

Commissioners' 12 Month Progress Review

to the Department for Communities and Local Government
February 2015 – February 2016

APPENDICES

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APPENDIX A

ROTHERHAM MBC CORPORATE “FRESH START” IMPROVEMENT PLAN

EIGHT MONTH PROGRESS UPDATE SUMMARY REPORT, TO JANUARY 2016

Purpose of this report

1. In line with the Secretary of State’s reporting requirements, this Appendix provides the Departments for Communities & Local Government and Education with a progress update on the implementation of the corporate “Fresh Start” Improvement Plan, through to the end of January 2016. It follows the initial three-month progress update that was included in the Commissioners’ report of 26th August 2015.

Background: requirements of the original Directions of 26 February 2015

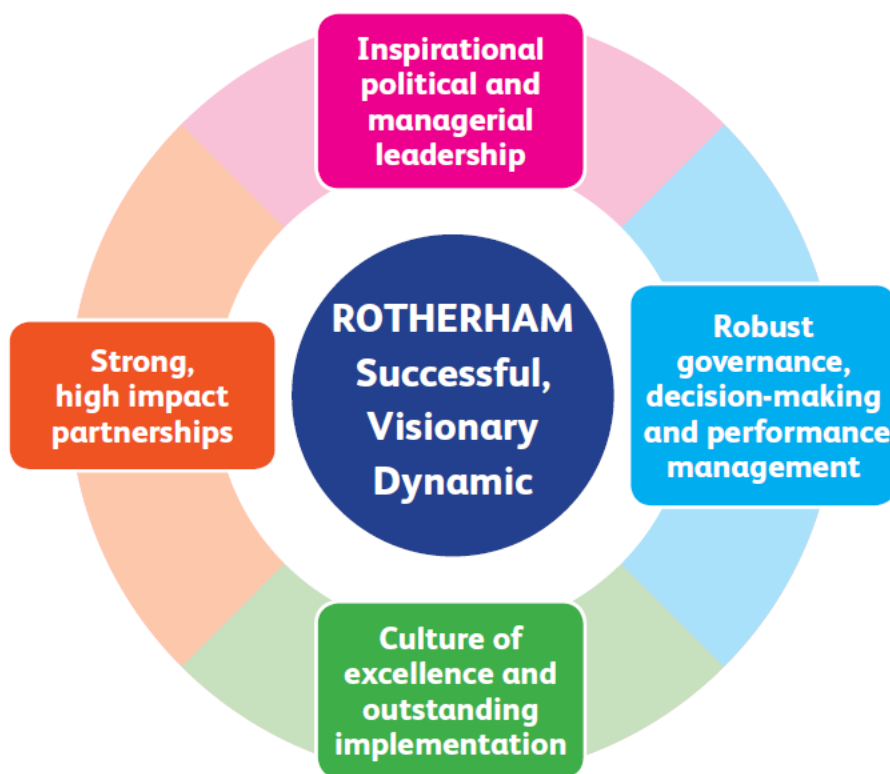
2. The Secretary of State Directions of 26th February 2015 required, under the direction of the Managing Director Commissioner and Children’s Social Care Commissioner, improvement plans to be prepared and submitted to Government within 3 months (i.e. by 26 May 2015). The Directions go on to specify that 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 was prepared and first 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 provided as part of the Commissioners report to Government dated 26th February 2015.

Links to the Commissioners’ “Mission Statement”

5. In light of the requirements in the Directions, a key 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" (May 2015)

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.
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 "transition" year where the focus has been on putting in place the basic building blocks that the Council has required, to move towards a culture of continuous improvement in line with its best value duties. The actions in "Phase 2", from May 2016 - as the stronger leadership and new, more positive culture is embedded - will be reviewed and reported on in the coming weeks.

Implementing the "Fresh Start" Improvement Plan (Phase 1, "Transition")

9. The Council developed an implementation strategy for the "Fresh Start" Plan, building on the outline governance arrangements set out within the Plan document itself – i.e. a "Joint Board" of Commissioners and Members to oversee and challenge progress, drawing upon a supporting Officer Group. The Joint Board has

been meeting on a monthly basis since July 2015¹ to review progress, seek clarification on actions being taken and, where justified, agree any amendments to delivery timescales. Its membership includes all Commissioners alongside the Leader and Deputy Leader of the Council, and the leaders of the two opposition political groups. It is chaired by the Lead Commissioner, Sir Derek Myers.

10. The delivery strategy for the Plan also includes appropriate “RAG” ratings for each specific action, to demonstrate practical achievement of key outputs and milestones and help manage the implementation of change. These have been used in the monthly Joint Board reporting as well as within this report to help provide an overall summary of the progress being made. As set out in detail in the Commissioners report of 26 August 2015, clear and accountable project leads are in place for each action, alongside supporting project documentation. Support has also been made available through the Local Government Association (LGA) to help monitor the progress being reported and contribute to ensuring open and honest assessments of the genuine level of improvement being achieved.

Summary of overall progress to 31st January 2016 – Headlines

11. In total, there are 132 Improvement Plan project actions, each with its own RAG-rating. The following overall assessment of progress was reported to the most recent Joint Board meeting (15th February 2016), reflecting activity over the eight month period from the end of May 2015 to the end of January 2016:

Amber – on track	60	45%
Green – completed	64	48%
Red – at risk/missing target	7	5%
N/A – not yet due to start	1	1%

12. At this stage of implementation of Phase 1 (“Transition”), 48% of the identified actions are now complete, with required milestones met or outputs produced. This represents a steady and consistent positive trend of action completions throughout the Phase 1 period to date (e.g. with 14 projects completed since the December 2015 report to the Joint Board). Of the 60 projects rated “on track”, 19 (around a third) have ‘ongoing’ timescales without a specific completion date. A number of other projects are ‘on track’ with a scheduled completion date of end of March 2016, when it may be anticipated that a further, significant tranche of projects will to move to ‘Green’ in line with expected timescales.

Key, tangible achievements to date

13. Some of the key achievements and significant areas of progress reported to the Joint Board since the Commissioners’ six-month report of 26th August include the following:
 - i. **Agreeing the new senior management structure**, which was first agreed by full Council on 3 June 2015. Work has taken place since the summer of 2015 to advertise, recruit and appoint to a larger number of key senior positions,

¹ Public records of the Joint Board meetings are made available on the RMBC website at www.rotherham.gov.uk/info/200009/performance/998/see_our_plan_to_improve_rotherham/2

including the Chief Executive, Assistant Chief Executive a number of new Strategic Directors and Assistant Directors across all parts of the council. Final appointments are now being made, including the new Strategic Director for Finance and Customer Services (due to be in post from April 2016); and a process is underway to go out to the market for a second time for the new Strategic Director of Adult Services and Housing. This will then complete the new senior management team.

- ii. **Consulting citizens, businesses and partners on a new vision for Rotherham.** The successful delivery of an ambitious programme of public and partner consultation workshops to set a new vision for the council and the borough as a whole was a key priority from May to September 2015. The priority was to maximise reach into community groups, businesses and partner organisations, and provide as many people as possible the opportunity to express their views. In total, around 1,800 people were engaged through this programme - 804 roadshow attendees, 337 online responses, 578 further responses at the Rotherham Show and around 100 people engaged across two business-focused events. The results were presented in a final “Views from Rotherham” report² and were drawn upon by the Leader of the Council in setting out the new vision for the Council, presented at a public meeting of Commissioners and Elected Members on 28th October 2015.
- 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. The expanded and reconstituted partnership met for the first time on 23 September 2015 and is due to set out a shared action plan for 2016/17 at an event on 17th March 2016, which will include further public engagement and the eventual finalisation of a new Community Strategy for Rotherham.
- iv. **A re-invigorated Health and Wellbeing Board (HWB)**, with new Chair and Vice Chair arrangements, which has agreed 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. **Strengthening links between the Children and Young People’s Partnership and Health & Wellbeing Board (HWB) with the Adult and Children’s Safeguarding Boards** – new Independent Chairs have been appointed to the two safeguarding boards, with scheduled liaison meetings (and will attend the HWB to present their Annual Reports and relevant strategies – e.g. the report of the Children’s Board was presented to the HWB in January 2016).

² See www.rotherham.gov.uk/downloads/download/240/views_from_rotherham_-_consultation_reports

- vi. **Finalising a programme of peer service review health checks** in partnership with the LGA - for the services areas of housing, waste, highways/transport and leisure, sport and culture - to ensure that Commissioners and Elected Members received an independent, external view of how services are being run throughout the organisation. These health check reports were all completed by November 2015 and brought to the Joint Board for consideration. The findings and recommendations are now informing service-level improvement work through associated business and service planning, in many cases led by new Strategic and Assistant Director oversight.
- vii. **Governance arrangements and transformation programme agreed for Adult services modernisation** – An Adult Social Care Programme Board has been set up, supported by project boards and a member working party established to support the programme. Radical change to these services is now underway, which will continue over the next three years, delivering both efficiencies and improved service outcomes for residents.
- viii. **Improvements in the numbers of staff with active Performance Development Review plans (PDRs)**, which were increased from around 60% to around 96% of the workforce by September 2015; with an audit taking place to check on their quality.
- ix. **Report produced on different governance models** – a member task and finish group has produced a final draft report, which the Independent Chair will share with the Lead Commissioner, and submit to the Council to shape the Council's approach to governance and decision making from the 2016/17 municipal year (i.e. following the May local elections).
- x. **Rotherham 'Be a Councillor' campaign** – which successfully attracted interest from members of the public becoming councillors from the all-out local elections in May 2016. In total, information and development sessions were provided to 69 potential candidates.
- xi. **Improved financial management** – an outline Medium Term Financial Strategy (MTFS) was agreed by full Council on 9th December, which has been revised for final consideration at the next full Council meeting on 2 March 2016. This provides the Council a better basis upon which to deliver its priorities and plans and address the transformation and savings it needs to deliver, over the next three years (and beyond).
- xii. **Developing and embedding new approaches to the budget process** – which have generated a much more rigorous approach, fully engaging members and the council's formal scrutiny processes (as well as trade unions) in all budget-related proposals (both revenue and capital programmes), as part of setting out the new MTFS and Budget from 2016/17.
- xiii. **Council agreement to first versions of new Performance Management Framework and Corporate Plan**, which were agreed by elected members at full Council on 9th December 2015 and are now in the process of being

finalised for 2016/17 onwards under the leadership of the new Chief Executive and senior management team.

- xiv. **New Member Code of Conduct** – developed by a Standards Committee Working Group and supported by a supplementary local code, this was also approved by Full Council on 9th December and sets out the high standards to be upheld by elected members as they work together with officers and the public, and as representatives of the authority.
- xv. **Risk management** – the corporate risk management framework has been renewed. A new Risk Management Policy & Strategy has been agreed, underpinned by revised Strategic and Directorate risk registers.
- xvi. **Use of Directors and “M3” (middle managers) group to discuss staff management and related issues** – the use of these groups to share information and explore issues has become an established way of doing business in Rotherham.

Actions delayed or at risk of slippage

- 14. At this stage 5% of actions (7 out of 132) are assessed as behind schedule, where the target completion date has been or is likely to be missed. This has been a consistent, relatively low level of slippage, which has been broadly regarded by the Joint Board as an acceptable situation, in part because some of the factors have been beyond the direct control of the Council (e.g. the inability to appoint to the Strategic Director for Adult Services and Housing following the first recruitment exercise). It also reflects that the fact that, in a minority of cases, original timescales set in May 2015 were not always fully deliverable in practice; or where some actions have not been able to be progressed because of interdependencies with other activity (e.g. where key senior officer appointments have been required to be finalised before wider changes in those service/policy areas can be delivered).
- 15. A key issue in this respect is around developing the Council’s new approach to neighbourhood-level working (part of the Plan’s “Strong, high impact partnerships” theme). This work is underway, with the Managing Director Commissioner undertaking a review of the current structure and approach prior to her departure at the end of January 2016. This work has now been handed over to the new Chief Executive and recently appointed lead Advisory Cabinet Member for this service area, with a view to introducing new ways of working during the 2016/17 municipal year.
- 16. Other areas where there has been some particular slippage are reviewing the Council’s long term approach to Personal Development Reviews, which is linked to the finalisation of the council’s new Workforce Strategy, Corporate Plan and Performance Management Framework (part of the Plan’s “Robust governance and performance management” theme). Similarly, there have been delays in creating a new cross-council performance team, which is now to be taken forward following the appointment of the new Chief Executive and Assistant Chief Executive (and an initial review of this function carried out by the Managing Director Commissioner). There has also been a delay in finalising a new, rolling communication and

engagement plan for the Council, in part due to a fundamental restructure of the Communications Team. A draft of this plan has, however, now been produced so that it can come into effect from 2016/17.

Looking ahead to “Phase 2” of the Improvement Plan (from May 2016)

17. There are a number of projects within the first phase of the Plan’s delivery which will necessarily need to be carried forward into Phase 2– i.e. from May 2016 – either because they have a long term original timeframe, or there has been some slippage in delivery and consequent revision by the Joint Board to target timescales. The original Improvement Plan document also included some outline actions for Phase 2, to take forward and embed strong leadership and a new culture throughout the organisation (see Item 5 on this agenda), which are now in the process of being reconsidered in the Council’s current context (including a new Corporate Plan).
18. There are also a number of projects with timescales specified as ‘ongoing’, mainly because they relate to the embedding of new processes, procedures and ways of working into ‘business as usual’. These will also need to be critically reconsidered in terms of whether any need to continue as specific projects under the aegis of the corporate Improvement Plan.
19. In summary, projects which may need to be carried forward, subject to the remaining projects being delivered to expected timescales, are:

Theme	Project	Reason
Inspirational political and management leadership	2.1.1b – Reinforcement of leadership and management values	Completion date August 2016
	4.3.2 – Review and revise Council equality policies and strategies	To embed new policies and strategies into day to day business once they are agreed
	4.3.3 – Wide ranging discussions around community leadership etc. in the context of equalities and diverse communities	Completion date July 2018 (a long term programme)
	5.2.1 – Creation of programme of citizen engagement, linked to rolling annual communication plan	Original target for completion by Dec 2015 deferred
Culture of excellence and outstanding implementation	17.8.4 Review of customer services and libraries	To implement agreed approach, linked to Customer Services strategy and implementation of new Environment and Regeneration structures (and associated new Strategic Directors)
	20.1.2 Agree strategic view of next stages of Customer Service access	To implement new strategy, following appointment of Strategic

		Director, Finance & Customer Services (April 2016)
Strong, high impact partnerships	<p>22.1.1 – Review of council and partnership teams acting in neighbourhoods</p> <p>22.1.2 – Review of Area Assemblies</p> <p>22.1.3 – Proposed future approach to Council neighbourhood services</p>	Slippage from original target date and need to involve incoming senior managers/elected members (as well as Governance review findings). Revised completion date to be agreed as part of Phase 2 Plan, but anticipated to be from end of June 2016 onwards.

29. The expectation is that a number of these projects need to be re-formatted and re-scoped in the context of moving forward from May 2016 - with a new Political Executive and a complete senior management team - as part of Phase 2 of the Improvement Plan. Actions arising from the completed service health checks and other reviews of corporate services may also need to be included in the next phase of the Plan.

Conclusion

30. This reports aims to summarise the key headlines of the implementation of the corporate “Fresh Start” Improvement Plan between the end of May 2015 and the end of January 2016 – 8 months of the first 12 months of associated activity. In general, consistent and positive progress is being made, with ongoing challenge and oversight being provided via the Joint Board; and specific areas of delay or slippage have been regarded as acceptable to date (but nevertheless subject to ongoing, focused management action).
31. Oversight of the delivery and implementation of the “Fresh Start” Improvement Plan from February 2016 is being handed over to the new Chief Executive and senior strategic management team. At this time initial focus is also being given to the production of the Phase 2 Improvement Plan, linked to the “normal running” of the Council through a Performance Management Framework (to be embedded) and a new Corporate Plan. This will also now need to take account of part-roll back of powers from February 2016, to ensure that improvement actions enable members to discharge these responsibilities effectively with appropriate officer support. The roll-back of powers is itself, however, wider evidence of the Council’s improvement efforts starting to re-build confidence in the authority.

APPENDIX B

RESPONSIBILITY GRID

Members/Commissioners Decision-making from 15th February 2016

For return of certain functions from 15th February 2016 as follows:

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> • Education • 14-19s • School admissions and appeals • Integrated youth services 	Cllr Watson (Deputy Leader)	Commissioner Newsam	Ian Thomas, Strategic Director for Children & Young People's Services
<ul style="list-style-type: none"> • Public Health 	Cllr Roche (Adult Social Care & Health)	Commissioner Ney	Terri Roche, Director for Public Health
<ul style="list-style-type: none"> • Planning and transportation policy • Building Regulation • Car parking 	Cllr Lelliott (Jobs and the local economy)	Commissioner Ney	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>Paul Woodcock, Assistant Director for Planning, Regeneration & Transport (<i>Planning; Building Regulation</i>)</p> <p>David Burton, Assistant Director for Streetpride (<i>Transportation policy, car parking</i>)</p>
<ul style="list-style-type: none"> • Overall budget responsibility • Corporate Communications • Corporate Policy • Policy arising from Sheffield City Region 	Cllr Read (Leader)	<p>Commissioner Myers (<i>Budget; Corporate Communications and Policy</i>)</p> <p>Commissioner Kenny (<i>Policy arising from Sheffield City Region</i>)</p>	<p>Sharon Kemp, Chief Executive (<i>Budget; Policy arising from Sheffield City Region</i>)</p> <p>Shokat Lal, Assistant Chief Executive (to commence 1st March) (<i>Corporate Communications; Corporate Policy</i>)</p>

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> • Drainage • Business regulation and enforcement (not licensing) • Highways maintenance (Including Street Lighting) 	Cllr Sims (Waste, Roads & Community Safety)	Commissioner Ney	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>David Burton, Assistant Director for Streetpride</p>
<ul style="list-style-type: none"> • Area Assemblies and neighbourhood working • Voluntary and Community Sector • Customer and cultural services, libraries, arts, customer services and welfare programmes • Leisure services • Events in parks • Green spaces 	Cllr Yasseen (Neighbourhood Working & Cultural Services)	<p>Commissioner Myers <i>(Area Assemblies and Neighbourhood Development)</i></p> <p>Commissioner Kenny <i>(Voluntary and Community Sector; Customer and Cultural Services, Libraries, Arts, Customer Services and Welfare Programmes; Leisure Services: Events in Parks; Green Spaces)</i></p>	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>Graeme Betts, Interim Strategic Director for Adult Care & Housing</p> <p>Dave Richmond, Assistant Director for Housing & Neighbourhoods <i>(Area Assemblies and neighbourhood development)</i></p> <p>Shokat Lal, Assistant Chief Executive (to commence 1st March) <i>(Voluntary and Community Sector)</i></p> <p>Judith Badger, Strategic Director for Finance & Customer Services (to commence mid-April) <i>(Customer access and welfare programmes)</i></p> <p>Paul Woodcock, Assistant Director for Planning, Regeneration & Transport <i>(Customer and Cultural Services, Libraries, Arts)</i></p> <p>David Burton, Assistant Director for Streetpride <i>(Leisure Services: Events in Parks; Green Spaces)</i></p>

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> • Financial services, including revenues and benefits (not including audit) • Emergency planning • Equalities • Legal and democratic services • ICT • Procurement • Budget control in these areas, and budget planning. 	Cllr Alam (Corporate Services and Finance)	<p>Commissioner Myers <i>(Financial Services; Equalities; Legal & Democratic Services; ICT; Procurement; Budget Control)</i></p> <p>Commissioner Ney <i>(Emergency Planning)</i></p>	<p>Judith Badger, Strategic Director for Finance & Customer Services (to commence mid-April) <i>(Financial services, including revenues and budgets and budget control, ICT, Procurement)</i></p> <p>Dermot Pearson, Assistant Director for Legal Services (to commence 7th March) <i>(Legal and Democratic services)</i></p> <p>Karen Hanson, Assistant Director for Community Safety (to commence 14th March) <i>(Emergency Planning)</i></p> <p>Shokat Lal, Assistant Chief Executive (to commence 1st March) <i>(Equalities)</i></p>
<ul style="list-style-type: none"> • Housing 	Cllr Wallis (Housing)	Commissioner Myers	<p>Graeme Betts, Interim Strategic Director for Adult Care & Housing</p> <p>Dave Richmond, Assistant Director for Housing & Neighbourhoods</p>

Functions / services to be retained by Commissioners:

Responsibility	Commissioner	Advisory Cabinet Member Lead	Lead Officer/s
<ul style="list-style-type: none"> Economic Growth 	Commissioner Kenny	Cllr Lelliott	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>Paul Woodcock, Assistant Director for Planning, Regeneration & Transport</p>
<ul style="list-style-type: none"> Town centres 	Commissioner Kenny	Cllr Lelliott	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>Paul Woodcock, Assistant Director for Planning, Regeneration & Transport</p>
<ul style="list-style-type: none"> External partnerships 	Commissioner Kenny	Cllr Read / Cllr Yasseen	Shokat Lal, Assistant Chief Executive (to commence 1st March)
<ul style="list-style-type: none"> Children's safeguarding and all other children's social care services Youth Offending 	Commissioner Newsam	Cllr Watson	Ian Thomas, Strategic Director for Children and Young People's Services
<ul style="list-style-type: none"> The licensing function and licensing policy 	Commissioner Ney	Cllr Sims	<p>Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April)</p> <p>David Burton, Assistant Director for Streetpride</p>
<ul style="list-style-type: none"> Community safety 	Commissioner Ney	Cllr Sims	Karen Hanson, Assistant Director for Community Safety (to commence 14th March)

Responsibility	Commissioner	Advisory Cabinet Member Lead	Lead Officer/s
• *Adult social care and the Council's partnership with the NHS	Commissioner Myers	Cllr Roche	Graeme Betts, Interim Strategic Director for Adult Care & Housing
• *Asset management	Commissioner Kenny	Cllr Lelliott / Cllr Wallis	Dave Richmond, Assistant Director for Housing & Neighbourhoods
• *Performance management	Commissioner Myers	Cllr Alam	Shokat Lal, Assistant Chief Executive (to commence 1st March)
• *Human resources	Commissioner Ney	Cllr Alam	Shokat Lal, Assistant Chief Executive (to commence 1st March)
• *Waste collection	Commissioner Ney	Cllr Sims	Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April) David Burton, Assistant Director for Streetpride
• *Grounds maintenance	Commissioner Ney	Cllr Sims	Damien Wilson, Strategic Director for Regeneration & Environment (to commence end April) David Burton, Assistant Director for Streetpride
• Audit	Commissioner Myers	Cllr Alam	Judith Badger, Strategic Director for Finance & Customer Services (to commence mid-April)
• Complaints and formal requests (<i>Commissioners' Office</i>)	Commissioner Myers	N/A	N/A

*Those functions previously held by Commissioner Managing Director Stella Manzie

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APPENDIX C

University of
Salford
MANCHESTER

Rotherham
Metropolitan
Borough Council 

Needs Analysis Report following the Sexual Exploitation of Children in Rotherham



**Final report:
October 2015**

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THE PROJECT TEAM

Donna Peach is a Lecturer in Social Work and the Principal Investigator of this study. A Registered Social Worker, her 30 year career includes working with individuals and families who have experienced childhood sexual abuse. Her research activities include evaluating therapeutic and educational service provision for victims, survivors and families of those affected by sexual abuse and exploitation.

Dr Dan Allen is a Lecturer in Social Work. A Registered Social Worker, he has been working with Gypsy, Roma and Traveller young people, families and communities for 13 years.

Dr Phil Brown is Professor of Social Change and Director of the Sustainable Housing and Urban Studies Unit. Phil has 10 years' experience of delivering externally funded research and evaluation projects on a range of topics which often embrace community based work with marginalised communities.

Karan Sanghera completed her LLB Law at the University of Essex and is also a BPTC graduate. She has previously worked for a range of not-for-profit and charity organisations, including financial bodies, race equality organisations and working with ex-offenders. Karandeep is currently co-working on a report on child abuse in the Muslim Community; this report is due to be published in the autumn of this year. She is also currently studying part time for her masters in International Human Rights and Social Justice.

Rehaila Sharif is a lecturer and freelance trainer living in Sheffield. Her professional background is in post 16 FE and community education, community-based training and voluntary sector management. She has worked in a range of statutory and Third Sector organisations. Her strengths lie in project development and innovation, and facilitating group learning.

Jo Lees is a Director of Clifton Learning Partnership based in Rotherham. She has over 20 years' experience, working with young people, children and adults in both community and statutory settings. In the 1990's she worked in Keighley and Bradford, managing a range of community based provision within 'multi-ethnic' / largely BME communities. In 2001, she returned to her home town of Rotherham, to work in a youth setting before broadening out into a wider Safeguarding Children and Families role within the local authority and latterly within Early Help services. Between 2012 and January 2015, Jo was the lead officer in Children and Young People's Services for EU Migrants.

Jayne Senior manages the Swinton Lock Activity Centre and previously managed the Risky Business project. Her career in youth work began in 1988, she became the CSE trainer for RMBC in 2005 and safeguarding lead for the youth service in 2006. In 2010 Jayne received a district commanders award for her work in sharing intelligence and safeguarding. More recently, Jayne has worked alongside Sarah champion to ensure support for survivors and their families.

Acknowledgements:

To all participants who contributed to the needs analysis, often risking emotional distress to share their experiences, fears and hopes for the future.

To **Munir Hussain**, Community activist, working on behalf of Apna Haq

To **Jo Smith**, CSE Support Services Co-ordinator, RMBC, for valuable assistance throughout.



Forward by Donna Peach

It has been an immense honour to listen to the experiences of the people of Rotherham. The project team received a warm welcome and felt humbled at the extraordinary courage of victims, survivors and their families. We wish to express our heartfelt thanks to everyone who took part in the study. The knowledge and opinions shared by our participants are the foundation of this report.

No-one wants to think about what child sexual abuse and exploitation really means. Recognising that children have been humiliated, raped and tortured is extremely distressing. As such, it is no surprise that many felt anger and rage when they understood that those with authority failed to protect vulnerable children and young people.

There is a need to face the awful reality that child sexual abuse has always happened. However, in the age of the internet, the number of children at risk of sexual abuse has increased. Those who sexually abuse children are mostly, but not always, men. Not discounting the vast number of boys who have suffered abuse, most of the known victims of sexual abuse are girls. Both victims and perpetrators come from every walk of life. The threat is such that we all have a responsibility to consider what we can do to protect every child in our family and communities.

The public criticism of Rotherham Metropolitan Borough Council (RMBC) and South Yorkshire Police, following Professor Jay's report was right and inevitable. Positively, there have been several examples of how RMBC and South Yorkshire Police have responded to criticism and improved the way they respond to victims and survivors. However, there have also been negative consequences of public scrutiny, with many people in the study reporting that they want to regain pride in their hometown.

Those who took part in this study did not shy away from exploring the difficulties they face. Naturally, participants continue to talk about issues of trust, as past mistakes created a sense of vulnerability. However, there is also evidence that healing is taking place. Many participants made suggestions of how they and RMBC could and should collaborate to strengthen, individuals, families and their communities

Indeed, there is a determination to meet current and future needs with a sense of collective rigour. Some of these tasks involve developing internal structures, such as communication and the provision of appropriate resources. Rotherham, like many other towns and cities in Britain, is also faced with external threats which can exacerbate internal challenges. An example of this is how recognition of the involvement of some men of Asian Pakistani heritage, in the abuse of children in Rotherham, led some political groups to capitalise on fears. However, it is clear that children are best protected in resilient families and communities. Thankfully, Rotherham and its people continue to demonstrate resilience.

In addition, there is also a strong sense of realism, no-one in Rotherham expects perfection, but they do expect to do everything possible to protect children and young people. One woman made the distinction between surviving and thriving:

*“...I don't want to survive,
I want to thrive...”*

We hope this report contributes to that aim and welcome your views on the findings from data collected between April and June 2015. We recognise that the data is reflective of views expressed at that time and that RMBC and the people of Rotherham, have continued to respond to needs throughout the course of this analysis process. To offer your views on this report please use the following link <http://hub.salford.ac.uk/cypsae>

1. EXECUTIVE SUMMARY

Following the findings of the Independent Inquiry into Child Sexual Exploitation (CSE) in Rotherham by Professor Alexis Jay; Rotherham MBC responded to the immediate needs of victims by increasing the capacity of the voluntary sector to provide additional post abuse support.

The Council is now in the process of developing longer term proposals for an integrated 'open door' model of flexible and accessible service provision for victims of CSE. This is in tandem with RMBC refreshing its overall multiagency CSE 'Prevent, Protect and Pursue' strategy.

To support this aim the Council, led by Public Health, instructed the University of Salford to provide research governance of the needs analysis. As an academic partner. the University worked alongside voluntary and community organisations commissioned by RMBC, to gain access to the population of Rotherham with a specific focus on under-represented minority groups.

OBJECTIVES OF THE STUDY

- To gain understanding and insight into the views of victims, survivors and their families affected by CSE from all sections of the population of Rotherham.
- To better understand the scale and nature of child sexual abuse and exploitation as it affects the diversity of minority groups in Rotherham, with particular emphasis on Roma/Slovak and Asian communities.
- To understand any particular barriers to disclosure and accessing support experienced by and within these minority communities.

- To draw together evidence on best practice, locally, nationally, and internationally on how to understand and respond to diverse needs within these minority communities in the area of sexual abuse and exploitation.
- To make recommendations on effective responses to CSE which will better address the full diversity of needs and experiences within the whole Rotherham population.

METHOD

Qualitative and quantitative methods were adopted to offer both breadth and depth of understanding of the needs of the people of Rotherham in relation to CSE. Therefore, focus groups and individuals interviews were undertaken in addition to the use of online questionnaires. The research was designed to be accessible to children, young people and adults. The locally commissioned agencies ensured that their teams comprised of research assistants who spoke multiple languages and were able to translate where necessary.

Each agency collated qualitative data, which was subject to cyclical thematic analysis. The university team completed analysis for each individual data set before integrating themes to provide holistic insight into the needs of the diverse population of Rotherham. Throughout the report participant discourses are included to illuminate their experiences, opinions and needs.

The project team developed two online questionnaires, one designed to explore young people's (13-18 years) social media use and online-sexualised behaviour. A second broader survey was aimed at adults living and working in Rotherham. Each questionnaire received more than 200 responses, with the adult survey also encouraging 73 respondents to provide further comment. Where applicable, some of these views are included within the report, in addition to the descriptive statistics emerging from each survey.

Finally, RMBC also commissioned the four voluntary agencies to undertake outreach work with their designated populations. These activities are summarised within the report.

OVERVIEW OF FINDINGS

- Broad definitions suggest the terms CSE and CSA are largely interchangeable. Indeed, all child sexual abuse is exploitative. However, clarity of the varied and changeable ways in which offenders target their victims would facilitate our ability to prevent future abuse.
- Positively, there are signs of renewed trust, however, previous failing of RMBC and the police had affected public confidence. Some participants commented that media coverage of the issue had positioned a critical lens over the town that affected everybody.
- An ethos is developing in Rotherham that protecting children is everybody's responsibility. The needs analysis reflects that it is often the people closest to a child who will first observe any difference in their behaviour. Therefore, public engagement with professional bodies is crucial to the success of any CSE strategy.
- The population of Rotherham is predominantly of white British origin. However, members of all communities voiced a sense of belonging to and having pride in being from Rotherham. However, since the Jay report, tensions have risen and some participants felt that groups such as the English Defence league had attempted to exploit these.
- How these racial tensions are experienced was particularly stark in the discourses from young people. It is a timely reminder that the actions of those who abuse children can affect many innocent bystanders. Thus, it is vital that any strategy to combat those who abuse children also includes a focus on strengthening families and communities.
- There is a need to develop materials for all communities to support members of the public and professionals to feel equipped to raise issues of CSE. Materials should be culturally appropriate and accessible to those with learning difficulties or other disabilities. It is important that educational materials move beyond raising awareness to encourage the population to feel confident enough to act to protect.

2. INTRODUCTION

Across the world the sexual abuse of children remains an issue of epidemic proportions (Modelli, Galvão & Pratesi, 2010; UNICEF, 2014). Despite increased awareness of the proliferation of sexual abuse, estimates suggest 120 million (1 in 10) girls/women under 20 years of age are subjected to a forced sexual encounter (UNICEF, 2014). In Britain it has been a criminal offence to sexually abuse a child since the early 19th Century. However, the police recording of crimes survey (2013) shows that one in five women in the UK have reported being the victim of a sexual offence since the age of 16 years. This historic and global landscape is important if we are to make sense of the scale of child sexual abuse (CSA) and understand the dynamics, which constrain our ability to prevent its occurrence.

Although, all child sexual abuse is exploitative, the means by which adults perpetrate this atrocity comes in different guises. Thus, the multidimensional nature of child sexual abuse demands a comprehensive and multifaceted approach. The trafficking of children for sexual and other exploitative means has been a focus of national and international policy for several decades. However, a progressive attitude that views those who are trafficked as victims rather than criminals has only developed in the last 15 years (Munro, 2005).

Critically, the meaning we make from the language used in our laws and policies is fundamental to our view of and response to child sexual abuse. This report will consider some of these issues as they relate to our understanding of the term child sexual exploitation (CSE). In addition, the social context of what led Rotherham to this point in its history is also explored. Many participants have generously offered individual accounts of their experiences of historic and current child sexual exploitation. These are captured within this report to add further texture to what is already understood, and the implications for a renewal of Rotherham Metropolitan Borough Council's (RMBC) CSE strategy.

The extent of the sexual exploitation of children and young people from Rotherham was exposed during Professor Alexis Jay's inquiry. There was outrage and horror at the 1,400 children estimated to have been abused between 1997 and 2013. In addition, Jay's report revealed some detail of the torture that many children and young people had suffered. Unsurprisingly, the report caused public anger not only towards the identified male perpetrators of 'Pakistani heritage' but also towards those in positions of responsibility who had failed to act.

Following the concerns raised by Jay's inquiry, the Secretary of State instructed Louise Casey CB, to conduct an Inspection of RMBC which resulted in a view that it was 'not fit for purpose'. Casey's report dated 4 February 2015, led to the introduction of five commissioners to manage the Council's executive functioning and to improve services.

Subsequently, this needs analysis was commissioned to help identify what services are needed as part of a renewed CSE strategy which aims to:-

- Prevent the sexual exploitation of children
- Protect those at risk or victimised
- Pursue those responsible.

Although this report will mainly focus on a strategy for RMBC, the data collected also makes multiple references to the need for the police to renew their strategy. A review of historic police involvement is due to be undertaken by Professor Drew. In addition, Operation Stovewood, an independent National Crime Agency investigation is currently examining criminal allegations of non-familial child sexual exploitation. These ongoing investigations will lead to further publicised information which will require RMBC to review and communicate any relevance this has to its CSE strategy.

Historic and international evidence demonstrate that responding effectively to the sexual exploitation of children is hugely difficult. RMBC have to meet this task while simultaneously rejuvenating systems and services under a critical public spotlight. Transparent communication at all levels remains vital to the renewal of trust. The commissioning of this needs analysis has provided another opportunity for the people of Rotherham to share their views and experiences with the council. As expected there were negative views expressed about the past failures of the Council, the police and certain individuals. For some there remains a sense of anger and distrust of those in authority. Some of these views were expressed by members of the public towards the council, police and social care. Other criticisms arose between professionals, particularly from individuals who felt they had been marginalised and discredited prior to the publication of Jay's report.

Equally important to potentially destabilising factors from historical failures, is the stability of current leadership. During this analysis comments about the 'interim' status of leading professionals were made. There was a view expressed that the Government were now in charge of Rotherham, and several participants felt the Government's continued financial and moral commitment was crucial to their success. Reports from Jay and Casey reveal the intricate relationship between an 'unfit' Council and the failure to protect children from sexual abuse. Thus, we cannot separate any renewal strategy for CSE from the development of trust in the future leaders of RMBC.

Furthermore, Rotherham's past failures to identify and respond to the needs of sexually exploited children have led to significant divisions between the White British and South Asian Pakistani populations. How these divisions are experienced was particularly stark in the discourses from young people. As such, it will be important to ensure that strategies are in place to support and replenish the town's multi-ethnic community relationships.

This research explores needs specific to Rotherham, but also examines the British social context within which they exist. Participants reveal insight into the complexity of misogyny and its relationship to the gendered issue of child sexual abuse. Although, this should not dismiss the impact on male victims or discount the responsibility of female abusers, recognition of both broad and specific issues is essential. This has particular relevance as we begin to explore how to prevent and respond to the sexual abuse of children within and between different populations.

The publicity of RMBC's failure to protect children from predatory sexual abusers has led to a sense of public shame. Within the data, this emerged as personal, professional and collective shame. At times anger was directed at others, on other occasions expressions of guilt and remorse were expressed. Several participants spoke of wanting to disassociate from Rotherham, to the extent that they would tell people that they lived elsewhere.

Some respondents spoke of their ongoing work with victims and survivors, while many others had no idea where they would turn for help. Most of those interviewed revealed a desire for direction, resources and leadership. There were some expressions of apathy and many expressed trepidation about the future of Rotherham. However, abundant in the responses was a desire to contribute to the protection of their children and a renewal of pride in their home town.

The project team and their respective organisations are humbled by contributions the people of Rotherham have made to this study. This report aims to capture their individual experiences and make sense of their collective needs. While protecting participants' anonymity, the report will as necessary, draw on individual accounts to illuminate specific and shared needs.

THE STIMULUS FOR THE ANALYSIS

Following the findings of the Independent Inquiry into Child Sexual Exploitation in Rotherham (1997-2013) by Professor Alexis Jay, published October 2014, Rotherham Council responded to the immediate needs of victims of child sexual exploitation by increasing the capacity of the voluntary and community sector organisations across Rotherham to provide additional post abuse support. The Council is now in the process of developing with partners the longer term proposals for an integrated 'open door' model of flexible and accessible service provision for victims of CSE, and refreshing the overall multiagency CSE 'Prevent, Protect and Pursue Strategy. Led by Public Health the Council commissioned a needs analysis led by an academic partner that would work alongside voluntary and community organisations to access under-represented minority groups.

OVERALL AIMS

To inform Rotherham Metropolitan Borough Council's child sexual exploitation support provision and child sexual exploitation strategy

OVERALL OBJECTIVES

- To gain understanding and insight into the views of victims and survivors and families affected by CSE from all sections of the population of Rotherham.
- To better understand the scale and nature of child sexual abuse and exploitation as it affects the diversity of minority groups in Rotherham, with particular emphasis on Roma/Slovak and Asian communities.
- To understand any particular barriers to disclosure and accessing support experienced by and within these minority communities.
- To draw together evidence on best practice, locally, nationally, internationally, on understanding and responding to diverse needs within these minority communities in the

area of sexual abuse and exploitation.

- To make recommendations on effective responses to CSE which will better address the full diversity of needs and experiences within the whole Rotherham population.

ROLE OF ACADEMIC PARTNER

The University of Salford has ensured the highest standards of quality in the research undertaken, as part of this needs analysis. This includes the ethical approval of the research design to protect the dignity, rights, safety and well-being of participants. In addition, the University team has supported the researchers from each of the commissioned agencies, providing both guidance and practical support.

This report and the richness of its content would not have been possible without the commitment and expertise of the agency researchers and the people of Rotherham who made generous and insightful contributions.

COMMUNITY ORGANISATIONS

Four Rotherham based voluntary organisations were commissioned by RMBC to work alongside the University to undertake research for the CSE needs analysis. Apna Haq and Clifton Learning Partnership respectively engaged with the Borough's Asian and Roma communities. Whereas, Rotherham Women's Refuge and Swinton Lock Activity Centre were commissioned to capture the views of the wider population.

Established within Rotherham, each of these voluntary organisations already provide support to vulnerable children and adult populations who could be subject to sexual violence. As such, they were also commissioned to continue and develop outreach work, which was separate to the defined role of the University's ethically approved research activities.

Apna Haq has operated for 21 years in Rotherham ensuring that its domestic abuse services support women from black, minority and ethnic communities. However, it also supports victims and survivors of sexual exploitation raising awareness of this issue with strategic and local partners. In November 2014, Apna Haq in partnership with the Muslim women's network organised a conference raising issues of sexual exploitation attended by 20 women from the community as well as over 50 other participants. Apna Haq has links with a number of schools, colleges and their safeguarding teams. It has experience of delivering workshops regarding honour based violence and forced marriage. In this study, Apna Haq undertook focus groups with both adults and young people. They also completed individual interviews for adults who wanted to contribute to the analysis without participating in a group.

Clifton Learning Partnership (CLP) was first established in 1999 as part of the Excellence in Cities initiative and has evolved into community-based work with children and families from diverse communities. The Partnership delivers and provides community development and outreach activity, learning and group activities as well as one to one and family support services. Its base at Eastwood Village Community Centre provides a hub of community-based activities and a safe and supportive space for local people including Rotherham's migrant Roma communities to seek advice and support.

CLP undertook awareness raising, consultation and research specifically with Rotherham's migrant Roma communities. The approach aimed to both increase awareness and understanding of CSE within the Roma communities; and through consultation and focus group activity secure a greater understanding of the impact and scale of CSE; the barriers to reporting; and the specific support needs of Roma in relation to CSE.

CLP undertook activities in Eastwood and Ferham with adult community members, parents and young people. In light of their previous experience of working with the Roma community CLP engaged on a family level to explore wider views and opinions. They offered parents the opportunity to participate in the research.

Rotherham RISE (RR) has 30 years' experience of working with survivors (and their families) that have experienced domestic and sexual abuse. In accordance with their Borough wide focus, RR encouraged those who live or work in Rotherham to complete online surveys; one for adults and one for young people aged 13 to 18 years. The data collected from these surveys was completely anonymous. In addition, RR conducted focus groups with adults and young people across the borough. RR also undertook one-to-one interviews with adults across Rotherham. RR also has a specialist CSE outreach team who provide support to those who have experienced, are experiencing or are at risk of CSE. Support is currently offered to both male and female, young people and adults.

Swinton Lock Activity Centre (SLA) is currently offering support to 125 difficult to engage children and young people including those with disabilities. The centre also offers support to 120 vulnerable adults including those that face many social disadvantages, 25 of whom are volunteering within the centre. This team has established working relationships with PACE (parents against child sexual exploitation), South Yorkshire Police, Housing, Health and other specialists who work to meet the individual needs of victims and survivors.

Attached to Swinton Lock is Jayne Senior who previously managed the Risky Business Project, which was successfully developed to encourage and support the voices and experiences of those involved in or at risk of CSE. Using arts and multimedia resources Jayne Senior convened a series of focus groups to support young people and parents to contribute to the Needs Analysis. Outreach work included collating survey data to explore the way in which adults and young people using SLA make sense of CSE.

RESEARCH DESIGN

The ethically approved research design consists of a mixed methodology using both qualitative and quantitative methods. In addition to two online surveys, a range of individual interviews and focus groups were undertaken. These followed a semi-structured interview design. This model facilitates a coherent research framework that accommodates difference across the various participant populations. Qualitative data was captured in digital audio recordings and thematically analysed (Braun & Clarke, 2006).

In addition, two online questionnaires were designed one for adults and one for young people aged 13 to 18 years. Karan Sanghara, researcher from Rotherham Rise designed the youth survey which focused on young people's use of social media. The adult survey was aimed at adults who lived and worked in Rotherham. This questionnaire used a Likert scale to survey participant's views on CSE. 73 respondents also chose to leave further comment and these have been included into the tapestry of data included in this analysis.



Focus and family groups

A range of group discussions were undertaken by all four voluntary agencies. In total, 16 groups which involved 73 adults and young people were completed. Participants in group discussions were predominantly women and girls. Some groups were specifically designed to capture the views of the Roma community and of South Asian women and girls. Efforts to convene group discussions with men from the South Asian population proved unsuccessful.

Interviews

Individual interviews were offered to adults, and in total 32 interviews were completed. There were several occasions when extra assurance about participant anonymity was sought. In response further assurance was given by the Principal Investigator which supported people to participate in the study. The majority of participants interviewed were women.

Participants – Young person's questionnaire

The youth questionnaire received 249 responses. 70% of respondents were aged 14 years and below. 54.7% identified as female, 37.9% as male and 2.5% as transgender. Participants were mostly of White British origin (85.2%).

Participants - Adult questionnaire

The adult survey received 236 responses. 36.9% of participants were aged less than 40 years and 60.6% aged over 40 years of age. Almost three quarters (72.9%) of adult responses were from women. Participants were mainly of White British origin (76.7%).

3. AGENCIES OUTREACH ACTIVITIES

As per commissioning guidelines, each voluntary agency undertook outreach work with their designated population. These outreach activities were designed based upon the knowledge of each agency about how best to engage their relevant communities. This ranged from consultation activities with approximately 300 children, young people and adults. All outreach activities were beyond the research governance of the University of Salford and therefore not subject to ethical approval. These outreach activities are summarised below.

Apna Haq

Apna Haq sought to engage with a wide variety of religious, educational, advocacy, and other Asian community based organisations in addition to community activists in order to access a broad range of people within the Asian community of Rotherham. They achieved good engagement with women children and young people, but were less successful engaging men from the Asian community. The following outstanding needs and concerns were identified:

- That girls are currently subject to sexual abuse but a lack of trust in services prevents them from coming forward.
- Fear of honour based violence from family and community ensures silence is being maintained. In addition to the need for intervention to develop safe community practices.
- Professionals are not equipped to raise issues of CSE within communities as materials are generic focused and do not include issues of shame and honour linked to victim blaming attitudes.
- Current services do not reflect an understanding of the impact of the notions of shame and honour and so do not support victims to come forward.

- If girls did come forward current generic services would not have workers with culturally specific understanding i.e shame honour issues impact on victims.
- There is a need to develop a model of support for girls from minoritised groups.
- Further research is needed to understand how to work with families to overcome these immense challenges.
- Major development work to do above to develop safe disclosure and safe support pathways that instill confidence in young women.

What is needed to inform future services?

- Training and resources need to be developed and delivered that reflect the lived realities of Asian women.
- Training for all professionals on culturally sensitive practice. Understanding that dominant western perceptions of choice might contrast starkly with the beliefs of children and adults within the Asian community. Thus, mediating steps are required to bridge the gaps so young Asian girls and women can engage with protective services and then feel understood.
- Challenges to the victim blaming attitudes that have emerged from the research findings.

- Continued efforts to engage with male Asian population. However, to be aware that RMBC engagement with Mosque Leaders excludes the voices of women. A meeting in the Spring of 2015 between the Commissioners and Mosque Leaders caused some concern to Apna Haq. This demonstrates the importance of clarity and transparency in all communications. This issue is addressed later in this report.
- Continued engagement with schools, colleges and other community groups and activists.



Clifton Learning Partnership

This project implemented a participatory public engagement methodology that intended to reach out to Rotherham's migrant Roma communities. The objective was to support self-identified victims and survivors of CSE, their family and wider community members, with the opportunity to share their lived experiences so that voices could be heard.

Grounded in the assumptions of equal participation and active engagement, the project provided a flexible and accessible response to the needs of people who are often labelled as a 'hard to reach community' living in Eastwood, Ferham and the town centre. Based upon extensive and ongoing community engagement, the project team recognised the challenges in engaging Rotherham's migrant Roma Communities.

Between 27th March 2015 and 9th May 2015, the Clifton Learning Partnership facilitated a series of out-reach activities in Eastwood and Ferham from the town centre. These activities were completed in the community, in people's homes and in various community centres. Key messages from the "Say something if you see something" and "Spot the signs" campaigns were delivered by Roma community out-reach workers to community members with the view to increase community engagement and provide an effective conduit for inviting Roma people to engage in the participatory research process.

The first participatory public engagement meeting, facilitated specifically to enable Roma people to help plan and design the methodological choices and research questions which would be used for the formal study, was held on the on the 27th March 2015. This event was attended, voluntarily, by 11 Roma people (6 women and 5 men). Based upon their knowledge of CSE, they decided, and advised that the formal research project would initially do well to engage the wider Roma community with the following research schedule:

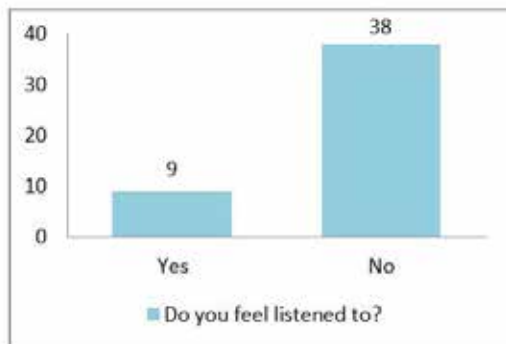
1. Why is this (CSE) happening?
2. How can my identity be protected if I complain?
3. Why don't the police tell our children to go home after a certain hour from a certain age?
4. How should we correctly bring up our children?

These suggestions were then discussed and reviewed against the project objectives. After this participation public engagement event, it was agreed that further outreach activity should be undertaken in Eastwood and Ferham to promote CSE awareness. These projects were convened at The Eastwood Village Community Centre, Central Children's Centre and My Place Young People's Centre.

Swinton Lock Activity Centre

As part of their outreach work Swinton Lock Activity Centre (SLA) undertook art work sessions with children and adults who had been affected by CSE. In addition to a community open day, they also designed their own survey to seek the views of adults and children who frequent their service. They surveyed 47 young people, first asking if they feel listened to. Figure 1 suggests that 38 do not.

Figure 1. Do you feel listened to?



In relation to the signs of child sexual exploitation listed in the ‘Standing Together’ initiative, the sense of not being ‘listened to’ could be considered as an additional concern that could impact on an individual’s susceptibility to risk. Closely associated with positive emotional wellbeing, the need to feel ‘listened to’ is arguably related to a sense of social exclusion and the way in which a young person might think, feel and behave.

By engaging young people in the outreach project, SLA were able to identify that 45% of the young people who engaged in the survey were actively taking part in criminal activities or abusing substances. According to the known reversible signs of child sexual exploitation, this finding is one of the signs of a child at potential risk of CSE. 70% of young people responding to SLA survey did not know what the term ‘grooming’ meant. However, we recognise that the word ‘grooming’ is open to variability in interpretation and have seen this in the examples of outreach described as part of the wider study. More than a third of the young people reportedly did not know the age of consent, suggesting the need to support an educational programme.

The parents working with SLA report that support should come from an organisation independent from the council and police. All agreed that they and their child would have benefited from increased knowledge and awareness of CSE. As the behaviour of young people changed, parents felt that they were not effectively supported to manage or understand this change. Instead, as the young person was seen as being a ‘trouble maker’, the risk of CSE was overlooked. Being blamed for behaviour made parents feel guilty, thus causing them to overlook or seek to make sense of the potential antecedent of and new or unwanted behaviour. The inability to ‘move on’ was also reflected in the suggestion that people had to live among the perpetrators of CSE.

For some, the experience of seeing the perpetrators of their abuse, in the street or local community, was a particularly traumatic event. For some, a sense of justice had not been served, as abusers were moving freely around the local area. For others, the association between CSE and area within which they lived was also a strong and disconcerting factor.

Rotherham RISE

Rotherham RISE, formerly Rotherham Women’s Refuge, is committed to supporting young people and women who have experienced or are experiencing domestic abuse. They have, since the beginning of the year Rotherham Rise has also provided child sexual exploitation support for young people who are experiencing, have experienced or at risk of experiencing child sexual exploitation. This work also involves working with adults (both male and female) who have experienced historical child sexual exploitation. This team is called Project Survive.

Project Survive work with males and females. Young People aged 9-18 (Prevention work) Young people and adults 12-18+ (one-to-one work). The project completed one-to-one work with 13-18 year olds who have experienced, are experiencing or who are at risk of experiencing CSE. They have also completed one-to-one sessions with 18+ year olds who have experiences of historic CSE. Project Survive have also delivered

prevention work in schools, both primary and secondary and also in colleges. This has also been extended out to parents of pupils.

Children as young as 9 years have Facebook accounts, with many stating that their parents have created these accounts for them. Many of those on Facebook also stated that their parents or carers did not check what they did online. During sessions with primary school children, it was evident that many had been exposed to inappropriate content for their age groups.

Many reported having watched films and played electronic games with age classifications of 18+. There was also an incident of a year 5 child stating that an older peer had tried to force him to watch extreme pornographic content. Although this was an isolated incident, it sheds light on the fact that some children are exposed to this type of material.

There are also issues with primary school children not understanding how to keep themselves safe. A key example which highlights this is a year five class where the children were unsure of who could be classified as a stranger. In a 'circle of trust' exercise, children placed the outreach workers in their 'most trusted circle' even though they had only interacted with them for around two hours. It was evident that the children's thought processes were reactive to rather than preventative of risky situations.

School sessions, especially at primary school age have been very successful. Children as young as 9 years have been fully

engaged in the sessions and provided positive feedback. Their work during sessions also demonstrates that preventative outreach activities are necessary when tackling CSE. Children were asked to draw what they thought a perpetrator of CSE looks like, and many drew men, who were old, and had poor hygiene. After the session, they all understood how diverse the range of perpetrators were. This age group took matters more seriously and listened more intently than younger secondary school students.

At secondary school, smaller group work sessions were effective, with activities such as poster making. Some schools have asked Project Survive to provide a rolling programme. At college level, it was evident that the two video aides used (My Dangerous Lover Boy and CEOP's Exploited) engaged pupils who attended the prevention session offered by Project Survive.

There were concerns however, that My Dangerous Lover Boy, whilst still hard-hitting and effective, looked dated. CEOP's film exploited, again, whilst effective, was aimed at a younger audience. This leads to the conclusion that hard-hitting videos are a good tool and should be used when interacting with young people. However, the content and style of these videos need to be relevant to the young people being spoken to.



4. Child Sexual Exploitation

DEFINING CSE

Understanding what is meant by the term child sexual exploitation is important, particularly if we are to ensure that both professionals and the public can feel confident in identifying and reporting it. If the sexual abuse of a child is always exploitative, we need to examine how the terms child sexual exploitation (CSE) and child sexual abuse (CSA) are or are not related. This is a complex task against an increasingly worrying landscape of our society's historic and contemporary failure to recognise, prevent and respond to the prolific sexual abuse of our children.

The Government definition of CSE (2013):

“Involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.”

The World Health Organisation definition of CSA (1999)

“Child sexual abuse is the involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared and cannot give consent, or that

violates the laws or social taboos of society. Child sexual abuse is evidenced by this activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person. This may include but is not limited to:

1. *The inducement or coercion of a child to engage in any unlawful sexual activity;*
2. *The exploitative use of a child in prostitution or other unlawful sexual practices;*
3. *The exploitative use of children in pornographic performance and materials”.*

These broad definitions suggest the terms CSE and CSA are largely interchangeable. However, greater clarity of their differences would facilitate the formation of more distinctive offender typologies. This distinction should offer greater definition of the modus operandi of the organised gangs and groups who are known to target and traffic children and young people. Although, much is yet to be understood about how the recently identified CSE gangs in Britain compare to, or interact with the behaviour of other paedophile networks. Ultimately, greater comprehension of the problem will translate into more effective safeguarding policies and practices (Berelowitz et al., 2012, 2013).

To assist this process of understanding, Brayley and Cockbain (2014) examined the concept of internal child sex trafficking and child sexual exploitation within the UK. In doing so, they further distinguish child trafficking as a specific type of CSE. Worryingly, they highlight disagreements between the key national agencies, UK Human Trafficking Centre (UKHTC) and the Child Exploitation and Online Protection Centre (CEOP), about how to identify a British victim who has been trafficked within Britain. Although they recognise the need for further deliberation of a useful definition they offer suggestions of the components which should be included (Table 1).

Table 1 Criteria for inclusion in the proposed internal child sex trafficking definition

Category	Criteria for inclusion	Purpose of criteria
Offenders	Child, aged 17-years old or younger Adult, aged 18 years or older Two or more offenders involved	To meet national and international definitions of a child To exclude peer-on-peer offending To ensure consistency with the UK definition of organised crime
Transportation	Any mode of transport	To include all forms of movement
Movement	No minimum distance required 'Integral' to the abuse process	To ensure victims are not arbitrarily excluded from the definition To emphasise that this is deliberate movement without which the abuse cannot occur. Defined as movement to a location where the sexual abuse will take place.
Abuse pattern	At least one victim must be abused more than once	To distinguish internal child sex trafficking from other forms of child sexual abuse

Retrieved from Brayley and Cockbain (2014)

Their proposed criteria attempts to balance both inclusive and specific aspects of behaviour and activity, that constitute the trafficking of children for the purpose of sexually abuse. The need for a definition useful for a multi-agency and national approach needs to remain a primary focus for all concerned. The National Crime Agency (NCA) refer to non- familial child sexual exploitation and abuse (CSEA). This combination of the CSE/CSA terms while specifying familial and non-familial relationships between perpetrators and victims may prove a useful contribution to defining the nature of this offence.

However, some children also experience abuse within both familial and non-familial relationships and it is important to remain vigilant to the complex network of sexual predatory activities. Failure to do so can lead to some child sex abusers becoming invisible (Itzin, 2001). In addition, there should be care and sensitivity when defining offender typologies and how these should relate or not, to the construction and definition of the children who have been abused.

The reported concerns of child sexual exploitation organised and perpetrated by Asian men of Pakistani heritage is a matter of grave concern. It could be argued that a lack of an agreed definition of the problem contributed to its proliferation. Therefore, we need to ensure that all sexual offences against children are kept firmly in our sights.

PARTICIPANTS' VIEWS OF CSE

During the needs analysis, participants were asked what they thought constituted CSE. Their responses reflect a good understanding of the coercive and diverse nature of grooming both online and in person. Several participants both in youth and adult populations used the term 'brain washing' in place of grooming. Several respondents suggest an abuser could groom a child over many months, if not years, before revealing their true exploitative intent. Some respondents also understood that abusers could manipulate adults, families and communities into believing that they did not present a threat to children.

CSE was described as including direct and indirect activities, such as using photographs of children, exploiting them via online, phone, other electronic activities, or in person. They believed predators of CSE were motivated, by money and/or physical pleasure. They considered those who exploit children to be organised, determined and ever present. Participants felt that children's natural naivety could be manipulated by means of attention, drugs, cigarettes and alcohol.

Identifying CSE

Despite every participant being able to offer a definition of CSE, there was a wide range of responses when asked how they would know if a child was being sexually exploited. Most respondents were able to cite several of the publicised 'signs of potential CSE' available in the Council's literature. However, although some participants worked with young people they did not think they had the tools available to identify this type of sexual abuse.

In the absence of a disclosure of exploitation, most participants focused on changes in behaviour or presentation of a potential victim. They considered this could include, changes in what the child would wear, what language they used, withdrawal from their family and friends. Some young people felt they were in a better position to identify CSE as they had completed awareness education at school/college. A common theme was that CSE was likely to be identified by someone who knew the child well. This has implications for professionals giving due credence to concerns raised by family and friends.

Defining 'child' in CSE

Several respondents raised queries about the age at which a child could be said to be a victim of CSE. There was for some a discrepancy between the legal age (16 years) at which a child could consent to sexual intercourse and their reaching adulthood at 18 years of age. Others made comment about the ongoing vulnerability of people with learning disabilities who may be an adult chronologically but whose comprehension skills may be less developed.

Who is at risk of CSE?

Most respondents believe every child is at risk of sexual exploitation. This inclusive stance was most keenly expressed in relation to children and young people's use of the internet. Children without adequate parental supervision both online and in general, were also identified as 'at risk' by several respondents. Some more specifically equated this to families who were living in economically deprived conditions. Other vulnerabilities were thought to arise from children who were innocently in need of attention for a variety of reasons including family breakdown or disharmony.

Several participants identified some communities as more vulnerable; one of these was the Roma community, which one respondent felt were more vulnerable because of their relatively recent migration to Rotherham and a reported drug problem in the Eastwood area.

Others responded that there was also concern about White British families because of parental apathy in some of the town's council housing estates. The issue of shame was a dominant explanation which prevents disclosure of sexual abuse within Asian families. A consistent theme from both young people and adult respondents was that they would expect to notice a change in the behaviour of someone they knew. This prevalence given to familiarity of victim and a potential safeguarder highlights the importance of a public awareness campaign.

EFFECTS OF CSE

The recognition that the traumatic experience of child sexual abuse, is often associated with other forms of abuse with enduring consequences, has long been recognised (Beitchman et al., 1992). However, our understanding of the affects upon the victim, their family and friends continue to emerge. Research demonstrates links between CSA and psychiatric disorders.

These can include post-traumatic stress disorder (PTSD), depression, eating disorders, substance misuse, personality disorders and an increased risk of suicide throughout a person's life (Horner, 2010). Psychological recovery can be more problematic for children who have been re-victimised by multiple perpetrators (Kellogg & Hoffman, 1997).

In adulthood, the effects of CSA can manifest themselves with victims being at risk of sexual re-victimisation. Furthermore, the cumulative affects of childhood sexual abuse can influence parental behaviour, which can contribute to a pattern of intergenerational abuse. However, the experience of abuse in childhood can also provide a parent with greater awareness of the risks for their own children.

The complexity of the effects of CSE is discussed more fully in the thematic analysis presented later in this report. In summary, the analysis reflects that any response to CSE has to be responsive at both individual and societal levels. This is easier said than done, especially when key concepts such as what age constitutes a child and their subsequent agency to consent to sexual activities. In turn, such complexities add to the confusion of how individual issues are understood and this can be further problematised by what some refer to as the ensuing 'moral panic' as knowledge pricks public consciousness (Cree et al., 2014).

PARTICIPANTS' VIEWS

Effects on the child

Although respondents were able to identify potential signs of CSE, many felt they would not know if a child they knew was a victim. Many spoke of prevention and early detection in order to minimise the impact on

a child. There was recognition of the pressure for children to have knowledge with which to safeguard themselves in addition to effective support systems that could respond to reported concerns.

Effect on family

Respondents to this study provided accounts which offer personal insights into the effects of CSE for families. These range from families having to flee their home and city to protect their child from exploitation. Others reflect on how families can be forever changed, with a loss of trust in relationships particularly where one child victim has introduced a sibling to the perpetrators.

Effect on friends

One respondent spoke eloquently about the impact upon her of bearing witness to the account of a friend who in adulthood disclosed her experience of child sexual exploitation. This story reveals that friends may be the safe keepers of this knowledge when family members and wider society remain unaware.

Effect on community

The historic failure of Rotherham MBC and the South Yorkshire Police to protect children from sexual exploitation has affected the degree of trust the community has in these agencies. Furthermore, participants shared that significant tensions between different ethnic groups have been exacerbated by media reports and political activity from the English Defence League (EDL) and the United Kingdom Independence Party (UKIP). Several respondents report an unwillingness to admit to living in Rotherham.

5. MAIN FINDINGS

The thematic analysis saw the emergence of needs at an individual, familial and community level. Second order coding highlighted subthemes which included fear, trust, insecurity, vulnerability, identity, education, shame, denial, communication, discrimination and power. From these, three superordinate non-hierarchical themes emerge termed structural fault-lines, resistance and renewal, collective cohesion. These themes serve to capture the need to have increased awareness of the challenges that Rotherham faces in light of the occurrence of CSE and of the added vulnerabilities inherent within its communities. The responses from participants reflect narratives of resistance and renewal. This theme captures issues of denial, fear, shame, hope and trust. Importantly, if these are not balanced they could deepen existing fault-lines. Finally, the theme of collective cohesion, illuminates discourses that signify the commitment of individuals to work with others to protect children and renew pride in Rotherham.

THEME 1: STRUCTURAL FAULT-LINES

Public Trust

Public consciousness about the actuality and then subsequent reported extent of CSE in Rotherham has left a legacy of blame, accusation and mistrust. Several participants commented that trust had been badly affected, in some cases 'destroyed' and that they felt, in particular, media coverage had pulled down the whole community:

"In every place there are bad persons and good persons - when they pull a whole community - drag them down."

Some respondents stated that they were mistrustful of and even angry with, the Council, police and social services for the historic failure to respond adequately to the protection of children and young people. Remarks included that meaningful apologies were yet to be made and two participants frowned upon Councillors who had chosen

not to resign. This criticism and lack of trust in its own Council was furthered by what was described as the 'Government taking over' via the arrival of a team of Commissioners. Some respondents felt that there was an outstanding need for those in positions of power to acknowledge that 'they got it wrong' and are willing and able to put it right.



Such issues also remain prominent in the British media and during the course of this needs analysis, it was announced that Professor John Drew, would lead an inquiry into how South Yorkshire police acted. Confidence in the council and the police is essential if they are to be effective in working collaboratively with the people of Rotherham to safeguard vulnerable children. Participants continue to see a lack of support as a barrier to disclosure:

"I wouldn't come forward, if I was a victim."

"People are not coming forward to report because of a lack of support, things are not being handled properly at the moment."

However, despite the high public profile of CSE in Rotherham, participants report that it is not part of everyday conversation. Responses reflect that participants were affected by a sense of public shame, to the extent that they made efforts not to identify with Rotherham, preferring to tell people that they originate from Yorkshire or Sheffield. This lack of conscious awareness of CSE resonates through different narratives.

Some participants found the concept of children being sexually abused too difficult to contemplate:

“It gets me quite angry so I tried to avoid them things, but it’s a bit too deep for me to get over the effect that it’s happening”.

It may be useful for RMBC to consider adopting some of the concepts of a Truth Commission (TC). Mazzei (2011) reports that TC’s work well to assist communities affected by conflict when they engage with public discourses. In addition, to acknowledging and confronting the past TC’s recognise the use of social discourses to assign meanings of blame and reconciliation. This creates an integral role for RMBC to establish relationships with all actors, particularly those who are marginalised and repressed. Clearly, this issue is of vital importance to the victims and survivors of sexual abuse. A pathway to giving them a voice in the renewal of services will be discussed in the following theme.

There are greater complexities to navigate when we begin to unravel the marginalisation within the town’s Roma and Asian communities. The perceived and in some instances actual threats that permeate within and between the indigenous White British, Asian and Roma communities were highlighted in the data collected. Across the globe, the epidemic sexual abuse of children thrives on secrecy, lies, fear, deceit and manipulation. Thus, to counter these, transparent and open discourses to explore the shadows where it exists are vital. RMBC and other agencies such as the police have to recognise their role and responsibility when contributing to and engaging with public discourses.

In particular, RMBC has to traverse discourses which simultaneously balance contrition with the confidence it has in its ability to implement progressive and effective change. The challenge is further complicated by the tendency of some to use any publicity from the council as an opportunity to express criticism. Some participants assert they do not trust the council to provide adequate services to victims of CSE. However, most looked to the council for this provision. Of the 236 respondents to the adult online survey 58.6% agreed the council should provide support for victims. In addition, 76.3% disagreed with voluntary agencies being the only providers of CSE services. One participant thought the council should speak up about what they are doing.

“Don’t bury their heads in the sand, be honest, say what you are doing”.

Gendered & Racial Tensions

It would be incorrect when contemplating gender and racial tensions in Rotherham to assume that this matter is isolated to the town’s Asian and Roma communities. Gender and racial dynamics do not exist in isolation and cannot be divorced from other aspects of prejudice and discrimination. There is a concern that specific discourses on gender and race can inflate tensions and contribute to further suspicion and division. However, careful interrogation of issues is essential to the safeguarding of children and communities.

Several issues pertaining to gender, race, religion and culture populated responses throughout the needs analysis study. Some of these were explicitly related to CSE in Rotherham and others implicitly interwoven into the cultural fabric of British society.

Misogyny

One dominant discourse in the data highlighted the issue of misogyny in 21st Century Britain. This complex phenomenon cannot be fully addressed in the confines of this report. However, it is integral to the expectations of and attitudes towards girls and women in our society. Thus, to support an equality agenda, recognition that women remain a marginalised group in our society should be included in all narratives.

To address the victimisation of women within our society we have to focus on the behaviour and motivations of men. As such, there is a need to develop discourses which enable men to join the discussion and contribute to keeping children and women safe.

Hearing the voices of children and responding to their concerns and disclosures of CSE is vital. This is an important element of any strategy which aims to combat underlying attitudes that children, but particularly girls, have to keep themselves safe. In addition, regard has to be given to the recruitment and grooming, particularly of boys to become abusers. Respondents were clear that these young people should also be classed as victims of CSE. This viewpoint provides an opportunity to consider a variety of exit strategies for different children.

Exploring Race in CSE

Responses to our CSE needs analysis online survey reflects 96.6% of 236 respondents agreed that men from all cultures could be involved in the sexual exploitation of children. This suggests that ensuring a spotlight remains on all potential perpetrators of child sexual abuse is essential to the protection of children.

Statistics on Race and the Criminal Justice System (2012) report 75.7% of all sexual offences are committed by white offenders and 9.2% by adults who self-identify ethnically as Asian. To put this in some context the 2011 Census for England and Wales showed the White population at 86% and Asian community at 7.5%.

However, recent media reports about Operation Stovewood, suggest a high proportion of perpetrators of CSE in Rotherham are adult men with an Asian Pakistani heritage. As always, we have to remain vigilant about the context in which statistics are understood.

As part of this needs analysis study, RMBC commissioned Apna Haq to engage with members of the Asian community and Clifton Learning Partnership to collaborate with the Roma population in Rotherham. The contributions of these participants offer insights into the individual, familial and community dynamics that could assist or constrain our ability to keep children safe.

However, they also report a worrying account of communities grappling with internal and external challenges. Although, these issues will be discussed initially as a discrete section of this report, it is important to recognise that Rotherham is a multi-ethnic town and that any future plans should respond to specific needs in a manner which integrates the whole population.

There was a consensus among Asian participants that some Asian men were involved in the sexual exploitation of children in Rotherham. One young person commented:

"I think it happens a lot".

Both adult and child participants report there has been increased tension between their communities since the concerns about CSE were publicised. Many participants felt that tensions between the different ethnic communities were exacerbated by the media reports and the subsequent political activities of the English Defence League (EDL) and the United Kingdom Independent Party (UKIP).

Asian teenagers shared that there were visible divisions between '*brown and white children*'. They commented that this was more acute in schools where there was a larger Asian population. They expressed anger that it felt as if the whole Asian community was being blamed for the actions of a minority.

The impact upon them as individuals crystallised when they gave examples of their daily experiences:

"It affects your daily routine. Lowers your self-esteem, what you wear."

Their ability to feel safe to express their identity, their selves, resonates with that of other Rotherham residents who no longer feel it is safe to tell people that they live in the Town. These Asian teenagers also revealed some of the difficulties they have living within different cultural norms:

"We're not allowed to get drunk and that, so we're not allowed to do what they (White British) do, parties, alcohol...If you can't drink, you're not having fun."

They also recognised that some elements of bias, of stereotypes, also arose within their Asian families.

"If you're hanging around with white people, they (parents) ask why? They are a bad influence. So it's probably from the Asian side of it too."

The young participants felt that there was little hope of changing the attitudes that divided the people of Rotherham. When pressed to consider a potential for future of reconciliation, they were able to identify both barriers and possibilities. These will be discussed in a later section of this report.

Vulnerability of Roma Community

Several structures marginalise Roma people within Rotherham. As a new migrant population, they do not have the benefit of an established cultural base. Unlike the indigenous population or other established migrant populations, new migrants do not have the shared community places upon which to scaffold a supportive infrastructure. This can affect their sense of belongingness to the place where they live.

Although, buildings and places to congregate are an important element of community, so are the opportunities for people to integrate within broader community networks. In particular, language was highlighted as a further structural constraint by the Roma people. For all areas of community integration, but with our present focus being CSE, it is essential that information is accessible in a variety of written languages, and audio.

In addition, Roma participants would welcome support to develop their English speaking skills, enabling them to communicate with community services, in addition to monitoring the social media activity of their children. This is vital as statistics reported by the Safeguarding Board in Bradford suggest Roma children are more likely to be identified as at risk of exploitation.

There are multiple reasons for this higher level of vulnerability and poverty was identified by participants as a potential risk factor. One participant tried to make sense of why a Roma child might be sexually exploited within their own community.

"Maybe it is the fact that Roma people don't have income so they are trying to make money... maybe they have a good looking daughter and they think they can make money by selling her."

This needs analysis is not suggesting that Roma children in Rotherham are being exploited in this way, it is aware that the sexual exploitation of children in Romania is a current cause for concern. The NCA and British Embassy Bucharest are utilising the International Child Protection Certificate (ICPC) to prevent the exploitation of children in Romania from travelling British sex offenders.

Awareness of the exploitation of children in some European countries, further highlights not only the extent of this issue, but also the necessity that educational materials have to be culturally appropriate if they are to engage multiple audiences. Other contributions from Roma participants reflect their view that the sexual exploitation of children is harmful to the child and the community.

"(CSE) is bad for us.... it is a shame on a community".

Organised crime

Systematic targeting of children with the intention of sexually exploiting them was a discourse across all participant populations. Several survivors were able to share experiences of the fear and manipulation of abusive men. Although, it is accepted that perpetrators of sexual abuse are present in all cultures. However, of the victims and survivors that participated in this study most identified their abuser as an Asian man, and often went on to specify Pakistani heritage.

The organised nature of those who are intent on exploiting children is an issue that requires further understanding. It is complex matter requires insight and knowledge across all societal structures. This will enable effective judicial systems to operate, to ensure survivors are supported and work undertaken to prevent future victimisation.

The predatory and determined behaviour of perpetrators can only be combatted with an equally robust response. This is a massive undertaking, not only for Rotherham, but also across British society, indeed across the world. We are only beginning to understand the corrosive impact of CSE on individuals, families and communities. The manipulative behaviours of perpetrators should not be underestimated.

Comments from survivors reflect the depth and breadth of control that was imposed upon them. Often this involved victims misdirecting authority figures, following instructions to tell lies, to keep secrets, to blame others. This raises immense challenges for those delivering services to people currently being victimised, as steps taken to respond to perceived risk, could actually increase harm.

The final note at this stage of the report is the connection of CSE to other areas of organised crime. Participants revealed that perpetrator manipulation is also targeted at adults, families and communities. This control can involve economic dependence, housing, drugs and other aspects of criminal behaviour. However, it is important to recognise that many perpetrators might not appear as menacing to people in authority. Often the grooming behaviours used towards professionals are designed to engender trust and confidence.



THEME 2: RESISTANCE AND RENEWAL

Learning from Survivors

The need to disclose sexual exploitation is a huge responsibility placed on the most vulnerable members of our society. A child traumatised by the effects of abuse is affected by fear following threats from the abuser(s) and of not being believed. It is important to remain mindful of the experiences of those who have already disclosed, who felt the police behaved arrogantly towards them. Survivors report they were not believed; even made to feel as though they were to blame for their abuse.

Leading on from the initial point of disclosure is the safe sharing of that knowledge. This should include ensuring that the well-being and safety of the children and young people are central to any decisions made.

The development of trust between victims and agencies such as the police and RMBC is essential. The healing of historic wounds will hopefully be aided by Operation Stovewood and Professor Drew's review of Yorkshire Police involvement. However, ensuring appropriate and timely responses to current/future disclosures is crucial to combatting CSE.

Cultural constraints

Across all cultures it is immensely difficult for a child to tell someone that they have been sexually abused. Feelings of fear and shame can be present for all victims. However, the dominance of cultural norms observed within families and communities can prevent disclosure and exacerbate abuse. This can be the same for all communities and often centres on blaming the victim.

A key feature across all populations was the tendency to blame girls for attracting abusers; often by what they wore or how they are perceived to behave and some Roma participants explained:

"It is our girl's fault, it is because of how they are... They follow [men] for money and stuff... they sleep with

them... they sell them [selves].... they get money out of it."

"Some girls want it. They are 13-14 and they have already slept with a man."

Asian participants:

"There's an assumption, that if your covered, that you are less at risk."

"A woman showcasing herself to a man who has the propensity to exploit. Green flag to a man, makes exploitation more likely....take precautions, don't walk in a seductive manner unless you attract the wrong type of attention...I'm not saying women should wear a burka".

White British participants:

"There are stereotypes of victims as slags and loose women."

"Seen as a little slag"

"The girls might not been seen as victims as they were very aggressive towards authority".

These narratives reflect a view that girls have the responsibility of keeping themselves safe from predatory adult men. These remarks are anchored to socially constructed expectations of how a 'good girl' should behave. These are then reinforced by specific cultural norms and practices. It is important to understand and critique each cultures' gendered practices if we are to have an effective response to CSE.

Social Workers' views of CSE victims

It may be tempting to think that it is only members of the public who place responsibility on girls to protect themselves from CSE. However, we should not be complacent that those who are employed to respond to concerns about CSE are immune from socially imposed understandings. Current ESRC funded research exploring social workers' understanding of CSE and exploited girls is being undertaken by Sarah Lloyd at the University of Huddersfield. Sarah has kindly agreed the use of some of her participant's discourses to assist this needs analysis:

"You can't let yourself be in the situation where men are abusing you it's not right for them to be doing that"

"Massive risk taking behaviour but children who are vulnerable are prepared to take that risk if it means a bit of affection"

"Some of the young people that I work with are that desperate for attention you know they, they lavish it up instead of stopping and thinking..."

Many of the comments included in this report reflect the need to develop a more critical approach to thinking about the sexual abuse of children. Positively, the signs of what constitutes child sexual exploitation are understood by most participants. However, meaningful identification for individual victims becomes more problematic as it is enmeshed with our individual judgements within broader societal discourses. There is a need to understand and communicate the complex power dynamics that exist within abuse relationships. This will require diverse yet comprehensive education and training programmes which challenge these perspectives at individual, group, community and societal levels. For these to be effective we need to recognise the starting point for each group and also plan for any preparatory engagement work that needs to be achieved.

Views of elders in the Asian community

One of the challenges faced by this needs analysis was how to engage adult men from all communities. Although patient, yet persistent efforts were made few have added their views. However, it is important to understand the reasons why they have not engaged. We are able to contribute to that understanding here by the inclusion of information shared by both men, women and children from the Asian community.

This report has already alluded to the racial tensions in Rotherham after the concerns about CSE became widely publicised. Although, not specified as a reason for non-engagement we need to remain mindful of its implicit presence. It was reported that the Elders in the community did not consent to the completion of the online questionnaire and expressed the view that they thought the questions being asked were inappropriate. There was pride expressed in being a British Muslim and an assertion that they know right from wrong.

In addition, Elders expressed the view that those in charge, be they the police or RMBC had led a culture of repetitive failures that had let down both victims and the community at large:

"So where is the sense of community or ownership, all the good work comes to an end if the police and children's services don't interact with the community with their concerns."

There was a view that additional harm to those with sensitivities were yet to be identified. The Elders assert that people need to do their jobs and address the real issues. Further explanation was provided that the mechanism was not in place to protect the victims. An example regarding a stray dog was given:

"you make one call and a van turns up, in the interests of public safety the dog is removed" so why haven't our children been heard or listened to."

Contemplating cultural change: Generational divides

One Asian male participant agreed to an individual interview. Some of his reported comments reflect a male dominated culture in which women's voices and position in community spaces are not always encouraged. However, such patriarchal views are endemic to all cultures thus making judgements without space for negotiation limits the potential for progress. This man, who will remain anonymous, should be commended as he willingly explored some of these challenging concepts. This participant was clear that children who are sexually exploited are innocent and that the perpetrators are committing a criminal act which is not condoned by Islamic guidance. He usefully explored some of the potential perspectives from Asian men. In doing so, he was not attempting to make excuses for the behaviours of those who perpetrate CSE but to try to understand why some men commit this crime.

He spoke of the cultural constraints placed on both genders which can lead to isolation. More specifically he spoke of young men being forced into marriages that left them feeling unsatisfied. He reflected that although he used to think of these as individual cases, he now contemplated this as a cultural issue where men can be blackmailed into marrying their first cousin. The participant felt that a collective inter-cultural response was required.

Other reflections made by the participant included the amount of free time that he felt young men had. He suggests that mosques and other institutions could do more to 'harness the talents' of these young men and occupy time that might otherwise spend 'hanging around on corners, targeting women'. The participant felt that this group of men were disenfranchised and that there was a need for community centres to foster collaboration.

The issue of generational divisions within the Asian community was raised by this participant and within the women's and young people's focus groups. The male participant felt there was a lack of leadership within the community, affected by a lack of 'chemistry' between the Elders and younger generation. He explained that there are no discussions about sexuality and suggests

mosques have a responsibility to engage with the issues that affect young people (men):

"The Imam is not equipped to deal with these issues, his rhetoric doesn't resonate with the young people at all, so the young people feel pretty trapped, they can't communicate their frustrations with anyone".

The topic of generational difference also arose within the Asian young people's focus groups. These children felt that older people across cultures found it more difficult to change their opinions and attitudes:

"Once you get older, you want to stick to it...It's harder to change parents...you can't change what you've been brought up with, it easier for children".

A group of young Asian men also took part in a focus group. They demonstrated an understanding of the complexity of sexual abuse and exploitation. They described their shock of what had been revealed in Rotherham:

"What's happening in our town, we were shocked by it, it didn't cross any of our minds"

The group was clear that they condemn the criminal behaviour of those who sexually abuse children. However, their personal experience after the media coverage was feeling that despite their own innocence they were having to defend themselves. They reflect that innocent victims of sexual abuse also had to defend their selves, to the press and others.

Interestingly, although they felt aggrieved by the actions of the EDL, this group did not experience the same racial tensions reported by younger participants. They expressed a pride in Rotherham and a desire to contribute to community cohesion in order to protect children.

Role of parents

Asian children felt their parents were a source of reason and explanation. However, they also expressed the view that parents had gaps in their own knowledge which left children looking elsewhere for guidance. This prompted a discussion about parents also having somewhere to turn to seek advice. In exploring this issue the young people contemplated the function of parents in setting out boundaries of what as children they should not do. However, they felt that approach did not suit the boundary testing behaviour that teenagers engage with:

"Parents will pressure their children a lot by saying don't do this, don't do this... but teenagers especially will do anything to go against their parents. So if like your parents say don't get into a relationship with someone because they are too old. That will make a teenager want to do it more. I think it's about parents being open with their children and saying this is why you shouldn't do it and this is why it's wrong rather than pressurising them without giving reasons."

The role of parental supervision was an issue raised across the data. In the Roma community most respondents felt that victims of CSE were being let down by irresponsible parents who did not effectively, supervise, discipline or educate their children. However, the narrative below also reflects that parenting in this regard is the responsibility of mothers:

"First is the situation at home. Children should be disciplined from a young age. Mums should be checking children's phone and computer and set a home time. So she knows where her child is."

The role of mothers is dominant throughout each community's contribution to the needs analysis. Indeed most participants interviewed were women. Who despite societal marginalisation and personal discrimination were predominantly the people who were reporting CSE and supporting their children after the event. Importantly, through this process, they have also had to and indeed continue to, battle with professional organisations to access support and justice while simultaneously managing continuous threats from the men who abused their children. Hearing their accounts is fundamental to understanding the resistance they have experienced and the hope that many, but not all, have in RMBC's potential to meet their needs.

One Roma mother who took part in the study had direct experience of CSE. As a mother of a child who had recently been abused, she explained how criminal gangs would victimise the Roma girls who had been exploited, and attempt to bribe them so that they would not press charges:

"I have experienced CSE. It happened to my daughter. When I found out what happened, I knew what to do. I went to the police and social services and I have reported it. Now I am watched by [the paedophile gang]. One of the [perpetrators] was deported, but the case was reopened because my daughter saw [him]. He was hanging around the school and Eastwood. He was verbally abusive to my daughter. She was so scared. The police found him after we reported him and he was sent to jail. But he sent 2 guys to visit us trying to bribe me daughter and to say that the guy is innocent. But my daughter refused to do that. She said "Mum he has destroyed my life....how could I let it go?" We all have suffered from this."

Another British women who was a survivor of CSE also spoke about her abuser's disregard for police and parental authority:

"I think he just completely thought he was above the law, he did what he wanted, he weren't scared of anyone, I mean I even saw him in fights with police officers, he knocked one police officer out. Because he asked him not to park where he'd parked. He was completely above the law, there were times when he would break into my mum and dad's house and rape me while my mum and dad were asleep in the next bedroom."

Two White British mothers who had children that had been sexually exploited, spoke about how they educate their young adult sons to encourage them to be mindful of their behaviour in relationships. In particular navigating what an acceptable age difference between teenagers proved stressful:

"You see it's affected us because my son rarely has girlfriends, he's 19 now and he's started seeing a girl of 17... And I couldn't help but give him a hard time....He was 18 when he started seeing her and she was 16. And I was like what are you doing, please don't do anything, just be respectful. He is really respectful but my concerns were when he got to 19 and she wasn't quite 17 and I said, oh you are going to have to end this relationship, even though he's so good, so well mannered, so respectful. But he was older than her and she was only kind of 16."

One mother spoke about the extreme violence of one abuser which included hitting someone over the head with a hammer and how she felt the justice system was failing victims:

"He's still walking about, the police are arresting him, it goes to court and that's where it fails and then the judge, I don't know they say the prisons are overcrowded and stuff but if you didn't pay your council tax then they would put you in prison".

There was a strong sentiment that a new approach was required in how the law responds to the needs of victims and perpetrators. One mother and her children had to leave Rotherham because their lives were at risk from the abuser and his associates. They felt that it was the offenders who should have to leave not the victims:

"Make them leave Rotherham, I know it passes it onto somewhere else but it might make it more difficult for them to set up their little..."

One survivor has needed to move home several times when the safety of herself and children was at risk:

"The amount of times I've had to move is ridiculous, I've moved over 20 times. He's moved once because he got shot, that were it."

The impact of these stressors and the necessity to continue to care for their children is reflected by these mothers:

"It's like sleepless nights, and if you're not sleeping that night you know you wake up and feel like you can't function properly. You know we've all got kids and the kids suffer as well".

"I don't feel, like this past year, that I've been myself at all. I feel like I'm just observing."

This group of mothers went on to talk about how it affects other aspects of their health such as over and under eating. They shared experience of parents they knew who coped with their children's CSE by misusing alcohol or drugs. Despite being faced with a myriad of challenges, these mothers experienced great difficulties in accessing support. One mother who was victimised as a child and adult wanted to protect her son from her abusers:

"For years since he was about five I was asking for help. I wanted to put prevention in, because I knew what route it were going down. And they wouldn't do it and it kind of got left until, we were at crisis point."

Prevention, for this mother, would have included therapy for her son and herself. She described going to seek help from professionals making it clear that she was considering suicide as her only option:

"But they still didn't want to know they said, don't be stupid as if you're going to do that. One woman picked up the phone and said, I'm ringing social services and I thought, oh thank God, um and basically she turned around and said it wasn't because of that it was because I'd said it in front of my kids".

Shame

The issue of shame has been highlighted throughout this report. Although feelings of shame are cross cultural, how shame is experienced is also influenced by particular social norms (Wong et al., 2014). It is important that the issue of shame is not underestimated. For the Roma community, it can have a deep and lasting effect on children and families, including their ability to feel respected and welcome within their own community. This is of crucial importance as the Roma people are subject to stigmatisation across Europe (Pantea, 2014). As such, they counter public discourses of shame on a daily basis. In her study, of young people engaged in higher education Pantea found that there was a gender difference with Roma girls being under more pressure to 'out' themselves as Roma. The complexities of these issues require further understanding for the Roma population in Rotherham if integration with the broader community is to occur; while maintaining and protecting pride in one's identity and minimising the 'othering' that difference can instil.

Emerging from a different cultural heritage shame or 'sharam' within South Asian communities is a dominant culturally constructed phenomenon that inhibits the disclosure of child sexual abuse. Participants in the needs analysis explained that the lack of reporting permits members of the community to assert that CSA does not occur. Asian women explained that in particular, Asian male perpetrators would target girls who will always be loyal to their family's honour, which could increase if their family had particular standing in the community. Thus, any strategy to reduce CSE within this community also has to have regard for the lack of reporting of familial CSA.

The women interviewed in the study spoke of women's groups that were established over the last 20 years, they gave accounts of the impact of CSA upon women they had supported, and one victim's experience was relayed:

"She had no self-respect left, but important to her was her parents' social standing."

They described how historically they now see that a 12 years old girl had been groomed by an Imam and as women have little influence in their community, male predators do not believe they will be challenged.



The use of shame within a restorative justice programme for sexual offenders was explored by McAkinden (2005). This complex topic needs further exploration beyond the remit of this report. However, in the case of CSE one participant commented that historically people who sexually abused children might be fearful of community retribution, but that the men who have been identified as perpetrating CSE in Rotherham have presented as powerful and untouchable.

The last note on shame which needs to be mentioned is that of the many workers who have dedicated their careers to supporting vulnerable women and children. They now find themselves looking back to re-evaluate events with the new knowledge available about defining CSE. They describe a sense of shame and soul searching as they reflect on the abuse experienced by the women. Similarly, RMBC has been publicly shamed in its historic failure to protect its children. Indeed for the victims themselves, there can be a latter realisation of the true nature of their experiences which delays shame.

The message from all of these accounts is that we cannot allow the fear of shame to silence any individual, family or organisation.

THEME 3: COLLECTIVE COHESION

This last theme develops some of the issues previously raised. It considers how RMBC can work collectively with other agencies and the public to renew their CSE strategy. It is important to interrogate both the past and current difficulties if there is to be an inclusive strategic solution. However, there are multiple challenges to achieving and maintaining an effective strategy. Some of those are within and between professional organisations; others are within and between different communities. These issues are further complicated when the two collide and professional difficulties exacerbate and place at risk the needs of the community. Rotherham's failures regarding CSE have been widely publicised, this has placed it under the public spotlight. Although that will contribute to the pressure that everyone in the town will be experiencing, this needs analysis has found multiple sources of knowledge, skills, strength and pride upon which Rotherham can renew.

Challenges to cohesion

Much has been written about the Risky Business Project (RBP) a youth based service whose engagement with young people began to identify concerns about their vulnerability to sexual exploitation. This report will not repeat the history which is detailed within Professor Jay's report. However, it was a topic raised during the needs analysis and based on that data the following can be shared. Some of the participants who previously worked for the RBP were anxious about being interviewed as part of this needs analysis. They sought extra reassurance that their contributions would be anonymous. They report feeling reassured that a university was overseeing the research. We were advised that the fear of violent reprisals were not only experienced by victims but also the staff working on the RBP.

Despite the immense pressure they were experiencing, staff from RBP felt that being youth workers instead of qualified social workers led them to being heavily criticised. Their expression of feeling isolated while living in fear and being unheard, mirrors that of the victims of CSE. While some suggest future plans should include the reinvention of the RBP, others assert the need for an integrated response which is careful not to encourage division.

Inter-professional concerns were highlighted by RBP staff and Asian women working with the BME community. One previous RBP staff member expressed concern that Asian led organisations such as Apna Haq, were reluctant to accept the assertion that Asian men were primarily responsible for CSE in Rotherham. Broader concerns were raised about information of vulnerable Asian women being leaked back into the community. Equally, Asian women working with the BME community felt they had been oppressed by White managers when they had previously raised their concerns about vulnerable girls in the community. BME workers felt that they were viewed as the oppressors and that their concerns about the children were assumed to be due to conservative religious views.

The experience of BME practitioners feeling silenced and misunderstood across cultures is also reflective of the Asian children and women they advocate for and protect. It is essential that dialogue is encouraged across practitioner groups to explore these issues. Positively the data collected demonstrates that all of these women are aware of the risk of CSE and its gendered foundations. Equally, there was a shared rhetoric that there needs to be a strategy to encourage the whole Asian population to openly recognise and accept that it occurs and that they each have a role to play in protecting children.

The Elders of the Asian community were unanimous in their criticism of the CSE revelations in Rotherham. They assert that if CSE had been a *'one off and unique event'* then they would understand, but the length of time and the number of victims was in their view *"unforgivable"* and led them to ask:

"What type of community cohesion is this, criminals are left to continue without fear?"

Despite the efforts made during this study, there is an absence of male voices in the data collected. Therefore, a current determination of needs is based only upon the views that were expressed. However, the absence of some populations from the study suggests there is a further need to explore ways, which encourage others to contribute to our understanding.

In their outreach summary Apna Haq note that commissioners have spoken directly with the mosque Elders. The women BME practitioners expressed concern about the absence of women's representation in the mosque and therefore in discussions with the Council. The sole Asian male who agreed to an interview, reports that Asian women have been deprived from joining the mosque and side-lined within their community. He described the more progressive models in America where the needs and rights of women were visibly catered for. He made reference to a current discussion about women only mosques, which he felt was a natural outcome for women:

"Being deprived of their God given right of going to the mosque".

He asserts Islam is not gendered and that there is a need for women to be in positions of leadership within their community.

Reducing division

Contact theory (Allport, 1954) argues that bringing diverse groups of people together can promote tolerance and acceptance. However, success of the model is dependent upon multiple conditions which include, equal group status, common goals, intergroup cooperation and the support of a recognised authority. This model has been applied to reducing prejudice between groups in Northern Ireland (Brocklehurst 2006;

Hughes, 2010). In her exploration of what factors make a difference to the success or not of contact theory in Northern Ireland, Hughes (2014) noted the efforts of three schools whose pupils were from different faith backgrounds to host inter-group events. The teachers worked hard to draw together members of the community such as politicians, religious leaders and parents to encourage them to participate in the process.

It could be argued that tackling CSE is a common goal for Rotherham. Although, there is a need to recognise the multi-faceted nature of child sexual abuse and indeed of CSE. We should not feel confident that the elements of CSE that have been visible via the abuse and domestic trafficking of young girls is the only form of CSE in Rotherham or elsewhere.

Moving beyond 'them' and 'us' discourses is vital for successful inter-group formations. Hughes (2014) suggests that 'reaching out' where compromises are made by individuals for the benefit of the greater good are essential to the creation of permeable boundaries. RMBC have an opportunity to support an integrated model that values contributions from community, voluntary and statutory sectors to form a cohesive response to CSE. However, each sector has to be integrated throughout the process if divisions are to be reduced.

In creating an inclusive solution, it is vital that RMBC also model integrated practices of its own which will support others to do the same. To support equality each sector and organisation should be encouraged to participate fully in the CSE strategy. In our data, the importance of localised community knowledge was apparent. Some teachers suggested that there were benefits to housing working closely with them to understand the community dynamics for successful integration of new families; as opposed to viewing the meeting of need by virtue of property vacancy alone. Some schools were also hubs of community support where parents could seek advice and the use of a telephone to address issues of debt and other sources of familial crisis. This source of community support demonstrates the effectiveness of a dynamic and needs led preventative approach; where community support is readily available to families as and when required.

Such a degree of flexibility should be encouraged by all agencies, as one participant described it:

"We need a humankind approach".

This may seem to be a challenge, particularly in neoliberal times. Thus, an understanding of the relationship between policy and its lived manifestation for practitioners and the public is crucial to a successful strategy that strengthens communities. A review, which explores these dynamics and the subsequent effects upon services, would help counter divisions that previously occurred between the RBP and the council. Thus, any co-ordination of an integrated system would benefit from an objective view of wider dynamics and creating space for these to be reflected upon. We suggest a reviewing process, which understands organisational behaviours, would support RMBC and beyond to comprehend the permeable transference of CSE as it affects individual and group behaviour.

Education

The data reveals the need for an extensive and varied range of educational materials which need to be constantly accessible to the whole of the community. These should also be available in audio and pictorial form. In addition, they should reflect different languages and cultures to meet the needs of the whole Rotherham community. It is vital that educational materials move beyond raising awareness to educate the population on how to act to protect.

Throughout the analysis the need educate ourselves to understand what is CSE and how it can be recognised was a constant theme. Contributions from participants considered the complexity of how to educate beyond the initial identification of possible signs to develop a mature, dynamic and reliable response. Part of any renewal strategy has to be meaningful education and community integration.

Another way information could be shared in an interactive form is via the use of drama. This has the potential to engage people in critical discussion beyond the scope of the play or programme they have watched. One such example was showcased during an event hosted by RR during this analysis period. Denny Smith, Curriculum Leader of performing Arts at Rotherham College of Arts and Technology and a group of drama students presented a play, which depicted domestic violence between young couples.

They demonstrated how this could be adapted as a learning pedagogy for schools. The potential audiences for this mode of learning extend beyond schools; in addition, it provides an opportunity to contemplate further collaboration between RMBC and local schools, colleges and businesses to develop materials, applications and games that will be attractive and accessible to young people.

The young Asian students also suggest teachers have a role to play in their personal and social education and to recognise the significant racial divides that currently exist in engaging pupils with these subjects.

"I think teachers are too scared to come on subjects like that because they know that one community might have really strong opinions about this and another community might have really strong opinions about this and they don't really want to have to deal with that. So they just avoid it."

Schools as education hubs

The role of schools in the education of children and parents about CSE was raised by multiple participants. Both educators and members of the public expressed the view that schools had a crucial role to play. Although there was some variance in what age CSE education should start, most were of the view that it should begin in primary school. Some participants spoke of ongoing work they conducted with pupils to explain about safe and unsafe touching.

Some schools were creative in the methods used to engage children with information on Childline via its incorporation in an art project. All agreed that CSE education had to form part of the curriculum so it was reliably provided and repeated each year.

One school had hosted a CSE awareness day for parents. However, no-one attended. They were surprised at this as other events were supported by parents. Some reflect that although some parents do not engage with schools, because of their own personal experiences, it was likely to be the topic that failed to entice them.

Several participants suggest that introducing CSE within other activities such as cooking or manicures could be more useful. One participant commented that women who were oppressed were more likely to be able to attend a cooking event in a community setting rather than one labelled CSE.

In the preparation of any education events it is important to be mindful that the exploration and realisation of the sexual abuse of children is a challenging topic. In addition, given the prolific nature of sexual abuse it is probable that some people in attendance will have experienced sexual abuse. Thus, all events should have appropriate support networks signposted for attendees.

One signpost used in this needs analysis is the bespoke Rotherham sexual exploitation helpline run by the NSPCC. John Cameron, Head of NSPCC helpline, explains that the responses to the helpline launched in December 2014, have been relatively low with over 100 calls of which 33 referrals were made to the police and social services.

Although, there has been publicity about the helpline, many participants state that they would not know where to turn to for advice if they were concerned about a child being sexually exploited. Should RMBC wish to utilise the helpline as part of its strategy then it should think about wider publicity of this resource.

The responses to the study reflect that education has to extend beyond CSE, so that different agencies and communities can also learn about each other and create space for common goals. It is also appropriate for all agencies to receive training on child sexual abuse and exploitation. It is an issue that we

all need to become more familiar with. Equally, there are hard to reach populations, which may be due to age, gender and culture who could be resistant. Thus, creative means of engagement will need some investment.

The data from the analysis reflects the need to protect all children from sexual abuse. Part of any educational package has to define the multifaceted nature of child sexual abuse and to understand that it is always exploitative. If people are to recognise and then report the abuse of children it is essential that they are able to identify what is abuse and also to understand what is meant by a 'child'.

Respondents considered that children at risk of sexual abuse and exploitation could be as young as 6 months of age. The upper age of what constitutes a child at risk of CSE became more problematic with children reaching the age of adulthood at 18 and also now remaining in education until they are 18 years of age. This is increasingly difficult when children have 'special needs' such as a learning difficulty, which for some children aged 16 and over can make a judgement on their 'capacity' to give consent more difficult to determine.

Educating online

Young people are avid users of social media. In particular 77.1% of young people surveyed used Facebook and 66.7% used Snapchat on a daily basis. A fifth of all respondents admitted to using social media to talk with people they didn't know. 27 young people admitted sending an explicit picture of themselves online, whereas 43 had received an explicit picture from someone else. As is common in such surveys, young people perceived that their peers were more active in sending and receiving explicit images than is reportedly the case.

Although, there are risks to young people from online predators, it can also provide a means by which they can readily access information about keeping safe and reporting concerns. It would be useful to understand how young people in Rotherham may help develop and engage with an online safety protocol. Once developed such resources should be freely available.

Prevention not intervention

Understanding the dynamic nature of added vulnerabilities in the assessment of risk should form part of any education plan. In particular, the risk of what is unknown can be difficult to legislate for. However, this can be assisted by maintaining good community relations and reliance on the observations of the public and practitioners of all services. Further areas for prevention are detailed in Figure 2.



Figure 2 Allen (2015) Incremental scale of added vulnerabilities when assessing risk of CSE.

As the above scale suggests listening to the voice of the child is an important factor in our ability to protect children. Thus, the voice of the child and adult survivors should form an essential component of any education package:

"I wish, I'd been listened to, they should have stopped it, they neglected children by not doing that, they failed, they failed in their job all the lot of them. They put me on a protection order, why they did that I never know because they just left me there. They classed my behaviour as naughty and threatened me with a secure order."

The futility of the above statement of a child being left in a vulnerable situation or feeling threatened by the imposition of a Secure Order needs further interrogation. It highlights the conflict experienced by victims of CSE, the staff from the RBP and social workers in Rotherham. Each were experiencing the constraints of a system that was unable to adapt to their needs.

Thus, any education programme needs to ensure that children, adults, the public and professionals have clear pathways to preventing CSE. This includes educating the public that they will not be judged or blamed if they report concerns.

In addition to education that prevents CSE from occurring, there is a need to scaffold plans that help young people to exit CSE. This should support routes for all young people whether they have been recruited as victims, perpetrators or both. This will entail a review of current policies and legislation to consider whether they suitable for these victims.

Importantly, educating ourselves, perpetrators, police, the judiciary and government to ensure progressive steps are made to pursue and prosecute perpetrators is a vital component of any strategy.

Last but not least commissioners and policy makers need to understand the enduring impact of CSE on victims, survivors and their families. Recognising that they need to have access to long term mental health, advocacy and therapeutic services can be reflected in long term funding of resources:

"Anxiety, depressive disorder, it's something that you learn how to deal with but not fully. My family, I mean my parents lost their jobs because I weren't going home and that some it's not just emotionally, it's financially as well."

Conclusion

This report has drawn on both qualitative and quantitative data to explore the needs of the people of Rotherham. In accordance with the research objectives, the data collected included a specific focus nature of child sexual abuse and exploitation as it affects the diversity of minority groups in Rotherham, particularly Roma/Slovak/Gypsy Traveller and Asian communities. It is apparent that an understanding of the true scale of abuse in our society will not be realised until measures are in place which make it safe for children to disclose. However, the contributions of men, women and children have enabled us to have an increased understanding of the particular barriers to disclosure and accessing support experienced by and within these minority communities. Investment is needed in order to develop changes in cultural practices.

Following a brief programme of public engagement and participatory research, this study has found a general lack of accurate public awareness. For some community members, denial and blame characterised their view of CSE victims, whilst others experienced social polarisation and community division. This study has shown that there are multiple challenges to achieving and maintaining an effective CSE strategy. Therefore, a collective approach,

which includes statutory and voluntary organisations, is crucial to effective community engagement.

Importantly, this report has also shown that over the past year some tensions have developed between the White British and Asian Pakistani populations. These divisions were particularly troubling for young people, and have the potential to undermine community cohesion. Our study also found some professionals do not feel equipped to raise issues of CSE within their communities. Thus, educational materials, which are designed with cultural relevance and are accessible to those with learning or other disabilities, are needed. Crucially, these resources need to be constantly accessible and culturally relevant. Materials should be available in audio and pictorial form in addition to different languages to meet the needs of the whole Rotherham community. It is vital that educational materials move beyond raising awareness to educate the population on how to act to protect.

Finally, in commissioning this study RMBC provided an opportunity for people to share their views. As a project team, we are humbled by the experiences that were shared. We know the effects of CSE last a lifetime, but many victims, survivors and their families also demonstrate extraordinary courage. There is much we can learn from everyone affected by CSE and those who support them. We hope this report assists everyone in Rotherham to reach beyond surviving and truly thrive.

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To offer your views on the findings of this report please use the following link

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Governance Review Report by Professor Tony Crook CBE February 2016

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1 INTRODUCTION BY THE INDEPENDENT CHAIR

I was appointed by the Lead Commissioner, Sir Derek Myers, to be the independent non-voting chair of the members' review group. My role has been to help the group identify all the available evidence about the advantages and disadvantages of different governance models, to ensure there has been a full examination of these options, and to make sure that all members have had the opportunity to air their views in our meetings. I can confirm that we have done all of these. There has been a great deal of discussion, everyone has had a chance to contribute and we have made sure that all the differences of opinion that have emerged about the approaches the Borough might take have been subject to full and frank debate. Although there has not been full agreement on everything, the recommendations that we are making have the support of a majority of the group and in the report we identify where the differences lie.

It has been a great privilege for me to have conducted this role for the Council and the Commissioners. I pay tribute to the commitment of all the members to the work of our group. We have spent a lot of time together, both in the Town Hall and on visits to other authorities, and I have thoroughly enjoyed getting to know all the members and discussing matters with them. I am impressed by the commitment of every member to the renewal of governance in Rotherham. We are all agreed that the choice of the governance model is critical but so too is the culture underpinning how the council makes it work. I am confident that the commitment that every member of the group, irrespective of party affiliation, has to improving transparency and accountability, means that governance in Rotherham will be transformed, whatever model is finally implemented.

Finally I wish to pay tribute to the excellent advice and unstinting support we have had from the officers who have guided our work. The team has been led by Catherine Parkinson and includes Stuart Fletcher, Caroline Webb, Debbie Pons and Dawn Mitchell. In addition I have been impressed with the professionalism and commitment of your Town Hall 'front of house' staff who have made me most welcome when I arrive for meetings and have driven us most carefully and safely on our visits. They are excellent ambassadors for Rotherham.

Professor Tony Crook CBE

2 EXECUTIVE SUMMARY

The review group's recommendations have been designed to ensure that the council has an efficient and effective decision making process, combined with effective scrutiny involving all political parties and with more decision making at the local level. The proposals are explicitly intended to enhance transparency and accountability compared with the previous governance structure.

The key elements and recommendations are summarised below:

- Recognition that only the full Council is empowered to determine the policy framework and annual budget;

- A Leader and Cabinet model of governance but with only collective decision making powers; the leader elected for four years by the full council; cabinet members to be appointed by the Leader; cabinet decisions to be informed by the Council's Forward Plan; cabinet decisions to be subject to pre scrutiny by the Overview and Scrutiny Management Board (OSMB) on a monthly basis; urgent decisions only to be taken with the approval of the Leader, Chair of OSMB and the leader of the main opposition group;
- The current scrutiny commissions to be retained but with the following changes (i) the vice chair of the OSMB to be a member of the main opposition party of that group's choosing; (ii) the chairs and vice chairs of the other commissions to be filled by parties according to their proportions of all elected members; (iii) the work of each commission to be more closely aligned with cabinet portfolios; (iv) the work of the commissions to focus on policy development as well as on scrutiny of implemented policy; (v) the numbers of commissions to be reviewed after a year;
- The role of members in their communities is to be valued and strengthened. Area assemblies to be retained, subject to a wider review of the council's neighbourhood-based working, but as committees of the council comprising as their members all councillors from the wards making up each assembly; for the forthcoming year (i.e. 2016-17) each assembly will have a budget to be spent on 'area caretaking' and 'social inclusion' projects and subject to conforming with the Council's overall policy framework; assembly chairs will come from the party with the most members in each assembly area; each assembly will hold an annual meeting to present an annual report to which all electors and organisations in the assembly area will be invited.
- An enhanced induction programme for new members; an annual appraisal for all members carried out by their party leader (or nominee) with an agreed personal development programme as the outcome; all members to deliver an annual report to their ward;
- All council information (subject only to exempt and confidential documents) will be shared openly with all members; exempt and confidential documents will be made available to the leaders of all minority parties; any member breaching confidential council documents will be subject to referral to the Standards Board and/or disciplinary action by her/his party.

3 PURPOSE OF THIS REPORT

- 3.1.1 Following the publication of the Casey Report, the then Secretary of State, Rt Hon Eric Pickles MP, directed the Council to consider its governance arrangements. The review group was established by the Council, on the recommendation of the Commissioners, to seek Member involvement in the determination of a future governance structure. This report considers the main governance options available and makes recommendations to the Commissioners and Council on the most appropriate model.
- 3.1.2 The recommendations, if accepted and implemented, will directly influence the future governance structure of the Council. The governance model will shape its effectiveness, performance, impact on local communities, accountability and leadership and ultimately contribute to the return of the administration of the Council and its services to local elected members.

4 TERMS OF REFERENCE

4.1.1 The terms of reference were agreed at the Council meeting on June 3, 2015. These stated that the Review Group should:

- Consider the case for change, including the strengths and weaknesses of the current decision-making arrangement;
- Consider the main governance options;
- Conduct an analysis of the strengths and weaknesses of such models;
- Investigate how the models have been implemented elsewhere in the UK and to consider independent evidence regarding their success;
- Formulate recommendations on the way forward for the Council;
- Consider the purpose, role and duties of members, to include decision-making, scrutiny, community leadership and representation;
- Review the Scheme of Delegation to ensure that it is streamlined and with the appropriate levels of delegation to officers and properly supports the new governance arrangements,
- Consider the appropriate number of elected members that will be required under the new governance arrangements with a view to inviting the Local Government Boundary Commission for England to conduct an electoral review.

4.2 Current Governance Model

4.2.1 The current model of governance operating in Rotherham was established as part of measures outlined in the Local Government Act 2000. The reforms were introduced in England and Wales to address, in part, the widespread disillusionment with public office, including local councils. There was a view that the traditional committee structure was inefficient, cumbersome and opaque (DETR, 1998a, p. 29).

4.2.2 It suggested that these inefficiencies manifested themselves as poor performance in key functions, such as education and social care, and in a lack of transparency in decision making (DETR, 1998b). The traditional committee system was replaced with a smaller decision-making executive ('cabinet'); with parallel expectations that non-executive councillors would question or review executive decisions as part of a new scrutiny role.

4.2.3 All councils were required to have new executive arrangements and at least one Overview and Scrutiny (O&S) committee in place by June 2002¹. Along with the majority of councils in England and Wales, RMBC opted for a decision-making cabinet, with the remaining members sitting on O&S committees. These arrangements were formally constituted in 2001.

¹ With the exception of smaller districts with a population of fewer than 85,000 who were allowed to maintain their existing committee structures

- 4.2.4 The regulatory functions of councils (i.e. Planning and Licensing) were unaffected by the changes to executive decision making introduced by the Local Government Act 2000.

5 METHODOLOGY

- 5.1.1 The review commenced in June 2015 (with the independent chair taking up his role in August of 2015). It was completed across a programme of seven meetings and four visits, with a final meeting to agree recommendation on 13th January this year, following which a final report was drafted, agreed by the chair and circulated to the leaders of each political party whose comments have been incorporated in this final report. This, the final report, was 'signed off' by the chair on 20th February. The review had the following stages:

Stage 1 – Baseline Assessment

- Establish why the Council might need to change its arrangements and to consider the different viewpoints and perspectives on this, including an assessment of the strengths and weakness of the current arrangements;
- Consider relevant background information, in particular on the different governance models.

Stage 2 – Options

- Determine the main design principles of an effective system, based on the strengths and weaknesses in stage 1;
- Draw up options to support these principles;
- Assess strengths and weaknesses of the models available.

This stage involved the use of research, visits and expert witnesses and guidance.

Stage 3 – Recommendations

- To formulate the recommendations for a future governance model for the Council

- 5.1.2 The supporting evidence was gathered through the following:

- Desktop review and analysis of legislation, policy directives and commentary;
- Questionnaires circulated to all Members to ascertain their priorities as councillors and the amount of time spent undertaking council activities as councillors;
- Expert presentation and evidence from Ed Hammond, Centre for Public Scrutiny;
- Visits to Oldham MBC, Hartlepool BC, Leicester City Council and Cheshire East Council to discuss with lead members and Chief Officers the relative merits of their respective governance arrangements. These visits enabled the group to examine and discuss with members and officers an elected mayor model (Leicester), leader and cabinet models (Cheshire East and Oldham), and a committee model (Hartlepool);

- Presentations from Cllr Steve Houghton (Leader of Barnsley MBC) and Jim McMahon (former Leader of Oldham MBC) covering their own authorities' governance structures and also their views on the future direction of local authority governance, especially in the light of falling resources.

5.1.3 The schedule of meetings and the subject matter discussed at each is set out below:

(1) 27th July 2015

- Strengths and Weaknesses of the current decision-making arrangements; members were mindful of the analysis of the Casey report and the challenges that presents for the future governance of the borough;
- The main governance options and the strengths and weaknesses of each;
- The role purpose and duties of Elected Members.

(2) 27th August 2015

- Presentation on the future role of the councillor and different governance arrangements by Sir Stephen Houghton CBE
- Report on the outcome of Members Survey;
- Report and discussion on the role of the councillor

(3) 6th October 2015

- Presentation & discussion about governance arrangements: Cllr Jim McMahon, (then) Leader of Oldham Council.

(4) Visits between 9th October 2015 – 17th November 2015

(5) 30th November 2015

- Impressions / lessons learnt / implications for RMBC arising from the visits.

(6) 10th December 2015

- Brief presentation and discussion of the Rethinking Governance publication by Ed Hammond, Centre for Public Scrutiny;
- Discussion regarding the Scheme of Delegation – principles of decision making;
- Future governance models – options analysis of elected mayor, leader/cabinet/scrutiny, and committee models.

(7) 18th December 2015

- Recap of discussions from meeting held on 10 December 2015
- Discussion of models and confirmation of preferred model;
- Area working;
- Members Training and Development.

(8) 13th January 2015

- Summary of issues agreed and final recommendations.

6 LEGISLATIVE OPTIONS

6.1.1 The Localism Act 2011 expanded the number of decision-making systems that councils could adopt. A formal decision is required to move to a different decision-making system, and would take effect at a Council's Annual Meeting. Therefore the earliest this could be implemented in Rotherham would be at the Annual Meeting in May 2016.

6.1.2 As outlined in the Local Government Association (LGA) guide 'Rethinking Governance (LGA, 2014, p6), the options are:

- **Leader and Cabinet** – operated by most councils. Decision-making powers can be given to individual cabinet members or retained by full cabinet. The Leader is elected by Council and the Council must have at least one overview and scrutiny committee. This was the model in operation within Rotherham MBC at the time of Government intervention.
- **Mayoral system** – directly elected executive mayor, who appoints a cabinet made up of other councillors, who may also have decision making powers. The Council must have at least one overview and scrutiny committee.
- **Committee system** – most decisions are made by Committees, which comprise of a range of councillors, to reflect the political balance of the Council (this is the only model of the three options that specifically requires political balance). The Council is not required to have an overview or scrutiny committee(s) but may choose to do so. Individual members cannot make decisions, although these can be delegated to individual officers

6.1.3 There are variations to these models leading to potential **hybrid** options for Councils to adopt. Councils also have the option of suggesting an approach of their own to the Secretary of State, provided that it satisfies the tests laid out in Schedule 2 Part 1A, Section 9BA of the Local Government Act 2000 as amended by the Localism Act 2011 namely:

- a) that the operation by the authority of the proposed arrangements would be an improvement on the arrangements which the authority has in place for the discharge of its functions at the time that the proposal is made to the Secretary of State,
- b) that the operation by the authority of the proposed arrangements would be likely to ensure that the decisions of the authority are taken in an efficient, transparent and accountable way, and
- c) that the arrangements, if prescribed under this section, would be appropriate for all local authorities, or for any particular description of local authority, to consider.

6.1.4 Regulatory bodies such as Planning and Licensing remain in operation regardless of the governance model adopted.

7 OPTIONS CONSIDERED

7.1 Introduction

- 7.1.1 Referring to issues outlined in the Casey Report, the review noted that the failings in governance were in part attributable to poor culture, behaviours and ways of working and not necessarily due to the working of the cabinet/leader model as such. The review made a thorough assessment to identify areas of respective strength and weakness in the governance options available and applied these to clarify which aspects of current arrangements in Rotherham should be retained or changed.
- 7.1.2 There was a consensus that there needed to be a collective commitment to change the culture of the organisation to enable better working in an open, transparent and democratic way.

7.2 Mayoral Model

- 7.2.1 The Mayoral system was seen to be efficient in term of speed of decision making. There also appeared to be robust system of scrutiny, with decisions being 'called-in' on a regular basis. However, there was little appetite for the mayoral system as it is felt this system concentrated too much power into the hands of one person. Given the challenges within Rotherham it was considered that this would be perceived as being less transparent and "democratic" than other models.

7.3 Committee model

- 7.3.1 A small number of members of the group favoured the Committee system on the basis that they perceived that the current model did not function properly and a change was required to restore public confidence. Whilst there was a consensus on the importance of rebuilding trust, others questioned if this would be best achieved through adopting a committee structure.
- 7.3.2 In considering the committee model, members examined speed and transparency of decision making; committee composition (i.e. the requirement to allocate seats according to political balance); and access to information. In examining the relative merits of this governance model, the majority of the review group felt that the concerns outlined about public and member confidence could be addressed through the strengthening of the existing model of governance, especially the scrutiny system, and providing additional safeguards, rather than wholesale adoption of new structures. Indeed in discussion many members agreed that governance in Rotherham had failed, not because it had a Cabinet/Leader model instead of a committee model but because of the poor culture that had underpinned governance in the Borough.

7.4 Leader and Cabinet

- 7.4.1 The review group confirmed it was important to ensure that decision making was efficient, whilst subject to sufficient checks and balances ensuring that it was transparent and accountable. The majority of the group favoured the adoption of the Leader and Cabinet model, but with substantial changes to the way it has operated especially in relation to collective decision-making; transparency and the operation of the Scrutiny function.
- 7.4.2 There was a majority consensus that the Leader and Cabinet model of

governance is the preferred system.

8 RECOMMENDATIONS

Council

- 8.1.1 That Council's sovereignty in relation to the consideration and setting of the Policy Framework, Medium Term Financial Strategy, budget and council tax setting, should be reaffirmed.

Leader and Cabinet Model:

- 8.1.2 That Council approves this model of executive decision making. However, in the first instance decisions to be taken collectively, as opposed to delegation to individual Cabinet Members;
- 8.1.3 That the Leader be elected for a term to be agreed by Council;
- 8.1.4 That authority be delegated to the Leader to appoint her/his Cabinet.
- 8.1.5 That all decisions to be taken by Cabinet meeting the criteria of a 'key decision' are routinely published on the Forward Plan and circulated to all members;
- 8.1.6 That the Leader consults with both the Chair of OSMB and the leader of the main opposition party prior to a decision being designated as 'urgent' and therefore exempt from call-in; and that the number of members currently required to request that a decision be called in be reduced from one Member supported by at least five other Members to one Member supported by three other Members.

Scrutiny

- 8.1.7 That the forward plan of key decisions is considered by OSMB on a regular basis with an opportunity to examine proposals in advance of decisions being made;
- 8.1.8 That Cabinet papers are considered at a meeting of OSMB scheduled in the week preceding the Cabinet meeting to ensure that 'pre-scrutiny' of proposed decisions is facilitated;
- 8.1.9 That the current number of commissions are retained, subject a review of the number after a year; however their terms of reference should be reviewed to ensure that there is closer alignment with Cabinet portfolios;
- 8.1.10 That the vice chair of the OSMB be a member of the main opposition party;
- 8.1.11 That the chairs and vice chairs of the other commissions be filled by parties according to the proportional representation of their party group on the Council;
- 8.1.12 That the work of the commissions to focus on policy development as well as scrutiny of implemented policies;

That the number of members required to 'call in' a decision be reduced from 6 to 4.

Area working

- 8.1.13 Area assemblies (to be called 'Area Boards' in the future) to be retained as committees of the Council comprising all councillors from the wards making up

each assembly;

8.1.14 Each would be chaired by a member of the party with the most seats in the given area.

8.1.15 The Terms of reference for the Boards to be established as part of the review of the Constitution including a wider review of the council's neighbourhood-based working, but each would have a budget for 2016-17 (budgets for later years to be subject to the review) to be spent on 'area caretaking' and 'social inclusion' projects and consistent with the councils' overall policy framework; they would operate as the identity of the Council at a local level and provide an annual report of the work carried out.

Information Sharing

8.1.16 That Cabinet agenda papers be circulated to all members at date of publication.

8.1.17 That Exempt papers be provided to the Opposition group leaders and Scrutiny chairs at date of publication. Any member found to breach the confidentiality of any council papers would be the subject of party discipline and possible investigation as a breach of the Code of Conduct.

Member Development and Services

8.1.18 That all new members undertake a thorough induction programme, and that every member has an annual appraisal conducted by her/his party leader (or nominee) with an agreed personal development programme as one of the outcomes. That all members provide an annual report to the electors in their ward.

8.1.19 That members are provided with an annually updated A-Z directory of the services provided by the various departments and a comprehensive Members' handbook.

Number of Councillors

8.1.20 That consideration of the number of Councillors be deferred pending the Boundary Commission's review starting Summer 2016.

Scheme of delegation

8.1.22 That a review of scheme of delegation be considered regarding the level of delegation to Officers; it is recommended that this should be an ongoing and appropriate task for a Constitution review working group to undertake and that in the first instance it should consider and report on whether the upper limit for spending decisions by officers should be lowered to £250,000.

Accountability

8.1.23 That the council adopts an online system of recording decisions in an open and transparent way, including investigating how this could be extended to senior officer decisions.

Review:

8.1.24 That there should be a review of these arrangements and their operation after one year. It would be appropriate for this to take the form of a peer/external review and also for there to be an ongoing annual self-assessment by the Council, which could be undertaken by a standing council group as the successor to the Governance Review Working Group.

REFERENCES (TBA)

APPENDIX E

SUMMARY OF DEVELOPMENT ACTIVITY BY ROTHERHAM COUNCIL'S LABOUR GROUP OF COUNCILLORS

As Lead Commissioner for the Government intervention, I have taken an interest in how the Labour Group of Councillors, currently in the majority for the Council, have reflected on the lessons learned from the Jay and Casey reports and how they have committed to playing their part in the 'fresh start' for the Council which is part of both improving the Council services, restoring best value and convincing the Government to end the intervention.

Cllr Gosling has been Chair of the Labour Group since 2008 and he has always prided himself on ensuring that his chairing style allows anybody who wants to raise a point in a Group meeting to be given the space to do so. However he accepts that in the past there were a number of dominant personalities within the Labour Group and that may have been a reason for it being more difficult to speak up. He believes that the departure of that cohort of Councillors meant meetings were now much improved.

The style of meetings and activity between meetings continues to evolve and these are the main developments:

1. Advisory Cabinet Members are expected to report back to Labour Group and there is a space on the Group agenda for them to do so. It is now more likely that they will report back in written note form.
2. The use of email within the Group processes is now much more intensive and regular.
3. It has become practice to set up working groups so that a wider range of Labour Councillors get involved in the big issues. The current working groups include the future of Adult Social Care, the budget and early help services within Children's Services.
4. A number of opportunities have been taken to look at Labour Group practices in other Councils and the Group has also had visits from Cllr Jim McMahon, former Leader of the Labour Group on the LGA; Cllr Andy Hull, Finance lead at Islington Council and on an all-party basis, Cllr David Simmonds, Children's lead at the LGA.
5. Some time ago Cllr Claire Kober, Leader of Haringey Council ran a workshop and a recent check suggests that all of the development commitments made at that workshop were now being executed. Using external speakers in order to ensure the Group has a good understanding of CSE issues, Ann Cryer MP has spoken as has a survivor of CSE.
6. A Skills Audit for existing Councillors – particularly the new Councillors elected in May 2015 has been conducted. The intention is to repeat the skills audit at least once every Administration. Each new Councillor has had an induction meeting with the Chief Whip.
7. Preparatory sessions have been held aimed at would be Councillors who might wish to stand in May 2016.
8. If a Councillor wishes to raise any matter, then they only need to ask the permission of the Chair of the Group meetings and he is always willing to be flexible about the agenda to promote such an opportunity.

9. If any Councillor is clearly not functioning well or is otherwise seeming to fail, then the Chief Whip is vigilant to this and understands that she has both a care and control function with Group Members.
10. Group meetings have become more frequent to ensure that there is enough discussion time for all the key items and a workshop was held to assist in drawing up a Vision for the Council.
11. Attendance at Council meetings is monitored via the Whip's office.
12. The Group Secretary is alert to special needs; any other appropriate adjustments or other particular requirements, to promote inclusion.

Other development possibilities are under discussion including:

1. The restoration of an All Party Members' Development Working Group/Committee to keep on top of Member training requirements.
2. A structured opportunity for Group Members to use the Group meeting perhaps once a year to discuss any matters of concern. It is agreed that this might be a useful opportunity to give voice to 'rising tide' issues which might otherwise not be identified as growing in importance because of the inevitable pressure to discuss urgent issues.

Signed:  (Cllr Alan Gosling, Chair – Labour Group)

Signed:  (Cllr Emma Hoddinott, Secretary – Labour Group)

Signed:  (Sir Derek Myers, Lead Commissioner)

January 2016

APPENDIX F

A healthy system of democratic leadership and accountability

As councillors for the Borough in 2015 we understand the special responsibilities we bear. The Council must improve and we are confident that improvement has begun. The Council needs to increase public confidence. As councillors we need to demonstrate we are learning from the past and mindful of the high standards we set for ourselves and that others demand.

Councillors have a number of roles. We need to be accessible and approachable to our ward constituents, whether they voted for us or not, and willing to ensure the Council hears and responds to their needs appropriately. We need to help increase local communities' ability and willingness to pull together and find local solutions to common problems. We need to lead and scrutinise the service delivery of the paid staff. And we want to plan for the future of the Borough and make decisions about the best ways to increase prosperity, ensure wellbeing and provide opportunities.

We believe politics is about debate and sometimes argument. Such debate helps the Council decide what to do and how to do it. We are currently debating how to organise ourselves within the council but however this is determined all councillors have both individual, Group and collective responsibilities. We know that political arithmetic matters. A Party with a majority can expect to win votes if it agrees on a course of action. Minority parties accept this. In return all parties accept they should seek to find common cause where they can whilst disagreeing where they think they must.

We want a reputation as councillors who are credible, responsible and self-critical. As part of this we have come together on a cross-party basis to discuss a new local code, in which we commit to high standards, more specific and detailed than the national code of conduct which binds all councillors. This local code should therefore be read as supplementing that document which already outlaws bullying, requires close attention to conflicts of interest, holds us to keep private matters confidential and commits us to the seven principles of public life.

In many ways this code breaks no new ground. Our councillors live these standards every day. But we recognise that by writing these standards down we show how serious we are about our personal and Group self-discipline.

This is what we want to do:

Be respectful

1. Always remember the importance of those individuals and communities who need the council's services.
2. Ensure our words and actions are free from prejudice and improper discrimination.

3. Get the basics right and be courteous and reliable in all our dealings with the public.
4. Understand the legal requirements on the Council.
5. Always be mindful that we are responsible for other people's money.
6. Be clear with the staff of the council about our ambitions and expectations whilst treating them with respect.
7. Act, dress and carry ourselves in a way that invites others to respect our efforts.

Be imaginative

8. Be energetic and be ambitious; looking ahead to what needs to change.
9. Encourage others to take an interest in the Council.
10. Use evidence of what works elsewhere to improve our decision-making.
11. Advocate for those individuals and communities who need our help.
12. Widen the circle of those contributing to local life.
13. Never be complacent and try to learn from others and be open to new ideas.

Be open-minded

14. Accept if we have got things wrong and try to put things right
15. Commit to personal development to improve our understanding, skills and confidence.
16. Challenge those who fall below the high standards we believe in.
17. Avoid giving personal criticism, whilst being willing to vigorously debate ideas and principles
18. Resist taking offence too easily, recognising that politics requires resilience.
19. Understand our personal accountability and engage with the press and others to explain our work
20. Escalate any individual concerns responsibly, using agreed systems of the Council.

APPENDIX G

CODE FOR ROTHERHAM MBC: SENIOR STAFF WORKING TO COUNCILLORS

1. Purpose of this paper

- 1.1 As part of its recovery, Rotherham will gain many new senior staff and many Councillors either new to local government or inexperienced in positions of leadership. It is also agreed that Scrutiny needs to be stronger and more productive. These circumstances indicate that a written Code covering expectations of Councillors and senior staff when working together would be advantageous.

2. The Law's requirements

- 2.1 All staff advising Councillors work to the Council as a whole, not just the party in power. How much advice or assistance (say in working up policy alternatives) is given to minority parties is something that can be agreed if necessary. It is not covered here.
- 2.2 Under the National Code of Conduct, Councillors when making decisions agree to take account of any advice from the Council's Monitoring Officer and Statutory Finance Officer.
- 2.3 Councils are subject to judicial review challenge if they make "*unreasonable*" decisions.
- 2.4 Councillors will take political principles and Party considerations into account but not to the exclusion of other relevant considerations.
- 2.5 Councillors need to consider any conflicts of interests. Such judgements are personal; they cannot be delegated to officers, though officers can provide a sounding board and offer advice.
- 2.6 Officers must be mindful of the law and senior staff in particular must give formal advice on statutory requirements as necessary.

3. Some basic expectations

- 3.1 Councillors and staff must treat each other with respect. Challenge and debate is healthy; however, no-one should shout or insult. Criticism can be a form of challenge and holding each other to account. However, those being criticised must have the right to reply.
- 3.2 Care should be taken to identify and make reasonable adjustments where individuals have particular needs by virtue of religion, disability or other characteristics covered by law.
- 3.3 Senior staff will need to brief Councillors in a timely, open and honest fashion. Briefings, in consultation with Councillors, may be via telephone or email. Suitable records of significant discussions should be kept.
- 3.4 In situations where significant choices have to be made or new requirements requiring significant action arise, senior staff are entitled to put formal advice in writing and Councillors should expect to reply in writing. Officer advice does not have to be taken but a decision against officer advice ought to be documented as to reasons.

understand such direction, though they may seek to influence it. Regular dialogue and review will ensure such policy direction can be operated and will withstand challenge. The best policy is often made by close working between Councillor political and conceptual direction and officer professional and management advice.

- 3.6 Councillors and senior staff need to operate within expectations of professional behaviour. This will normally preclude extensive or intensive social contact between individuals. A certain professional distance will avoid role confusion, bullying or over familiarity.
- 3.7 Officers are paid to be experts and should be treated as such but in return should not over-state their expertise. In some situations expertise is a minor component and other considerations including political principle and public credibility may be relevant. Senior staff should recognise these considerations lie outside their areas of expertise.
- 3.8 When asked questions or asked to give an account, senior staff must strive not to appear defensive or closed. A full, straightforward account should lead to better understanding and reflection. In return Councillors should not rush to judgement or blame precipitately.
- 3.9 Councillors should use officers to generate options, clarify implications and expand understanding of option appraisal.
- 3.10 Both Executive and Scrutiny Councillors will have reason to hold senior staff to account. It will be important that this is only senior staff. Chief Officers are responsible for the performance of all other staff, not Councillors.
- 3.11 When these demanding conversations are taking place there will be an additional expectation that all parties will commit to firm, precise and professional language, to avoid any sense of personal conflict.

4. Particular expectations within Rotherham

- 4.1 Cabinet Members will agree an individual statement with their lead senior staff, setting out expectations covering what they expect to be told; how often they want to meet; how they want to work; what ambitions they have; their availability and any other matters designed to clarify expectations and build a professional partnership.
- 4.2 Written reports including reports to Executive Councillors, Scrutiny and Committees will be well written and signed off by both the report author and Chief Officer or other delegated senior officer.
- 4.3 Appraisal procedures for Chief Executive and Chief Officers will ensure both relevant Executive Councillors and the relevant Scrutiny Chair are part of the process and in the case of the Chief Executive the Leaders of the minority parties.
- 4.4 Outside of yearly appraisal processes, complaints against or concerns about senior staff should be made to the Head of Paid Service (usually the Chief Executive). A complaint against the Chief Executive should be addressed to the Monitoring Officer.

5. Scrutiny Processes in Rotherham

- 5.1 All staff of the Council owes the same duty to the scrutiny systems as they do to the executive systems. It is not the job of staff to 'protect' the executive side of the Council (i.e. the Cabinet) from challenge, analysis or adverse observation by Councillors charged with scrutiny, although it can be appropriate to keep Executive Councillors abreast of work scrutiny are doing.
- 5.2 Scrutiny in Rotherham will include both scrutiny of decisions taken (where decision-makers might be asked to give an account of why the decision has been made);

scrutiny of delivery (where senior staff and accountable executive Councillors might be asked to give account for what has or has not happened or is promised) and “overview” where Scrutiny of its own volition or at the request of an Executive Councillor, will look into policy options, service improvements, value for money or other issues important to the people of Rotherham.

- 5.3 Good systems operate best within clear, well-planned expectations. In particular Scrutiny Programmes will be planned in advance, so that the appropriate staff and Executive Members can attend.
- 5.4 As scrutiny operates, Executive Councillors will need to own and explain the decisions that they have made and senior staff will need to explain any decisions they have made or advice they have given, but the distinction between the two must be clear.
- 5.5 Attendance by officers at scrutiny meetings will be decided by Chief Officers. They may ask specialist, more junior staff to attend to provide specialist information. Attendance of scrutiny should never be just junior staff. As a courtesy, Chief Officers should periodically review attendance of scrutiny committees with Chairs of Committees to discuss what is practical, reasonable and appears to be working or otherwise.
- 5.6 Scrutiny Councillors have no authority to act alone, save that the Chair and any agreed sub-groups (and therefore chairs of sub-groups) can be expected to act as a representative of the main Committee.
- 5.7 Individual Councillors with individual concerns or who wish to challenge policy or performance matters can ask for an item to go on a scrutiny agenda, and even if not a member of that scrutiny committee, can attend and speak to that item with the permission of the Chair.
- 5.8 The Head of Paid Service (usually the Chief Executive) is responsible for ensuring the scrutiny and executive systems are both adequately supported, and should as a matter of courtesy attend some scrutiny activity each year.
- 5.9 Both the Leader of the Council and Chief Executive have the right to join any scrutiny meeting and can contribute at the invitation of the Chair of that meeting. The appropriate Advisory Cabinet Member will usually be invited to attend scrutiny meetings under his or her portfolio.
- 5.10 Scrutiny committees may wish to hear from representatives of agencies other than the Council and Democratic Services staff will seek to make these arrangements. The same courtesies as outlined above will be extended to any such guests attending scrutiny committees.
- 5.11 Democratic Services staff are responsible for drafting scrutiny output reports. They are likely to want to check with colleagues in service departments to ensure accuracy in matters of fact and the feasibility and the legality of any recommendations.

Sir Derek Myers
Lead Commissioner

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APPENDIX H



PROGRESS REVIEW – MENTORING SUPPORT TO ROTHERHAM COUNCILLORS

The LGA has placed a team of experienced peer mentors – councillors from other authorities – to work with councillors in a range of leadership roles across Rotherham Council, to provide them with a source of confidential and candid advice, support and challenge as they work to deliver improvements in governance and service delivery to give local people a council they can have confidence in.

Mentors are working with the Leader and members of Rotherham’s Advisory Cabinet; leaders of the Opposition and Independent Groups and the Chairs of the Planning Board and Advisory Licencing Board. Working in conjunction with the Centre for Public Scrutiny (CfPS), the LGA has also placed mentors to work with the Chairs of the Council’s Scrutiny Commissions and Scrutiny Management Board.

In general, Rotherham members have engaged well with their mentors. The LGA mentors have been impressed by the commitment of the Rotherham councillors they have been working with to face up to the problems of the past and strive to turn things around. The knowledge and grasp of issues demonstrated by a number of Rotherham councillors has been noted by their mentors. Both mentors and Rotherham councillors themselves feel they have become more confident in their roles over the past few months and are better placed to provide the public leadership role. Mentors feel that members have developed good and constructive relationships with the Commissioners.

The development of a new vision and priorities for the Council with significant member input has been important, and members are now thinking in terms of how they can give leadership through their individual roles to the delivery of those priorities. Rotherham members have also found the opportunity to visit their mentor’s authority to see different ways of working particularly valuable in providing fresh perspectives, and tapping into the wider local government experience offered by the mentoring team. Mentors have been able to offer advice as to how members’ previous experience – gained both in politics and elsewhere – can be applied to their new roles.

Looking ahead to the next stages of Rotherham’s improvement programme, the return of some powers to local democratic control, as recently agreed by the Secretary of State, will provide members with further opportunities and challenges to demonstrate and develop their leadership roles. The LGA’s mentoring team will help the recently expanded Advisory Cabinet to work effectively as a team (additional mentors have recently been placed with new portfolio holders); and with individual Advisory Cabinet members where executive powers have been returned. They will continue to support Advisory Cabinet members in working through the new decision making arrangements with the Commissioners.

How to work effectively with the new senior management team will also be a focus for the next phase of mentoring support, to develop good working relationships and appropriate political direction. In the longer term, mentors envisage supporting the Council’s leadership in working with the wider membership to develop a long term strategy and financial plan to deliver Rotherham’s priorities.

The great majority of Rotherham members have already indicated that they would want mentoring support to continue to be available to them. The LGA will confirm arrangements for this with Rotherham Council after the May 2016 elections, but is committed to continuing to provide this support which has demonstrated its value to Rotherham members.

David Armin
LGA project manager
17th February 2016

Local Government Association Residents' Satisfaction Survey

In December 2015, the Local Government Association undertook its second survey with residents who lived in Rotherham. This is an opportunity to gauge how the public perceive the Council on a number of key areas including satisfaction, trust, confidence and value for money. Comparisons are made to the first poll undertaken in June 2015 and to national results where questions are the same.

Overall, residents in Rotherham are just as satisfied with their local area as a place to live as the national average (82%), slightly improving in the last six months. Overall satisfaction with the Council is largely unchanged from June to December (54%) but significantly is 17 points behind the national figure. The biggest rise in satisfaction levels are around the extent to which the Council acts on the concerns of local residents (6% higher to 51%) and keeping residents informed (up 5% to 49%), although both of these are 14% behind the national figures.

The largest gap between Rotherham and the national picture is residents' trust in the Council. Although more people do have trust in the Council compared to June (45%) it is somewhat lower than 65% nationally. An encouraging sign is those who have no trust in the Council have reduced from 22% to 15%. Meanwhile those who agree that the Council provides value for money remains fairly static at 40%, 16 points behind the national average. It is worth noting that % of "poor VFM" has fallen from 33% to 26%.

Residents' confidence in the Council increased marginally and in the June 2015 poll, respondents were more likely to say they didn't have confidence in the Council "at all". The largest fall in satisfaction levels was when responders were asked if they were satisfied with Rotherham as "a place to live" which dropped eight points to 61%.

Comparing similar sets of questions against other councils, Rotherham's results are somewhat better than a number of other areas. As an example, Rotherham residents have indicated the Council is more responsive than three other councils, and keep residents better informed than two others in the same group.

For a detailed breakdown of results and a copy of the questions set for the survey, please go to:

http://www.rotherham.gov.uk/downloads/download/250/lga_resident_satisfaction_survey

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APPENDIX J

Partners' reflections: 12 months on from the DCLG inspection of Rotherham Metropolitan Borough Council

As part of the 12 month review process, the Commissioner team visited partners to gauge their views on how the Council has progressed since Commissioners started work in Rotherham. Nine separate interviews took place between January and February 2016 and the same questioning format was asked at each.

All partners thought relationships between the Council and their respective organisations had improved markedly. With personnel and structural changes happening at a rapid pace, a small number of partners spoke of their frustration at some decisions taking too long and a potential loss of 'corporate memory'. One partner commented that there has been some cultural challenge as areas of the Council continue to develop but this is changing as relationships build. All concurred that the Council is a more open and approachable organisation and one that now understands its role as a key partner. All felt they were being included into some key decision-making areas of the Council. Recruitment of senior staff was one recent example.

No partner has witnessed any examples of poor behaviour or bullying from the Council, or heard any second-hand reports of such. Some did identify some robust challenges in partnership meetings which were not always considered appropriate.

Politically, there was a noticeable improvement in relationships with strong support and increasing challenge from Elected Members. The Leader was singled out for particular praise as being easy to speak with, approachable and taking partners' suggestions and concerns seriously. The 'Views from Rotherham' roadshows were brought up by almost every partner, each commenting on how it portrayed the Council as public facing and willing to listen to those who live and work in the borough. Most partners thought that public perception of the Council had improved in the last year, although one pointed out that Black and Minority Ethnic communities, particularly those of Pakistani heritage, have indicated they have not seen any tangible evidence of improvement.

There were somewhat different views regarding Rotherham Together Partnership's own development. Some felt that it was as it was early days of the newly launched Partnership, and there needed to be some time for it to form and shape properly. A couple of partners pointed to an urge by some to "do things", which risked strategic players getting bogged down with some of the smaller short-term issues. Others felt the Partnership should concentrate on a small number of key priorities. There were also conflicting views on the Council's involvement as a key partner and leader, ranging from the need to take "a stronger role", getting it "about right" to being "overpowering". There was a plea for the Council to step up its responsibility across the partnership, with senior staff attending appropriate boards and groups. Most, but not all, would like to see the Leader permanently chairing the Partnership meetings.

Community cohesion was a recurring theme raised in several of the interviews, most taking a view that the Partnership needs to take a leading role and that it should be a key priority over the next 12 months.

All saw a much more responsive Council in tackling Child Sexual Exploitation, and each partner talked of their efforts in raising awareness of staff and those who came into contact with the organisation.

Prospects for the Council were universally viewed as 'positive', although one pointed out that the continued reductions in funding will be a test. Although there were no specific questions relating to the Commissioners, most wanted to give a view. All those who did thought their involvement had been beneficial to the Council's progress with comments made such as 'shared sense of purpose', 'welcome', 'pointing the Council in the right direction' and 'a breath of fresh air'. One did ask that Commissioners keep their nerve around handing back further powers as it may take longer than envisaged for others to be returned.

APPENDIX K

Manager and Staff Feedback: 12 Months on from DCLG inspection of Rotherham Metropolitan Borough Council

The next staff survey (Pulse) is due to take place in February 2016 and this will be followed up by focus groups for those who don't have electronic access.

Feedback received through the new joiners surveys is positive (78% proud to work for Council, 86% would recommend Council services). Leavers tend to be more non-committal about their views with 20-25% being neutral in responses, but 68% said they have been proud to work for Council and 69% would work here again. 55% would recommend Council services.

Manager Briefing Sessions are held with M3 Managers (Service Managers) on a monthly basis. In preparation for the appointment of a new Strategic Leadership Team, roundtable discussions took place on 21st October to reflect on where we are now. This was revisited in January 2016 with the arrival of the Chief Executive. A summary of the feedback received is provided below:

Vision and the budget

- Management of Improvement Plan has kick started refreshed approach to programme management, but business planning, project and programme management needs embedding
- Corporate Plan is opportunity to ensure a golden thread running through into service/team plans
- Budget and current overspend; scale of current budget pressures remains a challenge

Organisational Challenges

- Need to deliver good universal services
- All out elections in May 2016 – must be well managed
- Pace of change and sustainability
- Peer reviews have generally had positive outcomes
- Review of Adult Services is an opportunity to be creative and remodel the service to meet the needs to the whole community
- Need more engagement and communication with the community
- Need more focus on community solutions/resilience

Workforce

- Staff are committed to “seeing it through”, however they are feeling the pressure and seeing increased sickness and low morale in some areas
- The Council has employed a number of individuals following successful apprenticeship schemes
- Some challenging of “old styles” now, so culture is starting to change
- Risk of losing skilled staff/corporate knowledge and experience
- Need to invest more in training and skills required for the future

Style and behaviour

- Better working across directorates, but still continue to work in silos and more effective joint working is needed across the organisation
- Managers and staff have recognised the need to change and embraced this
- New appointments will bring new challenge whilst moving the organisation forward and demonstrating stability
- Members are more engaged and the Strategic Leadership Team are more strategic
- There is a better awareness of structures and systems
- There is better engagement with staff through survey and roadshows etc.
- Staff need to take ownership – no more of the “it doesn’t affect me” attitude
- Need more clarity about expectations of managers – some disempowered and concerned about blame

Children and Young People’s Services

- Investment in Children’s Services in encouraging
- Ofsted Improvement visits have lifted the workforce
- Better quality services to support victims of CSE and those at risk
- Education/school improvement has improved, however need to continue narrowing the gap
- Role of all services in supporting and safeguarding children needs developing

Regeneration/Economy/Partners

- Better connected into Sheffield City Region and Devolution deal, but needs broader awareness of how all can contribute
- Concern re. retaining young people within the borough
- Some improvement in partnership working, which needs to continue

APPENDIX L

'Minded-to' decisions made by Commissioners

Record of Decisions undertaken by Commissioner Sir Derek Myers

Matters for Consideration	Date of Meeting
<p>Representations on Outside Bodies and Membership of the Council's Panels, Boards and Sub-Committees To consider the nomination requests and approve.</p>	10th June, 2015
<p>Membership on Committees, Sub-Committees and Panels To consider the nomination requests and approve.</p>	10th June, 2015
<p>Review of the Council's Minimum Revenue Provision (MRP) Profile To review and amend the current profile for reducing the Council's underlying need to borrow (Capital Financing Requirement - CFR) through the annual Minimum Revenue Provision charge to revenue (MRP) in respect of capital expenditure incurred prior to 2007/08 which was funded by borrowing.</p>	11th June, 2015
<p>Representation on Internal Bodies To consider the nomination requests and approve.</p>	2nd July, 2015
<p>Representation on Internal Bodies To consider the nomination requests and approve.</p>	18th September, 2015
<p>Representation on Internal Bodies To consider the nomination requests and approve.</p>	13th October, 2015
<p>Formation of Joint Health Overview and Scrutiny Committee for the Commissioner Working Together Programme To consider and approve the request to allow the Council to participate in the proposed committee and that the Chair of the Health Select Commission be the Council's representative.</p>	22nd December, 2015
<p>The Provisional Local Government Finance Settlement 2016/17 To note the contents of this report and the financial implications identified for the Council's 2016/17 Revenue Budget and future Medium Term Financial Strategy.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Financial and service changes - proposals for consideration and public consultation prior to Budget-setting for 2016/17 To approve the content of this report to form the basis of further public and partner consultation on these financial and service changes, to inform the final Budget-setting.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)

<p>Capital Programme Monitoring 2015/16 and Capital Programme Budget 2016/17 to 2017/18 To provide details of the current forecast outturn for the 2015/16 Capital Programme and to review the existing approved Capital Programme for the financial years 2016/17 to 2017/18.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Authorisation of Officer to appear in Court Proceedings To seek authorisation from the Council under Section 223 of the Local Government Act 1972, for a newly recruited Technical Officer to the Council's Account Management Team to appear in the Magistrates' Court on behalf of the Council.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Suspension of Standing Orders for Various Commissions supporting work on the Bassingthorpe Farm Delivery Project To seek an exemption under Standing Order 38 from Standing Order 47 (requirement for contracts valued at less than £50,000 to be tendered) so that commissions can be issued to various consultants to undertake reports, to enable further assessment of the Bassingthorpe Farm development.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Secure Online Citizens Account To approve the award of the contract for the Council's Secure Online Citizen's Account, known as 'Your Account'.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Approval of Lists of Framework Contractors for the YORbuild2 Construction Framework To approve the framework list of contractors.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Newport Paper PLC Recycling Contract - Contract Price Review To consider a further request for an additional six month reduction in the contract price.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)
<p>Community Dementia Cafes Pilot 2016 To approve the award of funds to support the execution of a 12 month pilot.</p>	18 th January, 2016 (Advisory Cabinet/Commissioners)

Record of Decisions undertaken by Commissioner Stella Manzie

Matters for Consideration	Date of Meeting
<p>Commissioning Families for Change To consider a waiver of Standing Orders and award of contract.</p>	30th March, 2015
<p>Extension to Mental Health Support in Schools MIND Contract To consider a waiver of Standing Orders and award of contract.</p>	30 th March, 2015

<p>Rotherham Parent Funding To consider a waiver of Standing Order 47 and approval to commission the Rotherham Parents Forum for Rotherham Parent Charter work</p>	30th March, 2015
<p>Fees and Charges 2015/16 - Community Protection Services To approve the proposed fees and charges.</p>	30th March, 2015
<p>Selective Licensing - Setting the Fee To approve the proposed fee structure.</p>	30th March, 2015
<p>Northgate OHMS Housing System Licenses and Support 2015/16 To consider an exemption from Standing Orders and award of a contract.</p>	30th March, 2015
<p>Libraries, Customer Services and Heritage Services – Review of Fees and Charges To approve the proposed fees and charges.</p>	30th March, 2015
<p>Rudston School To consider a request for financial support.</p>	30th March, 2015
<p>Local Welfare Provision Future Options To consider a request for the implementation of a revised Local Welfare Scheme across Rotherham in 2015/15 incorporating three elements of support: Food in Crisis (£30,000), Crisis Loans (£100,000) and a potential provision of Emergency Grants (£10,000).</p>	30th March, 2015
<p>Pensions Prepayment To approve the pensions prepayment.</p>	30th March, 2015
<p>Vulnerable Persons Team To consider proposals to case manage vulnerable adults, improve outcomes and develop cross agency working in the support and protection of vulnerable adults in communities.</p>	16th April, 2015
<p>Fee Setting 2015/16 - Independent Sector, Residential and Nursing Care Seeking agreement on the payment arrangement for specialist care home placements, where fees were individually negotiated and there was no published standard fee, for the financial year 2015/16.</p>	16th April, 2015
<p>Central Primary School - Add Expenditure To consider additional expenditure for funding of a new 1.5 form entry primary school at Eastwood in Rotherham which had arisen as a result of the school development.</p>	16th April, 2015
<p>Updated Property Search Fees</p>	16th April, 2015

To consider and approve the proposed new fees for carrying out property searches.	
Proposal to make Prescribed Alterations to Milton School To consider and approve the entering in to a period of statutory consultation on proposals to transfer the Kilnhurst Autism Resource Unit from Kilnhurst Junior and Infant School to Milton School control.	16th April, 2015
Proposal to make Prescribed Alterations to Kilnhurst Autism Centre To consider and approve the entering in to a period of statutory consultation on proposals to transfer the Kilnhurst Autism Resource Unit from Kilnhurst Junior and Infant School to Milton School Control.	16th April, 2015
Proposal to make Prescribed Alterations to Abbey School To consider and approve make a prescribed alteration to Abbey School under the requirements of 'the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013' following a period of statutory consultation.	16th April, 2015
Outcome of Stage 3 Complaint Panel To note the details of a Stage 3 Complaints Panel held on 24th March, 2015	16th April, 2015
Love My Streets To consider the overview of the Love My Streets initiative and set out what was required to support the extension of the scheme across the borough in order to encourage and sustain community capacity.	16th April, 2015
Local Land and Property Gazetteer - Renewal of Maintenance Contract To consider and approve the renewal of specific software contract for twelve months, used by the Council to fulfil its statutory obligation to hold and keep up to-date geographical, address and street information and to provide this to the National Database.	16th April, 2015
Removal of Local Letting Policies and New Information Sharing Protocol for Lettings To consider and approve the detail of the Local Letting Policies (LLP's) which were first implemented in Rotherham in December, 2008.	16th April, 2015
Combined Authority's Economic Development Budget 2015/16 To consider and approve the additional resources of £563,000 for its economic development activity.	27th April, 2015

<p>Electoral Management Software System - Renewal of Maintenance Contract</p> <p>To consider and approve a request to waiver under Standing Order 38 of Standing Order 47 the extension of a contract with Xpress Software Systems.</p>	27th April, 2015
<p>Invitation to the Mayor to commemorate the Battle of the Somme in France, July 2016</p> <p>To consider a formal request for the Mayor to visit the Battle of the Somme.</p>	27th April, 2015
<p>Adult Services Deferred Payments Policy</p> <p>To consider an update to the existing deferred payments policy to take account of the new legislation, including eligibility criteria and the introduction of fees and charges.</p>	14th May, 2015
<p>Application for Hardship Rate Relief</p> <p>To consider an application by an organisation for Hardship Relief under Section 49 of the Local Government Finance Act 1988.</p>	14th May, 2015
<p>New Discretionary Rate Relief Application</p> <p>To consider an application for Section 47 Discretionary Rate Relief from an organisation in Rotherham.</p>	14th May, 2015
<p>British Cycling - Sky Ride Contract for 2015/16</p> <p>To approve the extension to the 2014/15 contract with British Cycling to continue the delivery of Sky Ride led bike rides during 2015/16.</p>	14th May, 2015
<p>Heritage Services - Approval of Policy Documents for Clifton Park and York and Lancaster Regimental Museums Accreditation Return</p> <p>To consider and approve key Heritage Service's policy documents to support an application for Clifton Park and the York and Lancaster Regimental Museums under the Arts Council (England) Accreditation Scheme for Museums and Galleries in the United Kingdom.</p>	14th May, 2015
<p>ROCC Uniclass Enterprise Service Planning System and Apex Asset Management System - Licences and Support 2015/16</p> <p>To consider and give approval to allow ROCC and Innovation to continue to provide the annual support and maintenance for the Uniclass Enterprise Service Planning System and the Apex Asset Management respectively.</p>	14th May, 2015
<p>Stage 3 Complaint</p> <p>To consider and note the outcome of a Stage 3 Complaint.</p>	14th May, 2015

<p>Review of Financial Inclusion - Promoting Benefit Take Up By Older Council House Tenants</p> <p>To consider and approve £30,000 funding for Age UK Rotherham to assist elderly tenants in applying for Attendance Allowance.</p>	28th May, 2015
<p>Biomass supply tender report 2015</p> <p>To detail and approve the procurement tender process which was undertaken for securing a contract for the provision of biomass fuel until July 2018 with an option to extend the supply contract for an additional two years after that.</p>	28 th May, 2015
<p>Registration Service- Fee Review</p> <p>To consider the proposed revised fees for celebratory services and set out in detail local benchmarking data.</p>	28th May, 2015
<p>Fenton Road, Greasbrough - Petition Requesting a Controlled Pedestrian Crossing</p> <p>To consider and note the results of an investigation following receipt of a petition requesting a controlled crossing on Fenton Road.</p>	28 th May, 2015
<p>Proposal to make Prescribed Alterations to Milton School</p> <p>To make a final determination in relation to proposals to transfer the Kilnhurst Autism Resource Unit from Kilnhurst Junior and Infant School to Milton School control by prescribed alteration.</p>	10th June, 2015
<p>Proposal to make a Prescribed Alteration to the Kilnhurst Autism Resource Centre</p> <p>To consider and seek final approval on proposals to transfer the Kilnhurst Autism Resource Unit from Kilnhurst Junior and Infant School to Milton School Control by prescribed alteration.</p>	10th June, 2015
<p>Sustrans 'Bike It' Project Extension for 2015/16</p> <p>To consider a request for exemption from Council Standing Order 48 prior to authorising a payment of £56,277 (exc. VAT) to Sustrans Ltd. for 'Bike It' project services in Rotherham during the 2015/16 financial year. As in previous years, Sustrans continued to be the sole provider of the 'Bike It' brand in the UK.</p>	10th June, 2015
<p>Award of Floating Support Contracts for Housing Related Support Services</p> <p>To consider and approve the award of contracts following the procurement process and subsequent evaluation undertaken for EU Classified Annex 2b services to provide "Housing-Related and Preventative Support".</p>	10th June, 2015
<p>Newport Paper Recycling Contract - Proposed Price Reduction</p> <p>To consider how recent events in the newsprint industry had led to a significant reduction in capacity, and therefore in demand for waste paper and card in the UK market.</p>	10th June, 2015

<p>Waste Private Finance Initiative (PFI) Commercial Opportunities - Spare Capacity at Sub Regional Waste Plant, Wath Upon Dearne</p> <p>To consider how to maximise the benefits of the spare capacity at the new Sub Regional Waste (PFI) Treatment Plant.</p>	10th June, 2015
<p>Strategic Acquisitions 31 Council Houses at Sawn Moor Ave, Thurcroft</p> <p>To consider a request to purchase a further thirty-one new homes from Persimmon Homes on the Sawn Moor Road development in Thurcroft. These units were available as part of a Section 106 planning gain agreement</p>	10th June, 2015
<p>Proposed Installation of Chemical Dosing Unit in Riverside House</p> <p>To consider and approve permission to purchase and install a water dosing unit to assist in the management of water quality within Riverside House.</p>	19th June, 2015
<p>Annual Update on the Waverley Development</p> <p>To consider and note the Waverley Estate development, the current position with regard to the number of dwellings constructed and the pupil yield from occupation of new dwellings.</p>	25th June, 2015
<p>Updated Response to Scrutiny Review: Access to GPs</p> <p>To consider and approve the detailed the updated response to the Access to GPs scrutiny review after the original response was referred back to Scrutiny by Cabinet for further consideration due to concerns over the lack of detail regarding implementation of certain recommendations.</p>	25th June, 2015
<p>Scrutiny Review: Child and Adolescent Mental Health Services</p> <p>To consider and approve the main findings and recommendations of the scrutiny review of Rotherham, Doncaster and South Humber NHS Trust Child and Adolescent Mental Health Services.</p>	25th June, 2015
<p>Award of Independent Mental Health Advocacy (IMHA) and Generic Advocacy</p> <p>To consider and approve the detailed the procurement process and subsequent evaluation undertaken for EU Classified Annex 2b services to provide an Independent Mental Health Advocacy (IMHA) Service for Rotherham and Doncaster with an additional Generic Service for Rotherham only.</p>	25th June, 2015
<p>2014/15 Revenue, Capital and Prudential Indicators Outturn</p> <p>To consider and note the unaudited revenue, capital and Housing Revenue Account (HRA) outturn position for 2014/15, reviews treasury management activity during the year and sets out the final 2014/15 Prudential Indicators reported under the Prudential</p>	9th July, 2015

Code for Capital Finance.	
<p>Developing a Medium Term Financial Strategy 2016/'17 to 2018/19</p> <p>To consider the details of the estimated financial challenge facing the Council for the next three years (2016/17 to 2018/19) and recommend the approach that would be necessary to achieve a sustainable, balanced budget position over the medium term.</p>	9th July, 2015
<p>Subsidised use of the Civic Theatre</p> <p>To consider and approve a detailed application for subsidised use of the Civic Theatre for charitable uses in accordance with Minute F40 of 6th December, 2011 of the meeting of the Cabinet Member for Culture and Tourism.</p>	9th July, 2015
<p>Using the Adaptations Budget to Serve People Better</p> <p>To consider potential ways the Council could provide customers with a better service whilst also addressing the need to appropriately manage the budget.</p>	9th July, 2015
<p>Review of Financial Inclusion - Promoting Benefit Take Up By Older Council House Tenants</p> <p>To consider the continuation with funding for a further twelve months for a project which sought to establish the potential to significantly increase the numbers of eligible housing tenants applying for Attendance Allowance, and the success rates of submitted claims.</p>	9th July, 2015
<p>Approval of Tender for upgrading external fabric to 37 properties in Rawmarsh , Rotherham</p> <p>To consider and accept a tender for upgrading works to the external envelope of 37 non- traditional properties in Rawmarsh.</p>	9th July, 2015
<p>Approval of Tender for upgrading external fabric to 80 properties in Swallownest, Brinsworth, Thrybergh areas of, Rotherham</p> <p>To consider and accept a tender for upgrading works to the external envelope of 80 non- traditional properties of various construction types in Swallownest, Brinsworth and Thrybergh.</p>	9th July, 2015
<p>Riverside House, Ground Floor Wing B Recovery Works</p> <p>To consider and approve an urgent request to progress the works to recover from the major leak on the ground floor in Riverside House, to reinstate cash handling and the Registrars areas as soon as possible and repair the damage to ICT equipment.</p>	10th July, 2015
<p>Petition - condition of the carriageways on Broom Avenue, Broom, Middle Lane South, Clifton, Herringthorpe and Badsley Moor Lane</p> <p>To consider and the note the contents of the petition.</p>	6th August, 2015

<p>Revisions to the Housing Allocation and Direct Home Policy To consider and approve the report which had reviewed progress following the launch of a revised Housing Allocation Policy and the proposed revisions to the Direct Home Policy to allocate low demand housing and a revised Transfer Policy to include both Rotherham Council and Rotherham Housing Association tenants.</p>	6th August, 2015
<p>Traffic Signal Maintenance Contract To consider and approve the entering into of a short term contract with the current maintenance contractor Motus Traffic Ltd to allow the continuation of traffic signal maintenance services in the Borough.</p>	6th August, 2015
<p>Exemption to Standing Orders - Local Transport Partnership Air Quality Modelling Project To consider and approve an exemptions to Council Standing Orders were, therefore, sought in accordance with Standing Order 38 (exemptions) so that Swedish Meteorological and Hydrological Institute (SMHI) could be engaged to provide a major upgrade and annual service and support contracts for the South Yorkshire Airviro Air Quality Modelling and Monitoring System.</p>	6th August, 2015
<p>Proposal for the Cessation of the Imagination Library Book-Gifting Programme To consider the various options following a period of public consultation which was held between 13th May to 10th June, 2015 on the proposal to cease the service following analysis of the consultation responses, the Equality Impact Assessment and financial implications.</p>	6th August, 2015
<p>New Applications for Discretionary Top Up Rate Relief To consider the application requests from two organisations currently in receipt of Section 43 Mandatory Charitable Relief which have applied for 20% Discretionary Relief top up.</p>	6th August, 2015
<p>Fire & Security Goods & Services (Lot 1 and Lot 2) To consider and award the two framework agreements which both have a contract value over £500k following a YORtender e-procurement tender process.</p>	6th August, 2015
<p>Fleet Maintenance Contract To consider and give approval to award the contract for Fleet Maintenance Services which was due to expire in October, 2015.</p>	6th August, 2015
<p>Invitation to Tender for Supported Living Arrangements for People with Learning Disabilities Report To consider and give approval for an open procurement exercise to ensure that the individual needs of the customers could be met for the foreseeable future.</p>	6th August, 2015

<p>Substance Misuse Floating (Housing) Support Contract Extension To consider and give approval for the service review to be completed alongside a new service specification and a retendering process, it is requested that approval be granted for the contract to run its original contract time-scale to finish on 31st March, 2016.</p>	6th August, 2015
<p>Registration Service - Fees Review To consider and approve proposed revised fees for celebratory services.</p>	7th August, 2015
<p>Waste Collection - Christmas/New Year Working Arrangements To consider and give approval for the proposal to revert to an alternate week collection service throughout the Christmas/New Year holiday period.</p>	20th August, 2015
<p>Rotherham Theatres Fees and Charges 2015/16 To consider and give approval for the fees and charges for Rotherham Theatres services and annexe hire with effect from 1st September, 2015.</p>	20th August, 2015
<p>"Active for Health" Research Project - Research Partner To consider and give approval for an exemption from normal contract Standing Orders. This was to allow the "Active for Health" Research Project funded by Sport England to continue to work with Sheffield Hallam University as the Project's Academic Partner, mitigating the risk of delaying the project development.</p>	20th August, 2015
<p>Rape Crisis Business Case Proposal and Pilot Opportunity To consider and give approval for a pilot partnership model with Rape Crisis who were keen to share their expertise in Rotherham and support the improvement journey over the next four months.</p>	20th August, 2015
<p>Renewal of Aqua SQL System Maintenance and Support To consider and give approval to invoke Standing Order 38, which permitted exemption from normal contract Standing Orders. This was to allow AQUA Birmingham to continue to provide the annual support and maintenance for the AQUA SQL system.</p>	20th August, 2015
<p>Managing the Introduction of 'Nalmefene' for Problem Drinking NICE Guidance TA325 To consider and give approval for the utilisation of the Public Health budget to fund the introduction of the drug Nalmefene as an option for the treatment of problem drinking, which was a new drug that assisted problem drinkers to reduce their alcohol consumption and recommended by the National Institute of Clinical and Health Excellence (NICE, TA325).</p>	20th August, 2015
<p>Substance Misuse Young Peoples Service 'Know The Score' (KTS) Contract Extension</p>	20th August, 2015

<p>To consider and give approval for the “Know the Score” contract to be extended to 31st March 2016 as this would allow an adequate timescale for a full re-tender of the service, any incoming provider to take over the service delivery as of 1st April, 2016.</p>	
<p>Provision of Year 11 Search and Apply Database To consider and give approval for an extension to the current contract with UCAS Progress for a period of one year until 31st August, 2016 to allow a tendering exercise to be undertaken and to have a sufficient lead in period for the new system to be in place for 1st September, 2016.</p>	<p>20th August, 2015</p>
<p>Rotherham Local Plan Publication Sites and Policies To consider and endorse the Rotherham Local Plan: Publication Sites and Policies document.</p>	<p>20th August, 2015</p>
<p>Introductory Tenancy Review Panel To consider and note the outcome of a request for a review of the decision to seek possession of a Council property.</p>	<p>20th August, 2015</p>
<p>Revenue Budget Monitoring for the period ending 31st July 2015 To consider and note the progress on the delivery of the Revenue Budget for 2015/16 based on performance for the first four months of this financial year.</p>	<p>3rd September, 2015</p>
<p>New Applications for Discretionary Top Up Rate Relief To consider the applications from two organisations currently in receipt of Section 43 Mandatory Charitable Relief which have applied for 20% Discretionary Relief top up.</p>	<p>3rd September, 2015</p>
<p>Plus Me - HIV Prevention and Support Group - contract extension To consider and give approval for the current contract to be extended until 31st March, 2016 during which a contract review and commissioning process would take place.</p>	<p>3rd September, 2015</p>
<p>Enforcement and Compliance Performance First Quarter April to June, 2015 To consider and note the enforcement and regulatory activity of those functions within the Council that which were subject to the General Enforcement Policy and included actions delivered by a number of regulatory/enforcement services within Environment and Development Services.</p>	<p>3rd September, 2015</p>
<p>Bridge Street Swinton - Petition requesting Traffic Calming Measures To consider and note the detailed the results of an investigation following receipt of a petition requesting traffic calming measures on Bridge Street, Swinton.</p>	<p>3rd September, 2015</p>

<p>Mansfield Road, Swallownest - Petition requesting safety camera and traffic calming measures To consider and note the results of an investigation following receipt of a petition requesting a safety camera or traffic calming on Mansfield Road, Swallownest and, as requested in a supporting letter, the assessment of other roads in the Aston, Aughton, Swallownest area to ascertain whether they met the criteria for traffic calming measures.</p>	3rd September, 2015
<p>Approval of Tender Lists for the YORbuild2 Construction Framework To consider and approve the tender lists for a series of framework contracts for the YORbuild2 Construction Framework.</p>	3rd September, 2015
<p>Response to E-petition for Anston Plantation, Anston To consider and note the detailed receipt of an e-petition from residents of Edinburgh Drive, Wellington Avenue and Netherthorpe Way, North Anston asking the Council to carry out work on the trees which overhung their gardens from Anston Plantation.</p>	17th September, 2015
<p>Multi Modal Transport Modelling in support of Bassingthorpe Farm Development To consider and approve an exemption to Council’s Standing Orders in accordance with Standing Order 38 (exemptions) so that SYSTRA could be commissioned to undertake a Multi Modal Transport Modelling in support of the Bassingthorpe Farm development as they were the only organisation who could conveniently undertake this work.</p>	17th September, 2015
<p>Revised RIPA and Acquisition and Disclosure of Communications Data Policies To consider and recommend the details of the current policy governing the use of covert surveillance and covert human intelligence sources carried out by Council officers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p>	17th September, 2015
<p>Budget 2016/17 and MTFs Progress Update To consider and note the current progress in identifying potential budget savings to deliver the estimated financial challenge of £41.083m over the next three years.</p>	23rd September, 2015
<p>Waste Collection - Christmas/New Year Working Arrangements To consider and approve of the proposal to continue with the alternate week collection service throughout the Christmas/New Year holiday period.</p>	7th October, 2015
<p>Highway Asset Management Policy, Strategy and Plan 2015-2021 To consider and endorse the Council’s Highways Asset</p>	7th October, 2015

<p>Management Policy, Strategy and revised Highway Asset Management Plan (HAMP) which covered the period 2015 – 2021.</p>	
<p>Revenue Budget Monitoring Report - August 2015/16 To consider and note the report which currently showed a forecasted outturn of £9.447m (+4.6%) above budget. The forecast outturn position had deteriorated by £1.384m since the July monitoring report.</p>	7th October, 2015
<p>Capital Programme Monitoring 2015/16 and Capital Programme Budget 2016/17 to 2017/18 To consider and note the current forecast outturn for the 2015/16 capital programme and to enable Commissioners and the Council to review the existing approved Capital Programme for the financial years 2016/17 to 2017/18.</p>	7th October, 2015
<p>Corporate Financial Information Management System - Contract Renewal To consider and give approval for the award of the annual support and maintenance contract for the Council's core Financial Management System.</p>	7th October, 2015
<p>Retail Units at Montgomery Square, Wath upon Dearne To consider and approve urgent proposed course of action and the options following the discovery of damaged/disturbed asbestos in tenanted premises.</p>	7th October, 2015
<p>Budget 2016/17 and MTFs Progress Update - Scrutiny Feedback To consider the feedback report received from the Overview and Scrutiny Management Board on a group of initial saving proposals for the Council Budget from 2016/17 which were referred to Scrutiny following the Commissioner's decision making meeting on 23rd September 2015.</p>	15th October 2015
<p>Budget 2016/17 and MTFs Progress Update To consider and recommend Budget Savings Proposals of £1.289m for the period 2016/17 to 2018/19 in respect of the Advisory Cabinet Portfolio of Waste, Roads and Enforcement, be formally considered and referred to the Overview and Scrutiny Management Board (OSMB) for their consideration.</p>	15th October 2015
<p>Award of Contract for Supported Living Scheme for People with Learning Disabilities formerly resident at Cranworth Close To consider and approve the award to the bidder offering the highest quality service whilst demonstrating the ability to offer value for money.</p>	15th October 2015
<p>Approval of Use of Single Supplier for the Construction Information Service To consider and give approval for the placing of an order and</p>	29th October, 2015

award of the Construction Information Service contract provided by HIS Global Ltd.	
<p>Approval of use of Single Supplier for the RIBA NBS Software To consider and give approval for the placing of an order and renewal of the license subscription for the National Building Specification software.</p>	29th October, 2015
<p>Demolition of Swinton District Office and former Swimming Pool To consider and give urgent approval, on health and safety grounds, to the demolition of Swinton District Office and the former swimming pool building.</p>	29th October, 2015
<p>Provision of Butchery Produce To consider and give approval of the award of the contract for the butchery produce for the Council's establishments.</p>	29th October, 2015
<p>Insurance - Extension of Existing Contract To consider and give approval to an extension of the existing contracts for a further two years OR to undertake a full tender process to commence in November, 2015.</p>	29th October, 2015
<p>Revenue Budget Monitoring Report for the period ending 30th September 2015 To consider and note the details of progress on the delivery of the September Revenue Budget for 2015/16 based on performance.</p>	17 th November, 2015
<p>Budget Update 2016/17 to 2017/18 To consider and refer the proposed additional savings proposals totalling £5.833million for the period 2016/17 to 2018/19, broken down according to the Advisory Cabinet Portfolios (Appendices A-G) for consideration by the Overview and Scrutiny Management Board.</p>	20th November, 2015
<p>Enforcement and Compliance Performance - Second Quarter - July to September 2015 To consider and note the enforcement functions delivered by a number of regulatory/enforcement services within Environment and Development Services specifically (a) the performance enforcement and regulatory activity for the period 1st July to 30th September, 2015 of those Council executive enforcement functions that were subject to the General Enforcement Policy and (b) the Improvement Plan that had been developed to help strengthen service standards and compliance.</p>	26th November, 2015
<p>Renewal of the software contract for the ROCC housing repairs ordering system To consider and give approval of the secure a renewal of the existing ROCC housing repairs ordering system contract for</p>	26th November, 2015

twelve months, which was due to be replaced as part of Phase 2 of the Civic Integrated Housing Management System which will assist with the timing and scheduling of Phase 2 implementation.

Armed Forces Day and Freedom Parade 25th June 2016

To consider and approve the request by the Yorkshire Regiment to exercise their Freedom of the Borough parade and to coincide this with Rotherham's Armed Forces Day on the revised date of Saturday, 25th June, 2016.

26th November,
2015

Armed Forces - Royal British Legion Industries - Lifeworks Programme

To consider and approve the request by the Royal British Legion Industries for Rotherham to host their second South Yorkshire wide programme of Lifeworks. As host of the programme RMBC would be required to hold an official launch of the programme.

26th November,
2015

Treatment and/or Disposal of Organic Waste

To consider and give approval for the award of the contract for the treatment and/or disposal of organic waste, arising from various sources; including kerbside collections from domestic premises, other municipal operations and the Authority's Household Waste Recycling Centres.

26th November,
2015

Restructure of Adult Social Care – Phase One (Management)

To consider and give approval for the adult social care restructure, which was part of the adult social care development programme and essential to progress the "customer journey" work-stream.

26th November,
2015

Developing a Model for the Enabling Service for Older People and Adults with Disabilities in Rotherham

To consider the options for the fundamental change in the design of the Enabling Service to ensure the Council served as many people who needed the service as possible, to high standards of quality and value for money.

26th November,
2015

Adult Services Transport Fleet

To consider and approve the renewal of the existing fleet on a short term hire arrangement and for a joint strategy on transport to be developed.

26th November,
2015

Budget 2016/17 and MTFs Progress Update

To consider the comments of the Overview and Scrutiny Management Board at their meeting on 26th November, 2015, on the range of budget proposals that were being considered.

30th November,
2015

Council's MTFs

To consider and note the outlined draft Medium Term Financial Strategy. She agreed that the document should be progressed to ensure that Elected Member engagement and influence is a

30th November,
2015

priority as part of the budget setting process.	
<p>Magna Trust – Update To consider the report presented by PriceWaterhouse Coopers on their review of Magna.</p>	30th November, 2015
<p>Gandlake Citizen's Account To consider and approve the report that outlined the Council's secure online citizen's account known as 'Your Account' enables residents, businesses and landlords to apply for council services, look up personal account information, pay bills and report changes online. The system underpins the provision of digital council services.</p>	30th November, 2015
<p>Performance Management Framework and Corporate Plan 2016-2018 To consider and note the detailed final draft Performance Management Framework and first version of a new Corporate Strategy for 2016-18 and sought referral to the full Council meeting on 9th December, 2015.</p>	1st December, 2015
<p>Public Health Proposals for Re-Commissioning Public Health Services To consider and approve the detailed a request to extend the existing NHS contracts for Sexual Health, Substance Misuse Recovery and Children's 0 -19 Health Services until 31st March, 2017 and for Substance Misuse Secondary Care clinical services until 31st March 2018 and the service specifications be reviewed.</p>	14th December, 2015
<p>Mid-Year Treasury Management and Prudential Indicators Monitoring Report - 2015/16 To consider and give approval to refer the report to full Council for approval of the mid-year treasury review, which incorporated the needs of the Prudential Code to ensure adequate monitoring of the capital expenditure plans, the Council's prudential indicators (PIs) and the Council's Minimum Revenue Provision Policy for each financial year, which also included a recommendation that further clarification should be included within the wording of the current policy statement.</p>	14th December, 2015
<p>Revenue Budget Monitoring Report for the period ending 31st October 2015 To consider and note the October Revenue Budget Monitoring report and currently showed a forecast outturn of £9.294m (+4.6%) above budget. The forecast outturn position had improved by £1.059m since the September monitoring report.</p>	14th December, 2015
<p>Submission of the Rotherham Community Infrastructure Levy (CIL) To consider and give approval for the submission to Government of Rotherham's Community Infrastructure Levy (CIL), which was a</p>	14th December, 2015

new means of securing funding for the infrastructure required as a result of development proposed in the Council's Local Plan. An independent examination would then be held on whether the Council's proposals struck an appropriate balance between the desirability of funding infrastructure from the levy and the potential effects upon the economic viability of development in the Borough.

Chapel Walk Neighbourhood Centre Petition

To consider the outcome of the petition in relation to the centres review, rationale for the alternative use of the centre and recommendations to note the intention to now implement the Cabinet decision made on the 6th August 2014 by decommissioning and arranging for an alternative use of the Chapel Walk Neighbourhood Centre by asset transfer to the Rotherham Scouts' Association, and for a corresponding response to be given in relation to the petition received.

14th December,
2015

Approval to award the tender for the supply of Domestic Furniture and Appliances

To consider and give approval to award the contract for the supply of Domestic Furniture and Appliances.

14th December,
2015

Rationalisation of the Property Portfolio: Proposed Disposal of Land Adjoining South Grove House, Alma Road, Rotherham

To consider and give approval for the disposal of the above-mentioned property asset, which has been declared surplus to requirements by the Assistant Director of Planning, Regeneration and Cultural Services.

14th December,
2015

Resource Management Software Solution - Contract Renewal

To consider and approve an exemption from Standing Order 48 and for approval of the contract, due for renewal from 1st January, 2016, for a further year.

14th December,
2015

Provision of Temporary Agency Staff Services

To consider and support the mandating of the use of the above contracted suppliers across Rotherham MBC, as this would assist in driving down agency costs by preventing off contract spend and ensure the quality of agency provision.

14th December,
2015

Commissioning a Pilot Project - 'EngAge Rotherham Community Connectors' 2016

To consider and give approval for the exemption from the requirement to invite tenders for the contract in order to secure an immediate start and to consider the detail concerning the proposed pilot service.

14th December,
2015

Commissioning and Procurement of Advocacy Services Post 2016

To consider and give approval to extend contract periods for

14th December,
2015

<p>advocacy services to ensure uninterrupted service provision beyond 31st March, 2016 and to commence a tender process with the objective to mobilize a newly designed service no later than the 1st September, 2016.</p>	
<p>Flanderwell Autism Resource To consider and give approval in relation to proposals to consult on discontinuance of the Resource on the Flanderwell Primary School site.</p>	15th December, 2015
<p>Enterprise Adviser Programme - Exemption from Standing Orders To consider and give permission for a provider appointment in response to the recent allocation of a small amount of funding which has been made available through the Sheffield City Region (SCR) Local Enterprise Partnership (LEP). This funding is to address the national Enterprise Adviser initiative recently launched through the Careers and Enterprise Company.</p>	22nd December, 2015
<p>Former Car Park located off Fitzwilliam Road – Rationlisation of Property Assets To consider and give approval for the remarketing and disposal of the above-mentioned property asset by public auction, which would produce a capital receipt for the Capital Receipts Programme.</p>	22nd December, 2015
<p>Inter Agency Agreement between Barnsley, Doncaster and Rotherham To consider and give approval of the revised inter-authority agreement (IAA3), based predominantly on the existing IAA2, which has been drafted and discussed with the Councils' waste management, legal and finance officers as well as being tabled for discussion and updates at Steering Committee meetings. Once adopted it will replace IAA2 in its entirety for decisions from the date it is executed. IAA3 retains the vast majority of IAA2 and updates the Project now it has reached its service delivery phase.</p>	22nd December, 2015
<p>Approval of tender for roofing 114 properties in Greasbrough To give authority to accept a tender for the upgrading works to the external envelope of 114 properties in Greasbrough.</p>	22nd December, 2015
<p>Exemption of Standing Orders - Adult Social Care To consider and give approval for the award of the contract to ensure current service users and carers have appropriate care and support packages in place that have been reviewed and assessed to ensure they were fit for purpose.</p>	22nd December, 2015
<p>Revenue Budget Monitoring Report for the period ending 30th November 2015 To consider and note the detailed the November Revenue Budget Monitoring report which currently showed a forecast outturn of</p>	7th January, 2016

£8.619m (+4.2%) above budget. The forecast outturn position had improved by £675k since the October monitoring report.	
<p>Housing Rents 2016/17</p> <p>To consider and give approval for the setting of the housing rent and non- dwelling rents for 2016-17 and also considered the charges for garages, garage plot sites, cooking gas and communal facilities for 2016/17 and summaries the draft HRA budget.</p>	7th January, 2016
<p>District Heating Scheme Charges 2016/17</p> <p>To consider and give approval for the proposed charges for the Council's District Heating schemes for 2016-17.</p>	7th January, 2016
<p>Calculation of the Council Tax for 2016/17</p> <p>To consider and recommend the calculation of the Council's proposed Council Tax base for the forthcoming financial year 2016/17, taking into account the Council's own Local Council Tax Reduction Scheme (CTRS), the discretionary discounts and exemptions awarded to empty properties and second homes, future tax collection rates in 2016/17 and estimates of the changes and adjustments in the tax base that occurred during the financial year.</p>	7th January, 2016
<p>Council Tax Setting in 2016/17 the Government's Offer to Adult Social Care Authorities</p> <p>To consider and note the new Social Care Precept announced in the Autumn Statement had been confirmed giving local authorities responsible for Adult Social Care the flexibility to raise Council Tax in their area by up to 2% above the previous referendum threshold of 2%. The Draft Referendum Principles Report for 2016/17 released in December – have a threshold of 4%.</p>	7th January, 2016
<p>The Adult Social Care Development Programme</p> <p>To consider and give approval for the scoping of the adult social care development programme to meet the changing face of adult social care, meet the statutory requirements of the Care Act 2014 as well as managing challenging demographic pressures in a significantly reducing financial envelope.</p>	7th January, 2016
<p>RMBC Dog Warden Service: Proposed changes to procedures, charges and public information</p> <p>To consider and note the changes in legislation regarding the micro chipping of dogs, implications for the RMBC Dog Warden Service and how the legislation proposed changes to procedures, charges and public information.</p>	7th January, 2016
<p>Rationalisation of the Property Portfolio: Land off Poucher Street, Kimberworth</p> <p>To consider and give approval for the disposal of the above-mentioned property asset which was surplus to the requirements</p>	7th January, 2016

of the Department of Corporate Property.	
<p>Budget 2016/17 to 2017/18 - Consideration of Savings Proposals</p> <p>To consider and give approval to refer the latest group of savings proposals and financial forecasts to Overview and Scrutiny Management Board (OSMB) for their formal consideration at its scheduled meetings on 15th January and 22nd January 2016 with the Adult Social Care matters (Annex B) being considered at the meeting on 22nd January, while the savings proposals at Appendix A were to be considered on 15th January 2016.</p>	7th January, 2016
<p>Cashless System Upgrade: Exemption request for single tender supply</p> <p>To consider and approve the urgent upgrade of the cashless system for school meal payment within secondary schools requiring an exemption to Standing Orders to authorise the procurement of the upgrade at the above four sites.</p>	7th January, 2016
<p>Commissioning and Procurement of Services to Support Adults with complex needs</p> <p>To consider and approve the extension of contract periods for the services highlighted in the report to ensure uninterrupted service provision beyond 31st March, 2016 and to allow sufficient time in which to manage the issues highlighted.</p>	7th January, 2016
<p>Commissioning and Procurement of Support Services for Direct Payment Users employing</p> <p>To consider and give approval to extend the contract periods for the services highlighted in paragraph 3.1 to ensure uninterrupted service provision beyond 31st March, 2016.</p>	7th January, 2016
<p>Overview and Scrutiny Management Board following discussion of saving proposals held on the 15th and 22nd January, 2016</p> <p>To consider the detailed the feedback from the Overview and Scrutiny Management Board following its consideration of the saving proposals for the Council Budget (2016/17 – 2018/19).</p>	28th January, 2016
<p>Early Help and Youth Services - Financial Implication of Development Programme, for referral to Overview and Scrutiny Management Board</p> <p>To refer the latest group of savings proposals and financial forecasts to the Overview and Scrutiny Management Board (OSMB) for their formal consideration at the meeting scheduled for 12th February, 2016.</p>	28 th January, 2016
<p>Response to Central Government Consultation on Proposed Changes to National Planning Policy</p> <p>To seek endorsement of the Council’s response to central Government on proposed changes to national planning policy.</p>	28 th January, 2016
<p>Exemption from Standing Orders for renewal of selected software contracts for the ROCC housing repairs ordering system</p> <p>To consider and approve a request to secure a renewal of the</p>	28 th January, 2016

existing ROCC housing repairs ordering system contract for six months until 30th September, 2016 to facilitate Phase 2 of the Civic Integrated Housing Management System.

Accommodation Priorities for Children and Young People's Directorate

To approve the works outlined in the report be approved for the Children and Young People's Directorate.

28th January, 2016

Record of Decisions undertaken by Commissioner Malcolm Newsam

Matters for Consideration	Date of Meeting
<p>Improvements to ICT in Social Care - Progress Update and Recruitment Approval To approve the capital investment.</p>	2nd April, 2015
<p>Improvements to ICT in Social Care – Outcome of System Procurement Exercise To approve the award of the contract.</p>	2nd April, 2015
<p>Extensions and Adaptations to the Homes of Foster Carers To approve appropriate funding and criteria.</p>	12th May, 2015
<p>Swinton Lock Activity Centre To approve the award of funding for twelve months.</p>	17th June, 2015
<p>Extension of MAST pilot project for Looked After Children To consider the extension of this pilot project for a further twelve months in order to have sufficient evidence to evaluate impact.</p>	14th July, 2015
<p>Post CSE Support Commissioned Services - Exemption from Standing Orders To approve additional counselling provision.</p>	11th August, 2015
<p>Provision of additional Counselling for Victims and Survivors of CSE To approve a continuation of existing contracts ended whilst a commissioning process for CSE support services was undertaken.</p>	11th August, 2015
<p>Response to Scrutiny Review: Child and Adolescent Mental Health Services To approve the response to the Scrutiny Review</p>	13th October, 2015
<p>Looked After Children Placement Sufficiency Strategy 2015-2018 To consider the draft sufficiency strategy.</p>	13th October, 2015

<p>Exemption from Tendering Report for ICT Revolutions To consider the request for an exemption under Standing Order 38 from the provisions of Standing Order 48 (with regard to the appointment of consultants to support data migration as part of the Liquidlogic Project</p>	13th October, 2015
<p>CSE Post Support Development - Partnership Proposal To approve the pilot project to further enhance the post child sexual exploitation support offer and to increase capacity in the pilot service.</p>	13th October, 2015
<p>Advocacy for Children and Young People Involved in Child Protection Processes To approve an extension of contract prior to re-commissioning the contract through a competitive tendering process with the new advocacy service in place for the 1st April, 2016.</p>	13th October, 2015
<p>Response to Scrutiny Review: Child and Adolescent Mental Health Services To approve the response to the Scrutiny Review.</p>	18th November, 2015
<p>Request for Exemption to Standing Orders for the Liquid Logic Project To consider the request for an exemption under Standing Order 38 from the provisions of Standing Order 48 with regard to the appointment of consultants to support data migration as part of the Liquidlogic Project</p>	18th November, 2015
<p>Recruitment of Social Workers To approve the case for a temporary waiver of Standing Orders to enable the Council to work with an agency.</p>	4th December, 2015
<p>Consultation on the proposed closure of St. Edmund's Children's Home To consider the options and agree recommended action for St. Edmund's Children's Home following a period of additional support and management intervention.</p>	7th December, 2015
<p>Commissioning of Long Term Post CSE Support To approve the Service Specification for the long term post CSE support services for victims, survivors and their families in Rotherham to be commissioned from the 1st April, 2016 for three years, with an option to extend for a further two years.</p>	7th December, 2015
<p>Disability Short Breaks Commissioning To consider the proposed approach to the commissioning of short breaks provision post 31st March, 2016 when current contracts cease.</p>	12th January, 2016
<p>Consultation on the proposed closure of St. Edmund's Children's</p>	12th January, 2016

<p>Home To consider the outcome of the consultation and recommendation that St. Edmund's Children's Home is closed by 31st January 2016.</p>	
<p>Request for exemption of Standing Orders for Liquid Logic Project To consider a request for exemption under Standing Order 38 from the provisions of Standing Order 47 with regards to the appointment of a consultant to support data migration.</p>	12th January, 2016

Record of Decisions undertaken by Commissioner Julie Kenny

Matters for Consideration	Date of Meeting
<p>Proposal to Change the Town Centre - Events Programme During Summer 2015 To approve the change of format of the town centre events programme.</p>	1st May, 2015
<p>Adoption of a Revised Statement of Community Involvement To outline the outcome of the consultation and adoption of the revised document.</p>	1 st May, 2015
<p>Millfold House Disposal To approve the disposal of Millfold House.</p>	1 st May, 2015
<p>Local Development Scheme To consider approval of the Local Development Scheme.</p>	8th June, 2015
<p>Rotherham Growth Plan To consider approval and adoption of the Rotherham Growth Plan.</p>	8th June, 2015
<p>Approval of Tender for upgrading external fabric to 93 properties in Dinnington, Rotherham To consider acceptance of the tender.</p>	8th June, 2015
<p>Approval of Tender for upgrading external fabric to 117 properties in Brampton Bierlow, Rotherham To consider acceptance of the tender.</p>	8th June, 2015
<p>Proposed Disposal of Westgate Chambers To consider the details of the sale of Westgate Chambers.</p>	8th June, 2015
<p>Proposed Disposal of Unit 4 Advanced Manufacturing Park</p>	8th June, 2015

To consider the grant of a lease on the property.	
Millfold House Disposal To approve the disposal of Millfold House.	8th June, 2015
Street Café Grant Applications To consider the award of capital and revenue grants.	6th July, 2015
Town Centre Business Development Grant Application To consider approval of a Business Development Grant.	6th July, 2015
Asset Exchange - 113 Eldon Road To consider an asset exchange as proposed to facilitate the completion of the acquisition and demolition plans for Warden Street, Canklow.	10th July, 2015
DfT and Carplus Electrically Assisted Pedal Cycle (EAPC) - Hire and Yorkshire Bike Library Cycling Funding Bids To support a number of bids.	21st July, 2015
Site for a town centre HE Campus To consider the disposal of a town centre site to support the proposal.	3rd August 2015
Proposed disposal of Pithouse West To consider the negotiation the completion of the sale and the terms and conditions.	7th September, 2015
Rotherham Strategic Housing Market Assessment and Sheffield Rotherham Joint Report To note the reports and approve publication on the website.	5th October, 2015
Town Centre Parking Initiatives The implementation of initiatives for Forge Island car park which have no financial implications.	2nd November, 2015
RMBC Market Fees and Charges Report - November 2015 To approve the proposals for all Fees and Charges 2015/2016	7th December, 2015
Rationalisation of the Property Portfolio – Proposed Doncaster Gate Higher Education Campus, Doncaster Gate, Rotherham To seek support to dispose of as part of the Doncaster Gate Site.	7th December, 2015
Resolution to commence a CPO and acquire 15 new homes on the Whinney Hill and Chesterhill new housing development To seek approval for the making of a Compulsory Purchase Order.	7th December, 2015

<p>Response to petition regarding disposal of land at Catcliffe To consider the petition details.</p>	11th January, 2016
<p>Response to consultation on the Sheffield Local Plan To endorse the submission to Sheffield City Council by their deadline of 15th January, 2016.</p>	11th January, 2016
<p>Rotherham Metropolitan Borough Council's Market Fees and Charges follow-up Report - December 2015 To note the detail.</p>	11th January, 2016
<p>Chesterfield Canal - Prepayment of the Council's Maintenance Costs to the Canal and River Trust To approve the proposal that the current and future maintenance costs and the agreement of a second Supplemental Agreement between Rotherham MBC and the Canal and River Trust.</p>	15 th February, 2016 Cabinet/ Commissioners' Decision Making Meeting

Record of Decisions undertaken by Commissioner Mary Ney

Matters for consideration	Date of meeting
<p>Reports considered in conjunction with the Advisory Licensing Board</p>	
Introductory meeting with the Advisory Licensing Board	9 th March, 2015
Consideration of new Hackney Carriage and Private Hire Licensing Policy	29 th April, 2015
General Enforcement Policy to receive the report and note content	3 rd June, 2015
Hackney Carriage and Private Hire Licensing Policy, to receive update report on new policy	16 th June, 2015
Hackney Carriage and Private Hire Licensing Policy, to receive report and consider minded to decision on new policy – consultation update	29 th June, 2015
Licensing Enforcement to consider performance report and Hackney Carriage and Private Hire Licensing Policy, to review progress on implementation	20 th January, 2015
Licensing Act 2003 decisions	

After an application from the South Yorkshire Police, the expedited premises' licence review resulted in various interim measures being approved	14 th September, 2015
Full premises' licence review	8 th October, 2015
Approval of additional conditions for a premises' licence, after review of the licence	20 th October, 2015
Meeting to consider an application for variation to a premises' licence - approved variation	8 th February, 2016
Hackney Carriage and Private Hire Licensing 21 hearings dealt with 128 cases as shown on the attached schedule	27 th March, 2015 29 th April, 2015 3 rd June, 2015 24 th August, 2015 1 st September, 2015 14 th September, 2015 21 st September, 2015 28 th September, 2015 8 th October, 2015 12 th October, 2015 13 th October, 2015 19 th October, 2015 27 th October, 2015 3 rd November, 2015 23 rd November, 2015 30 th November, 2015 11 th January, 2016 13 th January, 2016 20 th January, 2016 25 th January, 2016 1 st February, 2016

<p>Licensing matters</p> <p>Applications for House to House collection licenses</p> <p>10 applications considered – 9 granted and 1 refused</p>	<p>29th April, 2015, 3rd June, 2015 27th October, 2015 23rd November, 2015 30th November, 2015</p>
<p>Decisions at Cabinet/Commissioner Decision making meetings</p> <p>Procurement of Waste Collection Vehicles</p> <p>To consider the procurement of the vehicles through an Operating Lease arrangement for an initial term of five years and to approve the delegation of authority for the acquisition of up to 4 No. refuse vehicles within a two year period under the terms of the framework agreement to meet the service requirements of the Council.</p>	<p>15th February, 2016</p>

**COMMISSIONER NEY – LICENSING DECISIONS
PRIVATE HIRE AND HACKNEY CARRIAGE**

Meeting Date	Taxi Cases Listed	Did not attend	Defer	Licence Granted	Licence Refused	No action	Suspend Temporarily	Revoke Licence	Warnings Issued
2015									
27 March	11	11	1	2	5	-	1	2	-
29 April	8	4	1	1	5	-	-	1	-
3 June	7	-	-	1	5	-	-	1	-
24 August	4	-	-	-	-	-	2	2	-
1 September	7	-	1	3	-	-	2	1	-
14 September	5	2	2	2	1	-	-	-	-
21 September	9	1	1	3**	5	-	-	-	-
28 September	7	4	2	-	1	1	-	2	1
8 October	1	-	1	-	-	-	-	-	-
12 October	8	1	-	-	-	1	-	5	1
13 October	8	4	-	1	-	1	-	5	-
19 October	8	1	3	-	-	2	-	3	-
27 October	8	1	1	-	2	2	-	3	-
3 November	4	1	1	-	-	1	-	2	-
23 November	6	4	1	-	2	1	-	1	1
30 November	5	-	-	1	1	-	-	3	-
2016									
11 January	4	-	-	-	-	1	2	1	-
13 January	4	2	2	-	-	2	-	-	-
20 January	5	-	1	1	-	1	-	1	1
25 January	5	-	-	1	3	-	-	1	-
1 February	4	-	2	2	-	-	-	-	-
TOTAL	128	36	20	18	30	13	7	34	4

Notes

NB – 27 March meeting – the Commissioner had reviewed the decisions made by the final Licensing Board sub-committee meeting of 26 February 2015 (no interviews of individuals took place)

NB ** – 21 September meeting – the Commissioner approved two private hire vehicle licences

NB - 12 and 13 October meetings – two drivers handed their licences back to the Council (no decisions required)

NB - 13 October meeting – the Commissioner approved the private hire operator licence conditions for UBER in Rotherham

NB - 23 November meeting – one driver handed the licence back to the Council (no decision required)

APPENDIX M

Cost relating to Commissioners

Cost of Commissioners February 2015 to January 2016

Cost / Saving	£
Commissioners Fees	453,945.20
Commissioners Expenses - Hotels & Travel	24,867.20
Commissioner's National Insurance	60,752.85
Commissioner Support	104,598.06
Sub Total	644,163.31
<i>Less:</i>	
Budgeted Funding for Chief Executive	-187,575.16
Costs avoided reduced Allowance payments to Cabinet Members	-84,629.39
Net Cost for (approx) 11 month period	371,958.76

Visit the Council website for more information relating to Commissioners' expenses.

Commissioners' days worked February 2015 – January 2016

Commissioner:	Number of days allocated	Pro-rata'd days (Feb – Jan)	Days worked	Remaining balance
Sir Derek Myers			118.5	
Mary Ney			89.0	
Malcolm Newsam			125.0	
Julie Kenny			87.5	
Total	510*	467.5**	420.0	47.5

* Under the terms of Directions from Government, a maximum of 510 days were allocated between 4 Commissioners (The number of days was not prescribed for the MD Commissioner Manzie).

To support the recovery, restoration of functions and accountability to the Council, there was a requirement to prioritise time and be flexible according to the changing circumstances.

In October 2015 the Department for Communities and Local Government therefore agreed to a formal request to redistribute and pool the allocated days, without increasing the overall number.

**This figure is for an 11 month period

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APPENDIX N

Press and media coverage

Petition: 'Enough is Enough'

AN ONLINE petition has been launched against the repeated protests and marches in Rotherham town centre.

Enough Is Enough aims to draw Government attention to the adverse impact on businesses and residents.

It is being led by Rotherham Borough Council leader Cllr Chris Read, who said: "Repeated protests, largely by people from outside the local community, are holding Rotherham back."

"They make people feel unsafe in their own town and neighbourhoods and they're bad for business."

There have been 14 protests in three years - mostly in response to the CSH scandal - and the policing bill alone has topped £4 million.

The petition calls on the government to look again at the current legislation around protest activity, given the frequency and impact on communities in Rotherham. The Home Office is currently reviewing the law.

Cllr Read said: "We want to see justice for the victims of child sexual exploitation and their families, and it's quite right that people

want and need the council and police to do better than in the past.

"We are committed to doing so. We support the right to freedom of protest but this repeated disruption is now helping no-one."

Read more in this week's Advertiser and sign the petition at www.rotherham.gov.uk/enough



Cllr Chris Read

'We cannot tackle failings like these overnight'

Ofsted finds another kids' home inadequate

A DIRTY kitchen at a children's home passed a health risk - and failed to set standards to which young people should aspire, inspectors said.

Doctors and subsequent failures were found by Ofsted at St Edmunds Avenue - weeks after another inadequate council-run home was closed.

Problems like using disposable items not identified, the report said, and negligence at the Thoresby home followed from a lack of attention.

Lead inspector Jamie Richardson said: "The kitchen areas of this home are basic and capable of all food."

"Some kitchen surfaces and floors are broken. There are dirty towels and mopheads used. This raises potential health and hygiene issues. It is not setting high standards for young people to aspire to or to be the best."

Ofsted said kitchen like conditions and broken up children were not investigated and risk assessments were not kept up to date.

Problems were not maintained with details of evidence, fitness and furniture pieces to help food preparation if they were missing.

"This is likely to hinder efforts because staff and policy have no idea where to look," the report added.

"The broken young people vulnerable to associated risks such as child sexual exploitation and abuse."

Inspectors will make a follow-up visit before Christmas and have issued their second judgement of inadequate until the home showed change.

Rotherham Borough Council said immediate action had been taken after

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the report and an improvement plan agreed by Ofsted.

Measures have included updating curriculum and risk assessment, reviewing learning schedule and strengthening management arrangements.

Sir Mr Thomas added: "Rotherham's historical problems are well-acknowledged. We cannot tackle overnight the years and years of systemic failings in our system."

"But we are taking significant steps to ensure our young people are receiving the right care, to the highest standards, in the right place, and at the right time for them. They deserve nothing less."

"The residential home is able to accommodate up to 12 young people with emotional and behavioural issues."

It is one of four remaining children's homes run by Rotherham Borough Council, following the closure of Woodcote at Kibblesworth Park on October 1.

The final three young people were moved to alternative accommodation and staff were allowed to return to work, with pay, pending enquiries.



SIGNIFICANT STEPS
RMBCC children's director Ian Thomas

FMBC children's commissioner Malcolm Bennett hopes to reduce the number of kids in homes to help cut the £17 million a year cost of looked after children in Rotherham, as revealed last year.

ON THE RIGHT PATH...

But it's still a long one

News special marking a year since the Jay report - pages 29, 30, 31, 32 & 33

'We're back in charge'

(but only in a limited way for now)



Cllr Chris Read Sir Derek Myers Greg Clark

ROTHERHAM'S Cabinet members have made their first decisions in a year under powers returned by the Government.

Communities secretary Greg Clark confirmed last Friday that elected councillors would regain control over several areas.

Their first decision, made at Monday's Cabinet and commissioners meeting, was to continue providing crisis loans and food parcels in 2016/17.

Rotherham Borough Council leader, Cllr Chris Read, said: "Some 1,500 people have needed this in the past six months, which is frankly a shocking figure."

"I'm really pleased that this is the first item we're talking about. It says something about what we are here

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to do."

The food parcel contract with FareShare Yorkshire was extended to March 2017 and LASER Credit Union will be given £60,000 to continue providing loans.

Steve Eling, the council's partnership and policy officer, said in a report: "Demand for crisis support remains an ongoing issue in Rotherham which is not anticipated to reduce, given the further impacts of additional welfare reforms during the current Parliament."

Between April and December 2015, a total of 716 loans were granted and 1,030 food parcels given out. Individuals have been re-

ferred from 44 organisations.

A longer term approach to local welfare provision will be drawn up next year, the council has said.

Deputy leader, Cllr Gaurica Watson, said: "There's a link between poverty and demand for child protection."

"If this helps alleviate poverty, it will also help in our move to being a child-centred borough. This is just one more strand of that."

Executive functions of the council were given to Government commissioners last year after the authority was found unfit for purpose.

Other powers now back with elected members include education, public health, leisure, highways and housing.

"Improvements made mean it is now appropriate for councillors to take back control over some functions."

"But let me be clear, there are still significant challenges that must be overcome before local people can have confidence in their council once again."

Lead commissioner Sir Derek Myers said: "While the pace of improvement has been good, there is much more to do."

"At this time we don't propose to hand back those services which we know still need improvement, including children's social care."

Cllr Read said the return of powers was an important step in reasserting local democracy to Rotherham. But he added: "There is no room for complacency."

"We have plenty more work to do."



Council's CEO: 'I'm prepared'

ROTHERHAM Borough Council has announced Sharon Kemp as its preferred candidate to be chief executive.

Ms Kemp (above) - currently strategic director for reform at Manchester City Council - was chosen for the £160,000 job from 15 applicants.

Top of the class for GCSE tables

TOP-of-the-class Rotherham was the only area of South Yorkshire to see all its schools meet Government expectations in the latest school league tables.

New figures from the Department for Education show Wickersley School was ranked as the best-performing school in the borough after 77 per cent of pupils achieved five A to C grades in their examinations last summer.

A total of 55 per cent of teenagers across the borough achieved at least five A to C grades last year — a fall of two per cent on 2014.

But Rotherham was the only council authority area in the region to see all its schools achieve the Government

benchmark of at least 40 per cent of pupils gaining five A* to C GCSE grades.

Karen Borthwick, Rotherham Borough Council's assistant director of education and skills, said she was delighted.

She said: "We are pleased to acknowledge that none of our schools have fallen below what is expected of us, and that our performance remains positive against national indicators, with a higher than national average pass rate, and when measured against other South Yorkshire authorities."

The tables also showed that Clifton School and Wingfield Academy, which both fell under the minimum target in 2014, met expectations last year.

% of pupils achieving five A to C in 2015

Wickersley	77
Aston	66
Wales	66
Maltby	65
Wingfield	64
Wath	58
St Bernard's	56
Rawmarsh	55
Winterhill	54
Thrybergh	50
Saint Pius	49
Oakwood	48
Dinnington	46
Clifton	43
Brinsworth	40
Swinton	40
Borough ave.	55.2
National ave.	57.1

"The Independent Focus School's Bramley Campus achieved 91 per cent"



ASTON ACES: Back: Associate principal Rebecca Hibberd, pupils Natalie Magee, Natalie Tongue; Cameron Knibbs and Summer Stevenson. Front Jack Hogan and Ashley Gregory.

PUPILS' hard work and the dedication of teachers and parents led to successful results for Aston Academy, according to executive principal Eunice Newton.

She said: "We are very proud of all our students' achievements.

"They worked extremely hard and deserve this success.

Recognition is also given to all the school staff who worked tirelessly, including after school, at weekends and during the school holidays.

Parents and carers also played a crucial role in this success story.

Wickersley School, the best performing in the borough, did not wish to comment.

TRAMS 'TO BRING 4,000 JOBS'

And cut traffic between town and Parkgate



EXTENDING the tram-train network into Rotherham could create more than 4,000 jobs and ease road congestion, transport bosses have predicted.

Network Rail has applied for permission to build a new stop at Parkgate Shopping as part of a Government-funded £31 million plan.

It would aim to improve services by providing journey times of 150 seconds between there and Rotherham town centre.

GARETH DENNISON

Head of Rotherham and Parkgate Innovation District

"This plan will support sustainable access to employment in Rotherham and Sheffield and will improve the case for investment and jobs."

"It will provide access to all the key employment areas including the Lower Don Valley, Parkgate, Rotherham town centre and the manufacturing and technology growth area."

"The tram-train service will support key sites, particularly at Parkgate, and could support the realisation of 3,827 jobs in the Rotherham area."

"The project will improve access for residents and help to unlock the growth potential of this area, reducing congestion, retail and leisure uses to the economy."

"The firm says future expansion beyond the jobs could lead to a further 1,400 jobs in Tinsleyborough."

On Donnie Latham, Rotherham Borough Council's advisory Cabinet member for jobs and the local economy, said: "The tram-train will absolutely give this area up."

"The best connectivity will be seen in the Rotherham area."

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ON TRACK: One of the first tram-train services.

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£37m theme park ideas outlined

Now have YOUR say



GARETH DENNISON

Head of Rotherham and Parkgate Innovation District

THE team behind a planned £37 million theme park wants to hear ideas from the public about what should be included.

Gulliver's Valley is proposed for the 333-acre former Pit House, West site, next to Rother Valley County Park.

A series of six consultation events next week will engage public opinion and provide site information about the project.

Managing Director Jodie Dixon (pictured top right) whose first started Gulliver's 40 years ago will be part of the team hearing views and answering questions.

She said: "We've looked about our own ideas, which we'll be able to outline. But what we really want to do at this stage is get a feel for what people would like to see and how we can incorporate their needs into the project."

The event — bringing 225 jobs — is planned to include a theme park, leisure, guest accommodation and necessary facilities, plus nature trails, walks, outdoor gym and recreational areas.

It will be built in five phases over 12 years, centring elements at an 18-hole golf, Warrington and Milton Keynes attractions.

The consultation events will place as follows:

- 1 Monday, 1.30pm to 6pm at Aston Library and Customer Service Centre.
- 2 Monday, 7pm to 9pm, Aston Hall Hotel.
- 3 Tuesday, 8.30am to 12.30pm, Aston Parish Hall.
- 4 Tuesday, 1.30pm to 6pm, AN Saints' League, Rotherham.
- 5 Tuesday, 8.30am to 1pm, Howard Street, Rotherham (outside Deans).
- 6 Wednesday, 1.30pm to 6pm, Elvaston Park



IMPRESSION: Main Street at Gulliver's Land, Milton Keynes

and Wales Village Hall. "We're really hoping to create jobs as possible will come along, and the team will get a feel for what we're looking to achieve. We won't be able to answer every question in detail at this stage, but we'll do our best to address any concerns, and most of all we want to hear what you have to say."

She added: "Gulliver's is very much a family team, run by a family to provide fun and value days out for other families."

"Our Rother Valley development will be the most ambitious project in the history of our existing three theme parks."

Those unable to attend the events can leave their say online at www.gulliversvalley.co.uk or on the project's Facebook page.



MUSLIM KICKED AND PUNCHED TO DEATH AFTER 'GROOMING' JIBE

Victim attacked on way to early morning prayers

DAVE DOYLE

Head of Rotherham and Parkgate Innovation District

A WITNESS has described how an 81-year-old Muslim man turned the other cheek to being called a "groomer", before being punched and kicked to death.

Jones' morning "out go" Mr Rice (aged 81) Mr R. walking down to pen. the "Mr J" ● Con

'Massive amount of work to be done'

Continued from page 1

Strategy report added: "The long-term lack of local foster placements means people tend to be placed in residential care. There was a lack of urgency to get them back into family settings."

"Distance negatively impacts family and community relationships. This further disadvantages vulnerable children, particularly when they come to leave care."

A 2014 Ofsted report said: "Looked after children in Rotherham do not receive enough care and they wait too long for permanent homes."

"The many children and young people are placed out of the borough because there are not enough local placements."

Rotherham has about 64 children

in residential care — 13 per cent of the total looked-after population.

High-performing authorities keep the figure below eight per cent by providing excellent foster places and other services.

The task here has been made more difficult by the closure of Woodley's Children's Home at Kimberworth Park, as revealed in the Advertiser last month.

Mr Newsam (pictured right) said there was concern because one home a year since 2012 had plummeted to an inadequate Ofsted rating.

He added: "In the spring, we identified a lot of warning signs about the quality of the homes."

"We have undertaken to put capacity into the service. There's a massive amount of work to be done."

"The council hasn't got the commissioning capacity and intelligence

to provide high quality care homes for these children."

Mr Newsam said it was difficult for any local authority to consistently run high quality children's homes because of the 24-hour nature, distant management and reliance on a few core individual staff.

A quarter of Rotherham children going into care in the past three years have been under two years old.

The report said: "Where we have very young children coming into care, the issues are often around domestic violence and substance misuse."

"There are families who have several children taken away at birth because these issues haven't been addressed prior to the next pregnancy."

Find out about fostering opportunities at rotherham.gov.uk/fostering.



HIGH STREET IMPRESSES NATIONAL JUDGES

A TRIO of judges have paid a visit to Rotherham's High Street to decide if it should be declared one of the best in the country.

The new-look street is in the running for the top prize in the Town Centre category of the Great British High Street Awards, with Altrincham and Tamworth also vying for the title. Judges Alana Renner, Ana Pasante and Thomas Lovey dropped in last Thursday and spent over an hour walking around town seeing how the town centre is developing.

They visited several shops, including Baby Blossom, and the new HQ of creative writing initiative Grimm and Co.

Ms Renner told the Advertiser that the trio had been impressed by what they had seen on their visit.

She said: "I think there is an amazing regeneration story here."

"I was here a couple of years ago and I have seen more regeneration today."

"The different aspects of the retail support to the help with residential projects and the history — all of that came through."

"I think there is a lot more to Rotherham than you might expect and that stems from the history and the independent shops."

"All of the talent that is here is being supported."

Ms Renner said that local people needed to support the town by voting for it at thegreatbritishhighstreet.co.uk, with half of the final decision depending on a public vote and the voting closing today (13).

Winners in each of the seven categories get a share of a prize pot worth £80,000 which

includes expert training and tailor-made tips from Google's training taskforce for 100 of their shops, bars and restaurants.

Ms Renner said she was impressed by the "positivity" she had seen in the town during the judges' visit.

She admitted that it would be difficult to choose between the three very different towns in the Town Centre category.



Town centre 'no-go area because of hate crime'

HATE crime is making Rotherham town centre a no-go zone for ethnic minorities.

Supermarkets and public transport have become hotbeds of racism and many people are choosing to shop in other towns or cities to avoid confrontation.

Businesses are going bankrupt because of far-right marches and protests — staged after the Jay report revealed the full-scale of child sexual exploitation by Asian grooming gangs — a community hate crime summit organised by Rotherham MP Sarah Champion was told.

Taxi drivers said they had been threatened and abused and Muslim schoolchildren as young as five were being labelled "groomers" by classmates.

People in Rotherham were three times as likely to be a victim of hate crime than the average for the country, Sunday's New York stadium meeting heard.

Ms Champion, who called the summit following a police boycott carried out because of the increase in offences in Rotherham, said: "I

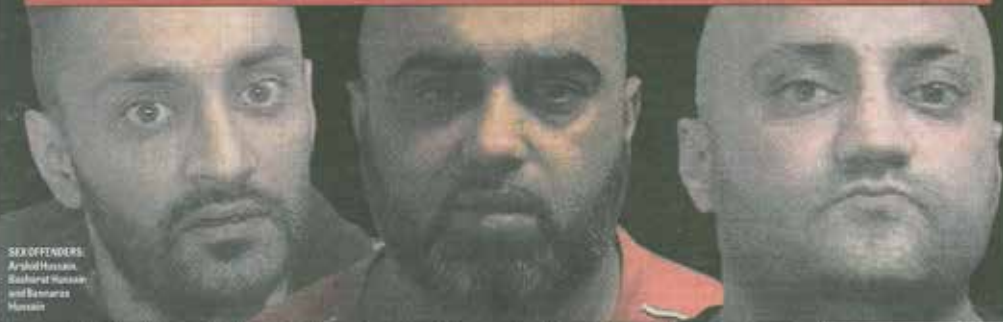
have become very aware that the level of intimidation and threat of violence people are enduring is increasing. The levels of fear and hate crime people are having to endure in this town are staggering."

Religious leaders, police, council representatives, minority and anti-fascist groups attended the event, aimed at moving Rotherham forward.

Special report, pages 8 and 9.
Comment, page 10.



CHILD SEX EXPLOITATION SCANDAL - THE GUILTY MEN



SIX OFFENDERS:
Arshid Hussain
Rashidat Hussain
and Banaras Hussain

THE BROTHERS WHO RULED ROTHERHAM

By Celine Braun
Multi-media Reporter
c.braun@rotherham.gov.uk

Three brothers who 'ruled Rotherham' have finally been brought to justice for years of raping, torturing and prostituting young girls with impunity.

Vulnerable girls — often living in council-run children's care homes — were subjected to appalling physical and sexual abuse in the town before often being trafficked to Sheffield and other parts of the country where they would be forced to have sex with gangs of Asian men.

Arshid and Rashidat Hussain have been found guilty of dozens of child sexual exploitation offences following a two-month trial at Sheffield Crown Court — and it can now be reported their younger brother Banaras pleaded guilty at the start of the case in December.

CONTINUES ON PAGE 9

EDITOR'S OPINION AND FULL BACKGROUND REPORTS ON PAGES 2, 5, 6, 7, 8 AND 9

APPENDIX O

Senior Management Structure



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been left blank

APPENDIX P

List of Elected Members

<p>WARD 1: Anston & Woodsetts</p>  <p>Robert Paul Taylor Labour</p>  <p>Jo Burton Labour</p>  <p>Clive Jepsen Independent</p>	<p>WARD 2: Boston Castle</p>  <p>Saghir Alam Labour</p>  <p>Taiba Yasseen Labour</p>  <p>Rose McNeely Labour Chair of Rotherham South Area Assembly</p>	<p>WARD 3: Brinsworth & Catcliffe</p>  <p>Shabana Ahmed Labour</p>  <p>Andrew Roddison Labour</p>  <p>Alan Buckley Labour Chair of Rotherham West Area Assembly</p>
<p>WARD 4: Dinnington</p>  <p>Simon Tweed Labour Vice-Chair of Planning Board</p>  <p>Ian Fennie UKIP</p>  <p>Jeanette Mallinder Labour Vice-Chair of Health Select Commission</p>	<p>WARD 5: Hellaby</p>  <p>Lauren Astbury Labour</p>  <p>Richard Fleming UKIP</p>  <p>John Turner UKIP</p>	<p>WARD 6: Holderness</p>  <p>Christopher Robinson Labour</p>  <p>Lindsay Pitchley Labour Vice-Chair of Improving Lives Select Commission</p>  <p>Gerald Smith Labour</p>
<p>WARD 7: Hooper</p>  <p>David Roche Labour Member - Advisory Cabinet</p>  <p>Jane Hamilton Labour Chair - Improving Lives Scrutiny</p>  <p>Brian Steele Labour Chair - Overview & Scrutiny</p>	<p>WARD 8: Keppel</p>  <p>Maggi Clark Labour The Mayor</p>  <p>Paul Hague UKIP</p>  <p>David Cutts UKIP</p>	<p>WARD 9: Maltby</p>  <p>Maggie Godfrey Labour Chair of Wentworth Valley Area Assembly</p>  <p>Christine Beaumont Labour</p>  <p>Amy Rushforth Labour</p>
<p>WARD 10: Rawmarsh</p>  <p>Glyn Whelbourn Labour Vice-Chair of Improving Places Select Commission</p>  <p>Caven Vines UKIP Leader - UKIP Group</p>  <p>Simon Evans Labour Chair of Wentworth South Area Assembly</p>	<p>WARD 11: Rother Vale</p>  <p>Denise Lelliot Labour Member - Advisory Cabinet</p>  <p>Darren Hughes Labour Vice-Chair of Audit and Standards Committees</p>  <p>Gregory Reynolds UKIP</p>	<p>WARD 12: Rotherham East</p>  <p>Emma Wallis Labour Vice-Chair of Advisory Licensing Board</p>  <p>Tajamal Khan Labour</p>  <p>Shaukat Ali Labour</p>
<p>WARD 13: Rotherham West</p>  <p>Kath Sims Labour Member - Advisory Cabinet</p>  <p>Maureen Vines UKIP</p>  <p>Ian Jones Labour</p>	<p>WARD 14: Silverwood</p>  <p>Ann Russell Labour</p>  <p>Jon Rosling Labour</p>  <p>Martyn Parker Independent</p>	<p>WARD 15: Sitwell</p>  <p>Christopher Middleton Conservative Deputy Mayor Leader of Rotherham Independents Group</p>  <p>Julie Turner UKIP</p>  <p>Allen Cowles UKIP</p>
<p>WARD 16: Swinton</p>  <p>Ken Wyatt Labour Chair of Audit Committee</p>  <p>Eve Rose Labour</p>  <p>Stuart Sansome Labour Chair of Health Select Commission and Chairman of Wentworth North Area Assembly</p>	<p>WARD 17: Valley</p>  <p>Simon Currie Independent</p>  <p>Dave Pickering Labour</p>  <p>Kathleen Reeder UKIP</p>	<p>WARD 18: Wales</p>  <p>Gordon Watson Labour Deputy Leader</p>  <p>Jennifer Whysall Labour Chair of Rother Valley South Area Assembly</p>  <p>Dominic Beck Labour Chair of Standards Committee and Improving Places Select Commission</p>
<p>WARD 19: Wath</p>  <p>Alan Atkin Labour Chair - Planning Board</p>  <p>Alan Gosling Labour</p>  <p>Jayne Christine Elliot Labour</p>	<p>WARD 20: Wickersley</p>  <p>Emma Hoddinott Labour</p>  <p>Chris Read Labour Leader of the Council</p>  <p>Sue Ellis Labour Chair of the Advisory Licensing Board</p>	<p>WARD 21: Wingfield</p>  <p>Lindsay Johnston Labour Chair of Rotherham North Area Assembly</p>  <p>Richard Price Labour</p>  <p>Lee Hunter UKIP</p>

