaviours; numbers attending the UECC and impact on bed availability for patients needing to be admitted; and what the monthly culture checks with staff were showing. Members also asked how differently things would look and feel now from a patient perspective in the UECC. They were assured that the UECC was busy but would feel like a calmer and safer environment, with staff now more engaged and better communication. With a high throughput of patients, delays were inevitable but triage times were monitored and staff were ensuring people were streamed appropriately from the front door.

Progress was noted and the positive report was welcomed with the hope of it being formally confirmed in due course when the outcome of the unannounced UECC inspection in August 2019 was known. Follow up work at the quality sub-group earlier this year confirmed the re-inspection had resulted in improved ratings for the UECC.

○ **Draft Social, Emotional and Mental Health Strategy and Schools Mental Health Trailblazer Pilot**

Short presentations provided an overview of the pilot and the latest draft of the new Social, Emotional and Mental Health Strategy. An action plan covering the six core priorities was incorporated within the draft strategy and set out timescales to implement the Mental Health Trailblazer. This pilot was a new approach that would see Mental Health Support Teams established in 22 schools/education settings across Rotherham to help address and prevent mild to moderate mental health problems.

HSC asked about training and support across the wider workforce and if it would encompass understanding behaviours and how to deal with them, especially regarding some of the challenges of complex behaviours of Looked After Children. This was the vision of what the outcome of the training should be, although it would be a significant undertaking. Clarification was requested on the extent of the focus on prevention as it was not included as a priority but would underpin part of the model. An explanation was requested of how the strategy would support current work in schools.

A query was raised with regard to seeming heavy reliance on the Trailblazer and if that meant any concerns about sustainability, such as future funding. It was acknowledged that Trailblazer had a strong focus in 2019-20 with going live but not all priorities relied on Trailblazer and they had separate funding streams to support them. As an NHS

England programme, the Trailblazer needed to demonstrate clear outcomes and the measures would include a reduction in inappropriate referrals and increased confidence in schools (measured by school workforce perception surveys) which could be reported back in 12 months. Further information was shared after the meeting with details of the training and types of interventions to be delivered in schools.

○ **Performance Sub-group – Adult Social Care Outcomes Framework (ASCOF)**

The sub-group met in November to consider the year-end report on the framework measures for 2018-19 and benchmarking data. Detailed analysis of findings from the annual ASC Service User Survey and biennial Carer Survey were discussed at length. Overall Rotherham remained in a similar “mid-pack” position to where it had been the previous year, with measures in all four quartiles. All five Carer Survey measures were in the top 50% and good progress was seen on several measures. Members probed into those measures which had declined and sought assurances that the new model and ways of working would be reflected in improvements to the measures as they became embedded. Support for carers was acknowledged as an area for improvement and will feature in the HSC work programme in 2020.

○ **Rotherham Integrated Health and Social Care Place Plan Refresh – Workshop**

The purpose of the session had been to consider and comment on the general thrust of the plan, priorities and focus – including any perceived gaps and any specific issues in relation to any of the three transformation workstreams. Delivery and governance arrangements and how partners would measure success were also covered.

Members acknowledged the comprehensive nature of the plan and the strong partnership working behind it that characterises Rotherham. HSC has long advocated the importance of prevention and early intervention and viewed the new prevention enabling group as a positive step. After exploring a number of issues and workstreams comments from HSC were fed back to officers and partners for consideration.

○ **Loneliness Plan**

Loneliness is a priority within the Health and Wellbeing Board Strategy (Aim 4) and the plan is a key element on the preventative side due to the strong negative impact that loneliness may have on the mental and physical health of people of all ages.

Members recognised the difficulties in detecting loneliness and that it was hard for people to admit to feeling lonely. They highlighted raising awareness with partners of what was already happening in communities and officers confirmed they were trying to bring activity together in GISMO, the on-line database hosted by Voluntary Action Rotherham. Assurance was sought in relation to funding to maintain and update the site and it was hoped to access South Yorkshire and Bassetlaw funding for the “connectedness” workstream. HSC emphasised the need for a link to the Carers Strategy, future reporting with detailed examples and developing links to schools.

○ **Progress on Autism Strategy and Implementation Plan**

A presentation updated HSC on the development of the all-age autism strategy, which was close to finalisation. Key activity, guiding principles and priorities were outlined, plus an overview of the local context and current challenges around diagnosis and post-diagnosis support, as Rotherham is an outlier for autism spectrum prevalence.

Issues explored in more depth included links with other strategies such as SEND Sufficiency, Early Years, and Employment and Skills Strategy; the Autism Alert card; adult diagnosis and pathways; and the Transforming Care Partnership. HSC welcomed the work to increase diagnostic capacity and to understand the high level of demand and requested that the results of the on-line diagnosis pilot with Healios be reported back. A further update will be presented in 2020-21.

Improving Lives Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB in relation to:

- the Every Child Matters agenda (for every child to be safe, healthy, enjoy and achieve; make a positive contribution and achieve economic well-being)
- the early intervention and prevention agendas
- the implementation of Rotherham's plans to tackle Child Sexual Exploitation
- other cross-cutting services provided specifically for children and young people

In a similar approach to last year, much of the work of ILSC in 2019-20 built upon previous scrutiny work and probed into specific areas, to be assured on progress and on the safety and wellbeing of young people. Members welcomed the extra places for young people with Special Educational Needs and Disabilities (SEND) after closely scrutinising matters.

○ **Children & Young People's Services (CYPS) 2018-2019 Year End Performance**

A summary of performance in relation to Early Help and Family Engagement; Children's Social Care; Education and Inclusion was presented to ILSC. This outlined areas that were working well and the areas of concern and actions to address these.

In response to a query about persistent absence, details were given about the range of interventions in place to support and escalate concerns. Assurance was given that schools took action and raised concerns promptly, and these were monitored closely by the performance leads in Early Help and Family Engagement. Members inquired about any barriers which prevented completion of Early Help Assessments by partners. Early Help leads were working closely with agencies to clarify the process and levels of involvement and expected the number to increase. ILSC asked for clarification on the customer feedback measure, incentives for accessing Children's Centres and if a detailed cohort breakdown of young people not in education, employment or training (NEET) was captured. Benchmarking and the current staffing position were discussed.

○ **Children Missing from Education and Children Missing from Care and Home**

A short presentation outlined the different legislative frameworks that guide the responses to children missing from care and home and to children missing from education. Reference was made to research which highlighted that missing from care and home could indicate wider safeguarding concerns outside the family. A Missing from Home and Care Scorecard is produced monthly, providing a clear understanding around the Missing Cohort and identifying patterns and trends. Strong links had been established with partners in relation to Children Missing from Education (CME).

In terms of the increase in new CME referrals, including some recurrent cases, Members were assured that evidence suggests this is largely due to families being transient and then returning to Rotherham, rather than key concerns related to vulnerability and/or safeguarding issues. However, it has a financial impact on schools and council services due to the additional resource required to support CME. Looked After Children form the largest cohort of missing children and the Return Home Interview offers an opportunity to explore reasons why the young person went missing and to reduce future missing episodes.

Clarification was sought on information sharing, particularly in relation to children missing; if any very specific concerns had been identified; and if Child Abduction Warning Notices had been utilised. Further details were required on the increase of numbers of children at risk of CSE who had missing episodes and it was confirmed that there was good oversight in relation to the Missing and CSE teams. The number of permanent exclusions at primary school had risen and data on exclusions would be provided as part of the Educational Outcomes report. A further update on progress will be included as part of the Select Commission's 2020-21 work programme.

○ **Regional Schools Commissioner (East Midlands and the Humber Region)**

Certain decision making powers in relation to academies have been delegated to the Regional Schools Commissioners who work with academies to ensure they are underpinned by sound governance and finance to deliver good educational outcomes. It was recognised that Rotherham outcomes had not kept pace with improvements seen nationally and the Commissioner gave a commitment to work with Trusts and individual schools in the Borough to drive improvement and leadership.

Members explored a number of issues with regard to Elective Home Educated (EHE) pupils and were assured that data was available and work was underway to analyse trends and good practice, which would be submitted to a future meeting of the Commission (see below). Responsibility for the safeguarding of children who were home educated remained with the local authority.

Clarity was sought on work to support schools with larger numbers of newly-arrived pupils, particularly those joining the school roll after the standard transfer date, and the challenge of working with transient populations. Members were apprised of the approaches across the region to mitigate the impact of this and the expectation was that school leaders used their funding allocation appropriately to meet pupils' needs. It was later fed back that including an element in the national funding formula to reflect pupil mobility was under consideration.

○ **Rotherham Education Strategic Partnership (RESP) Update**

The RESP brings the work of key partners from across Rotherham's education system into a coherent and effective strategic plan. The aim is to maximise outcomes and improve life chances for children and young people, promote inclusion and reduce inequalities, to ensure that no school and no child or young person was left behind.

Members probed a number of specific issues including support available for children with SEND or other vulnerabilities; addressing concerns about the traded offer of services schools could buy in; dual funding and host schools; home visiting in relation to disadvantaged two year olds; monitoring EHE; and attainment of more able pupils.

ILSC requested the evaluation of the Early Years Home Visiting Project for a future meeting and a report to reflect the difference that the RESP was making, with details of the key timelines, milestones and outcomes. This should also include information on the actions taken to boost the performance of high performing and more able pupils.

○ **Rotherham Multi-Agency Arrangements for Safeguarding Children**

ILSC considered the Rotherham Multi-Agency Arrangements for Safeguarding Children which replaced former Rotherham Safeguarding Children Board in September 2019.

After a detailed presentation, questions addressed the following issues:-

- Child Death Overview Panel and its functions
- Additional arrangements in Rotherham that went beyond those prescribed
- Ensuring transparency and challenge between partner agencies
- Involvement of schools and powers in respect of school involvement
- Role of the Multi-Agency Public Protection Arrangements (MAPPA) Board
- Information sharing protocols
- Child exploitation in all forms
- Funding after the first year
- Continuation of the wider multi-Board meetings around safeguarding issues

Members agreed scrutiny of safeguarding arrangements would continue, with the Annual Report to be presented. They requested an update in six months following the implementation and transition to the new process.

○ Counter Extremism - Work in Schools

A briefing paper detailed the proactive work RMBC is undertaking in schools and colleges across the Borough to counter extremist narratives and build the resilience of young people to reject extremism, intolerance and hatred. Positive relationships had been developed with schools and colleges to deliver this initiative sensitively and a number of partners were engaged and committed. Future developments will include work with adults with reference to neighbourhood working and engaging people in dialogues about their communities.

Members asked questions around evaluating the impact of the work, training for school staff, targeting resources appropriately and work with schools that were less engaged. They were assured by the work in schools and colleges but requested an update on the planned future developments, together with a paper on how the local authority is meeting its Prevent duty in 2020-21.

○ Elective Home Education (EHE)

EHE is the term used to describe a legal choice by parents to provide education for their children at home - or in some other way which they choose - instead of sending them to school full-time. EHE Officers conduct home visits to discuss the education a child in EHE is receiving and review samples of work, progress made and future plans. Where there are concerns about the suitability of the education provided, the officers will discuss alternative options with parents/carers.

More parents had been requesting information about EHE or considering alternatives to current schools. Without sufficient EHE Officer capacity to discuss issues rapidly, local knowledge and school admissions/other service links, many families would have chosen EHE without fully understanding all the implications or the education options and support available, often at a time of crisis. It was highlighted that a small but increasing number of families had declined EHE Officer visits or refused to send supporting evidence that their child was receiving a 'suitable education'.

Members raised a number of concerns that were discussed at length:

- access to public examinations and potential impact of having no formal qualifications
- actions to support improvement
- transition to post 16 education, training or work and adult life
- identifiable trends in the rise in EHE applications
- monitoring progress

Assurance was sought on measures to safeguard children properly and that if concerns were raised these could be escalated appropriately. Officers stressed the importance of building relationships with parents within the boundaries of legislation relating to EHE. Parents could refuse access but if safeguarding concerns were raised these would be escalated appropriately. Assurance was also provided about information sharing between agencies and the EHE team links in with the Operational and Strategic Missing Groups. Another update on EHE will be considered later in the year.

○ Rotherham Early Help and Youth Offending Services - Service User Experience

Service users gave an account of their experiences of early help services and youth offending services respectively. They outlined the support and advice received from staff and the positive impact of the interventions. These included support for new parents, assistance with benefit and financial advice, employment support and transition into adult services. They also highlighted how different agencies were co-ordinated to deliver tailored provision that reflected their assessed needs. With regard to young offenders, the lack of education and employment opportunities was flagged and picked up in recommendations made on the Youth Justice Plan (see below).

○ **Rotherham Youth Justice Plan 2019-21**

A presentation outlined the role of the Youth Offending Team (YOT), who are located within the Early Help Service and work with partners to achieve the national youth justice strategic objectives. Areas that were working well were highlighted and in respect of areas for improvement, reoffending rates continued to be of concern and the Looked After Children status of the offending cohort was increasing as a percentage.

Different agencies worked together to disrupt anti-social behaviour, to prevent escalation and possible entry into the youth justice system. Further clarification was sought regarding the lower rate of entrants in Rotherham and on the evidence which supported the assertion that Rotherham was performing better than other South Yorkshire authorities. Details were outlined of the assessment and triage process, which contributed to lower levels of entrants into the system. Members probed into how risks around child criminal exploitation and peer radicalisation were assessed for first time entrants and re-offenders. Assurance was given that there was good oversight of the Prevent and criminal exploitation agenda. Examples were given of the assessment process, restorative justice in relation to hate crime and work undertaken with young people in schools. Work was underway to track data in a more timely way and assertions given that the service was 'inspection ready'.

ILSC made two recommendations:-

- That the Deputy Leader explore if further measures could be taken to identify Council apprenticeship opportunities for young people involved in the youth justice system and engage the business community in similar initiatives such as job fayres.
- That the involvement of service users in awareness raising in schools and/or peer support to other young offenders, or those at risk of offending, be explored.

○ **Rotherham Early Help Offer**

Members discussed an overview of performance and plans moving forward. Following previous lines of enquiry, information was provided on early help assessments (EHA) completed by partners and how the voice of children and young people was captured. Steps taken to improve partner completions of EHA were outlined including sharing good practice, quality checks and providing information and advice, plus support where appropriate. In relation to capturing the voice of the child or young people, details of consultation and engagement events were provided. Practice learning days also highlighted how workers considered the voice of the child and young people. Exit Surveys and case closures had been adapted to ensure specific questions were asked.

Clarification was sought on the current budget and future sustainability of the service. It was highlighted that 40% of the Early Help Service was funded from external sources, although uncertainty existed over certain funding streams. Limited research was available on cost avoidance for partners arising from early help interventions but higher level data showed early help services were making a positive impact. The Chair requested further scrutiny on the early help offer, to include an analysis using the ISOS framework, with a sub-group to scope the specific elements which required assurance.

A follow up report in March 2020 updated Members on the delivery of the Council's Early Help and Social Care Pathway and its ten component workstreams. The positive progress over the last few years was welcomed and ILSC requested a future update on implementation of the Liquid Logic case management system.

○ **Children and Young People's Services Directorate Workforce Strategy**

ILSC supported and endorsed the CYPS Workforce Strategy and noted the integral part of the Rotherham Learning Academy in supporting delivery of the strategy. A progress report on delivery would be brought back in a year.

○ **Persistent Absence from School - Workshop**

Following concerns about levels of persistent absence, a sub-group met to examine how the Early Help service was working with schools to address this issue. Members considered the new referral pathway which had been co-designed to ensure consistency in support and guidance to schools and parents prior to enforcement action being requested. The pathway was aligned to Rotherham's Continuum of Need to ensure appropriate support for all children with additional needs. Questions were asked about the escalation process and how this was applied fairly to ensure requests for enforcement were only submitted when clear evidence showed all strategies to support attendance and wider social and emotional wellbeing had been exhausted. The new pathway was introduced early in the Autumn term and had been received positively by schools. ILSC agreed to review implementation to monitor how well it had become embedded and to share feedback and learning on the approach.

○ **2019 Education Performance Outcomes**

The provisional, unvalidated educational outcomes of children and young people in all Rotherham schools and academies for the academic year 2018-2019 were presented to ILSC. Overall education outcomes had not improved and following investigation a comprehensive action plan had been written to address the issues, particularly at KS2, by focusing on the key basics that would have most impact on performance.

Members inquired about under performance in Early Years provision and whether there should be an increased focus on creative activity, including in the teaching of reading and writing. With regard to capturing information on breakfast clubs and other activities that ensured children were ready to learn it was confirmed this could be presented in future reports. One recent initiative was the Attendance Pathway to monitor non-attendance and to challenge and support families referred to above. Details of collaborative working with schools and other strategic partners were provided showing increased levels of engagement from academies.

○ **Implementation of Looked After Children Sufficiency Strategy**

ILSC scrutinised a progress report on the latest developments under each of the key priorities. Challenges remained but Members were advised that over the long term the trends for all data in the report were travelling in the right direction and showing a positive improvement. The sufficiency budget remained significantly overspent but the actions by their very nature would take time to deliver the requisite outcomes.

The low numbers of foster carers registered with the Council was noted and concern expressed that this could result in children being placed in residential care instead of with foster carers. The care setting had to be right for the young person and although the majority of care was provided with foster families, due to the lack of Rotherham registered foster carers, some placements were through foster agencies, which were more expensive. Members asked how the quality of provision by third party providers was monitored and were assured that a child's social worker would continue to work with a child once placed and ensure care aligned with the Rotherham Family approach.

○ **CSE Support Services Re-commissioning**

Members noted the proposal for CSE Support Services to be re-commissioned by the Council and that the draft needs analysis would be supplemented by consultation with the public during March 2020. The service specification will be developed based on findings of the full needs analysis, with the commissioning timescale aligned with the Trauma and Resilience Service. Having regard to the revised timescales for the recommissioning, benchmarking work by ILSC last summer will be recommenced to feed into the development of the CSE Support Services needs analysis.

Improving Places Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB relation to:

- Housing and Neighbourhood strategies
- Economic development and regeneration strategies
- Environment and sustainable development strategies
- Community cohesion and social inclusion
- Tourism, culture and leisure

○ **Rotherham Employment and Skills Strategy 2019-2025**

The strategy was approved by the Rotherham Together Partnership in April 2019, with implementation overseen by the Employment and Skills sub-group of the Business Growth Board. IPSC were updated with regard to progress on mapping and identifying existing employment and skills provision; development of a detailed delivery plan; schools' involvement; and the launch of Skills Bank 2 and Skills Support for the Workforce - funding for businesses to train and upskill their existing workforce.

When the draft strategy had been considered by OSMB during pre-decision scrutiny a number of issues had been raised and the report set out a response to each of these issues. The Equality Analysis had been updated and although a more detailed action plan was being developed this was unlikely to be finalised until 2020.

Members inquired about plans for work with specific cohorts of people such as people with learning disability, carers and women. They also explored funding streams, ways of encouraging more businesses to become involved and links with schools. Follow up information was requested and circulated and the comments from IPSC were fed back. The outcome of the mapping exercise of present employment and skills provision and the detailed action plan were requested for a future update in 2020-21.

○ **Allotments Self-Management**

It was agreed in July 2018 to adopt a new vision and specification for allotments in which the Council would approve the transfer of Council-owned allotments to a new borough wide self-management body and establish a Community Benefit Society for this purpose. Although management of the allotments would be undertaken by the new Rotherham Allotment Alliance (RAA), the Council still retained ownership of the sites and statutory responsibility for provision of allotments. No additional administrative burden was anticipated on either self-managed sites or for individual tenants. Assurance was given that the RAA had public liability insurance and that the Board of Directors was monitoring progress and ensuring due diligence. A further update will be reported to IPSC in December 2020 following the transfer of the allotment to the RAA.

○ **Thriving Neighbourhoods - Update Report**

A detailed progress report outlined achievements to date under each of the core drivers in the implementation plan, together with an indication of next steps for the coming year. Summaries of ward priorities and individual ward budget profiles showing spending and the themes/priorities invested in were also discussed at length. Questions ensued on issues concerning the budgets, such as the possibility of being able to bid for any underspend from ward base budgets that would otherwise return to the central pot; capital spend; avoiding duplication with parishes; and decisions by Area Housing Panels. More detail was provided on the Community Sport and Health Apprenticeships and how these roles would not focus solely on neighbourhood working or community development but also work actively with residents, dealing with some of the Council Plan indicators across the Borough and working with partners.

○ **Response to Joint OSMB and IPSC Scrutiny Review: Modern Methods of Construction** – see OSMB

○ **Enforcement Contract - Kingdom/Doncaster MBC**

The 'Time for Action' initiative provides a means to deliver enhanced enforcement around enviro-crime, particularly littering and parking offences. Joint arrangements with Doncaster Council have been operational since September 2018 and have delivered enhanced enforcement and greater visibility across various locations. Officers presented the position in relation to service performance, together with an indication of the challenges faced. Detailed breakdowns of parking charge notices issued and litter and dog fouling fines and patrols by location were examined. Members explored both practical and operational issues and received additional information about cases heard at the Single Justice Court.

A further update was scrutinised as some previous recommendations from Scrutiny were still in progress and delivery overall had been mixed, influenced by software reporting capabilities and contractor staffing turnover. The Council had exceeded its annual target for Fixed Penalty Notices for 2019-20, which had been set at 2,000 but the overall target within the Service Level Agreement would not be achieved. Officers acknowledged that improvements had yet to be made in relation to sharing information with ward members, on patrols and fines issued. Partnership data was under review and the service would aim to provide regular updates through the CAPs, which would also provide a forum to raise areas of concern in order to target enforcement patrols. More precise information was requested to be made available at CAPs, for example, maps with the location of every citation, plus details of the availability of individual officers or patrols in various areas of the Borough. IPSC also explored how Parish Councils might become more involved, including to help inform the targeted patrols; and asked about communication and other forms of interventions.

It was recommended that statistics be brought to the CAP meetings on a regular basis and delineated by ward if possible and that a clear improvement plan be submitted to the Select Commission for pre-decision scrutiny.

Other scrutiny of enforcement activity included an overview of the Public Space Protection Orders in Rotherham town centre and the Fitzwilliam Road area.

○ **Workshop - Area Housing Panels Review**

IPSC undertook a focused workshop to consider the emerging proposals for Area Housing Panels from 2020-21. An overview of the following issues was provided to introduce the session:-

- Focus of the review and response to the consultation.
- Future tenant engagement - the aim was to move towards a more agile way of engagement, one easily recognisable to tenants whilst reflecting ward needs.
- Three Ward pilots testing different ways of working began in September 2019.
- Future budget arrangements.
- Proposal to roll forward unspent budget (within a four year cycle).
- Budget and project governance - scope to align/match fund from other sources.

The sub-group probed into several issues and sought clarification on the detail behind some of the emerging proposals. Steps to encourage people's involvement, particularly where there had been low engagement previously, or a struggle to identify projects or spend money, were emphasised. Similarly, with means to engage with greater numbers of tenants. Other areas of focus were on ensuring flexibility in the ways to bid for funding and to reflect individual ward needs; clarifying the role of Elected Members; the approval process for projects and ensuring these aligned with ward priorities. Development of customer access, recognising that digital technology was not appropriate for all, was also touched upon. Budgets would be project specific

with funding for smaller scale projects generally accommodated within the Ward Housing budget, but larger scale projects would be funded through the Housing Capital Programme. Funding would be adjusted annually to reflect housing stock in a ward.

Members were assured by the emerging proposals to disestablish the existing Area Housing Panels at the end of the 2019-20 financial year and replace these with 25 Ward Housing Hubs. Their recommendations were presented and endorsed at OSMB.

○ **Review of re-deployable CCTV**

IPSC considered an update on the purchase and deployment of CCTV units as a result of additional capital funding of £60,000 made available in 2018. All the units bar one had been deployed, but two currently had faults and were awaiting repair. Officers highlighted that the installation of CCTV was often accompanied by a range of activities, including increased patrols, intelligence gathering, identification of offenders and issuing warnings or further sanctions as appropriate. Resolutions to issues would also explore wider problem solving opportunities, such as designing out crime and engagement activity. The CCTV cameras were primarily overt, providing a deterrent in the areas where deployed.

Members inquired about the number of overt/covert cameras and the quality of the images produced. Officers confirmed covert CCTV had greater effectiveness than overt at helping to catch fly-tippers and that the quality and capability of the cameras was set by law. Questions were posed about more investment in covert cameras as these proved effective in helping to deter fly-tipping and prosecute fly-tippers.

Clarification was sought regarding court awards and officers provided details on court awards and costs incurred by the Council if offences went on to court prosecution. IPSC also asked about available funding for repair and maintenance plans. The present system for checking that all the CCTV units were active and operational was explained but revenue funding would be required to set up any service agreement in the longer term. This would be explored during the upcoming review of CCTV use across the Borough, which would encompass fixed, re-deployable, overt and covert CCTV systems.

IPSC requested that the results of the full-system review of CCTV be reported back once completed. The Commission also recommended that the review consider addressing provision for maintenance and repairs and to expanding coordinated overt and covert camera use, on the grounds that results had been positive.

○ **Dignity Funerals Ltd**

IPSC considered the Annual Report from Dignity in June, followed by a further performance update in December on measures that had been rated as red or amber. In addition to the contractual performance indicators, officers reported on progress with additional recommendations made in February.

Performance - Good progress had continued during 2019 with only two measures/targets still rated as red. Regarding provision of environmentally friendly burial options, a consultation exercise would be required to assess likely take up. A safe had been ordered for secure storage for registers and records. Of the five measures rated as amber, three had progressed, with plans for the other two but no definite timescales.

Pilot - Between April and September 2019, the Council and Dignity trialled a new 'out of hours' service to enable short notice burials after 3pm in Rotherham. The pilot aimed to make a reasonable adjustment to the bereavement service to address concerns raised by the Muslim community and to improve the offer to other service users who wished to have a burial up until 6.30pm at East Herringthorpe cemetery.

Evaluation showed the pilot was successful, particularly in relation to better delivery of the Council's commitment to the Public Sector Equality duty. 77% of respondents considered the pilot made a reasonable adjustment to meet community, religious and cultural needs and 71% viewed it as having a positive impact on community relations. Further work and research were carried out before the final decision was taken to extend the out of hours provision on a permanent basis.

Other issues - Clarification was provided regarding the out of hours fee. A question was raised on trying to facilitate information sharing more directly between the hospital, Coroner, Registrars and Dignity rather than through the family. New processes were being introduced from April 2020 between the hospital and Registrars and thus the link with the hospital would come naturally. Members explored other issues including availability of data on take up of the pilot from people outside Rotherham centre; progress in addressing the issue with waterlogging on one site; lengths of graves and pathways between them; and the possibility of allowing use of wooden kerb sets in the future. Officers agreed that a site visit to East Herringthorpe to see the planned expansion site could be accommodated.

○ **Workshop - Council Plan Performance Indicators**

A short session familiarised IPSC with all the performance indicators that fell within its remit under Priorities 3 and 4 of the plan. A small number of measures that met the agreed criteria for exception reporting were identified and scrutinised at OSMB in October 2019 and the outcomes reported back. Queries had emerged about other measures at the workshop and written responses to these questions submitted. Culture, Sport and Tourism Services agreed to review their processes for capturing resident satisfaction across all sites and return with a proposal for a future methodology that would have the requisite degree of independence and provide value for money.

○ **Major Incident Plan, Flooding Update and Future Flooding Alleviation Projects**

Consideration was given to a report detailing progress with the review of the Major Incident Plan, an update on the response to the flooding events of November 2019 and plans for future flood defences, which involved seeking £51m from central government. Members explored a number of key issues (summarised below) but it was recognised further scrutiny would ensue on these issues and a post-incident review by the Council would be undertaken of the emergency response and any lessons learned.

- | | |
|---|--------------------------------------|
| ◆Evacuation areas and rest centres | ◆Building resilience |
| ◆Welfare of displaced families | ◆Increasing volunteer numbers |
| ◆Relief packages and processes | ◆Communications during the emergency |
| ◆Damage – property and businesses | ◆Liaison with affected residents |
| ◆Alternative plans if funding bids failed | ◆Future discussion with landowners |

The following recommendations were made:

- That the Cabinet reflect on the lessons learned in 2009, with past incidents being taken into consideration in future works on flood alleviation.
- That feedback from residents and business owners be captured in review of the Authority's response to the floods and be shared with IPSC in 2020-21.
- That clarification be provided in respect of the approach to communications and decision-making in the event of flooding or other emergency incidents.
- That the Council partner with other authorities such as the Environment Agency and Yorkshire Water to inform our response to future flooding incidents.

The Chair and Councillor Wyatt, who chaired the Emergency Planning review, later met with officers to discuss future scrutiny in respect of flood management and emergency response by the Council, which will be scheduled in the work programme for 2020-21.

Scrutiny Membership 2020 – 2021 (tbc after Council 22/07/2020)



Overview and Scrutiny Management Board

Cllr Cusworth

Cllr Mallinder

Cllr R Elliott

Cllr Taylor

Cllr Jarvis

Cllr Tweed

Cllr Jepson

Cllr Walsh

Cllr Keenan

Cllr Wyatt

Chair: Cllr Brian Steele

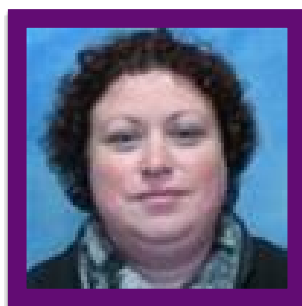
Vice-Chair: Cllr Napper

Meetings are held fortnightly at 11.00am on Wednesdays.

Health Select Commission



Improving Lives Select Commission



Improving Places Select Commission



Chair:
Cllr Eve Keenan

Vice-Chair: Cllr R Elliott

Chair:
Cllr Victoria Cusworth

Vice-Chair: Cllr Jarvis

Chair:
Cllr Jeanette Mallinder

Vice-Chair: Cllr Tweed

Cllr Albiston
Cllr Andrews
Cllr Bird
Cllr Brookes
Cllr Cooksey
Cllr Ellis
Cllr Evans
Cllr Jarvis
Cllr Short
Cllr John Turner
Cllr Vjestica
Cllr Walsh
Cllr Williams

Cllr Atkin
Cllr Beaumont
Cllr Buckley
Cllr Clark
Cllr Elliot
Cllr Fenwick-Green
Cllr Hague
Cllr Ireland
Cllr Khan
Cllr Marles
Cllr Marriott
Cllr Pitchley
Cllr Senior
Cllr Julie Turner

Cllr Atkin
Cllr Buckley
Cllr B Cutts
Cllr Elliot
Cllr Jepson
Cllr Jones
Cllr Khan
Cllr McNeely
Cllr Reeder
Cllr Rushforth
Cllr Sansome
Cllr Sheppard
Cllr Taylor
Cllr Julie Turner
Cllr Whysall
Cllr Wyatt

Meetings (usually) held every six weeks at 2:00pm on Thursdays.

Meetings (usually) held every six weeks at 5:30pm on Tuesdays.

Meetings (usually) held every six weeks at 1:30pm on Tuesdays.

DRAFT Outline Work Programme 2020 – 2021

Overview and Scrutiny Management Board and Select Commissions

- Response and Recovery - COVID-19 Pandemic

Overview and Scrutiny Management Board

- | | |
|---|--|
| ○ Customer and Digital Programme | ○ Financial Monitoring |
| ○ Adult Care Budget and Service Development | ○ CYPS Budget |
| ○ Human Resources | ○ Social Value Policy Implementation |
| ○ Advice Services | ○ Safer Rotherham Partnership |
| ○ Budget and Medium Term Financial Strategy 2021-2022 | ○ Children's Commissioner's Takeover Challenge |
| ○ Community Hub | ○ Lead on Pre-decision Scrutiny |

Health

- | | |
|--|--|
| ○ Local Authority Declaration – Healthy Weight | ○ Local Response to Marmot Review: 10 Years On |
| ○ Intermediate Care and Reablement | ○ Depression and Mental Health |
| ○ Autism Strategy and Pathway | ○ Carers Strategy |
| ○ Public Health | ○ Learning Disability Transformation |
| ○ Care Homes | ○ Joint Health Scrutiny – SYDNo |
| ○ Respiratory Services | ○ Transformation of Primary Care |

Improving Lives

- | | |
|---|--|
| ○ Safeguarding – Children and Adults | ○ Youth Offending Team |
| ○ Implementation of recommendations from SEND Peer Review | ○ Re-referrals and Repeat Child Protection Planning |
| ○ CYPS Workforce Strategy | ○ Education Performance |
| ○ Looked After Children Sufficiency Strategy | ○ Counter Extremism Work in Schools and Prevent Duty |
| ○ Elective Home Education | ○ CYPS Performance Monitoring |
| ○ Rotherham Education Strategic Partnership | ○ Children Missing from Education and Missing from Care and Home |

Improving Places

- | | |
|--|---|
| ○ Homelessness and Rough Sleeper Prevention Strategy 2019-2022 | ○ Implementation of Rotherham's Cultural Strategy 2019 – 2026 |
| ○ Housing Repairs and Maintenance | ○ Town Centre Master Plan |
| ○ Employment and Skills Strategy | ○ Review of Re-Deployable CCTV |
| ○ Code of Practice for Highway Inspection and Assessment | ○ Housing Strategy and Housing Revenue Account |
| ○ Allotments Self-Management | ○ "Pollinator Friendly" Green Spaces |
| ○ Major Incident Plan | ○ Flood Management Plans |



If you or someone you know needs help to understand or read this document, please contact the Governance Unit:

Email: governance@rotherham.gov.uk