

# Commissioners' 6 Month Progress Review

to the Department for Communities and Local Government

**RECOVERY AND RESTORATION**  
**EVIDENCE FILE AS AT AUGUST 2015**

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# 1 Introduction to the evidence file

There is no set format for these reports of progress, since the Government Directions to Rotherham Council in February 2015.

From the start, the appointed Commissioners have wanted to be transparent and open about their work; its costs and the plans we have adopted. We report in public every quarter. We publish notes of our internal monthly meetings; we send out a monthly bulletin to external stakeholders; we offer a monthly video diary and weekly news bulletin to staff.

This six monthly report will be a public document too but inevitably much of the change we have designed and are implementing is about improved practice, process and systems and is littered with jargon.

We apologise to any general readers but are willing to explain further if this assists. We are also mindful that others may want to judge in future how the intervention fared. Therefore we have reported in detail, not in outline.

We have structured our detailed report around the twelve 'aims' in the 'Mission Statement' that the Commissioner Team adopted in week one. We acknowledge that this is a limiting reporting structure but it serves to hold us to our central purpose – to deliver the Government's requirements that drove the unparalleled intervention in the first place.

We now anticipate three distinct phases for our work.

## Phase 1

- Assess, plan and begin change
- Recruit new staff; support new Councillors or those new to responsibility.

## Phase 2

- Hand back more leadership responsibility and accountability to Councillors
- Ensure the new senior staff team work well with Councillors.

## Phase 3

- Propose revised Directions to allow Commissioners to supervise and oversee a Councillor run Improvement Programme.

# 2 Timeline of key headlines/progress

	February	March	April	May	June	July
Helping Children's Services to improve including tackling Child Sexual Exploitation (CSE)	Head of Service joined the Council to lead on Child Sexual Exploitation (CSE)	New assessment process introduced to improve the timelines of assessments	Interim Deputy Strategic Director of Children's Services appointed	Establishment of Support for Adult Survivors Board	First Multi-agency Risk Management Panel (MARP)	Evolve Team multi-agency Child Sexual Exploitation (CSE) Team goes live
	Additional social workers appointed in long-term teams and additional peripatetic team of social workers put in place to address backlogs in assessments	Multi-agency work on revised Child Sexual Exploitation (CSE) strategy commenced	Multi-Agency Safeguarding Hub established (MASH)	Joint appointment of Child Sexual Exploitation (CSE) specialist superintendent to improve practice	1 years funding agreed for Swinton Lock support service for survivors	Draft CSE profile completed and signed off by Health and Wellbeing Board
	Procurement of replacement Integrated Children's Services (ICS) case management system	Strategic Director commences service design with partners and survivors on new CSE outreach service	Formal decision to award contract to Liquid Logic for new ICS system	99 % of children in need of protection have an up-to-date plan	Additional funding provided for groups supporting survivors	Funding secured for CSE Outreach Services
	Monthly Children's Improvement Board put in place to monitor progress with partners against the Ofsted action plan		Interim Head of Operations appointed to strengthen leadership of the MASH	95 % of looked after children have an up-to-date plan	Post Abuse co-ordinator appointed	Revised CSE Strategy completed by Local Safeguarding Children's Board (LSCB) and issued for consultation
			Memorandum of Understanding and working protocols developed between the Children's Services and South Yorkshire Police to improve joint investigation of Child Sexual Exploitation (CSE)	98 % of assessments completed within statutory timescales		Director of Early Help and Family Engagement appointed and in post
			CSE Commissioner Board Established			Director of Commissioning appointed
Helping the Council improve	Commissioners started in Rotherham	Launch of the 'Statement of Rotherham Commissioners' Mission'	Establishment of Commissioners' governance arrangements (including declarations of interest, code of conducts, protocols re: decision making). Monthly meetings commenced	Launched consultation on new Licensing Policy	Organisational structure agreed by Full Council	Taxi and Hackney private hire taxi licensing policy endorsed by Full Council
	Agreed 2015/16 budget recommendations to Council	Commissioners restore regular meetings with Service Managers (M3s) to set out priorities	Appointment of the interim Director of Adult Services	Manager briefing session on the Rotherham Improvement Plan (A Fresh Start)	Commissioners first public meeting with Elected Members	Implementation of Taxi and Hackney private hire taxi licensing policy
		New Commissioners' Office established	Appointment of permanent Director of Public Health	Rotherham Improvement Plan (A Fresh Start) endorsed by Full Council	Deadline for All Service Reviews to inform future budget and service planning	Initial Fresh Start Improvement Plan Joint Board
				Rotherham Improvement Plan (A Fresh Start) submitted to the Secretaries of State	Poll of Rotherham residents satisfaction undertaken by Local Government Association (LGA)	Adult Social Care Development Board established
				Commissioners agreed a corporate policy led approach to address the £41.083m financial challenge for 2016/17 and 2018/19		Maltby Leisure Centre was named 'Leisure Centre of the Year' UK (Active Flame fitness industry awards)
				Meeting with Service Managers re: Improvement Plan, the future vision and organisational structure		

	February	March	April	May	June	July
<b>Supporting Councillors and wider partnerships</b>		Announced new Advisory Cabinet Members	An audience with Voluntary Action and Rotherham Businesses	Elections held and ran successfully	Rotherham Business Sector Dinner event with Commissioners and Leading Councillors	Refreshed Local Strategic Partnership's arrangements agreed by partners
		Initial meetings with the Leader, Elected Members and partners	Health and Wellbeing Board approved a range of measures to improve partner relations and governance	Annual Meeting of Council	LGA mentoring support put in place for Advisory Cabinet members	'Be a Councillor in Rotherham' campaign launched
				Revised Scrutiny Programme agreed		Due to public demand, additional 4 visioning roadshows scheduled, totalling 28
				Leader and deputy Leader re-elected		Initial "better politics" meeting to raise standards and conduct
				Induction programme commenced for new Members		Heart of Steel unveiled (Sponsored public art) and Retailer Awards to show how much residents love their town
				First 'Views from Rotherham' roadshows commenced		
				Online Tell us your views survey launched		
				Councillor chaired Health and Well-being Board with sensitive single item agenda well received by press and public		
<b>Other contributing factors / dealings by others</b>		Media interviews including; Radio Sheffield, Sheffield Star and Rotherham Advertiser		South East Alliance demonstration	English Defence League Demonstration cancelled	Demonstration-involving over 20 right wing groups
		National Child Sexual Exploitation (CSE) awareness day		Planned and effective press handling of independent report on suicides of young people	National Crime Agency says 300 potential suspects identified as part of Operation Stovewood	Announcement that 550 Tata Steel jobs at risk (490 in Rotherham area)
					Chair appointed to lead an independent review of South Yorkshire Police	Her Majesty's Inspector of Constabulary (HMIC) Published a post-inspection review on the child protection work carried out by South Yorkshire Police
					Taxi licensing strike and protest	From April 2015, 10 people have been charged/summonsed to court in relation to Rotherham with Child Sexual Exploitation (CSE) offences
					<i>Panorama Stolen Childhoods – the Legacy of Grooming</i>	

# 3 Where we were

## 3.1 Council failings

3.1.1 The Corporate Governance Inspection (CGI) of the Council, led by Louise Casey CB, was instigated in September 2014 as a result of the report of Professor Alexis Jay into the serious, longstanding failings in children's social care in Rotherham. This was reinforced by the Ofsted inspection report in November 2014 which assessed the Council's children's social care services as "inadequate". The CGI set out a succession of serious, corporate failings across the organisation as well as its wider partnership relations. Failing identified included:

3.1.2 From the Corporate Governance Inspection (CGI):

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

*(Taken from the CGI report and translated into the Rotherham Improvement Plan (A Fresh Start))*

3.1.3 Professor Jay's Independent Inquiry into Child Sexual Exploitation in Rotherham identified concerns regarding:

- Children's Services and the Council's ability to tackle Child Sexual Exploitation
- Failure to tackle Child Sexual Exploitation and perpetrators
- Lack of understanding of Child Sexual Exploitation and poor support for victims.

*(Taken from the Jay report and translated into a report on failings of the Council).*

#### 3.1.4 Ofsted:

- Children who need help and support – inadequate,
- Children looked after and achieving permanence – inadequate
- Leadership, management and governance – inadequate.

## 3.2 Key statistics about Rotherham

3.2.1 Key statistics regarding Rotherham can be found in Appendix E.

## 3.3 Budget

3.3.1 The Louise Casey report criticised how budget savings had previously been made. Some of the issues highlighted included:

- “The budget process has not sufficiently considered the overall impact of reductions. Instead, each cut has been considered in isolation. This has allowed significant weaknesses to emerge in Children’s Social Care and possibly elsewhere”
- “Issues in Children’s Social Care have not had the prominence and priority they should have across the Council. Child Sexual Exploitation (CSE) does not appear to feature strategically, operationally or even as a risk until 2013/14. From 2010, each annual report notes pressures on the Children’s Services budget and changes being made to get it under control. But the senior leadership team did not take corporate responsibility for ensuring issues were addressed”
- “In the absence of this vision, the budget process has been led by finance. All departments were asked to find a quota of savings, with some protection for frontline services. This approach has delivered the bottom line, but with serious consequences”.

3.3.2 The Council’s current future 3 year budget gap projection is £41.083m:

- 2016/17 – £19.648m
- 2017/18 – £12.246m
- 2018/19 – £9.189m

3.3.3 In setting its 2015/16 Budget, the Council approved additional investments in Children’s Services of £824,000 to help to support victims and survivors of Child Sexual Exploitation (CSE) (£200,000), additional funding for extra social workers to make sure children at risk are seen by Children’s Services as quickly as possible (£390,000) and funding to develop outreach youth work based provision to engage young people at risk of Child Sexual Exploitation (£234,000).

3.3.4 In the same Budget Setting report approved by Council on 4th March 2015 approval was given to allocate a Transformation Reserve of £8,400,000 in 2015/16 to meet the likely significant additional costs and potential liabilities facing the Council to enable it to positively and effectively address the improvements required in the Professor Jay, Ofsted and Louise Casey Reports in order to bring about a ‘fit for purpose’ Council, at the earliest opportunity. This is likely to be deployed in 2015/16 to cover the extra costs and Children’s budget spending in excess of the original budget.

3.3.5 The three-year budget funding gap of £41.083m above is the position after inclusion of additional funding for Children’s social care services on a recurrent basis – £8.4m in 2016/17, £7.4m in 2017/18 and £6.4m in 2018/19.

# 4 where we are now

- 4.1.1 In response to the Council's failings and following the Secretaries of State Directions of 26th February 2015, the Government appointed five Commissioners to take on all executive responsibilities at the Council and responsibilities of licensing to drive the improvements necessary to return decision-making to democratic structures. The Commissioner for Children's Social Care Services has been in place since October 2014 having been appointed initially by the Secretary of State for Education following the failings identified by Ofsted.
- 4.1.1 The Directions of 26th February 2015 include:
- To rebuild the governance capacity of the Authority, addressing the deep-seated culture of poor governance and leadership – both political and officer/managerial
  - To restore public trust and confidence in Rotherham by putting an end to any of the Authority's activities, practices and omissions, which are, or risk being, not compatible with the best value duty
  - To secure, as soon as practicable, that all the Authority's functions are exercised in conformity with the best value duty, thereby delivering improvements in services and outcomes for the people of Rotherham.
- 4.1.2 The other four Commissioners began their work in Rotherham on 27th February 2015 and are appointed up until 2019. If powers are to be returned to Councillors at the earliest opportunity, then visible progress must be made during 2015 to 2017.





## 4.2 Statement of Rotherham Commissioners' Mission

- 4.2.1 In March 2015 the Commissioners launched the 'Statement of Rotherham Commissioners' mission 'To help the Council secure a safe environment for children and ensure good, sustainable services and regulation such that healthy democratic leadership and accountability can be restored'.
- 4.2.2 The Mission includes 12 key outcomes and each Commissioner has provided a progress report in section five.

### Statement of Rotherham Commissioners' mission

***To help the Council secure a safe environment for children and ensure good, sustainable services and regulation such that healthy democratic leadership and accountability can be restored.***

**The key outcomes we seek are:**

**1.** Children will grow up in a safe environment. We will ensure a creative strategy is delivered that includes prevention, detection, and high quality care alongside a robust enforcement approach.

**Commissioner Newsam is the lead with all other commissioners contributing.**

**2.** Good, reliable children's care services, well-managed within agreed resources.

**Commissioner Newsam is the lead.**

**3.** Survivors of child sexual abuse or exploitation will have access to a good range of multi-agency support services.

**Commissioner Newsam will lead. We expect Public Health colleagues to be to the fore.**

**4.** The Borough has licensing arrangements that are fit for purpose.

**Commissioner Ney will lead.**

**5.** Effective working with the police to disrupt criminality, enforce robustly and take action against wrongdoers.

**Commissioner Ney will lead, working closely with Commissioner Newsam.**

**6.** A well-performing council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.

**Commissioner Manzie will lead, Commissioner Myers will assist with the forward strategy.**

**7.** A successful Improvement Plan. Others care about Rotherham's progress. We want to ensure credible, honest progress is recognised.

**Commissioner Manzie will lead. All commissioners will contribute.**

**8.** Productive working with others. Ensuring the Council has purposeful relationships with other councils; the voluntary sector and other agencies and bodies that can contribute to the Borough's ambitions.

**Commissioner Kenny will lead, working closely with other commissioners.**

**9.** Integrated Health and Social Care. Ensuring good care and a high quality health service within available budgets.

**Commissioner Manzie will lead.**

**10.** A growing local economy. Ensuring the Borough's own efforts and work with others increases the number of good jobs and housing opportunities.

**Commissioner Kenny will lead. Other commissioners may assist if needed to lead on specific projects.**

**11.** A healthy local democracy, well-prepared to take back responsibilities and accountabilities, probably in stages.

**Commissioner Myers will lead, assisted by Commissioner Ney.**

**12.** The full range of powers and accountabilities restored. Two Government departments will need to be convinced.

**Commissioner Myers and Commissioner Newsam will lead.**

4.2.3 Each of the mission outcomes' progress is dependent on a variety of actions, many of which are contained within the three improvement plans which the Council has produced separately. These include:

- **Children and Young People's Services Improvement Board Action Plan, of which its five themes are:**

- Leadership
- High quality practice
- Effective partnerships
- Capacity and skills
- The experience of child and family.

- **Child Sexual Exploitation – The Way Forward for Rotherham 2015-18, of which its five priorities are:**

- Prevent
- Protect
- Pursue
- Provide support
- Participation.

- **Rotherham Improvement Plan (A Fresh Start), of which its four key outcomes are:**

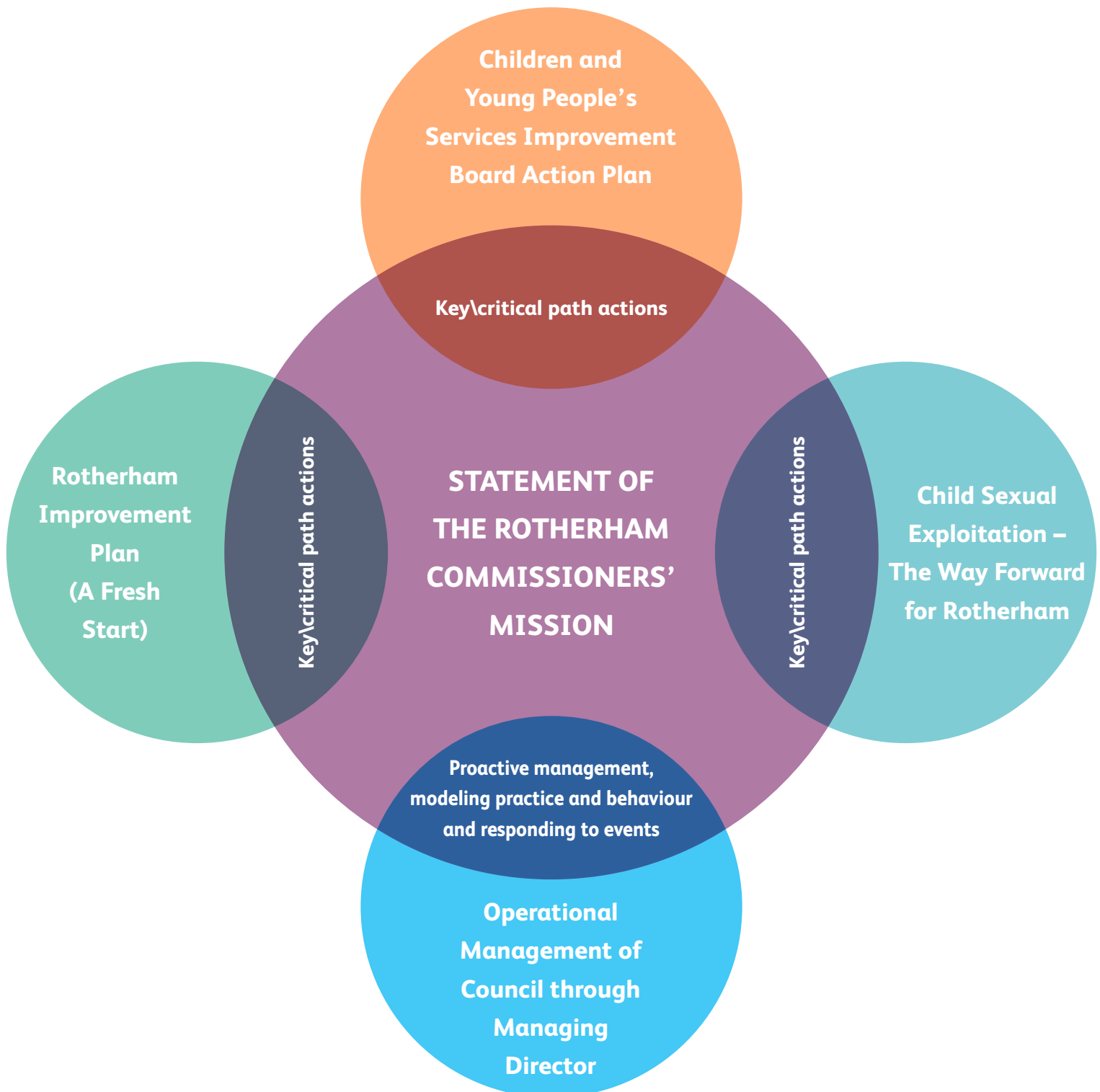
- Rotherham being a child-centred borough, where young people are supported by their families and their community, and are protected from harm
- A place where there is trust and confidence in the Council and how it takes its decisions
- A well-run, aspirational and high-performing Council, turning strategies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

**And its four themes are:**

- Inspirational political and managerial leadership
- Robust governance, decision-making and performance management
- Culture of excellence and outstanding implementation
- Strong, high impact partnerships.



The simple diagram below highlights how these plans contribute to the Commissioners' mission outcomes.



# 5 Progress against the Mission Outcomes

## 5.1 Commissioner Newsam

**MISSION OUTCOME 1: Children will grow up in a safe environment. We will ensure a creative strategy is delivered that includes prevention, detection, and high quality care alongside a robust enforcement approach.**



### Baseline / where we were:

Independent enquiry into Child Sexual Exploitation (CSE) and Corporate Governance Inspection (CGI) failings:

The Jay and Casey reports documented the historical failures of the Council and its partners to tackle child sexual exploitation within the borough.

### Commissioner for Children’s Social Care letter to Secretary of State January 2015:

“The Council, however, needs to do more to ensure the team is supported by clear strategic leadership surrounding its function, capacity and purpose. The team was being overwhelmed with assessments which have only a low level of indicative Child Sexual Exploitation (CSE) risk. I was given examples of cases involving adolescent sexting and adolescent consensual sex being transferred to the CSE team. Of the 34 assessments in progress over 50% are already out of timescale. This is a significant challenge given the size of the team. The volume of assessments is impacting on the capacity of the team to engage with complex and acute CSE cases both directly or those held elsewhere within the service. The team has a caseload of 81, of which 34 are assessments. Only one child is on a child protection plan. This challenges the concept of the most complex and acute cases receiving a specialist service.”

### What does success look like?

#### Child Sexual Exploitation ‘The Way Forward’ Strategy:

Rotherham will build on current momentum and work tirelessly to do everything we can, collectively, to:

- Prevent children and young people from becoming sexually exploited through effective leadership, governance and a wider culture embedded within organisations that recognise the root causes of Child Sexual Exploitation (CSE), the signs and risk indicators and do all they can to tackle them
- Protect children and young people who are at risk of sexual exploitation as well as those who are already victims and survivors

- Pursue, relentlessly, perpetrators of Child Sexual Exploitation (CSE), leading to prosecutions of those responsible, and ensure there is effective risk management of perpetrators in the community
- Provide support for survivors of CSE, ensuring their needs are met
- Ensure the participation of all children and young people at risk of or experiencing CSE, as well as their families and communities, to ensure that their voices as well as the voices of survivors are heard and responded to.

## How will the mission outcome be achieved?

Some actions within the Children and Young People’s Plan and Child Sexual Exploitation Plan are critical to achieving this outcome and a selection of key actions are included below.

*Note – links to Mission Outcome 5 – Effective working with the Police to disrupt criminality, enforce robustly and take action against wrongdoers, and Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.*

Priorities/actions:	Target date:	Comments/progress:
<b>Children and Young People’s services Improvement Board:</b>		
Significantly strengthen the strategic management and oversight of all interventions for children and young people at risk of child sexual exploitation, including those placed out of the area, so that they are all fully protected and helped	July 2015	Appointed Strategic Head of Child Sexual Exploitation (CSE) services. Joint appointment of CSE specialist superintendent to improve practice.
Strengthen partnership working arrangements in child protection between the local authority and South Yorkshire Police, at both a strategic and operational level	July 2015	New memorandum of understanding signed off including revised joint working processes. Joint development days for police and social workers in Evolve Team completed.
<b>Child Sexual Exploitation – The Way Forward:</b>		
Revise and update Child Sexual Exploitation (CSE) Strategy	July 2015	‘The Way Forward’ agreed by Partners following detailed consultation– delivery plan completed.
Partner organisations establish a clear view of the Child Sexual Exploitation (CSE) profile in the borough to ensure that the Health & Wellbeing Board undertake informed commissioning of service provision	August 2015	“Child Sexual Exploitation (CSE) Needs Profile” completed and signed off by Commissioner Board.
Intelligence, including ‘soft’ intelligence, about historic and current incidents and risk of Child Sexual Exploitation (CSE) is timely, shared between agencies and treated with respect.	July 2015	Information sharing arrangements in place and overseen by the Child Sexual Exploitation (CSE) Multi Agency Risk Panel. Effective joined up working between Rotherham Metropolitan Borough Council (RMBC), National Crime Agency (NCA) and South Yorkshire Police (SYP) in place.

Continued Overleaf

Priorities/actions:	Target date:	Comments/progress:
<b>Children and Young People's services Improvement Board:</b>		
The right multi-agency and social care services are in place to meet the needs of children at risk from Child Sexual Exploitation (CSE)	September 2015	Evolve Team developed; now comprises five social workers, five detectives, family support workers, alongside health and the voluntary sector.  Service design and funding agreed for Assertive Outreach Service by KPMG Trust, Department for Communities and Local Government (DCLG), DfE (Department for Education) and Barnardo's.
The necessary command structures will be put in place to oversee complex investigations and key meetings will be attended as appropriate by senior officers and managers from the relevant agencies	July 2015	Gold, Silver and Bronze command structures in place and supported by Multi-agency Risk Management Panel (MARP).
<b>Other actions:</b>		
Co-ordination of Council's approach to Child Sexual Exploitation (CSE)	April 2015	Commissioner's Child Sexual Exploitation (CSE) Board in place to co-ordinate all strategic approaches to CSE by the Council.

## Overview of progress against the mission outcome:

### Key achievements:

- In February, a new Head of Service joined the Council to lead on Child Sexual Exploitation (CSE)
- New working practices and a Memorandum of Understanding with South Yorkshire Police
- New multi-agency team, the Evolve Team set up working with young people and children who are at risk of CSE
- Joint South Yorkshire Police (SYP)/ Rotherham Metropolitan Borough Council (RMBC) appointment of Gary Ridgway to act as a "critical friend" to both our organisations
- New operational arrangements have been tested and deployed to extremely good effect on a major investigation known locally as Taffeta
- The new arrangements are now also well reflected in clear joint media communications following arrests and charges being made
- Effective communication arrangements between the National Crime Agency (NCA) and the Council in respect of Operation Stovewood and we are working closely with them to ensure that there is an integrated response to supporting survivors and witnesses
- Assertive Outreach Team service model developed with local stakeholders, including victims, survivors and their advocates, and £3 million of funding earmarked from Government departments, Council and Voluntary sector
- Robust revision of the Council's licensing policy and activities undertaken by Commissioner Ney (see Mission Outcome 4).

## Overview

In the past few months, the Council and its partners have moved from a low base into a measurably more secure position. Strong leadership at all levels alongside more robust organisational arrangements are now leading to better operational practices and more successful outcomes for children and young people. The Local Safeguarding Children's Board (LSCB) is supporting this by developing an improved Child Sexual Exploitation (CSE) Strategy and a sharper delivery plan.

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### Issues and risks:

- The scale and impact of major Child Sexual Exploitation (CSE) operations. The resources of both South Yorkshire Police and Rotherham Council have been challenged by the current high profile investigations and prosecutions. Operation Stovewood has identified potentially 330 perpetrators and 1,400 potential victims. The National Crime Agency (NCA) is scaling up their resources as they move into the next phase of their operation. This situation will need to be kept under close review as to how much of this work translates into child protection interventions and the highly complex work of witness management and survivor support. Nonetheless it has the potential to be significant and beyond the scale that a Council the size of Rotherham will be able to successfully manage
  - Attracting and retaining high calibre staff with the right level of skills and experience across all agencies into this stressful high profile area is a major challenge. This will be mitigated by the staff development and welfare policies to support front-line staff.
- 

### Next steps (Activity for next period):

- Introduce the Assertive Outreach Team
  - Consolidate and improve joint strategic leadership and operational management of Child Sexual Exploitation (CSE)
  - Strengthen approaches to children missing from home education and care
  - Strengthen the Children's Partnership to ensure it leads on the multi-agency response to CSE and the Local Safeguarding Children's Board (LSCB) holds partners to account for delivery.
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## MISSION OUTCOME 2: Good, reliable Children's care services, well-managed within agreed resources.

### Baseline / where we were:

#### Ofsted inspection:

The November 2014 Ofsted inspection of services for children in need of help and protection, children looked after and care leavers judged Children's Services as inadequate in every domain other than adoption which was judged as requiring improvement.

#### Commissioner for Children's Social Care letter to Secretary of State November 2014:

- The front door arrangements for receiving and filtering work are seriously inadequate. Referrals are not being responded to appropriately or in a timely fashion and Child Protection Strategy discussions are not compliant with statutory guidance
- There is a lack of engagement from partners in the assessment of risk to vulnerable children. The Police have not been supporting social workers in child protection investigations even when there is an indication of criminal behaviour and section 47 strategy discussions have not included health, schools or other agencies routinely
- There is a serious lack of middle management capacity to provide effective oversight and challenge
- Insufficient social workers in place to be assured that workloads are reasonable and practice can be maintained to an adequate standard
- Out of 1,648 children in need on active caseload, 417 have not been seen for three months and 263 of those case files have no record of supervision in the last 3 months.

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### What does success look like?

Children and Young People's Services vision:

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

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

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

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### How will the mission outcome be achieved?

*Note – links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.*



Priorities/actions:	Target date:	Comments/progress:
<b>Children and Young People's services Improvement Board:</b>		
Secure effective leadership across Children's Services	August 2015	Secured strong experienced interim leaders. Permanent Directors will all be in place by September – slower progress on recruiting Heads of Service in social care.
Significantly strengthen the strategic management and oversight of Child Sexual Exploitation (CSE)	March 2015	Secured highly effective Leadership Team, Head of Service and consultant superintendent.
Strengthen the arrangements for screening through the introduction of a Multi-Agency Safeguarding Hub (MASH)	April 2015	New Multi-Agency Safeguarding Hub (MASH) introduced 1 April 2015. Experienced manager in post bedding down arrangements.
Put in place sufficient social workers to ensure caseloads are manageable across the service	May 2015	Additional social workers and managers in place and workloads manageable.
Clear up the backlog of out of date assessments and ensure that assessments are completed in a timely fashion	May 2015	Out of date assessments reduced from 330 to 18. 90% of assessments now completed on time.
Ensure all children in need, children on a child protection plan and looked after children have an up-to-date plan focussed on outcomes	May 2015	High levels of compliance all at over 90% or above.
Ensure that children on caseload are visited at the required frequency by social workers	May 2015	High levels of compliance all at 90% or above.
Address the severe deficits in the Integrated Children's Service (ICS) system as a matter of urgency and procure a replacement system	January 2016	New system procured and in development. Good progress on improving legacy system in meantime.
Coordinate leadership and commissioning across the Health and Wellbeing Board, the Local Safeguarding Children's Board (LSCB), the Children's Partnership Board	October 2015	Commissioning remains under-developed. Experienced senior manager is beginning to make progress and will focus on revitalised partnership.
Strengthen partnership working arrangements in child protection between the local authority and South Yorkshire Police, at both at a strategic and operational level	May 2015	Excellent progress on section 47 investigations. Multi-Agency Safeguarding Hub (MASH) arrangements and Child Sexual Exploitation (CSE) operations
Improve the sufficiency of placements within the borough to meet current needs and strengthen the strategy so that good planning ensures enough places for the future	January 2016	A full evaluation has been completed on sufficiency and this has identified severe weakness in commissioning, recruitment of carers and supply. Considerable work is required to translate this assessment into improved service outcomes.
Ensure that the voices and experiences of the most vulnerable children are routinely heard	January 2016	Two care leavers have been employed as young inspector co-ordinators – more work required on the child's voice throughout the service.

Continued Overleaf

Priorities/actions:	Target date:	Comments/progress:
<b>Other actions:</b>		
Strengthening Member leadership of Children's Social Care	July 2015	Advisory Cabinet Member attends Improvement Board and Local Safeguarding Children's Board (LSCB). To take over the responsibility of chairing the Decision-Making meeting.

## Overview of progress against the mission outcome:

### Key achievements:

- Introduced a Multi-Agency Safeguarding Hub (MASH)
- Put in place sufficient social workers & reduced caseloads
- Cleared up the backlog and ensured that assessments are completed
- Recruited to a permanent senior and partially to a middle management structure
- Strengthened the specialist team for investigating Child Sexual Exploitation (CSE) and put in place strong strategic and operational leadership of CSE
- Ensured all vulnerable children have a plan and are visited
- Addressing the severe deficits in the Integrated Children's Service (ICS) system.

### Issues and risks:

- Underdeveloped Early Help Service
- There are insufficient local placement resources
- A failure to recruit and retain experienced and confident social workers, team managers and heads of service
- The scale and impact of major Child Sexual Exploitation (CSE) operations
- There is an insufficient understanding of financial risks.

### Next steps (Activity for next period):

- Sustain and consolidate recent achievements
- Locate improvement within the Council's emerging vision to become a child-centred Borough where young people are supported by their families and their community and are protected from harm
- Embrace a new narrative of effective partnerships and joined up public services
- Strengthen programme management and refresh the Improvement Plan
- Put in place an effective early help pathway and offer
- Ensure quality assurance gains traction, moving from compliance to delivering better outcomes through evidence based practice
- Improve the quality of supervision and management direction
- Transform the Council's support and infrastructure arrangements alongside a compelling Workforce Strategy
- Strengthen the commissioning infrastructure, ensuring that services commissioned offer best outcomes
- Put the service on a sustainable financial platform.

## MISSION OUTCOME 3: Survivors of child sexual abuse or exploitation will have access to a good range of multi-agency support services.

### Baseline / where we were:

#### Baseline assessment of commissioning post abuse support has concluded:

- Presents as insular with no reference to joint commissioning with partners
- Aims to deliver 'like for like' with no innovation or creativity
- Is detached from the youth of Rotherham and their involvement in the design of the service specification
- Was devoid of reference to, or evidence of, market testing in its real sense
- Lacked market stimulation or shaping to develop sustainable local solutions for Rotherham and presents as a sterile exercise.

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### What does success look like?

- The physical, psychological and emotional damage that is caused by Child Sexual Exploitation (CSE) is understood and recognised
- Victims and survivors have access to a wide range of support and aftercare from more specialist services, which will be clear and easy to access. This will include timely access to mental health services where required
- Services commissioned to support victims and their families are informed by what they want and need and are provided by specialists with the requisite skills, experience and leadership in the field of sexual violence
- Victims and survivors are supported beyond their 18th birthday, particularly when they have additional vulnerabilities such as learning disability or are care leavers
- Services are developed and sustained where children, young people and families are able to access the right support directly themselves; or be identified by professionals or within the community and offered the right support at the time when it is needed.

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### How will the mission outcome be achieved?

*Note – links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.*

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Priorities/actions:	Target date:	Comments/progress:
<b>Child Sexual Exploitation – The Way Forward:</b>		
Ensure services to survivors are co-ordinated across the partnership.	May 2015	A Multi-Agency Post Abuse Support Group (Support for Adult Survivors Board) was established by the Commissioner for Children’s Social Care. The Director of Adult Services has chaired the group and has shown excellent leadership. Chair will now be taken by Director, Department of Public Health (DPH).  In June the Council appointed a post abuse support co-ordinator to lead on the commissioning of future services.
Partner organisations establish a clear view of the Child Sexual Exploitation (CSE) profile in the borough to ensure that the Health & Wellbeing Board undertake informed commissioning of service provision	July 2015	Child Sexual Exploitation (CSE) profile completed and signed off by Board.
Supplement Child Sexual Exploitation (CSE) profile with better understanding of views of survivors through external research	July 2015	Research by Salford University on voice of survivors completed
Ensure a range of services are available to meet the needs of survivors	June 2015	Existing contracts with National Society for the Prevention of Cruelty to Children (NSPCC), Women’s Counselling, Women’s Refuge & GROW have been extended to March 2016 pending commissioning of a full service offer.  One year funding agreed for Swinton Lock support service for survivors.

## Overview of progress against the mission outcome:

### Key achievements:

- Existing contracts with National Society for the Prevention of Cruelty to Children (NSPCC), Women’s Counselling, Women’s Refuge & GROW have been extended to March 2016 pending commissioning of a full service offer
- One year funding agreed for Swinton Lock support service for survivors
- Commissioned research from Salford University to strengthen the current needs analysis in consultation with victims, survivors and current providers. The outcome of this research will be triangulated with public health analysis prior to commissioning specialist support for victims and survivors for the longer term in Rotherham
- Appointed a Post Abuse Co-ordinator to lead on this re-provisioning
- Social care staff are now embedded in the Clover investigation team and good arrangements are now in place to support the survivors
- Arrangements in place to agree survivor management strategy for Operation Stovewood.

### **Issues and risks:**

- Commissioning structures and skills are underdeveloped within the Council
  - Representatives of survivor communities do not always share the same view of the needs and services that should be commissioned
  - A greater understanding of the needs of Black and Minority Ethnic (BME) communities is required.
- 

### **Next steps:**

- Commence market testing with suppliers following completion of the needs analysis
  - Commission new range of services in the autumn with a view to them coming on stream in April 2016
  - Ensure all survivors engaged within current criminal prosecutions receive witness support and access to appropriate levels of support and counselling.
-

## 5.2 Commissioner Ney

### **MISSION OUTCOME 4: The Borough has licensing arrangements that are fit for purpose.**



#### Baseline / where we were:

##### Corporate Governance Inspection failings:

- The Corporate Governance Inspection (CGI) led by Louise Casey stated that the Council's taxi licensing service had failed to protect people and had a poor reputation
- Both the CGI and Professor Jay reports highlighted that the taxi trade had clear links to child sexual exploitation
- The CGI report also made clear that the Council's new Licensing Policy was not sufficiently robust

##### Audit of licences:

- The first audit in 2015 of all 1220 current licensees identified that 47% have a criminal conviction or motoring offence. Most are motoring offences.

##### Taxi licensing statistics April 2014 – March 2015:

- 411 Licensing application/renewal requests – 395 approved, 15 refused (5 refused by Commissioner Ney in March 2015) and 1 deferred
- 5 Revocations (2 by Commissioner Ney in March 2015)
- 7 immediate suspensions/revocations by officers (6 of these were as a result of information received from the Police)
- Number of Licensing complaints –216
- 32 taxi licensing mystery shops –10 identified minor issues and were rated as fair or unsatisfactory.

#### What does success look like?

- There is a robust Taxi Licensing Policy which sets out high standards and effective governance arrangements in place to safeguard the public in terms of the licensing of drivers, operators and vehicles
- The Licensing Service and the member level licensing bodies have sufficient skills and are robust in enforcing the policy, in particular that only fit and proper persons are permitted to hold a licence
- There is pro-active enforcement activity and complaints are investigated and responded to in an appropriate and timely manner
- Enforcement activity includes unannounced checks, joint activity with the Police and internal audits of licensing and that immediate action is taken to resolve issues
- There is increasing public confidence in the safety of the taxi trade and the trade thrives
- There is a significant reduction in the amount of taxi drivers who have criminal convictions or motoring offences.

## How will the mission outcome be achieved?

Some actions within the Rotherham Improvement Plan (A Fresh Start) are critical to achieving this outcome and a selection of key actions are included below.

*Note – links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.*

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start):</b>		
Consultation on new Licensing Policy <ul style="list-style-type: none"> <li>• Section 17.10.1, page 27</li> <li>• Theme – Culture of Excellence and Outstanding Implementation</li> </ul>	May – June 2015	New Licensing Policy consulted on and adopted on 7th July 2015.
Phased review of existing licenses <ul style="list-style-type: none"> <li>• Section 17.10.2, page 27</li> <li>• Theme – Culture of Excellence and Outstanding Implementation</li> </ul>	July to end December 2015	Now underway.
<b>Other actions:</b>		
Training in the new policy and in conducting case hearings for members of the Licensing Board	August 2015	Took place on 11th August 2015
Implementation of the new Taxi Licensing Policy	October 2015	The initial implementation scheme will be complete by August but elements within it will be phased in over the next 12 months
Review the taxi licensing function, administration and enforcement including; procedures, practice, organisational arrangements and governance arrangements	December 2015	Underway
Review other licensing activities including; policies, procedures, practice and organisational arrangements	October 2015	Underway
Decision-making undertaken by Commissioner Ney sitting with members of the Licensing Board and the Licensing Sub Committee	Ongoing	Regular individual case hearings undertaken – see updated statistics below
Establishment of regular liaison with the representatives of the taxi trade and improved communication with drivers and inspectors	Ongoing	Regular meetings of taxi trade and officials

Continued Overleaf

## MISSION OUTCOME 5: Effective working with the Police to disrupt criminality, enforce robustly and take action against wrongdoers

### Baseline / where we were:

#### Corporate Governance Inspection failings:

- The Corporate Governance Inspection (CGI) led by Louise Casey stated that there had been failure by the Council to hold partners, particularly the Police to account
- The inspection also concluded there was a lack of ownership and accountability specifically from the Safer Rotherham Partnership in relation to Child Sexual Exploitation (CSE)
- There had been a failure to pursue perpetrators of CSE and bring them to justice. Subsequently, the National Crime Agency (NCA) have identified over 300 potential offenders who are the subject of their historic investigation going back to before 2000. The link to the taxi trade is a continuing feature in police investigations and arrests
- The Council has had disparate arrangements for the co-ordination of different aspects of this work including, Community Safety, PREVENT, Multi Agency Public Protection Arrangements (MAPPA), Enforcement and Disruption capability.

#### Crime and Anti-social behaviour statistics April 2014 – March 2015:

- 17,044 crimes recorded (4,046 in quarter 1 between April – June 2014)
- 15,553 anti-social behaviour incidents (4,190 in quarter 1 between April – June 2014)

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### What does success look like?

- The Council has a more robust culture to deal with issues of community safety and criminality and the Safer Rotherham Partnership accepts ownership and accountability
  - The governance arrangements between the Council, the Police and partners for dealing with criminality are understood and efficient. This also relates to the areas of responsibility under Commissioner Newsam
  - The information flow between the Council and Police has improved and there are effective working relationships to disrupt criminality, including joint working arrangements for dealing with child sexual exploitation investigations, enforcement operations and prosecutions of potential perpetrators
  - There has been an increase in the number of those prosecuted related to Child Sexual Exploitation (CSE) offences
  - Protests concerning the lack of bringing perpetrators to justice have reduced and those which take place are held peacefully without significant incidents
  - The public has more confidence that the Council will be proactive in pursuing criminality and upholding public safety.
-



## How will the mission outcome be achieved?

Some actions within the Rotherham Improvement Plan (A Fresh Start) are critical to achieving this outcome and a selection of key actions are included below.

*Note – links to Mission Outcome 1: Children will grow up in a safe environment. We will ensure a creative strategy is delivered that includes prevention, detection, and high quality care alongside a robust enforcement approach, and Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.*

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start):</b>		
Renewed Safer Rotherham Partnership/ Refocusing of Safer Rotherham Board <ul style="list-style-type: none"> <li>• Section 21.3, page 30</li> <li>• Theme – High strong impact partnerships</li> </ul>	October 2015	Safer Rotherham Partnership (SRP) Review taking place – i.e. key activities, sub-groups, terms of reference and membership.  1st draft to review/proposals discussed at SRP Board on 9th July 2015.  Final proposals to be agreed at October meeting.
Creation of a more senior post in community safety to emphasise the importance of the function of wellbeing in Rotherham, to ensure improved senior level capacity and co-ordination on crime and community safety issues <ul style="list-style-type: none"> <li>• Section 21.3.2, page 30</li> <li>• Theme – High strong impact partnerships</li> </ul>	September 2015	Proposed structure approved by full Council on 3rd June 2015.  Draft Job profile completed.  A tender for recruitment to the post using a specialist recruitment agency concluded.  Recruitment to commence October 2015.
<b>Other actions:</b>		
Effective working with the Police to disrupt criminality and governance arrangements for dealing with crime, including Child Sexual Exploitation (CSE) embedded. Community safety and the Licensing service appropriately represented on CSE Board, CSE Intel meetings and Multi-agency Risk Management Panel (MARP).	Ongoing	Improved Child Sexual Exploitation (CSE) governance structure put in place by Commissioner Newsam, with appropriate representation from licensing and community safety. (See Mission Outcome 1)
Address in conjunction with the South Yorkshire Police (SYP), the impact on the town centre, local businesses and the public of regular and repeated demonstrations from far right groups	Ongoing	Ongoing monitoring of impact and meeting the criteria for marches.  Letters briefing the Home Secretary sent in June and August 2015.
Improving capacity for co-ordinating issues of community safety, criminality and enforcement, including dialogue and information flow with South Yorkshire Police (SYP) and the National Crime Agency (NCA).	Ongoing	Covered by Strategic Director pending recruitment to senior community safety post.
Explore scope to establish a joint enforcement capability between the Council and Police	November 2015	Proposal drafted and being considered by Police Crime Commissioner (PCC) for funding.

# Overview of progress against mission outcomes 4 and 5:

## Key achievements:

- Commissioner approval of new Licensing Policy for the taxi trade together with Implementation Plan. Cross Party support for proposals – July 2015
- Establishing improved mechanisms for information flow with the Police and participating in governance structure on Child Sexual Exploitation (CSE)
- More robust assessments of fitness and follow up action, including refusals of licences and revocations on the basis of police intelligence which serve to establish a new standard and culture
- Establishing improved Council arrangements for the profile and co-ordination of community safety and related issues.

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## Overview:

In this first period rapid progress has been made to produce a new Licensing Policy with high standards applicable to drivers, operators and vehicles and to activate an Implementation Plan. This process has enabled the Members, the Council's Licensing Team and taxi trade to be engaged in acknowledging the previous weaknesses and failings and to begin the process of cultural change. The ongoing demonstration of the culture and decision-making environment which needs to be achieved is essential to successful implementation. The policy does break some new ground and legal advice has been sought on a number of issues to mitigate against challenge including on applying the policy standards now to existing license holders, use of taxi cameras, appeal cases and use of information on criminal, dishonest or inappropriate activity and behaviour short of convictions.

Arising from the development of the Child Sexual Exploitation (CSE) Governance architecture by Commissioner Newsam, the Licensing Service and senior managers are now able to engage with those arrangements to ensure flow of information which can inform enforcement and disruption activity. There is further work to do to widen the understanding of the role the Council can contribute in this regard. To some extent this will be best achieved by the success of intervention and disruption activity which the licensing and enforcement services deliver.

The establishment of the new senior post to lead for the Council on community safety matters and police liaison is key to the development of a more effective Safer Rotherham Partnership (SRP) for the future including a more stream lined structure going forward. In addition the scope for improved joint working with the Police in terms, not only of liaison, but also activity on the ground has been explored. A proposal for a joint police /Council enforcement capability is being developed and funding options identified.

This spring and summer has seen a continued series of demonstrations by far right extremist groups. This has a significant impact on the town centre, on local businesses and on feelings of safety of local residents. South Yorkshire Police (SYP) have been developing their tactical approach to provide a robust response to these and to mitigate the disruption to the town and to the anxiety of residents. The Council and the SYP are monitoring this closely with a view to establishing grounds for a restriction on the current level of disruption which the Town experiences. Commissioner Ney has written to the Home Secretary on this matter. To date the criteria for any intervention by the Home Secretary has not been met.

### **Taxi licensing statistics April 2015 – beginning August:**

- 157 Licensing application/renewal requests – 148 approved, 1 considered before April 2015 and 10 refused. (All 10 refusals were by Commissioner Ney in April and June 2015)
  - 2 revocations (By Commissioner Ney in April and June 2015)
  - 2 Immediate suspensions/revocations by officers (Both of these were as a result of information received from the Police)
  - Number of Licensing complaints –138
  - The first audit of all 1220 current licenses identified that 47 % have a criminal conviction or motoring offence
  - 18 taxi licensing mystery shops – 4 identified minor issues and were rated as fair or unsatisfactory.
- 

### **Crime and Anti-social behaviour statistics April 2015 – June 2015 (Quarter 1):**

- 4,864 crimes recorded (20% increase in comparison to 2014 data for quarter 1)
  - 3,578 anti-social behaviour incidents (15 % reduction in comparison to 2014 data for quarter 1)
  - In August South Yorkshire Police announced they had made 100 charges regarding CSE in the past year
  - Since April 2015 the Police have recorded 15 CSE offences and there have been 10 charges/cautions.
- 

### **Issues and Risks:**

- Changes in culture and attitude are not embedded within the Taxi Licensing Service and the taxi trade. Whilst, already there can be some degree of confidence for change within the service, there is an ongoing need to work with the taxi trade to address any resistance to change and rebuild public confidence
  - Legal challenge of the new policy or significant loss of appeals at the Magistrate’s Court or higher level courts
  - Success/failure of police investigations and prosecution, of parallel licensing enforcement and disruption activity in order to demonstrate the Council’s and the South Yorkshire Police’s resolve to combat Child Sexual Exploitation (CSE) and criminality generally
  - Failure to make an excellent appointment to the new senior post responsible for community safety and consequent failure to build sufficient organisational capacity
  - Failure to combat the impact of frequent extremist demonstrations resulting in public disquiet and loss of confidence in the Police, the Council and Commissioners.
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### **Next Steps:**

- Implementation and embedding of new Taxi Licensing Policy – October 2015
  - Review of other aspects of licensing activity – October 2015
  - Review of the Safer Rotherham Partnership – October 2015
  - Ongoing action to combat impact of extremist demonstrations – ongoing
  - Putting in place new Council arrangements for co-ordination of community safety activity and police liaison – ongoing.
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## 5.3 Commissioner Manzie

**MISSION OUTCOME 6: A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture**

**MISSION OUTCOME 7: A successful Improvement Plan. Others care about Rotherham's progress. We want to ensure credible, honest progress is recognised.**



### Baseline / where we were:

#### Secretary of State Directions:

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

#### Corporate Governance Inspection failings:

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

## Surveys:

- Staff Pulse Survey conducted in January 2015 collected the views of employees following the Council's inspection, headlines included:
    - On a scale of 0–10 (with 1 being not positive at all and 10 being very positive) how positive you feel about the future of working at the Council – 68% of respondents chose a rating between 0 – 5
    - One word to describe how you feel about working for the Council – 70% used a negative word.
  - LGA survey June 2015 to establish a baseline of residents' views of the Council and the borough. 531 residents were interviewed. Headlines include the following:
    - 79% were very or fairly satisfied with their local area as a place to live
    - 55% were very or fairly satisfied with the way the Council runs things
    - The proportion that tended to or strongly agreed that the Council provides value for money was 39%
    - 44% thought that the Council acts on the concerns of local residents a great deal or a fair amount
    - 44% said that the Council keeps residents very or fairly well informed about the services and benefits it provides
    - 42% stated that they trust the Council a great deal or a fair amount, compared to 58 per cent nationally
    - 41% of respondents said that they had a great or moderate level of confidence in Rotherham Metropolitan Borough Council
    - 69% per cent of respondents said that overall, all things considered, they were very or fairly satisfied with Rotherham Borough as a place to live.
- 

## What does success look like?

Rotherham Improvement Plan (A Fresh Start) aims to achieve four key outcomes, these include:

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

The Rotherham Improvement Plan focuses on identifying a vision for the Borough and once agreed the above outcomes will be reviewed.

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## How will the mission outcome be achieved?

All the Commissioners are modelling behaviours, approaches and quality standards. However this is particularly the case for the designated Managing Director who has to demonstrate effective, ethical and Councillor-friendly approaches on a full-time basis in order to support progress towards the goals and ensure that the Council is dealing with current day-to-day issues in a sensible and effective way. It is key to remember that while implementing the improvement actions the Council is running as normal with all the normal management and local issues which go with that.

The actions within the Rotherham Improvement Plan and other sections of this report are steps on the road critical to achieving a well performing Council which need to be implemented as part of and alongside the day-to-day operation of the Council.

Separate monitoring and reporting of the Rotherham Improvement Plan is taking place – the actions below are a selection of some of the key ones which will influence success. The full Improvement Plan gives all the improvement actions on which we are working.

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions:</b>		
Fit for purpose organisational and management structure <ul style="list-style-type: none"> <li>• Section 2.2 Page 16</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	January 2016	<p>A new management structure was prepared as an initial priority by Commissioner Managing Director Manzie, in consultation with other Commissioners and leading Elected Members. The finalised new structure, following staff consultation, was approved by full Council on 3rd June 2015.</p> <p>Recruitment consultants are now in place to help ensure the highest calibre candidates for the most senior new posts. The first phase – advertising from September 2015, with appointments due before the end of the calendar year – will cover the roles of Chief Executive, Assistant Chief Executive, Director of Legal Services (Monitoring Officer) and Strategic Director responsible for Adult Services and Housing. A second phase – covering remaining Strategic Director and Assistant Director roles – will begin from October 2015, with appointments expected in late 2015 or early 2016.</p> <p>A new, permanent Director of Public Health has already taken up post (from 29th June), and provides a substantive member of the Senior Leadership Team alongside the current Strategic Director for Environment &amp; Development Services.</p> <p>Other changes eg recruitment of Democratic Services Manager are more low-key but are being implemented from September after the summer period.</p>

Continued Overleaf

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions (continued):</b>		
<p>Effective internal communications to ensure workforce fully informed</p> <ul style="list-style-type: none"> <li>• Section 5.3, page 19</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	<p>By end July 2015</p>	<p>A number of mechanisms were put in place immediately on the appointment of the Managing Director– including refreshed arrangements for Senior Leadership Team/ Directors and “M3” (middle tier) managers meetings and continuation of the Friday Management Brief initiated by the interim Chief Executive.</p> <p>A re-launch of the hard copy/electronic staff magazine, “Take 5”, took place in June including comment in the August edition from the Leader on the anniversary of the Jay report.</p> <p>The MD Commissioner has done extensive face to face briefings and walkabouts in Riverside House and other venues across the Borough e.g. Hellaby Depot and Swinton Civic Hall modelling face to face access and approachability.</p> <p>Other specific initiatives have included Lead and MD Commissioners’ regular briefings; the publication of recent focus group and survey outcomes; and video diaries of the Commissioners on the intranet.</p> <p>Greater focus is being given to internal communications and engagement and this is reflected in the restructure of the Communications and Marketing Team, with a strategic lead and accountabilities for internal communications across a range of directorate-focused officers. The main mechanics of this review including ring-fenced interviews will be completed by end of August 2015.</p>
<p>Creation of a Corporate Plan for the Council, as part of a wider governance framework</p> <ul style="list-style-type: none"> <li>• Section 7.2.1, page 21</li> <li>• Theme – Robust governance, decision-making and performance management</li> </ul>	<p>January 2016</p>	<p>The new Corporate Plan will need to be finalised in the light of the outcomes from the of the programme workshops through to September 2015 that will shape the overall vision from which a new RMBC Corporate Plan can emerge in due course. This action is linked to creation of the Council’s new Performance Framework and to the re-constituted Rotherham Together Partnership, to be launched on 23rd September 2015, and its role in supporting a new vision relevant to the whole of Rotherham, not simply the Council.</p>

Continued Overleaf



Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions (continued):</b>		
<p>Establishment and agreement of a new Performance Framework</p> <ul style="list-style-type: none"> <li>• Section 8.1.2 and 8.1.3, page 21</li> <li>• Theme – Robust governance, decision-making and performance management</li> </ul>	<p>By end November 2015</p>	<p>Analysis by the Council’s Policy Team of examples of frameworks from other authorities around the country (not simply South Yorkshire neighbours) currently in hand. This will report initially to Commissioner Manzie in August with fast work on proposals for Rotherham model so that the revised Performance &amp; Quality (P&amp;Q) arrangements can move forward prior to the establishment of new arrangements for the Council’s Performance &amp; Quality function from September 2015.</p> <p>Work is also taking place on clarifying the current roles, responsibilities and structure of the Council’s P&amp;Q Team, responsible for monitoring and managing the Council’s Performance Framework.</p> <p>Recommendations for the future of a consolidated P&amp;Q function, able to deliver and manage both Children’s Services and wider Corporate Performance Frameworks are now being put in place, likely to be located under a new service Director for Commissioning and Performance in Children’s Services, commissioned by the Assistant Chief Executive.</p> <p>On track to set out a draft, proposed new Performance Framework for the Council by end of October 2015.</p>
<p>Production and completion of final MTFS</p> <ul style="list-style-type: none"> <li>• Section 9.4.1 and 9.4.2, page 22</li> <li>• Theme – Robust governance, decision-making and performance management &amp; Culture of excellence and outstanding implementation</li> </ul>	<p>February 2016</p>	<p>The baseline report, setting out the Medium Term Financial Strategy (MTFS) financial challenges to the Council over the next three years has been produced and sent to Commissioner Manzie’s decision-making meeting on 9th July 2015.</p> <p>New Governance structures are in place, i.e. officer Budget Strategy Group – meeting fortnightly, chaired by the Strategic Director of Resources and the Elected Member Budget Working Group, meeting monthly.</p> <p>All Service Reviews, including a number of Major Projects have been initiated to articulate saving proposals across the Council. These will be brought before Members and Commissioners from early September 2015.</p> <p>A stronger focus on consultation with partners and the public is being ensured, which will begin from September as saving proposals become clearer.</p> <p>A process has also been implemented to encourage staff to make budget suggestions.</p> <p>Work is on track to set out an outline MTFS by the end of November, prior to agreeing a finalised version by the end of February 2016.</p>

Continued Overleaf



Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions (continued):</b>		
<p>Renewal of corporate risk management framework and responsibilities</p> <ul style="list-style-type: none"> <li>• Section 11.1.1, page 23</li> <li>• Theme – Robust governance, decision-making and performance management</li> </ul>	<p>September 2015</p>	<p>The Risk Management Policy and Strategy including the approach to risk management and re-creating the Corporate Risk Register are currently under review and scheduled to be presented initially to the Strategic Leadership Team before the end of August 2015.</p> <p>Meetings / workshops have been held with directorate management teams to begin the process of creating directorate risk registers.</p> <p>An enhanced approach to risk management is also being promoted through the Council’s Audit Committee - including via a “prospectus” that sets out more clearly its role, responsibilities, priorities and work place for the year ahead.</p>
<p>Completion of “health checks” on all main service blocks</p> <ul style="list-style-type: none"> <li>• Section 17.1, page 25</li> <li>• Theme – Culture of excellence and outstanding implementation</li> </ul>	<p>April 2016</p>	<p>Children and Young People’s Services (CYPS) is being handled through Commissioner Newsam.</p> <p>Education Service is being dealt with by the interim Strategic Director for CYPS.</p> <p>A development programme for Adult Social Care services is being led by the Interim Director.</p> <p>Public Health is being reviewed by the new, permanent Director (in post from 29th June).</p> <p>The service areas of waste, transport, highways, housing, and culture, sport and leisure have been sequenced with an external peer health check, to be led by the Local Government Association (LGA). Peers have been appointed, dates set, format agreed and guidance issued. The first peer service health check (for Housing Services) will take place in mid-September, with the programme complete by the end of November 2015.</p> <p>Reviews of Corporate Services are also in hand, as follows:</p> <ul style="list-style-type: none"> <li>• Performance and Quality (P&amp;Q) Team structures are being examined currently (as noted above). The small Policy Team will have its focus strengthened after appointment of Assistant Chief Executive</li> <li>• HR function is being directly managed by Commissioner Manzie and Strategic Director for Resources. New approved structure places HR with Assistant Chief Executive and structures will be reviewed when appointed (although budget process also forces review).</li> <li>• Independent review of Internal Audit, by PWC, will report in September; and Finance health check is being planned, to report by December 2015</li> </ul>

Continued Overleaf

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions (continued):</b>		
<p>Completion of “health checks” on all main service blocks</p> <ul style="list-style-type: none"> <li>• Section 17.1, page 25</li> <li>• Theme – Culture of excellence and outstanding implementation</li> </ul>	<p>April 2016</p>	<ul style="list-style-type: none"> <li>• Procurement function placed with management of Internal Audit and ICT, with Service Head involved in corporate group review Council’s commissioning.</li> <li>• Review of ICT and digital issues underway</li> <li>• Legal Services – new interim Director, to take up post from 17th August (following resignation of previous post holder) will facilitate review of service.</li> </ul>
<p>Effective cultural change programme and workforce strategy – progress to date</p> <ul style="list-style-type: none"> <li>• Sections 2.1.1 a) and b, 18 and 19, pages 16, 28 and 29</li> <li>• Theme – Inspirational Political and Managerial Leadership and culture of excellence and outstanding implementation</li> </ul>	<p>August 2016</p>	<p>This is a wide ranging programme which is embedded throughout the Improvement Plan.</p> <p>For more information see sections 2.1 (“Enhanced capacity of senior staff and corporate operation of the authority”) 18 (“A positive, open culture”) and 19 (“Talented and learning organisation”) of the Rotherham Improvement Plan.</p> <p>Section 2.1 is covered by sections above.</p> <p>Key developments to date include:</p> <p>Improvement Plan 18.1b Embedding common management approaches Revitalisation of corporate working – including new standards of forward planning:</p> <ul style="list-style-type: none"> <li>• Reinforcement of leadership and management values and responsibilities – examples include levels of senior management signing off decision reports, briefings and correspondence</li> <li>• Key management frameworks in place – Strategic Leadership Team (SLT), SLT and Directors, and Middle Managers (“M3s”) with revised terms of reference, clear agenda planning, targeted discussion papers and effective organisation – using meetings to discuss key agendas of the day and the major strategic issues facing the Council.</li> </ul> <p>Improvement Plan objective 18.1c Sustaining staff engagement:</p> <ul style="list-style-type: none"> <li>• Promotion of importance of visibility of senior managers to staff being implemented in all services (CYPS, Adult Social Care, EDS and Resources) and reinforced by staff briefings and tours of buildings by Managing Director (including some which have directly led to service improvements e.g. visitor handling)</li> <li>• Practice of Friday communication by Interim Chief Executive has been reinforced; further supported by new monthly colour communication to non-screen using workforce started May 2015 (see communications above).</li> </ul>

Continued Overleaf

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions (continued):</b>		
<p>Effective cultural change programme and workforce strategy – progress to date</p> <ul style="list-style-type: none"> <li>• Sections 2.1.1 a) and b, 18 and 19, pages 16, 28 and 29</li> <li>• Theme – Inspirational Political and Managerial Leadership and culture of excellence and outstanding implementation</li> </ul>	<p>August 2016</p>	<p>Improvement Plan Objective 18.1d Setting high standards:</p> <ul style="list-style-type: none"> <li>• Informal challenge programme of customer complaint handling by Managing Director (i.e. by normal management mechanisms). Some evidence of improved quality but more to come. Extensive emphasis on senior management sign off</li> <li>• Improvement plan objectives on the “Your Role, Your Council” programme (18.1 a, e and f) and more major formal culture change programmes have started but have been deliberately “paused” on the basis of needing to have more permanent staff in place – e.g. new Chief Executive – to implement effectively (same applies to strap lines etc.). But ongoing cultural reinforcement continues daily as a core priority.</li> </ul> <p>Improvement Plan Objective 19.1 Effective learning and development strategy linked to Workforce Strategy:</p> <ul style="list-style-type: none"> <li>• Workforce Strategy revised in line with Improvement Plan and Learning and Development delivery plan drafted.</li> </ul> <p>Proposals for formal and informal learning/training/ awareness raising mapped to plan – not yet signed off.</p> <p>“M3” (middle) manager sessions being used as appropriate for training and development in such issues as “Working in a political environment”.</p> <p>In–directorate session requirements identified.</p>
<b>Other actions:</b>		
<p>Periodic opinion sampling with members of the public, staff and the Council</p> <p>(Source – Commissioners working protocol)</p>	<p>Ongoing</p>	<p>The LGA Resident Satisfaction Survey took place over the telephone between 5th and 7th June, and 531 residents in the Borough were interviewed. The findings will be used as a baseline regarding people’s perceptions of the Council.</p> <p>The surveys are conducted on a 6 monthly basis.</p>
<p>Together with Commissioner Kenny ensure effective working with neighbouring authorities and partners</p> <p>(Source – Commissioner Manzie working protocol)</p>	<p>Ongoing</p>	<p>Enhanced and expanded joint working and engagement with partners across Rotherham are being exemplified by the remodelled “Rotherham Together” Local Strategic Partnership (LSP), which has been agreed with partners for launch in September 2015. This is broadening and deepening the Council’s commitment to partnership working. (See Mission Outcome 8)</p> <p>A more focused approach to collaborative working with neighbouring Councils is also being embedded, both through Commissioners Manzie and Kenny as well as the Leader and Deputy Leader, who are prioritising the need for Rotherham to increase its level of influence in the Sheffield City Region agenda and in terms of wider opportunities to collaborate on service delivery. (See Mission Outcome 8)</p>

## **MISSION OUTCOME 9: Integrated Health and Social Care. Ensuring good care and a high quality health service within available budgets.**

### Baseline / where we were:

#### Baseline assessment of commissioning post abuse support has concluded:

- Despite a signed off Better Care Plan, relations between the Council's Adult Services functions and the Clinical Commissioning Group (CCG) and other arms of the NHS were extremely poor. The Corporate Governance Inspection (CGI) highlighted poor partnership relations from the Council and this was certainly true with the Health and Well-being Board where the Council was seen as over-dominant and controlling
- An ineffective "customer journey" – too many people coming through the front door without being given effective help, despite the best of intentions – Need for a wider range of community assets which can be used to increase the quality of people's lives and enable them to become more resilient
- Need for resources to be shifted into services which not only better enable independent living but are lower cost and demonstrate that there is a good quality life beyond institutional care
- Safeguarding – there are a number of issues which need to be addressed forthwith within this area which involve the Safeguarding Board – this is not however an "immediate threat" situation
- A need for a strategy for Adult Social Care in Rotherham and beneath this, strategies for services such as Safeguarding, Learning Disability etc.

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### What does success look like?

Rotherham Improvement Plan aims to achieve four key outcomes:

- Rotherham people enjoy a good quality of life and Rotherham is recognised as a great place for families to bring up children and see young people safe into adulthood
- Rotherham has robust safeguarding arrangements in place and responds effectively to protect vulnerable people and support victims of Child Sexual Exploitation
- There are a wide range of services available for customers to access within the community, supporting prevention and early intervention. Where customers require social care support they receive appropriate services to meet their needs and are supported to live independently, in a community based setting
- The Council and its partners have robust plans to integrate health and social care, to ensure people have access to a range of high quality, modern and effective health and social care services.

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### How will the mission outcome be achieved?

Some actions within the Rotherham Improvement Plan are critical to achieving this outcome and a selection of key actions are included below.

**Note** – this also links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions:</b>		
<p>Revised governance of Health and Wellbeing Board, including production of valid, owned strategy with implementation plan</p> <ul style="list-style-type: none"> <li>• Section 21.2, page 30</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	<p>September 2015</p>	<ul style="list-style-type: none"> <li>• Health and Well-being Board (HWBB) Away session held on 19th May 2015 – new governance arrangements agreed</li> <li>• Governance arrangements with full vice chairing by Clinical Commissioning Group (CCG) Chair implemented, joint agenda planning and variation in venues from July 8th 2015</li> <li>• Very effective chairing from Council Health and Well-being Cabinet Member</li> <li>• Health and Well-being Strategy being worked on – to be completed by end Sept 2015 – on target</li> <li>• Strategic Director for Children and Young Peoples Services working on rejuvenation of Children &amp; Young People’s Partnership to enable proper links with HWBB</li> <li>• Further discussions on accountability of HWBB to take place</li> <li>• New foundation relationships with CCG and Health – strategic discussions have started (7th July 2015) on longer term partnership working and joint commissioning to ensure Better Care Fund agreements are not just meeting the standard but supporting strategic health and social care change – being led by Graeme Betts for RMBC and Chris Edwards for Rotherham CCG.</li> </ul> <p>These are linked with the review and changes in Adult Social Care being led by Graeme Betts, interim Director.</p> <p>Draft protocol with Adult Safeguarding Board (ASB) developed April 2015.</p> <p>Review of protocols included in HWBB forward plan (due to be considered 26th August 2015.)</p> <p>Local Safeguarding Children’s Board (LSCB) Chair and ASB Chair to have standing invite to HWB meetings.</p>
<p>Construction of modernisation change programme for sign off with Commissioners and Elected Members, linked with developing future Medium Term Financial Strategy (MTFS)</p> <ul style="list-style-type: none"> <li>• Section 17.4.3, page 26</li> <li>• Theme – Culture of excellence and outstanding implementation</li> </ul>	<p>September 2015</p>	<p>Commissioners and Elected Members have been briefed in a range of meetings about the requirements of adult social care services in line with the Care Act and the Better Care Fund Plans. An Adult Social Care Programme Board has been established, supported by several Project Boards, and this will deliver the strategic changes required to deliver a personalised, sustainable service. These developments will also help underpin the Medium Term Financial Strategy (MTFS).</p>

Continued Overleaf

Priorities/actions/ref:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions:</b>		
Implementation, including formal consultation and recruitment of future Strategic Director <ul style="list-style-type: none"> <li>• Section 17.4.2, page 26</li> <li>• Theme – Culture of excellence and outstanding implementation</li> </ul>	December 2015	Recruitment programme being planned with Strategic Director post first priority for recruitment – to be advertised late August /early September 2015.
Achievement of an increasingly strategic approach to commissioning services <ul style="list-style-type: none"> <li>• Section 30.1, page 35</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	April 2017	Corporate in Council group set up under leadership of Director Adult Social Care and Director of Public Health to agree way forward to improve very weak commissioning functions.
Interim Director of Adult Services to work with Director Designate of Public Health on commissioning and performance managing services for survivors of CSE <ul style="list-style-type: none"> <li>• Section 17.4.4, page 26</li> <li>• Theme – Culture of excellence and outstanding implementation</li> </ul>	May 2015 onwards	A Service Improvement Provider Forum, the Adult Survivors Multi-Agency Programme Board has been established.  The report on the Voice and Influence qualitative research has been completed and was presented in July 2015 to the Adult Survivors Programme Board, Directorate Leadership Team (DLT) and communities and survivors involved in the research.  A Programme Board responsible for the co-production of the longer term Service Specification has been established.
<b>Other actions:</b>		
Use of resources self-assessment of Adult Social Care	June 2015	Complete
Peer review of Adult Safeguarding	June 2015	Complete. Action plan currently being created in response to the review.
Refresh the Joint Strategic Needs Assessment	August 2015	The Joint Strategic Needs Assessment is refreshed quarterly and annually.  The refresh for August is currently underway.
Establishment of an Adult Social Care Development Board	August 2015	The first meeting of the Adult Social Care Development Board took place on 2nd July 2015.
Finalised Adult Social Care Strategy and development Plan including; learning disabilities, mental health and older people	February 2016	Work commenced

# Overview of progress against the mission outcome:

## Key achievements:

- Completion of the Rotherham Corporate Improvement Plan (A Fresh Start)
  - Completion of “Laying the foundations management review” by 3rd June 2015
  - Restoration of day-to-day senior management processes
  - Embedding of a range of day-to-day communications with staff across the Council
  - Effective joint working arrangements between Advisory Cabinet Members and Commissioner
  - Putting in place corporate budget strategy approach (outcome yet to be tested)
  - Reforming Health and Well-being Board partnership arrangements
  - Production of new Health and Well-being Strategy with prominence to children and young people’s needs
  - Initiation of Adult Social Care Partnership Development Board
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## Overview:

The achievements of the last six months lie in 4 main areas.

First in the area of how business is done daily. Due to the “standards raising” of all the Commissioners and some of the key interim senior managers, e.g. Ian Thomas and Graeme Betts, all staff are becoming aware of the need for different standards, whether in report production, complaints handling, FOIs or direct service delivery. There is a sense that some Councillors have expressed their frustrations about these issues before, but a newer, explicit style is addressing issues head on and laying down standards. It will be important to recruit permanent senior staff who are able to keep up this impetus. Part of this quality improvement has been about emphasising the responsibilities of senior managers and their need to be accountable for the quality of the work undertaken by their middle-ranking and most frontline staff.

Second in the completion of some basic requirements in order to move forward in Rotherham – constructing a Corporate Improvement Plan which addressed the right issues. This includes agreement to the restructuring of senior management in some key areas with the support of Elected Members “Laying the foundations”; initiating recruitment to the post of Chief Executive and the other posts new and revised; ensuring a regular and consistent method of communication with staff, and ensuring day-to-day management systems are in place. Without these basics it would not be possible to move forward with the major step changes necessary to make long-lasting change.

Third in beginning to address in day-to-day discussions some of the key issues which brought Rotherham MBC down – how senior Members and officers work together and how business gets done in terms of when and how to intervene effectively; how to get business done with partners in a collaborative way but without losing the sense of the Council’s own remit and the need to assert itself when appropriate.

There has also been a major change in the formal relationships between the Council and the health sector in the Health and Well-being Board strong credit must go here to the Chair of the Rotherham Clinical Commissioning Group (CCG) and to Advisory Cabinet Member Cllr Roche for getting on with this and making it happen. They have been well supported by Council staff.



The rate of progress is steady, with different paces on different issues. Staff in the key corporate areas and those senior staff dealing with day-to-day operational issues and the corporate budget process (Like all local authorities) are also being asked to make a step change in their participation in corporate ability, their focus on quality control and assurance and in some cases, their attentiveness to brief and support Advisory Cabinet Members. Most are rising to that challenge, but the implementation of the budget process, with significant post losses will test them further. There remains a major structural change in Adult Social Care and recruitment of a Strategic Director and key senior managers is a major priority. We are also well on reinforcing the capacity of the interim Director to enable him to make progress. He is being well supported by the Leader and Advisory Cabinet Member.

Finally, one of the features of an ineffective corporate organisation is when there are wildly differing standards in different services and Rotherham certainly exhibits this. But we should not ignore the fact that some parts of the Council are performing well and “giving Rotherham a good name”. In July, Maltby Leisure Centre was named ‘Leisure Centre of the Year’ in the prestigious UK Active Flame fitness industry awards; and its private sector operator also received the award for best operator. In mid-August the overall A level pass rate in Rotherham was confirmed as 99.4% – an increase of 0.8%, meaning the Borough remains 1.3% above the national average. This represents the achievement of individual schools in Rotherham, but supported by the LEA School Effectiveness team and all of those in the Education and Skills Service.

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#### **Issues and risks:**

- Potential time conflicts for Managing Director Commissioner between managing and participating in the recruitment process for the new senior people, driving the Corporate Improvement Plan, and ensuring appropriate support to the Leader on Devolution in the Sheffield City Region
- Potential diversion from plan impetus by day-to-day operational events including vital support to current and historic Child Sexual Exploitation (CSE) investigations
- Lack of capacity (numbers of people with the right skills and attitudes), particularly in corporate areas which need to support improvement changes and implementation of budget reductions.

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#### **Next Steps:**

- Driving forward the Medium Term Financial Strategy (MTFS) and setting the revenue and capital budgets for 2016/17
  - Key focus on a) corporate performance framework and corporate plan b) senior level recruitment
  - Continued focus on providing appropriate support to Children and Young People’s Services improvement process
  - Focus on completion of the Council’s Communications strategy
  - Ensuring completion of Local Government Association (LGA) Service checks
  - Using the day-to-day operation of the Council to support Elected Members in developing their roles.
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## 5.4 Commissioner Kenny

**MISSION OUTCOME 8: Productive working with others. Ensuring the Council has purposeful relationships with other Councils; the voluntary sector and other agencies and bodies that can contribute to the Borough's ambitions.**



### Baseline / where we were:

#### Corporate Governance Inspection failings:

- The Council had weak partnerships and Community Strategy
- Poor leadership and lack of vision
- Partnership arrangements are too complex and confusing
- Partnership working is not focused on achieving outcomes.

### What does success look like?

- Rotherham has a clear vision and strategic direction, supported by a robust governance framework
- There are strong partnership arrangements in place, which are well co-ordinated and linked
- The Borough has a revitalised Community Strategy from 2016, which feeds into other partners plans and strategies. There is ownership by partners to deliver the strategy
- There is evidence that feelings and perceptions of trust and confidence in the Council, its vision and how it conducts its business have improved
- There is strong representation at the Sheffield City Region (SCR) and Local Enterprise Partnership (LEP) Combined Authority meetings, ensuring that the Council has a voice and is able to share its views

### How will the mission outcomes be achieved?

Some actions within the Rotherham Improvement Plan (A Fresh Start) are critical to achieving this outcome and a selection of key actions are included below.

**Note** – this also links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture.

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions:</b>		
<p>Creation of new Rotherham Strategic Partnership</p> <ul style="list-style-type: none"> <li>• Section 21.1</li> <li>• Theme – Strong, high impact partnerships theme</li> </ul> <p>Note: linked to creation of new strategic vision</p>	September 2015	<p>The Local Strategic Partnership has been reviewed and the new arrangements were agreed by all partners including; refreshed partnership schedule, membership, Terms of Reference and objectives on 2nd July.</p> <p>Final approval will take place at full Council on 16th September 2015.</p> <p>The first meeting of the Rotherham Together Partnership will take place at the end of September 2015.</p>
<p>A published Vision and Community Strategy, with linked Council and partner action plans</p> <ul style="list-style-type: none"> <li>• Section 4.2</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	March 2016*	<p>28 roadshows held to gauge the views of Rotherham citizens. Views and emerging priorities taken from the roadshows will be shared with the public at the Rotherham Show (12th–13th September).</p> <p>Further consultation with businesses to take place at the “Chamber means Business” event on 16th September.</p> <p>Final vision to be approved in Autumn 2015 with Community Strategy expected to be published in March 2016.</p>
<p>Delivery programme for new Community Strategy commences</p> <ul style="list-style-type: none"> <li>• Section – Key action &amp; milestone of the Rotherham Improvement Plan (A Fresh Start)</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	March 2016 onwards	No progress to report at this stage – to follow on from actions above.
<p>Enhanced direct working with the voluntary and community sector across Rotherham</p> <ul style="list-style-type: none"> <li>• Section 23.1</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	April 2016	<p>A consultation meeting has taken place with the Commissioners and Voluntary and Community Sector. Preliminary work being undertaken to understand the extent of the voluntary and community sector and its funding arrangements.</p> <p>Job profile created for a designated liaison Council person for the voluntary sector and details of the post to be circulated for internal recruitment from existing employees. On track for appointment process to be concluded by end of October 2015.</p> <p>A report on the economic benefit of the voluntary sector has been commissioned by the partnership and is due in Autumn 2015.</p>
<p>Review of first year of new Partnership Structures</p> <ul style="list-style-type: none"> <li>• Section – Key action &amp; milestone of the Rotherham Improvement Plan (A Fresh Start)</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	August 2016	No progress to report at this stage – to follow on from actions above.

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Other actions:</b>		
Together with Commissioner Manzie ensure effective working with neighbouring authorities and partners (Source – Commissioner Manzie working protocol)	Ongoing	Attendance at the Sheffield City Region Local Enterprise Partnership (LEP)/Combined Authority/Chief Executive Officer (CEO) meetings to ensure effective working and influence growth.  Involvement in the formation of the devolution proposals.  Hosted consultation meeting and dinner with the business community and large business influences in the town.  Convened consultation meeting with the Town Centre businesses.
Consider how to encourage the voice of young people in the continuing work of the Council (Source – Commissioner Working Protocol)	March 2016 onwards	A number of roadshows have been held involving young people including; South Yorkshire Fire and Rescue (SYFR) cadets/other cadets, Rotherham College, Dinnington College and Primary pupils year 6.  Commissioners’ team visited Youth Cabinet in August 2015 to discuss the work of Commissioners and the “Be a Councillor” campaign.  Youth Cabinet will be involved in the re-launched and future working of the Local Strategic Partnership by the end of September.
Periodic opinion sampling with partners through annual reviews of the Community Strategy (Source – Commissioners working protocol)	October 2016 – annually	No progress to date
Opinion sampling with members of the public (Source – Commissioners Working protocol)	June 2016 – ongoing 6 monthly basis	Refer to Commissioner Manzie’s update – Outcome 6.

\*Date revised from the original Improvement Plan and have been included in its latest version.

## MISSION OUTCOME 10: A growing local economy. Ensuring the Borough's own efforts and work with others increases the number of good jobs and housing opportunities.

### Baseline / where we were:

Pre 2015 indicators extracted from the Economic Growth Plan include:

- Rotherham based jobs – 92,300
- Number of businesses – 5,505
- Number of new business starts per annum – 975
- Employment rate – 67.4%
- Unemployment rate – 9.7%
- Number of residential properties – 114,791
- Affordable homes – 25,875.

### Ambition:

The Council supports the needs of businesses and the economy through an active, reliable role in the Sheffield City Region to help deliver Rotherham's economic growth and skills needs.

Rotherham is a place where:

- Businesses flourish and grow
- The population is highly skilled and enterprising
- There is quality housing provision for all sectors of the community.

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### How will the mission outcomes be achieved?

Some actions within the Rotherham Improvement Plan (A Fresh Start) are critical to achieving this outcome and a selection of key actions are included below.

*Note – links to Mission Outcome 6 – A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture, and Mission Outcome 9 – Productive working with others. Ensuring the Council has purposeful relationships with other Councils; the voluntary sector and other agencies and bodies that contribute to the Borough's ambitions.*

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Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start) actions:</b>		
Re-focusing of Economy Board, as part of the new Local Strategic Partnership (LSP) <ul style="list-style-type: none"> <li>• Section 21.4, page 31</li> <li>• Theme – Strong, high impact partnerships</li> </ul>	September 2015	Consulted with the chair and members of the Economy Board to inform the review. New structure, terms of reference to be discussed with the partnership in September and launched subsequently.
Creation of new Rotherham Strategic Partnership <ul style="list-style-type: none"> <li>• Section 21.1</li> <li>• Theme – Strong, high impact partnerships theme</li> </ul> Note: linked to creation of new strategic vision	September 2015	Plan approved by Local Strategic Partnership and has been to Commissioners who have requested some further minor changes. To be taken to full Council on 16th September 2015 for final approval.
<b>Other actions</b>		
Review of Council 's regeneration function, including funding (Source – Commissioner Kenny working protocol)	July 2015	Reviewed the projects and deliverability of the major projects in the Growth Plan, including the Advance Manufacturing Park (AMP) and work towards AMID (Advanced Manufacturing Innovation District) as part of the Sheffield City Region (SCR) devolution plan. Commencement of discussions towards the delivery of a Capital Investment Strategy within the Medium-Term Financial Strategy (MTFS) to enable the major projects in the Growth Plan to be delivered. Commenced a refresh of the Renaissance Plan (See update below).
Ensure purposeful relationships to deliver the Economic Growth Plan and Local Plan (Source – Commissioner Kenny working protocol)	September 2015 onwards	Commenced discussions with developers, land owners and partners regarding the delivery of projects in the Economic Growth Plan. High degree of existing partnership working through the Sheffield City Region (SCR) and Combined Authority. Decision made in principal to identify higher education campus site and application for funding to be submitted by Rotherham College of Arts and Technology (RCAT) to Sheffield City Region (SCR) Skills Capital Fund.
Review the skills agenda (Source – Commissioner Kenny working protocol)	October 2015	Work has commenced around understanding the involvement of RMBC in the skills agenda and wider contribution to the Sheffield City Region Skills Made Easy and Skills Bank Programme. Cllr Read has taken the lead in the Sheffield City Region and Commissioner Kenny is supporting him on the Thematic Board.
Refreshed Town Centre Plan (Source – Identified by Commissioner Kenny)	November 2015	The existing Renaissance Plan will be reviewed and a refresh commissioned to further inform the Economic Growth Plan.

Continued Overleaf

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Other actions</b>		
Approve the Economic Growth Plan and Local Plan sites and policies document (Source – Commissioner Kenny working protocol)	September 2015	The Economic Growth Plan will be approved at full Council on 16th September 2015 and the Local Plan sites at the 8th September 2015 decision meeting.
Review of deprived communities work (Source – Commissioner Kenny working protocol)	March 2016	The deprived neighbourhoods review will be conducted in conjunction with the refreshed Community Strategy.

## Overview of progress against mission outcomes 9 and 10:

### Key achievements:

- Consulted with over 1000 people through 28 roadshows and online survey to develop a vision for Rotherham
- Reviewed the Local Strategic Partnership and agreed new ‘Rotherham Together’ partnership with partners
- Reviewed the Economic Growth Plan for Rotherham

### Overview:

#### Refreshed Local Strategic Partnership/ Programme of roadshows to develop a vision

Significant steps have been taken towards partnership working with productive meetings regarding a refreshed Local Strategic Partnership. The refreshed partnership will be known as the ‘Rotherham Together’ partnership and the draft model, terms of reference and membership were agreed by partners on 2nd July. Initially 24 roadshows were scheduled for Political Leaders and Commissioners to meet local groups to find out what future priorities people wanted for their Borough. Due to increased public interest, we decided to hold additional roadshows to cater for those who had not had an opportunity to share their views, including; Black and Minority Ethnic (BME) women, teenagers and those who work during the day. Commissioners also hosted a business event on 10th June with approximately 20 local businesses. This was an opportunity to hear individuals’ thoughts on Rotherham. The overall feedback received was positive and examples of the feedback received include:

- “This was an excellent forum to feedback to the Commissioners and meet other business professionals. There is a lot to be proud of in Rotherham and I don’t think we shout loud enough about what we do well”
- “I was impressed with the quality of the Commissioners and their desire to get Rotherham back on to a path of stability and normality”.

The final roadshow is scheduled to take place on 9th September 2015. An online survey is available on the Council website ([www.rotherham.gov.uk/views](http://www.rotherham.gov.uk/views)). The closing date for the survey is 4th September.

The refreshed partnership arrangements will be presented to full Council for final approval on 16th September, prior to a launch of the new partnership at the end of September, when the hard work will commence.

The vision will be finalised in Autumn 2015 and will support future developments of a refreshed Community Strategy which is due to be launched by March 2016.

**Economic Growth Plan.** A number of Local Enterprise Partnership (LEP) Combined Authority Meetings and briefings took place with the Leader of the Council and Commissioner Kenny attending. The position that Rotherham has within the LEP network is one of purpose and growing strength and one which can be built upon to influence the growth of the Rotherham Advanced Manufacturing Park (AMP).

Meetings have been held with the Business Sector via the Chamber of Commerce, the Voluntary Sector and Town Centre retailers to strengthen the business voice within Rotherham.

The RMBC Economic Growth Plan was discussed and accepted at the Rotherham Economy Board on 21st April. The plan will be presented to full Council on 16th September 2015 for approval.

**Refreshed Town Centre Plan.** The existing Renaissance Plan is currently being reviewed and the Council is currently seeking consultants to provide a review and update of the Rotherham Renaissance Plan produced in 2005, leading to a clear articulation of our vision for the town centre and the role it will play in driving forward economic growth within the Borough.

The review of the plan will provide an opportunity to examine progress made in the development of Rotherham town centre. It will underpin the Council's future vision for the town centre, identifying new threats and opportunities, strengths and weaknesses.

Upon appointment of the selected consultants, the project is intended to commence in September 2015, with a draft final report expected to be submitted during November for the Council's consideration and approval.

The Retailer Awards for 2015 were launched on 4th July and closed on 31st July. The awards are linked to the new #LoveRotherham campaign and are aimed at involving and encouraging shoppers in supporting local independent businesses. 350 shoppers voted for their independents and were asked to state why they loved Rotherham. Positive feedback was received and examples include:

- "Prettiest town centre in South Yorkshire, lots of new innovative retailers and fantastic people"
- "They can kick the life out of Rotherham, but its heart still beats"
- "Rotherham has come so far, the spirit of Yorkshire is being reborn through the local business and culture"
- "The Town is ALIVE again! Particularly love High Street and Minster Gardens"

The awards presentation will take place in September 2015.

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#### **Issues and risks:**

- Partners do not understand or buy into new partnership working
- The Economic Growth Plan is very ambitious and sets out challenging targets.

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#### **Next steps – activity for next period:**

- Launch of the Rotherham Together Partnership and agreed vision for the Borough – September 2015
- Work towards developing a refreshed Community Strategy – March 2016
- Delivery of the Economic Growth Plan – to commence following approval at full Council on 16th September 2015
- Refreshed Town Centre Plan – November 2015.

## 5.5 Commissioner Myers

**MISSION OUTCOME 11: A healthy local democracy, well-prepared to take back responsibilities and accountabilities, probably in stages.**



### Baseline / where we were:

#### Secretary of State Direction:

- To rebuild the governance capacity of the Authority, addressing the deep-seated culture of poor governance and leadership – both political and officer/managerial.

#### Other:

- Two Leaders had resigned prior to Intervention beginning. The then Cabinet resigned
- The elections by thirds were held on 7 May 2015. 16 Councillors were elected who had not served before the election. The Council has 63 Councillors, representing 21 wards and the current balance is; Labour 47 (-3 from 2014), UKIP 12 (+2 from 2014), Independents 3 (+2 from 2014) and Conservative 1 (-1 from 2014).

The turnout was:

- 60.55% (119750 votes) Borough Council election
- 58.35% (43347 votes) Parliamentary election (Rotherham)

The local turnout in 2015 was higher than usual due to the local election combined with the UK General Election

- Number of Elected Members attended training in 2015 – 88.9% of Councillors (56 out of 63) have attended 1 or more training sessions this year. 100% of newly Elected Members have attended 1 or more sessions. Total attendee numbers at 14 training sessions – 220, 102 of which were newly Elected Members attendee numbers.

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## What does success look like?

- The Council has a modernised constitution and governance
- Leading Councillors and the majority group are committed to formal development activities
- There is a well-functioning Cabinet and leading Councillors are demonstrably competent and conduct their roles effectively, offering support, challenge and scrutiny. Leading Councillors are briefed appropriately and informed of key issues
- There is a new local political code in place to regulate political behaviours and Elected Members are free from conduct issues
- There is evidence of positive Elected Member leadership and effective working between Members and officers
- Local people participate in the May 2016 elections and have greater trust in Elected Members.



## How will the mission outcome be achieved?

Some actions within the Rotherham Improvement Plan (A Fresh Start) are critical to achieving this outcome and a selection of key actions are included below:

**Note** – this also links to Mission Outcome 6 – ‘A well-performing Council. Reviewing and strengthening other services; ensuring a deliverable forward strategy; a productive working culture’

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start):</b>		
Elections 2015 <ul style="list-style-type: none"> <li>• Section – Timeline of Improvement Plan actions and milestones, page 14</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	May 2015	Conducted without challenge or mishap.
New Leader, Advisory Cabinet and Opposition in place <ul style="list-style-type: none"> <li>• Section 1.1, page 15</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	August 2015	In Place. Advisory Cabinet will need to grow in size through time. Some portfolios too large at present.
Forward plan of decisions <ul style="list-style-type: none"> <li>• Section 2.1.1, page 16</li> <li>• Improvement Plan theme – Inspirational political and managerial leadership</li> </ul>	May 2015 onwards	Now revised and functioning but not yet driving forward planning.
Signed off commitment to National member code of conduct <ul style="list-style-type: none"> <li>• Section 1.1.4, page 14</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	May 2015	Completed.
Introduction of systematic Member Personal Development Programme <ul style="list-style-type: none"> <li>• Section 3.31, page 17</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	End July 2015	Designed but first engagement meetings only now taking place.
Emerging evidence of facilitated joint working between 2015/16 Cabinet and senior officers <ul style="list-style-type: none"> <li>• Section 3.1 and 1.1.2</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	June 2015 – July 2016	Regular, professional meetings taking place. Members having to learn fast.
No serious incidence of poor member conduct in previous 9 months <ul style="list-style-type: none"> <li>• Section – Timeline of improvement actions and milestones, page 14</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	August 2016	We have no current standards investigations.

Continued Overleaf

Priorities/actions/reference:	Target date:	Comments/progress:
<b>Rotherham Improvement Plan (A Fresh Start):</b>		
<p>New Scrutiny Programme for 2015/16 and 2016/17</p> <ul style="list-style-type: none"> <li>• Section 1.3 and 26.2, page 15 and 33</li> <li>• Theme – Robust governance, decision-making and performance management</li> </ul>	<p>August 2015 and August 2016</p>	<p>New focused Scrutiny Programme taking hold.</p>
<p>Programme for 2016 Council candidates (Candidate School – ‘Be a Councillor’)</p> <ul style="list-style-type: none"> <li>• Section 1.2.1 page 15</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	<p>December 2015</p>	<p>Commissioned from the Local Government Association (LGA). Launched 27th July 2015.</p> <p>First development sessions taking place 2nd and 4th September.</p>
<p>Completed member review of governance models (in Improvement Plan as ‘Member task and finish group to consider different local authority governance models’)</p> <ul style="list-style-type: none"> <li>• Section 7.1, page 22</li> <li>• Theme – Inspirational political and managerial leadership</li> </ul>	<p>December 2015</p>	<p>First meeting July 2015. Independent Chair appointed to facilitate.</p>
<p>Positive Elected Member participation in the 2016/17 budget process (in Improvement Plan as ‘Setting up Member-led budget working group and supporting corporate budget strategy group’)</p> <ul style="list-style-type: none"> <li>• Section 9.2.1 and 2.1, page 22 and 16</li> <li>• Theme – Robust governance, decision-making and performance management</li> </ul>	<p>February 2016</p>	<p>Majority party Budget Working Group meeting.</p>
<p>Intensive induction for new members of the new Council (post 2016 elections)</p> <ul style="list-style-type: none"> <li>• Section 24.1.1, page 32</li> <li>• Theme – Robust governance, decision-making and performance management theme</li> </ul>	<p>August 2016</p>	<p>(Phase 2 of Improvement Plan – From May 2016).</p>
<b>Other actions</b>		
<p>Quarterly Commissioner meetings in public to which all Councillors are invited and to consult the public on relevant matters</p>	<p>Quarterly from June 2015</p>	<p>First meeting held 24 June 2015.</p>
<p>New Local Code of Political Conduct, to augment the national code and signal a new determination by all Councillors to work both in Party Groups and together to maximise the Council’s efforts</p>	<p>July – August 2015</p>	<p>28th July workshop with Councillors and independent community representatives to be implemented Autumn 2015.</p>

## **MISSION OUTCOME 12: The full range of powers and accountabilities restored. Two Government departments will need to be convinced.**

### Baseline / where we were:

#### The Secretary of State Directions:

- To restore public trust and confidence in Rotherham by putting an end to any of the Authority's activities, practices and omissions, which are, or risk being, not compatible with the best value duty
  - To secure, as soon as practicable, that all the Authority's functions are exercised in conformity with the best value duty, thereby delivering improvements in services and outcomes for the people of Rotherham.
- 

### What does success look like?

- Rotherham is a safe environment for children and there are good sustainable services
  - There is a well-functioning Cabinet and leading Councillors are demonstrably competent and conduct their roles effectively, offering support, challenge and scrutiny
  - Implementation of the Rotherham Improvement Plan (A Fresh Start) has improved; managerial, behavioural and partnership related issues. There is evidence of a new culture of improvement and staff feel proud to work at the Council, striving for excellence
  - There is an agreed Improvement Plan for the future, to continue improving the way the Council does its business and demonstrate best value
  - The Council has purposeful partnerships, which engage well with Rotherham's citizens
  - There is trust and confidence by members of the public in the Council and how it makes decisions.
- 

### How will the mission outcome be achieved?

**Note** – actions within this section will be reviewed once a protocol and timetable for restoration of powers has been completed.

This also links with Mission Outcome 11 – A healthy local democracy, well-prepared to take back responsibilities and accountabilities, probably in stages.

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Priorities/actions/reference:	Target date:	Comments/progress:
<b>Actions:</b>		
Protocol and timetable for possible restoration of powers	No target set at this stage	Noted in public at the first Commissioners' public meeting on 24th June 2015. (See Appendix B)
Implementation of the Rotherham Improvement Plan (A Fresh Start): <ul style="list-style-type: none"> <li>• Phase 1 Transition (May 2015 to May 2016 )</li> <li>• Phase 2 Strong leadership, new culture (May 2016 onwards)</li> <li>• See Mission outcome 7 – A successful improvement plan</li> </ul>	May 2016 onwards	Now being monitored by a cross-party and commissioner group, chaired by the Lead Commissioner.
Lead members chairing decision-making meetings <ul style="list-style-type: none"> <li>• Lead Commissioner's Paper to first Quarterly Commissioners meeting, 24th June 2015 – 'How executive powers maybe returned to the Council'</li> <li>• (See Mission Outcome 11)</li> </ul>	No target date	Transition starting in Children's Services.
Decision-making absorbed back into Cabinet <ul style="list-style-type: none"> <li>• Lead Commissioner's Paper to first Quarterly Commissioners meeting, 24th June 2015 – 'How executive powers maybe returned to the Council'</li> <li>• (See Mission Outcome 11)</li> </ul>	No target date	No planned dates as yet.
Expert Reference Group established to determine and agreed that the proposition for restoration is sound and credible <ul style="list-style-type: none"> <li>• Lead Commissioner's Paper to first Quarterly Commissioners meeting, 24th June 2015 – 'How executive powers maybe returned to the Council'</li> </ul>	No target date	The design of the group is yet to be established.
Agreement by Secretary of State to hand back powers <ul style="list-style-type: none"> <li>• Secretary of State (SoS) statement to the House on 4th February indicating subsequent reviews on whether it would be appropriate for the exercise of a function to be returned to the Council</li> <li>• Lead Commissioner's Paper to first Quarterly Commissioners meeting, 24th June 2015 – 'How executive powers maybe returned to the Council'</li> </ul>	November 2015, February 2016, May 2016, August 2016, November 2016, February 2017	This report refers.

## Overview of progress against the mission outcomes:

### Achievements:

The Council is re-shaping and improving its core conventions and ways of working to make it more self-critical, more sound in its processes and more open to opposition and non-Councillor views.

In particular:

- The new Leader and Deputy Leader were elected at the Council Annual General Meeting (AGM) in May. The Leader has formed an Advisory Cabinet, to include the Deputy Leader and three others. New appointments have also been made to Chairs of Licensing, Audit and Standards
  - Drafts of a new Officer/Member Code and a new Local Standards Code produced
  - Improvement Plans in place and progressing
  - The 28 roadshows to harvest public opinion have gone well.
- 

### Overview:

The Council consists of a Labour Group, which as a majority can form an administration. However these are not normal times. The group as any political group has its own processes and these are successfully being evolved to allow much more dialogue with Commissioners and senior staff.

The Advisory Cabinet are working very hard, individually and collectively. They are keen to do well; finding their feet in their roles with senior staff and working with Commissioners in a way which shows their commitment to the intervention being successful and as short as credible and responsible.

The Leader of the opposition is committed to collaborative improvement. Some of them have good ideas and in time I hope they will understand the contribution they can make to a better Council and how they can responsibly exert influence even as a minority.

We have an extensive engagement with the Centre for Scrutiny to enhance confidence and embed best practice in Scrutiny. The new Chair of Scrutiny is very keen.

The commitment to roadshows; to the governance review; to preparation work for new Councillors; to a local code for improved political behaviours; to voluntary change in the Standards, Audit and Scrutiny Committees bode well. There is reason for optimism.

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### Risks and issues:

- A Medium-Term Financial Strategy (MTFS) is not yet in firm prospect, and requires further work
  - The Council is currently overspending.
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### Next steps:

- As the May 2016 Elections get nearer the current administration needs to have moved to be ready to take back powers, if the electors so decide.
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# APPENDIX A

## ROTHERHAM MBC “FRESH START” IMPROVEMENT PLAN

### FIRST PERIOD PROGRESS UPDATE SUMMARY REPORT – 26 AUGUST 2015

#### Purpose of this report

1. In line with the reporting requirements set out in the Secretaries of State Directions to Rotherham MBC of 26 February 2015, this report provides the Departments for Communities & Local Government and Education with a progress update on the first three-month period of implementing the corporate “Fresh Start” Improvement Plan, as submitted to Secretaries of State on 26 May 2015.

#### Background: requirements of the Directions of 26 February 2015

2. The Directions required, under the direction of the Managing Director Commissioner and Children’s Social Care Commissioner, improvement plans to be prepared and submitted to Government within 3 months (i.e. by 26 May 2015). The Directions go on to specify that the plans must set out the *“measures to be undertaken, together with milestones and delivery targets against which to measure performance, in order to deliver rapid and sustainable improvements in governance, leadership and culture in the Authority, in the Authority’s exercise of its overview and scrutiny functions and in its performance of services, thereby securing compliance with the best value duty and securing the performance of the Authority’s children’s social care functions to the required standard”*.
3. A detailed improvement plan for specific improvements in Children’s Social Care at the Council had been prepared and submitted to Ofsted in February 2015, under the direction of the Commissioner for Children’s Social Care, Malcolm Newsam, who was first appointed by the Secretary of State for Education to the Council in October 2014. Following the formal appointment of other Commissioners to Rotherham after the 26 February 2015 Directions, a further, corporate improvement plan was prepared – *“A Fresh Start”* – covering the improvements required across the entire organisation following the findings of Louise Casey’s Corporate Governance Inspection (CGI) report.
4. The Directions also set out a specific requirement for the Secretaries of State to be provided with progress reports on the plans, agreed with the Lead and other Commissioners, at 6 monthly intervals following the date of the Directions; with the first progress report on the corporate Fresh Start Plan, therefore, required by 26<sup>th</sup> August 2015.

#### Links to the Commissioners’ “Mission Statement”

5. In light of the requirements in the Directions, a critical outcome identified in the Commissioners’ Mission Statement for their work in Rotherham, published 4 March 2015, is (Outcome 7):

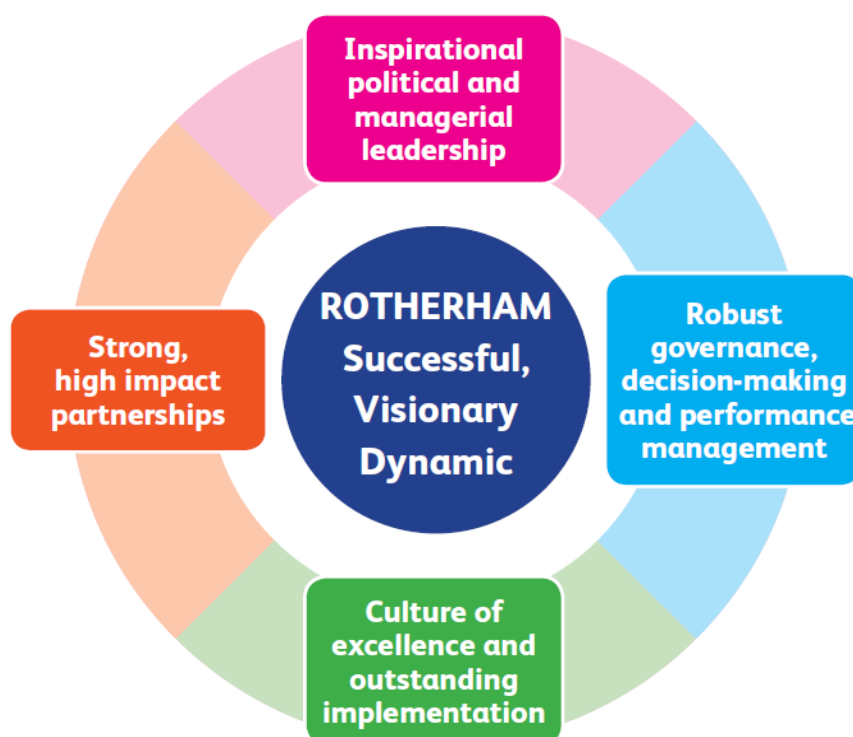
*“A successful Improvement Plan. Others care about Rotherham’s progress. We want to ensure credible, honest progress is recognised”*

### **Rotherham’s corporate Improvement Plan, “A Fresh Start”**

6. The organisation-wide ‘Fresh Start’ Improvement Plan was therefore developed as the sister plan to the Children and Young People’s Services Improvement Action Plan, through a process led by Commissioners in consultation with Elected Members, senior management, wider council staff, key partners and external advisors on behalf of the Local Government Association (LGA). A final draft of the Plan was submitted to the Secretaries of State for Communities & Local Government and for Education on 26 May 2015.

### **Key themes – Essentials of an Effective Rotherham Council**

7. The Plan’s improvement actions are grouped in line with the following four themes, recognised as essentials of an effective, modern local authority:



8. The Plan covers a two year period, through to May 2017, with 2015/16 a fundamental “transition” year, where the focus must be to put in place some of the basics that the Council needs to move forward towards a clear commitment to continuous improvement in line with its best value duties.
9. This progress report focuses on the initial progress being made in putting those basic building blocks in place. The actions in Phase 2 - from May 2016 as stronger

leadership and a new, more positive culture is embedded within the council - will be reviewed and reported on in due course.

### **Implementing the “Fresh Start” Improvement Plan**

10. The Council has developed an implementation strategy for the “Fresh Start” Plan, which builds on the outline governance arrangements set out within the Plan document itself – i.e. a “Joint Board” to oversee and challenge progress, drawing upon a supporting Officer Group. This Joint Board will meet monthly and includes Commissioners alongside the Leader and Deputy Leader of the Council, the Leader of the Opposition and a representative of the Rotherham Independents Group. It is chaired by the Lead Commissioner, Sir Derek Myers.
11. The Plan also stated that there would need to be appropriate “RAG” ratings developed to demonstrate achievement of the actions and help manage the implementation of change. These are used here in this report to help provide an overall summary of the progress being made.
12. To manage and monitor progress, clear and accountable project leads have been identified within the council with responsibility for implementation and appraising strategic leads - at Commissioner, Elected Member and Senior Officer level - on progress, key milestones, risks, targets and medium/long term outcomes and success measures. Appropriate project documentation has therefore been developed for each of the actions contained within the plan and, to manage delivery within the Council, these projects/actions have been grouped together within thematic programmes with an overall co-ordinator who sits on the Delivery Officers Group.
13. With support from the LGA, the Council has been provided with an independent, professional officer resource to help monitor the progress being reported by project leads within the council, and contribute to ensuring open and honest assessments of the genuine level of improvement being achieved.
14. Following the development of these implementation and progress monitoring arrangements, the Joint Board held its inaugural meeting on 28 July 2015<sup>1</sup>, to review initial progress, seek clarification and, in a small number of cases where fully justified, agree some amendments to delivery timescales.

### **Summary of initial progress to the end of August 2015 - Headlines**

15. This report draws upon the project documentation developed by project leads and provides an overall summary of the progress being made to date.

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<sup>1</sup> Records of Joint Board meetings are being made available publicly via the Council's website – see [www.rotherham.gov.uk/info/200009/performance/998/see\\_our\\_plan\\_to\\_improve\\_rotherham/2](http://www.rotherham.gov.uk/info/200009/performance/998/see_our_plan_to_improve_rotherham/2)



16. In total, there are 132 Improvement Plan project actions, each of which has been RAG-rated in line with the implementation strategy noted above and the following overall assessment can be reported:

Amber – on track	98	74%
Green – completed	18	14%
Red – at risk/missing target	7	5%
N/A – not yet due to start	9	7%

17. At this early stage in delivering the Plan, the fact that 95% of projects are reported to be at the expected stage of implementation, demonstrates the determination of Commissioners, Elected Members and officers across RMBC to work with Commissioners to address its improvement challenges.
18. For 14% the required actions are completed, with outputs produced.
19. 5% of actions have been assessed as at potential risk or missing target, including those whose starting date has slipped.
20. The remaining 7% are not yet due to begin. The Joint Board will pay attention to these to ensure that action is taken on schedule.

### Key, tangible achievements

21. Some of the key, tangible achievements to date include:
- i. **Agreeing a new senior management structure**, which was agreed by the Council on 3 June 2015, as well as confirming a number of key senior appointments (including a substantive new Director of Public Health). Further, critical appointments to the senior management tier will be made during the autumn, following the appointment of a recruitment partner to ensure the highest calibre candidates.
  - ii. **Consulting citizens, businesses and partners on a new vision for Rotherham**. The successful delivery of an ambitious programme of consultation workshops to set a new vision for the council and the borough as a whole has been a key priority and is now drawing to a successful conclusion. The priority has been to maximise reach into community groups, businesses and partner organisations, and provide as many people as possible the opportunity to express their views. This has resulted in the expansion of the roadshow programme, which had originally been due to complete by the end of July but has been extended to run through to the major Rotherham Show event on 12<sup>th</sup> and 13<sup>th</sup> September, where the public of Rotherham will help finalise a fresh vision for Rotherham. An online survey has also been promoted to those unable to attend sessions in person. As part of the process successful sessions have also been run with elected members of all political groups (4.1.2) and with the workforce (4.1.3). The results will be subject to detailed analysis prior to work between Commissioners and Elected Members from mid-September to set the

new vision that will underpin the council’s activities and guide a new Community Plan from early 2016.

- iii. **Agreeing with partner agencies the foundation of a new, expanded local strategic partnership for Rotherham** – “Rotherham Together” – so that the council can work more effectively with other public services (health, police, fire) as well as businesses, the community and voluntary sector, colleges and nearby universities. How the Council previously conducted itself in its dealings with partners was a key criticism in the CGI report and the new “Rotherham Together” partnership is a critical step in helping changing the culture of the council and how it works with its key partners in improving outcomes for the people of Rotherham.
- iv. **A re-invigorated Health and Wellbeing Board**, with new Chair and Vice Chair arrangements, which is already in the process of finalising a new Health and Wellbeing strategy for the borough. This, in particular, is ensuring positive and focused joint working with partners in health services, so critical for the future success of the council and for Rotherham’s citizens.
- v. **Establishing a programme of peer service review health checks** in partnership with the LGA - for services such as housing, waste, highways and libraries, sport and culture - to ensure that Commissioners and Elected Members get an independent, external view of how services are being run throughout the organisation, in addition to those where newly arrived strategic Directors are already bringing in a fresh perspective and making a difference.
- vi. **Early improvements in the numbers of staff with active performance development plans** (PDRs), which have been increased from around 60% to around 88% of the workforce; with a detailed gap analysis taking place to ensure a further improvement in the figures, as well as a planned audit to check on their quality.

### Progress by Improvement Plan Theme

- 22. The remainder of this progress report provides exception reports under each of the four themes of the Fresh Start Improvement Plan (with the further detail available in the enclosed Annexes A to D respectively).

#### ***Theme: Inspirational political and managerial leadership***

- 23. Under this theme, overall progress in delivering projects (41 in total) is assessed as follows:

Amber – on track	<b>78% (32)</b>
Green – completed	<b>15% (6)</b>
Red – at risk/missing target	<b>2% (1)</b>
N/A – not yet due to start	<b>5% (2)</b>

- 24. Actions and projects rated **Green** – i.e. substantively completed up to this period – are:
  - 2.1.1. *Creation of clear terms of reference and focus for key management processes* where revised terms of reference have been completed, with

major changes made to the direction and focus of "M3" manager and "SLT/Directors" meetings.

- 2.2.1 and 2.2.2 *Production and agreement of revised management structure proposals*, where the approval of a new management structure was endorsed by Full Council on 3<sup>rd</sup> June 2015.
- 4.1.2 and 4.1.3 *New Vision workshops with elected members and the workforce*, where successful sessions were run with members from all parties (on 6<sup>th</sup> July and 30<sup>th</sup> July), and three sessions with staff.

25. There is only one action assessed as “Red” rated (i.e. at risk of missing target) and where management action is being prioritised, namely 4.3.1 *Using workshops to identify the importance of community cohesion and the rights and responsibilities of different communities*. Community Cohesion has featured as a key theme at most of the consultation workshops (see para 22ii above), but given the extension of the workshop programme through to mid-September, the target date within the Plan for completion by the end of August 2015 cannot be met. The theme of community cohesion will, however, feature as a key theme in the workshops analysis work, which will report in September.
26. Linked to this theme of community cohesion and equalities, at the meeting of the Joint Board on 28<sup>th</sup> July, it was agreed that the successful conclusion of the *Review and revise Council equalities policies and strategies* (4.3.2) was partly dependent on securing the new corporate Equalities and Diversity Team (as set out in the management restructure, approved by Full Council on 3 June). While this is expected to be in place by October or November at the latest, the work must also be linked to wider action taking place on reviewing the council’s approach to neighbourhood working, which is expected to continue through into early 2016 (22.1.3).

**Theme: Robust governance, decision-making and performance management**

27. Under this theme, overall progress in delivering projects (35 in total) is assessed as follows:

Amber – on track	<b>63% (22)</b>
Green – completed	<b>17% (6)</b>
Red – at risk/missing target	<b>6% (2)</b>
N/A – not yet due to start	<b>14% (5)</b>

28. Projects rated **Green** – completed up to this period are:
- 8.2.1 *Commissioner restructuring creating cross council performance team* - Full Council’s approved new senior management structure establishes a clear focus for the Assistant Chief Executive on performance and the implementation of a cross council performance team. Work is now taking place to implement a refocusing and reshaping of existing performance and quality staff
  - 10.4.1 *Agree the suite of staff communication for enhancement or roll out*. A range of appropriate tools and new mechanisms have now been agreed, shaped by input from staff focus groups. This includes weekly

Commissioner briefings, a refreshed hard copy magazine for non-screen based staff, and refreshed “M3” (middle) manager sessions.

- 11.1.2 *Identification of a lead [risk management] senior manager* - the Assistant Director, Audit, ICT & Procurement has been identified and agreed.
- 12.1.1 *Agree new report structures* an elected member task and finish group has approved a new format and templates, to be ready for roll out with staff from September 2015
- 13.2.1 *Incorporation of Scrutiny as part of Democratic Services to strengthen support to elected members*
- 14.1.1 *Creation of Democratic Services Manager post* – the agreement to the new management structures by Full Council on 3<sup>rd</sup> June has seen the creation of the post of Democratic Services Manager (not yet filled) and the incorporation of scrutiny support in Democratic Services.

29. With regard to actions assessed currently as “Red” (i.e. at risk of missing target) and where management action is being prioritised, these relate to the following:

- Project ref. 8.1.1 *Desktop research of performance frameworks*. This research is underway but was not able to report by the “end of June” deadline set out in the Plan. It did, however, report in August and provides an initial assessment prior to more proactive progress on a new Performance Framework by the October deadline (8.1.2)
- 12.1.2 relates to *Roll out of training on new report writing templates* which will begin from September (see 12.1.1. above) but will miss the Plan’s original target of “end of July” due the need to properly consult with elected members.

**Theme – Culture of excellence and outstanding implementation**

30. Under this theme, overall progress in delivering projects (35 in total) is assessed as follows:

Amber – on track	<b>83% (29)</b>
Green – completed	<b>6% (2)</b>
Red – at risk/missing target	<b>11% (4)</b>
N/A – not yet due to start	<b>0 – all commenced</b>

31. Projects rated **Green** – completed up to this period are:

- 17.4 *Review of senior management structure of Adult Services* where the new senior structure has been agreed and is now being implemented, through to the end of 2015 or early 2016.
- 17.10 *Consultation on new Taxi Licensing policy* where a review has been completed and a new policy put in effect from 7<sup>th</sup> July 2015. A full implementation plan is due to be finalised by 24<sup>th</sup> August 2015.

32. With regard to actions assessed currently as “Red” (i.e. at risk of missing target) and where management action is being prioritised, these relate to the following:

- Project ref. 17.4.2 *Implementation of new senior management structure for adults services* – as noted above, the new structure for Adult Services is agreed, though it may be the case that, in order to ensure the right people are in the right roles within the modernised arrangements, recruitment might not conclude until early 2016 (rather than the “December 2015” date in the Plan). Concerted effort will nevertheless be made in Human Resources (HR) and the senior management team to secure effective recruitment into these new roles as quickly as possible.
- Project refs. 17.5.1 and 17.5.2 refer to the *Examination of housing strategy, operational delivery and comparative performance* where the key tool will be an external health check by peer officers from other authorities, supported by the LGA. Availability of suitable peers has meant that the target deadline of July 2015 was not able to be met, but the Council has agreed a methodology for the review with the LGA, peers are appointed and the work is scheduled to complete by 24 September 2015.

**Theme: Strong, high impact partnerships**

33. Under this theme, overall progress in delivering projects (21 in total) is assessed as follows:

Amber – on track	<b>71% (15)</b>
Green – completed	<b>19% (4)</b>
Red – at risk/missing target	<b>0% (0)</b>
N/A – not yet due to start	<b>10% (2)</b>

34. Projects rated **Green** – completed up to this period are:

- 21.1.1 *Initial discussions with key partners* regarding establishing a new Rotherham Partnership, where full agreement has been secured with key partner chief executives on a re-vitalised and expanded, more representative Local Strategic Partnership for Rotherham. Final Council sign off is scheduled for 16<sup>th</sup> September 2015.
- 21.2.1 and 21.2.2 *Governance and Chairing arrangements for the Health and Wellbeing Board* - have been agreed with partners and are now operational, with a new Chair and Vice Chair roles in place.
- 23.1.3 *A designated council liaison person with the voluntary sector* - has been identified via the Full Council agreement to the new management structure secured on 3<sup>rd</sup> June 2015 and will be named shortly.

35. There are no actions currently assessed as “Red” (i.e. at risk of missing target) which follows the Joint Board’s consideration on 28<sup>th</sup> July 2015, where a small number of reporting timescale variations were accepted:

- 21.2.3 *Creation of explicit link with Children and Young People’s Partnership and Adult and Children’s Safeguarding Boards* – draft protocols have been prepared and a review features in the forward programme for the Health and Wellbeing Board (due for consideration on 26<sup>th</sup> August 2015). However, some

unavoidable changes in the Chair roles for both Safeguarding Boards and some reshaping of the Children & Young People's Partnership inevitably mean some slippage from the Plan's original timescale of end of July. The Joint Board therefore agreed that it would be acceptable to expect completion of this action by December 2015. The new Health and Well-being Board Strategy is clearly linked to work on both Adults and Children.

- 21.3.2 *Creation of new senior level Community Safety post* – the new Assistant Director post has been agreed, assessed and an advert has been drafted, however, recruitment has been paused until after August to increase the number of applications from suitable candidates. In the context of other recruitment priorities to senior roles, this post is now due for inclusion in a second phase of targeted recruitment, from October 2015. The Joint Board therefore accepted that it would be acceptable to expect completion of this action by December 2015
- Project ref 21.3.3 *Review of staffing support and approach to Safer Rotherham Partnership* – in order to enable the new Assistant Director to consider the appropriate staffing support, and also to take account of possible Joint Enforcement Team approach with the Police, the Joint Board therefore accepted that it would be acceptable to expect completion of this action by December 2015

### **Ongoing challenges**

36. Notwithstanding the early progress set out above, it should be noted that many significant challenges remain.
37. A primary challenge is the capacity available at the Council, in various forms. In some cases this relates to the volume of work key players have in terms of day to day tasks versus key change mechanisms required for improvement. The organisation slimmed down its corporate capacity significantly in recent years so there is work ongoing in redirecting resources to ensure that they are contributing most effectively to corporate efforts and putting in place processes, such as performance monitoring, which should not have been removed.
38. An example of this is the consolidation and reshaping of existing resources to deliver the Council's new Corporate Strategy and Performance Framework before the end of 2015.
39. In a time of considerable change such as this there is also particular pressure on corporate functions such as Human Resources, Legal and Finance. Across the Council we need to recruit permanent staff to help team formation and standard setting. As noted in the Plan, an early priority is therefore to make appointments to the Chief Executive and other senior management posts. The Commissioners, leading members and senior officers will work to make sure that the Council's resources are used most appropriately to both deliver improvement and sustain good services.



## **Next steps**

40. We will continue to actively manage and challenge delivery of the Fresh Start Improvement Plan. We are already taking action on projects that will put in place a number of the key building blocks for an effective council for the next six months, such as developing a provisional Medium Term Financial Strategy; a new risk management framework; a new vision for Rotherham to be agreed by elected members, building on the engagement with the public and partners over the last six months; and the 'Be a Councillor in Rotherham' campaign to attract people to come forward and prepare them to stand as candidates in May 2016.
41. As noted above, we are giving attention to how to measure the impact and success of the changes over time that the Fresh Start Plan will put in place – so that we can assess their effectiveness in outcome terms, and the public in Rotherham can have confidence in their council and the services it provides.

## **Conclusion**

42. This report gives an overview of the first few months of delivering the corporate, "Fresh Start" Improvement Plan, since May 2015. Although we have made some significant progress over that short period, there is extensive work which still needs to be done and the length of time taken to achieve real cultural change cannot be under-estimated.
43. However, good progress is being made and many staff, along with members, welcome the changes which have been made and are committed to doing everything possible to increasing the Council's performance. I look forward to being able to report continuing progress to the Joint Board in the coming months, prior to the next formal, six-monthly report to Government at the end of February 2016.

Stella Manzie CBE  
Managing Director Commissioner  
26 August 2015

# APPENDIX B

## How executive authority might be returned to Elected Members in Rotherham Metropolitan Borough Council

1. This paper seeks to discuss how we might approach a staged return to the restoration of Executive authority to Councillors in Rotherham MBC, as part of the Commissioner intervention.

### The Commissioners' Mission

2. This has been agreed by Commissioners as "To help the Council secure a safe environment for children and ensure good sustainable services and regulation such that healthy democratic leadership and accountability can be restored."
3. This might imply there should be no restoration until "sufficient" progress has been made to secure a safe environment for children and Rotherham has good sustainable services. This might be an improvement journey of at least two years.
4. However Mr Pickles' statement to the House suggested that some services could be restored before others and that there should be a review "as soon as practicable after the date of these directions and every three months thereafter of whether it would be appropriate for the exercise of a function to be returned to the Authority."
5. This needs to be read alongside the definition of the reasons for the intervention:
  - "...delivering improvements in services and outcomes for the people of Rotherham".
  - "To rebuild the governance capacity of the Authority, addressing the deep seated culture of poor governance and leadership;
  - To restore public trust and confidence in Rotherham by putting an end to any of the Authority's activities, practices and omissions which are, or risk being, not compatible with the best value duty.
  - To secure as soon as practicable that all of the Authority's functions are exercised in conformity with the best value duty thereby delivering improvements in services and outcomes for the people of Rotherham."
6. The nub of this is the previous Secretary of State's apparent view that although the Casey report found the culture, systems and leadership of the Council were badly flawed, the Council might be good enough to run some things and given the dramatic nature of the stripping of executive powers then "roll-back" (to use his term) could commence quickly (my word).
7. It might be obvious to both Councillors and the Commissioner team that changing culture and systems takes time.



8. However we need to do our thinking because a question the public and Councillors might reasonably ask is: “What do we have to do to get our powers back?”.
9. This paper deals with the restoration of full executive responsibility. This will need to include:-
  - (i) “Leadership” – the chairing of multi-agency, officer or Member meetings which set direction or check progress.
  - (ii) Accountability – unambiguous public definition that a Councillor or Councillors is/are responsible for a particular service.
  - (iii) Representation – participating in activities external to the Council that deploy the Council’s influence.
  - (iv) Decision making – making formal decisions on officer advice, but informed by other considerations (including for Members, local knowledge, political principle and previous political commitments).
10. Commissioners agree that a staged transfer back to normal democratic leadership and accountability should gradually increase expectations of “leadership” and “representation”. In many areas this part of restoration has started but will need to be progressive as Members of the Advisory Cabinet and the new Chair of Licensing are new to their posts and inexperienced.
11. Over time we think decision making can be more shared between Commissioners and (advisory) Cabinet Members with a position nearer the end of intervention where Commissioners only intervene in circumstances where they judge a proposed decision is wholly wrong or unreasonable.
12. Similarly accountability can be shared but to avoid any ambiguity, accountability for decision making cannot be confused. The public and scrutiny Councillors must know who made every decision and the decision maker must be prepared to give an account.
13. In the sequence below we use the term “full restoration” to mean the transfer back to executive Councillors and the Licensing Committee of the full set of powers and responsibilities (i) – (iv) as set out above. All staged progress up to such a full restoration we term “progressive restoration”.

## Some pre-conditions for full restoration?

14. The Commissioners think there are some pre-conditions we might say ought to be in place before ANY restoration:
  - A stable Administration, not immediately at risk of losing a majority.
  - An Administration free from conduct issues.
  - With leading Councillors who are demonstrably competent, in good standing.
  - In a Council with an agreed Improvement Plan.
  - Where leading Councillors and any major party Group have committed to formal development activities.
  - Where a new local political Code has been agreed to regulate political behaviours.
  - When there has been no outlier behaviour evident for at least 9 months (beginning 27th February 2015).

15. We might then apply certain tests:

- Is there an area of operations that commissioners are confident is adequate or better, with competent officer leadership, in whom we have a well founded belief that they can work well with Members?
- Are commissioners satisfied that scrutiny of this function will be handled well?
- Are commissioners satisfied that there is a development/service plan for this area which Members and Officers will pursue?
- And that a sufficient performance framework exists for the area such that progress/ outcomes/ deliverables can be monitored?

16. Finally we might apply certain sign-offs:

- Do Councillors want to take this function back?
- Do Councillors commit to the mixed Councillor/Commissioner model that might result?
- Does the Expert reference group agree the proposition for restoration is sound and credible?
- Does a reference group of residents agree the proposition for restoration is sound and credible?
- Are Commissioners as a team ready to transfer responsibility?
- Do the relevant Secretaries of State agree?

17. If we were to adopt this set of processes we will need to secure an expert group (potentially some part of the LGA Improvement Board) and a Residents' group (perhaps building on the independent members of the Standards Committee).

Sir Derek Myers  
Lead Commissioner  
Rotherham MBC

## Pen pictures (In their own words)

### 1. Leader and Deputy Leader:



Cllr Chris Read (Leader)

Cllr. Chris Read was elected to Rotherham Council in 2011 and elected Leader in March 2015. During his time he has previously served as a Scrutiny and Area Assembly Chair.

He is the lead member with responsibility for the Council's response to Child Sexual Exploitation and the budget. He recently became the Sheffield City Region lead member for Skills.

Re-elected to the Council in May, he has previously worked closely with a number of politicians including the former leadership of the City of York Council.

#### Areas of responsibility include;

- Children's Social Care, Child Sexual Exploitation, support to survivors
- Improvement Plan
- Improved democratic arrangements and relationship with government reputation management.



Cllr Gordon Watson (Deputy Leader)

Cllr Gordon Watson is in politics to contribute to a fairer society.

Recently retired after being a science teacher for 36 years. The knowledge he has acquired in this time will help the Children and Young People's Service brief.

He lives in North Anston with his wife, in a multi-generational household.

Cllr Watson has a deep desire to have a just society that looks after all and believes in local government and its ability to deliver services for the community.

#### Areas of responsibility include;

- Children's Social Care, Child Sexual Exploitation, support to survivors
- Schools

### 2. Advisory Cabinet members:



Cllr David Roche

Cllr David Roche was born in London, studied in Leeds and Bradford achieving an MSc.

He was a Headteacher in two schools, one being a Beacon school, and interim head in two challenging schools with Ofsted success. Following this he worked as interim Senior Secondary Adviser, SIP and National Challenge Advisor, supporting schools in difficult

circumstances across Northern England before ending up as an Advisor Broker for the Department for Education in 10 local authorities.

He is heavily involved in the local community in a number of guises.

Cllr Roche was elected over 3 years ago and served as Cabinet Adviser for Children and Young Peoples Services for 2 years, before becoming a Cabinet Member.

**Areas of responsibility include;**

- Health (including public health) and adult social care
- 



**Cllr Denise Lelliott**

Cllr Denise Lelliott has been involved in youth and community work all her adult life in a voluntary and paid capacity. She passionately believes in social justice and a fair and equitable society for all. She served on the parish Council for 10 years.

She is an active member of the Labour Party and has been a borough Councillor for the last four years during which time she served on many committees and was advisor to the cabinet member for children and young people.

Qualifications include; BA Honours urban and environmental, Diploma of Higher Education Youth and community, Certificate of education community identity and regeneration.

**Areas of responsibility include;**

- Economic and housing growth, planning policy
  - Housing and planning services
  - Civic society and local partnerships
- 



**Cllr Kath Sims**

Cllr Kath Sims worked for two Rotherham MPs as a caseworker and retired in 2013.

She has always been involved in local community activity and active in the Labour Party for almost 25 years.

Since being elected to the Council in 2008 she has gained a great depth of experience by sitting on a variety of committees and being advisors to previous Cabinet members.

**Areas of responsibility include;**

- Licensing, community safety, tackling criminality
  - Streetpride, roads
- 

### 3. Chairs of Boards and Committees:



**Cllr Alan Atkin (Chair of Planning Board)**

Cllr Alan Atkin is married with two daughters and has lived most of his life in the area he represents.

First elected in 1996 he has served on many committees and panels with an emphasis on housing and the environment.

He embraces scrutiny, likening himself to being a 'critical friend'; he has also sat on and chaired many scrutiny reviews leading to service improvements. Latterly he has joined the planning board and became its chair in 2014.

Cllr Alan Atkin worked as a metallurgist with British Coal gaining an Honours Degree on day release and whilst a Councillor has worked in retail.

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### Cllr Sue Ellis (Chair of Advisory Licensing Board/Committee)

Cllr Sue Ellis moved from London to Rotherham over 25 years ago to start a family. Since then she has become immersed in her local community and at present chairs a local parish Council. Her professional life has been spent as a serving police officer and a practising social worker in London.

She is an experienced Councillor who has previously been political lead for housing and waste.

She is determined to see the new Taxi Policy work effectively and help to ensure strong and fair enforcement to protect the people of Rotherham. She is trying to ensure that these higher standards can be adopted across the sub-region and she will work in the future towards a national regulation of taxis that reflect Rotherham's new higher standards.

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### Cllr Brian Steele (Overview and Scrutiny Management Board)

Cllr Brian Steele held Vice-Chairperson of Health Select Committee for 2 years, Chairperson of the Health Select Commission for 2 years and is now Chairperson of the Overview and Scrutiny Management Board since October 2014. As Chairperson of this Committee he attends all the senior appointments of the Council.

He has led many reviews on behalf of the Council which include; carers review, continuous health care review, hospital admissions review and most importantly, the review into the aftermath of the Child Sexual Exploitation (CSE) within Rotherham.

Cllr Steele makes sure that Scrutiny is the forefront of decision-making and influences Council decisions. He works with all parties, and Commissioners to ensure the Council runs efficiently.

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### Cllr Dominic Beck (Chair of Standards Committee)

Cllr Dominic Beck believes Rotherham Council has begun on its long journey towards a fresher and more people-focussed local authority which puts the welfare of our most vulnerable at the centre of all decision-making and priority setting. No more so than ensuring victims and survivors of Child Sexual Exploitation (CSE) are supported and that justice is delivered.

He is also particularly encouraged by the commitment from Elected Members to embed a more collegiate and inclusive political culture which will ensure the very highest of standards and probity are observed.

Cllr Beck understands that there is much work to do, but the work has started.

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### Cllr Ken Wyatt (Chair of Audit Committee)

Cllr Ken Wyatt professional experience includes NHS Paramedic and Emergency Medical Dispatch and Director of Finance of a national association since 2011.

Other experience includes: Audit Chair for South Yorkshire Probation Trust and South Yorkshire Community Rehabilitation Company; Independent Person for West Yorkshire

Community Rehabilitation Company; Chair of South Yorkshire & the Humber Courts Board; Chair of national specification, costing and benchmarking group (joint work with Probation Association and Ministry of Justice).

Local government experience includes Resources portfolio holder and first chair Health and Wellbeing Board 2011–2014.

He is a Leadership Academy graduate and gained Post-Graduate Certificate in Public Sector Modernisation, University of Huddersfield 2009.

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## 4. Opposition:



### Cllr Caven Vines (UKIP and leader of the Opposition)

Cllr Caven Vines has lived in Rotherham all his life and is married. He began his working life in the Sheffield steel industry and later worked around the world providing safe drinking water.

He was an Independent Councillor for two years, where he championed tackling anti-social behaviour.

Cllr Vines understands the local issues facing us and feels passionate about addressing these. As Elected Member and leader of the opposition he believes in openness and transparency and has managed to bring scrutiny and challenge.

Committed to working closely with the Commissioners and the management to make sure Rotherham has the right political governance and leadership in place, which we can be proud of.

Cllr Vines is well known for voicing opinions and representing the issues and concerns of local people, and believes in simple common sense policies

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### Cllr Chris Middleton (Independents)

Cllr Chris Middleton is a 67-year-old retired solicitor, who practised in Rotherham and Sheffield until retirement in 2014. He was brought up in Derbyshire and has lived in Rotherham for 41 years. He was elected to the Council in 2010.

He is Chairman of Rother Valley Conservatives, and has chaired various bodies over the last 30 years, including Derbyshire County Cricket Club (9 years), Rotherham Citizens Advice Bureau (5 years), Rudston Preparatory School Trust (16 years), President of Rotherham Town Cricket Club (12 years), and a director of Rotherham Rugby Club (2 years). He is a life-long supporter of Sheffield Wednesday Football Club. His main interests outside politics and sport are gardening, reading history and walking his Labrador. He has been married to Anne for 37 years

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## 5. Strategic Leadership:



### Karl Battersby (Strategic Director Environment and Development services)

Karl Battersby has worked at Rotherham Council since 2003, previously as a Director of Planning and Transportation and as Development Control Manager. He has been Strategic Director for Environment and Development Services for the last 7 years.

In addition to playing a corporate role as part of the Chief Executive's management team, he manages the broadest range of services within the Council, primarily focusing on key services delivered to the public such as Housing, waste collection and disposal, street cleansing, libraries and customer services and planning and regeneration.

He is the longest serving senior manager in the Council. Prior to his current role he held more junior management roles in both Wakefield and Blackpool Councils. He has also worked for Exeter City Council and Doncaster Metropolitan Borough Council.



### Ian Thomas (Interim Strategic Director Children and Young Peoples Services)

Ian Thomas was previously Director of Children's Services in Derbyshire. Achievements include a strong inspection by Ofsted with Derbyshire being one of only 25% Councils rated Good.

He holds an MA from Lancaster University in developing professional practice (Children's Services) and is a level 7 qualified executive coach and mentor.

Ian's innovative ideas for transforming outcomes for children in care were recognised by The Observer and innovation charity NESTA, who named him one of Britain's 50 New Radicals for 2014.

He is a national leader and chairs the ADCS Resources and Sustainability Committee.

Early successes in Rotherham include: improved quality of response following referral to social care; increased % of children with plans to improve their life chances; increase in % statutory visits completed on time and stronger response in tackling CSE.



### Stuart Booth (Interim Strategic Director of Resources and Transformation)

Stuart joined Rotherham MBC from the Audit Commission in 1986. Starting as Head of Corporate Finance, he progressed to become the Council's Director of Financial Services in 2012. In 2015 he was appointed as Interim Strategic Director with responsibility for Financial Services (including Revenues, Benefits and Social Care payments), Legal Services, ICT, Audit, and Procurement.

He is focussed on improving corporate services and working together with Commissioners and Members to deliver the Corporate Improvement Plan, as well as helping to steer the Council through the financial challenges it faces.

Stuart has been integral in making sure Financial Services been recognised by the Council's external auditor for the quality of its statutory accounts. It continues to adopt innovative initiatives to collecting Council tax to help maintain its excellent collection performance.



## 6. Other key players:



Teresa Roche  
(New Director of  
Public Health)



Graeme Betts  
(Interim Director of Adult  
Services)



Catherine Parkinson  
(Interim Assistant Director  
of Legal and Democratic Services)

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## 7. Partnership Chief Executive Officer Group:



Andrew Denniff  
(Chief Executive, Barnsley  
and Rotherham Chamber of  
Commerce)



Janet Wheatley  
(Chief Executive, Voluntary  
Action Rotherham)



Jason Harwin  
(District Commander, South  
Yorkshire Police)



Kathryn Singh  
(Chief Executive, Rotherham,  
Doncaster and South Humber  
NHS Foundation Trust)



Chris Edwards  
(Chief Officer, Rotherham  
Clinical Commissioning Group)



Phil Shillito  
(District Commander, South  
Yorkshire Fire and Rescue)



Gill Alton  
(Principal, Rotherham College  
of Arts and Technology)



Louise Barnett  
(Chief Executive, Rotherham  
NHS Foundation Trust)









## Key statistics about Rotherham

**Population** – Rotherham is a metropolitan borough in South Yorkshire covering 118 square miles. Rotherham's resident population in 2014 was estimated to be 260,100 – 56,400 children and young people aged 0–17 (21.7%), 139,600 adults aged 18–59 (53.7%) and 64,100 Older people aged 60+ (24.6%). The population of Rotherham increased by 9,105 (3.7%) between 2001 and 2011 but those aged 5–15 fell by 3,699 (-9.9%) and the population aged 65+ increased by 6,185 (16%) 2001–2011. The population of Rotherham is projected to increase by 2.5% to 266,500 between 2014 and 2021. The number of people aged 85+ is projected to increase by 25% over the same period, increasing demand for health and social care services, particularly for age related conditions such as dementia.

**Deprivation** – Rotherham is ranked 53rd most deprived district in England according to the Index of Multiple Deprivation 2010, within the 20% most deprived. The key drivers of local deprivation are Health & Disability, Education & Skills and Employment. Deprivation has increased most in those areas already most deprived. 23% of Children are affected by income deprivation (child poverty) with over 50% in some areas.

**Health Inequalities** – Rotherham has lower life expectancy than the English average and higher mortality from circulatory disease and cancer. Life expectancy for males in Rotherham is 78.1 years and 81.4 years for females compared with national averages of 79.4 and 83.1 respectively, with a higher mortality from circulatory disease and cancer. The gap in life expectancy doesn't appear to be narrowing. The main causes of death that contribute to the gap are circulatory disease, cancer and respiratory problems.

**Crime** – In the year to 30th December 2014, there were 16,979 crimes recorded in Rotherham or 65 per 1,000 population, slightly above the national average of 61 per 1,000. The main crime types in Rotherham in 2014 were criminal damage and arson (17%), vehicle related offences (10%), violence with injury (10%), non-domestic burglary (10%), shoplifting (10%) and other theft (16%). Recorded crime in Rotherham reduced by 36.5% from 25,649 in 2007/08 to 16,285 in 2012/13. Increases in shoplifting, public order offences, violent offences and sexual offences have caused a 4% increase since 2012/13.

**Ethnicity and cultural identity** – Rotherham had 236,438 (91.9%) White British and 20,842 (8.1%) Black and Minority Ethnic (BME) residents in the 2011 Census. Rotherham's BME proportion is much lower than the national average of 20.2% but more than doubled between 2001 and 2011, increasing from 4.1% to 8.1%. The largest BME community is Pakistani & Kashmiri who numbered 7,912 in 2011 or 3.1% of the population. The second largest BME group in 2011 was Other White with 3,418 people, the largest groupings within this being Slovak, Czech and Romanian Roma.

**Employment & Skills** – Rotherham has 118,500 people aged 16–64 who are economically active (i.e. working or actively seeking work), a rate of 74.4%, below the national average of 77.5%. The percentage of the working age population in employment is 67.5%, well below the 72.4% national rate. During 2014/15 unemployment in Rotherham averaged 9.1% or 10,800 people, well above the national rate of 6.5%. The number unemployed has fallen from 14,000 in 2013/14. Jobseekers Allowance claimants in June 2015 were 4,371, 3.7% of the workforce compared to 2.2% nationally. The number claiming JSA is 26% lower than in

June 2014. The number claiming long term sickness benefits is 12,860 (Nov 2014) or 8.1 % of working age people, above the national rate of 6.1 %.

Rotherham experienced rapid job growth of 21,000 between 2000 and 2004 but job losses of 14,000 took place between 2007 and 2013. There were 102,000 jobs in 2013 but indications are that the number has since been growing slowly.

Rotherham has high rates on both inward and outward commuting due to its accessible location and proximity to Sheffield. 38.4 % of resident workers travel outside the borough for work – 19.6 % to Sheffield, 4.9 % to Doncaster, 2.9 % to Barnsley and 10.9 % elsewhere. 37.1 % of people working in Rotherham commute into the borough – 11.8 % from Sheffield, 8.3 % from Doncaster, 9.1 % from Barnsley and 8.2 % from elsewhere. Communities in peripheral parts of the borough have limited association with Rotherham town, particularly in the south and west where most people don't work in Rotherham Borough area.

Of the working age population in Rotherham, 15,700 people have no qualifications (9.9 %), similar to the regional average but above the national average of 8.6 %. The percentage qualified at the highest levels (NVQ4+ or degree) is just 23.1 %, below the regional average of 29.7 % and well below the 35.7 % national average.