

# Restoration of functions May 2017: Evidence

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Commissioners have proposed that further functions can now be restored to Councillor executive decision-making and accountability. The table from page two sets out these functions, along with evidence which answers the following criteria:

- Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits;
- They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place;
- Where service quality has been assured either by a peer review or from other activity carried out under the direction of Commissioners including review by experienced interim chief officers appointed from outside the authority;
- Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions.

Ref	Criteria	Evidence	Further information
<h2 style="text-align: center;">Performance Management</h2> <p><b>Current responsible Commissioner:</b> Lead Commissioner Mary Ney  <b>Lead Cabinet Member:</b> Councillor Alam  <b>Lead Officer:</b> Shokat Lal, Assistant Chief Executive</p>			
	<p>1. Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits</p>	<p>The Council has improved and embedded new performance management arrangements. It has:</p> <ul style="list-style-type: none"> <li>• Undergone a peer review (organised by the Local Government Association (LGA)) which confirmed the proposed direction of travel;</li> <li>• Revised its staffing arrangements for performance management and service change, bringing in additional resources from outside the Council to help drive improvements;</li> <li>• Published a Corporate Plan and embedded its Performance Management Framework, reporting performance quarterly;</li> <li>• Developed service plans for each service and monitor these quarterly;</li> <li>• Made sure Cabinet members are closely involved in performance management in each service.</li> </ul> <p>The Council's Performance Management Framework was agreed in May 2016, alongside a new Corporate Plan covering 2016-17. The Corporate Plan set out, against each of the Council's five priorities, a total of 103 indicators of performance. The targets in the Plan took account of the need to significantly improve performance from earlier years and were set to move Council performance to equal or better the national average in most areas.</p> <p>Performance officers in individual directorates monitor the performance in each of their service areas at least monthly. This information is drawn together by a cross-Council working group of performance officers to create the Council's Corporate performance reports.</p> <p>The Council reports its performance in public on a quarterly basis. Each public performance report includes both a detailed scorecard assessing the Council's performance against each of the key indicators as well as a narrative explaining current performance around each of the Council's five priorities and a performance dashboard.</p>	<p>Link to: <a href="#">Corporate Plan and performance reports</a></p>

Ref	Criteria	Evidence	Further information
		<p>A monthly performance report is produced for the Senior Leadership Team (SLT), Cabinet members and Commissioners which sets out performance against those indicators which can be measured monthly. Although these reports are not considered in public, they are used by SLT to target their monthly performance discussions on service indicators which require improvement (for example sickness absence). Cabinet members are briefed by heads of service and Strategic Directors before performance reports are finalised in line with the Cabinet Member reporting protocols.</p> <p>The positive impact of the new system is evidenced through of the following examples of key changes in performance throughout the year, including:</p> <ul style="list-style-type: none"> <li>• Taxi licensing indicators which report compliance with the Council’s new licensing policy (indicator 3.A4) have been publically discussed at each quarter and now stand at 98% compliance. The service has been returned to Council control, in part due to the open and rigorous reporting of performance.</li> <li>• Indicators relating to waste management (3.B5) have improved markedly in the course of the year as they are raised each quarter.</li> <li>• Human Resources indicators around sickness absence and agency staffing (5.D2 and 5.D3), whilst not hitting performance targets, have been the subject of considerable public discussion and additional management action. This demonstrates that the Council is now confident to publically report areas where its performance falls short and further action needs to be taken.</li> </ul> <p>Cabinet, SLT and the Overview and Scrutiny Board can see where the Council is progressing and focus discussion on areas needing further improvement. Cabinet minutes demonstrate the scope of the public discussion on the key issues.</p> <p>The Council is currently refreshing its Corporate Plan and Performance Framework. The new Plan will work to the same five priorities as now but will be renamed the “Council Plan” and will cover a three year period from 2017 to 2020. The Quarter 4 performance report for the 2016-17 year will be published (10<sup>th</sup> July 2017) shortly after the new Plan (13<sup>th</sup> June 2017). As part of the refresh process, the Council undertook 1-2-1 interviews with each Cabinet member, chair of Scrutiny and the leader of the opposition, to gauge how the current performance management system is working and what can be improved for the next iteration. Universally, the system has been widely welcomed by Cabinet members with a number of small improvements highlighted to further enhance its productivity.</p>	

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		<p>The new Plan is likely to contain fewer headline indicators as experience has shown that a number of the current 103 do not fit with the Council's current priorities.</p> <p>Underpinning the Council Plan are the Council's service plans. These have been developed for 2017-18 by individual services in consultation with their Cabinet members. The service plans include a wider number of indicators of service performance than the Council Plan. Each service plan has been signed off by Cabinet members and all have been published on the Council's Intranet so that staff members can clearly see how they link to individual personal development plans. Each service plan will be monitored quarterly, aligned with the Council Plan monitoring process which will continue throughout 2017-18.</p> <p>Each member of staff has an annual Personal Development Review (PDR) which links to their team's service plan. The review process for 2017-18 is now underway and as part of this, each service plan is available on the Council's intranet for all staff members to read and to take account of in their preparation for their PDR interviews. The HR Service will be undertaking a review of PDRs once the process is complete to ensure that service plans have been properly recognised in individual staff's reviews.</p> <p>The refreshed Council Plan links closely to the key plans produced by other strategic boards and partners. The key plans and their monitoring bodies are:</p> <ul style="list-style-type: none"> <li>• The Rotherham Plan (monitored by the Rotherham Together Partnership)</li> <li>• The Place Plan (monitored by the Health and Wellbeing Board)</li> <li>• The Safer Rotherham Partnership Plan (monitored by the Safer Rotherham Partnership Board)</li> <li>• Health and Wellbeing Strategy (monitored by the Health and Wellbeing Board)</li> <li>• The Growth Plan (monitored by the Growth Board)</li> <li>• The Children and Young People's Partnership Plan (monitored by the Children and Young People's Partnership Board)</li> </ul> <p>The primary areas of focus from each of these plans will be drawn into the Performance Management reporting framework during 2017-18 and key indicators owned by the Council will be either included in the Council Plan or in Service Plans depending on their significance.</p>	<p>Links to:</p> <ul style="list-style-type: none"> <li>• <a href="#">The Rotherham Plan</a></li> <li>• <a href="#">The Place Plan</a></li> <li>• <a href="#">Safer Rotherham Partnership Plan</a></li> <li>• <a href="#">Health &amp; Wellbeing Strategy</a></li> <li>• <a href="#">The Rotherham Economic Growth Plan</a></li> <li>• <a href="#">Children and Young People's Plan</a></li> </ul>

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		<p>The Council has automated performance reporting in some services with the introduction of the Liquid Logic system in Adult Care and in Children's Services. Further work is to be done to reduce the administrative burden of producing performance reports and further consideration will be given to automated performance reporting following the arrival of the new Head of Performance on 30<sup>th</sup> May 2017.</p> <p>The corporate performance management system has operated as designed since June 2016, driving service improvement and improving public accountability. The Council is committed to continue to operate and improve the system in the future.</p>	
	<p>2. They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>The new Assistant Chief Executive, who started on 1st March 2016, has provided additional capacity so that performance management is embedded across the Council.</p> <p>New staffing arrangements for performance management were approved by the Council's Strategic Leadership Team (SLT) in September 2016. A new Head of Performance officially takes up her post on 30<sup>th</sup> May 2017 although she has already met with staff and members of SLT. She is responsible for driving forward further improvements in performance management across the Council. The Council's SLT has also approved the creation of a Corporate Change Team who will support services in their delivery of service improvement, budget efficiencies and improved value for money. This is a new resource (in addition to the Performance Team) and is currently being recruited to. Initial posts will be filled in Summer 2017.</p> <p>The Council is committed to continuing the public reporting of performance as part of its refreshed Council Plan. Cabinet, Scrutiny and opposition members are being consulted about refinements to the plan and the performance reporting arrangements. An initial report on this work was produced and is currently being considered by SLT and Cabinet.</p> <p>Alongside the Council's current plans, the Joint Improvement Board between Commissioners and Cabinet remains in place and is continuing to monitor Phase 2 of the Council's Improvement Plan. All of the actions in the current Plan are being closely monitored and it is expected that the majority will have been completed by the next meetings of the Board on the 22<sup>nd</sup> of May 2017. Current plans are that the board will remain in place after May and will be chaired by the Leader of the Council.</p>	<p>The performance management structure is now established with the new Head of Performance joining in May with a strong track record in performance management. She is supported by a dedicated team of corporate performance officers as well as performance officers embedded in individual directorates.</p>

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	<p>3. Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>The Council's Performance Management Framework was reviewed by the LGA in July 2016. The report supported the direction of travel to date and set out a series of improvements to ensure that a performance culture is fully embedded in the organisation.</p> <p>These improvements and Council responses are set out below.</p> <ol style="list-style-type: none"> <li>1. Agree a common understanding of performance management, including the architecture to support it. <i>This has been achieved with the publication and embedding of the performance management framework as set out in the previous sections</i></li> <li>2. Set up a strategic performance management team in the corporate centre. <i>The structure for this team has been approved and recruitment to the senior post of Head of Performance and Improvement has been completed with the new member of staff starting in May 2017.</i></li> <li>3. Put in place an automated performance management system. <i>This is one of first priorities for the new Head of Performance. Initial work has already been carried out with a review of potential suppliers of such a system underway but no final decision on acquisition will be taken until after May 2017.</i></li> <li>4. Carve out a wider capacity for performance management and transformational change by reviewing the current resources available across the Council. <i>This review has been completed. As identified in section 2, the Council has introduced a new Performance Team, alongside the development of a new Change Team which will focus on the projects needed to deliver the Council's £42m budget gap. Recruitment to this change team begins in April 2017.</i></li> <li>5. Complete a mapping process and skills audit of performance teams to strike a better balance between the resources in the directorates and the corporate centre. <i>This has been undertaken as part of the process of setting up the new structure for the Performance Team. A detailed skills audit will be carried out once the new Head of Performance arrives in post.</i></li> <li>6. Set up a Service Improvement function to develop a shared methodology for service improvement and to set priorities. <i>Referred to above – recruitment into his new team structure will commence in April 2017.</i></li> <li>7. Put in place performance management training and skills development opportunities for staff. <i>A programme for this will be developed once the new Head of Performance is in post on 30<sup>th</sup> May 2017.</i></li> </ol>	

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	<p>4. Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Councillor Alam has overall responsibility for Performance Management and leads on corporate performance reporting in the quarterly public Cabinet meetings. He takes a keen interest in the effective operation of the Council's performance management process and asks for regular updates from the Assistant Chief Executive. Councillor Alam also leads on performance reporting in each Cabinet meeting and has proved himself to be an effective and engaged Member. Councillor Alam has reviewed and signed off the service plan for the new Performance and Intelligence function and is seeking assurance that the service is properly staffed to deliver effective performance management in the future. He is an active member of the Joint Improvement Board in his capacity as lead for Performance Management and has played a full part in the delivery of the Council's improvement to date.</p> <p>The Leader takes a close interest in the outcomes from the performance monitoring process. He leads discussions around performance management at each monthly informal Cabinet meeting and provides effective leadership of the public Cabinet meeting where the quarterly performance report is received. The Leader challenges individual Cabinet members on performance issues in their service where required.</p> <p>Corporate performance management reports are discussed monthly with individual Cabinet members in line with the Council's reporting protocols. All Cabinet members are proactive in their approach to performance management, challenging officers over performance issues at monthly performance meetings. They are aware of the performance issues in their services and each quarter every Cabinet member reports publically on their own service area at Cabinet. The questioning and challenge at these meeting is focused on the key performance issues highlighted by the performance report, scorecard and narrative and has increasingly focused on the significant performance issues as the process has become embedded.</p> <p>The Overview and Scrutiny Management Board (OSMB) receive copies of performance reports in advance of Cabinet's consideration as part of the Council's "pre-scrutiny" system. This means that they have the opportunity to challenge prior to the public Cabinet meeting if required. Councillor Steele, who chairs the OSMB, steers an appropriate course between supporting the performance management process and challenging its outcomes. Each relevant Cabinet member attends the OSMB to respond to questions about the performance of their specific areas of responsibility.</p> <p>Recent feedback from Cabinet members as part of the development of the refreshed Council Plan has shown that they feel engaged with the performance management process and are aware of the performance issues in each of their areas of responsibility.</p>	

Ref	Criteria	Evidence	Further information
<h2 style="margin: 0;">Waste collection</h2> <p><b>Current responsible Commissioner:</b> Commissioner Julie Kenny  <b>Lead Cabinet Member:</b> Councillor Hoddinott  <b>Lead Officer:</b> Damien Wilson, Strategic Director for Regeneration and Environment</p>			
	<p>1. Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits</p>	<p>Since the comprehensive waste improvement plan was published, significant progress has been made to service resilience and reliability. Collection rounds now being completed on a daily basis. Weekend collections and paid for by overtime no longer take place. This has been achieved by supervisors and managers working with crews to identify pressure points in the collections, balancing workloads between crews and encouraging dialogue with staff relating to operational problems.</p> <p>The current Corporate Plan target for waste collections is 60 missed bins per 100,000 collections. Performance in quarter 4 (2016/17) shows a significant improvement to 29.8 missed bins per 100,000 (rolling year-to-date performance is 47 missed bins per 100,000 collections). This progress is monitored on a monthly basis and the improvement was particularly noticeable during the Christmas period (2016/17) with all collections being completed to schedule, no additional rounds or overtime being required and no formal complaints received. The recycling rate for 2016/17 is projected to be 45.3% against a corporate target of 45%.</p> <p>The opening of the multi-million pound Barnsley, Doncaster and Rotherham Waste Partnership (BDR) PFI waste facility at Manvers in 2015 was recognised in the review as a significant step forward and something Rotherham and its partners should be proud of. The BDR waste facility processes approximately 250,000 tonnes of waste per year across the Partnership with in excess of 96% of waste successfully diverted from landfill and over 40 jobs created within Rotherham.</p> <p>Since the opening of the facility, significant work has been undertaken in Rotherham to ensure waste collection rounds are balanced and efficient to match the new disposal arrangements, with rounds being completed by the end of each working day resulting in an improved customer experience.</p>	<p>The national average number of missed bin collections per 100,000 households during 2014/15 (latest APSE figures available) was 61.12 which highlights even further the significant improvements made within Rotherham's waste management service.</p>



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		<p>Potential commercial opportunities at the BDR waste facility have now been fully explored and developed by the BDR Waste Partnership. Contracts have been signed to accept waste at the facility from Derbyshire which now realises significant additional income for all three Councils.</p> <p>Now that significant improvements have taken place and are embedded within the waste management service, further work is underway to consider the Council's future options for collection of recycling materials at the kerbside. This work includes an assessment of national best practice and consideration of legislation and government guidance alongside the options for an effective, reliable, modern and sustainable waste recycling collection and disposal service for customers in Rotherham. The Cabinet Lead Member is fully involved with this review alongside a Members Working Group. An options appraisal is being developed with a timeline for implementation of any changes during the summer 2018.</p> <p>Recent procurement of an entire new fleet of refuse collection vehicles has helped to modernise the waste service. This has led to improvement in the reliability of the waste fleet, a significant reduction in the number of missed bins, and improvements to staff morale and health and safety.</p> <p>The opportunity to develop Rotherham's commercial waste service is recognised to be significant. Initial work has been undertaken to develop a model aimed to expand the commercial service and further work is being carried out with Barnsley Council to assess the potential local market and to learn from their good practice.</p>	
	<p>2. They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>Key senior appointments have been made to ensure sustainable improvements to the Council's waste services. The new management team has introduced a number of initiatives to engage with the waste service staff (and the broader Street Scene services) including:</p> <ul style="list-style-type: none"> <li>• Full, regular team briefings for all waste operatives to discuss relevant topics and encourage staff participation;</li> <li>• The Director and Lead Cabinet Member have attended a number of early morning staff meetings, whilst Council Members from the Members Waste Working Group have attended staff meetings and forums;</li> <li>• The Chief Executive has held meetings with staff and held 'roadshows';</li> </ul>	<p>Senior appointments include:</p> <ul style="list-style-type: none"> <li>• Strategic Director of Regeneration and Environment, May 2016</li> <li>• Assistant Director of Community Safety and Street Scene, March 2016</li> <li>• Head of Service, Street Scene, October 2016</li> <li>• Corporate Transport Manager, February 2017</li> </ul>

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		<ul style="list-style-type: none"> <li>• The Director and Assistant Director regularly work within the main Hellaby depot, meet with staff and have a high visible presence;</li> <li>• Regular discussions with waste collection crews take place to provide feedback relating to missed bins, complaints and public perceptions;</li> <li>• The development of a monthly scorecard to include key performance information relating to sickness absence, health and safety, missed bins and customer complaints.</li> </ul> <p>The corporate sickness absence policy is now being fully implemented within the waste service with the number of staff absence days having reduced from 23 days per full-time equivalent post in 2015 to a rolling annual level of 15 days per full time employee (reducing further to 11 days per FTE over the last 3 month period). Further improvement work is ongoing and all current staff absences now fall within the corporate sickness absence process with attendance being considered at each trigger point. Waste supervisors have full support from senior management to address the sickness challenge.</p> <p>The review also recommended that consideration should be given to the management of street scene services alongside waste collection to avoid isolation, silos and encourage the sharing of resources and flexibility of both services. The services are now led by a single Head of Service to bring all operations together. A joint Street Scene leadership team has been developed to look at operational delivery and health &amp; safety challenges across operational teams. This structure will continue to be developed to review how further benefits can be achieved from the joint operations and collaborative arrangements.</p> <p>Many of the issues which were identified in the service review have been resolved including improvements to the reliability of vehicles, effective and comprehensive health and safety risk assessments, reviewing individual and crew workloads and the completion of collection rounds each day. The Head of Service for Street Scene meets regularly with trade unions and working relationships with unions and staff have significantly improved. This has resulted in staff working closer together, covering staff absence, assisting each other to ensure rounds are completed daily leading to an improved customer experience.</p>	<ul style="list-style-type: none"> <li>• Waste Manager, March 2017</li> </ul> <p>Other initiatives include the establishment of an employee health and safety forum to improve communication with staff and trade unions regarding health and safety, and an employee suggestion box resulting in some ideas which helped to improve the efficiency of the service</p>

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	<p>3. Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>Following a peer review undertaken by Nottingham and Kent Councils in October 2015 2015, a waste improvement plan was developed and a broad range of actions carried out. A report identifying significant progress against these actions was presented to the Joint Improvement Board on 20<sup>th</sup> March 2017. Progress is highlighted in the sections 1 and 2 above.</p> <p>The BDR Waste Partnership collaborated with Sheffield City Council to commission a full, independent review of waste services across the whole of South Yorkshire in 2016 to enable a collaborative approach to be taken in the development of a countywide joint waste strategy. Recommendations include options for joined up future efficient and effective waste collection services, joint procurement of contracts, budgets savings proposals, modernisation and options for commercialisation. The BDR Steering Group and Joint Waste Board are now reviewing the recommendations and developing a joint waste strategy. It is recognised across the county that this collaborative approach will be used to enhance and add value to the work being undertaken by the Councils at a local level.</p>	.
	<p>4. Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>The Cabinet Member responsible for waste collection is Councillor Emma Hoddinott. Councillor Hoddinott has been supported by peers through the LGA support programme and they have been reporting progress to Commissioners.</p> <p>Councillor Hoddinott has recognised that, following the review in 2015, effective leadership and management of the waste service and tackling the working culture issues remains a priority. As a result, Councillor Hoddinott has attended early morning meetings with waste management staff and has arranged for Councillors from the Waste and Enforcement Members Working Group to do the same. This has been very positive and staff have engaged well with senior Council officers and Councillors leading to improved staff morale, reduced sickness absence and better engagement between waste management staff at all levels.</p> <p>Councillor Hoddinott meets regularly with the Strategic Director and Assistant Director responsible for waste services and also chairs the Waste and Enforcement Members Working Group. The Members Group, have undertaken site visits of the Household Waste Recycling Centres (HWRCs) and visit to a 'super HWRC' in Wakefield to assess the provision of future service improvements.</p>	

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		<p>Two high-level key performance indicators are reported each quarter relating to waste collection as part of the Corporate Plan performance management framework. These report on the number of missed bins per 100,000 households and the Council's recycling rate. Performance against these indicators is reported to Cabinet quarterly with a supporting narrative. Councillor Hoddinott is fully involved in the preparation and presentation of performance information for Cabinet.</p> <p>The Council's Improving Places Select Commission retains oversight and scrutiny of the waste management service. An update report was presented on 22<sup>nd</sup> February 2017 by Councillor Hoddinott.</p>	<p>Link to: <a href="#">Corporate Plan and performance reports</a></p>

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<h2 style="margin: 0;">Community Safety</h2> <p><b>Current responsible Commissioner:</b> Commissioner Ney  <b>Lead Cabinet Member:</b> Councillor Hoddinott  <b>Lead Officer:</b> Damien Wilson, Strategic Director for Regeneration and Environment</p>			
	<p>1. Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits</p>	<p><b>The Safer Rotherham Partnership (SRP)</b></p> <p>The Safer Rotherham Partnership (SRP) is the statutory community safety partnership for Rotherham. Its mission is ‘to make Rotherham safe, keep Rotherham safe and to ensure communities of Rotherham feel safe’. The management and co-ordination of the SRP falls to the Council’s Community Safety Team. The SRP is chaired by Councillor Hoddinott, Cabinet Lead Member for Waste, Roads and Community Safety.</p> <p>The Council’s Community Safety Team led a full review of the governance, structure and performance management framework of the SRP in 2016. This resulted in new governance arrangements led by a strategic board and supported by a Performance and Delivery Group (PAD) and a series of theme groups. Terms of Reference and membership of each group have been agreed and are regularly reviewed and monitored.</p> <p>The SRP has a statutory duty to develop and implement a partnership plan which describes how responsible authorities will work together to tackle crime and disorder. The partnership plan must respond to the priorities that are identified within the Partnership’s Joint Strategic Intelligence Assessment. The Community Safety Team has jointly (with South Yorkshire Police) recruited a Partnership Intelligence Analyst to provide accurate and timely partnership performance data, bespoke performance information and delivery of the annual JSIA.</p> <p>The SRP identified its priorities in 2016/17 as:</p> <ul style="list-style-type: none"> <li>• Reducing the threat of child sexual exploitation (CSE) and the harm to victims and survivors</li> <li>• Building confident and cohesive communities</li> <li>• Reducing the threat of domestic abuse and reducing the harm to victims and survivors</li> </ul>	<p>Link to: <a href="#">Safer Rotherham Partnership Plan 2016-19</a></p>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• Reducing and managing anti-social behaviour and criminal damage</li> <li>• Reducing the risk of becoming a victim of domestic burglary</li> <li>• Reducing violent crime and sexual offences</li> </ul> <p>Performance against these priorities is reported to the SRP Board within a formal report. This report tracks progress and includes data relating to the number of crimes per 1000 population and comparisons with most similar family groups, it covers all priorities and provides additional analysis and narrative for the Board to consider. The Council is now working towards embedding the key indicators from the SRP Plan into the new Council Plan 2017-20.</p> <p>A series of 'deep dives' has taken place to provide assurance against SRP priorities. The most recent of these involved a deep dive of domestic abuse which was led by Commissioner Ney, Councillor Hoddinott and the Council's Chief Executive. Those at the meeting included the Council's Domestic Abuse Co-Ordinator and MARAC (Multi Agency Risk Assessment Conference) Lead with representatives from housing, safeguarding and commissioning. A detailed and probing discussion took place which resulted in actions being agreed and taken forward to the Domestic Abuse Priority Theme Group. A draft Domestic Abuse Strategy has been developed and will be taken to the SRP Board in June for final approval.</p> <p><b>The Council</b></p> <p>The Council's Community Safety Team sits within the Directorate of Regeneration and Environment and is the responsibility of the Assistant Director of Community Safety and Street Scene who has significant experience of leading community safety teams, working collaboratively and in partnership with key stakeholders including the police, fire service, health and probationary services.</p> <p>The Council's Chief Executive has significant operational and leadership experience of working in community safety within 'good' councils. She has participated in national Government reviews and studies on a range of issues related to community safety due to her leadership, management and delivery of significantly improved outcomes in relation to crime and disorder.</p>	

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		<p>Initial feedback from the health check into community safety, undertaken by Blackburn with Darwen Council on 8<sup>th</sup> and 9<sup>th</sup> May stated that the service is progressing well. It has a strong and positive relationship with South Yorkshire Police and some other partners which was well evidenced through the information that they had received and the meetings and focus groups that they facilitated during the two-day visit. The reviewers concluded that the Council is in a good position to have powers to deliver the Community Safety function restored.</p>	<p>The report of the Blackburn with Darwen health check will be available once it has been published (expected June 2017).</p>
	<p>2. They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p><b>The Safer Rotherham Partnership (SRP)</b></p> <p>The SRP Board agrees and manages the strategic direction of the partnership and has oversight of its priority action plans. It oversees commissioning and funding plans and monitors performance. The Board is accountable to the Rotherham Together Strategic Partnership.</p> <p>The Performance and Delivery Group is jointly chaired by the Assistant Director, Community Safety and Street Scene, alongside a local Rotherham Police Superintendent. The Assistant Director also chairs the priority theme group for Domestic Abuse, the Prevent Silver Group and the Channel Panel. The Leader of the Council chaired the first meeting of the Building Stronger Communities group in April and the Police lead on the themes of violent crime, sexual offences and criminal damage. The Lead Cabinet Member for Community Safety is the Chair of the SRP which works very closely with the Chair of the CSE sub-group of the Local Safeguarding Children's Board (LSCB) to ensure joined up, collaborative working across both partnerships.</p> <p>The Council's Chief Executive now sits on the SRP Board.</p> <p>This collaborative approach involving extensive and integrated partnership working at a senior level illustrates the refreshed commitment across agencies to meet regularly and to work closely together on agreed priorities to achieve shared outcomes. This is further evidenced by the Rotherham Safeguarding Partnership Protocol which ensures a shared focus on positive outcomes for children, young people, adults and their families; and that appropriate arrangements are in place between strategic leaders, elected members and partnership chairs to ensure strategic priorities in relation to safeguarding are translated effectively into all action plans.</p>	

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		<p>Fostering open, positive and effective relationships with the police has also been a significant priority for both organisations, both at an operational and strategic level. Joint attendance at a range of meetings including weekly police THRIVE meetings, weekly CSE intelligence meetings, daily telephone conversations between Rotherham’s Chief Superintendent and the Council’s Assistant Director for Community Safety and Street Scene and a Memorandum of Understanding regarding the dissemination of information relating to significant events or urgent incidents affecting the Borough are just some examples of how joint working is taking shape.</p> <p>Board meetings are held bi-monthly and each meeting undertakes a ‘deep dive’ into the progress of a specific partnership priority. Recent meetings have reviewed the Partnership’s contribution towards tackling CSE, Domestic Abuse, Hate Crime and Anti-Social Behaviour. Board Members are provided with a presentation by the Priority Group Theme Lead on recent activities and detailed discussions take place with agreed actions points taken forward.</p> <p><b>The Council</b></p> <p>Significant appointments have been made over the last 15 months within the Directorate to ensure sustainable improvements to Community Safety. The health check into community safety, undertaken by Blackburn with Darwen Council on 8<sup>th</sup> and 9<sup>th</sup> May also found evidence of positive, strong leadership with effective and robust governance arrangements in place. Specifically, the team felt that leadership across community safety is fresh with an approachable, engaging and professional style within an effective and healthy culture.</p> <p>Building stronger communities is central to the vision set out for the Council – emphasising that Rotherham is a shared community, which values decency, and provides opportunities so that no one is left behind. The Council has a strong commitment to ensuring community cohesion and has set this out within its vision.</p> <p>The Building Stronger Communities Strategy includes four key themes, which are:</p> <ul style="list-style-type: none"> <li>• A strong civic community and pride of place;</li> <li>• Bringing people together;</li> <li>• Our rights and responsibilities towards each other;</li> </ul>	<p>The changing nature of policing combined with the requirement to maintain service levels in a challenging financial environment is requiring forces to modify their operational processes. A great example of this is through the use of a decision model known as “THRIVE”. The model - Threat, Harm, Risk, Investigation, Vulnerability and Engagement - is used to assess the appropriate initial police response to an emergency call.</p> <p>Appointments include:</p> <ul style="list-style-type: none"> <li>• Strategic Director of Regeneration and Environment, May 2016</li> <li>• Assistant Director of Community Safety and Street Scene, March 2016</li> <li>• New Cabinet Lead for Waste, Roads and Community Safety (following the May 2016 election)</li> </ul> <p>Building Stronger Communities Strategy (<b>Appendix A</b>)</p>



Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• Expanding opportunity and economic security.</li> </ul> <p>Dame Louise Casey's review into Opportunity and Integration has helped to inform the Building Stronger Communities Strategy, with a number of workstreams set to address some of the key recommendations made. Much of this work has already started and progress is being made against a number of objectives. Additionally, a community reference group has been set up and has met twice to being to deliver the work connected with the action plan. On 15<sup>th</sup> May, the Cabinet formally approved the Building Stronger Communities Strategy at the Commissioners'/ Cabinet public meeting. During the Community Safety Health Check by Blackburn with Darwen Council, positive feedback was received regarding the Council's Building Stronger Communities strategy, citing it as an excellent foundation and giving credit to how well the Council's vision has been articulated.</p> <p>The Police and Crime Commissioner's Countywide Community Safety Forum is attended regularly by the Assistant Director and Community Safety Manager to discuss community safety issues with colleagues from across the region. The meeting reviews funding opportunities, best practice, emerging themes and opportunities for collaborative working. At a meeting in March, the Forum received a presentation from Rotherham regarding improvements to the Council's taxi licensing service: from the perspective of 'Our Story' focusing on the broader community safety impacts, role of Members, safeguarding, effective data sharing and robust performance management.</p>	<p>Currently in the process of recruiting to the Head of Service, Community Safety, Resilience and Emergency Planning.</p>
	<p>3. Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the</p>	<p>The Council requested a health check of Community Safety by Blackburn and Darwen Council which took place on 8<sup>th</sup> and 9<sup>th</sup> May. The scope of the review was:</p> <ul style="list-style-type: none"> <li>• Evaluate how well the partnership understands its local context and how that is reflected in priority setting;</li> <li>• Establish whether the new governance arrangements are appropriate to ensure priorities are delivered including the priority action groups.</li> <li>• Consider whether the SRP has effective political and managerial leadership and how a constructive partnership is developing;</li> <li>• Consider whether organisational capacity and resources are focused in the right areas in order to deliver the agreed priorities;</li> <li>• Consider how well the refocused commissioning arrangements are working.</li> </ul>	

Ref	Criteria	Evidence	Further information
	authority	<p>The review team met with over 50 people including the Chief Constable, Leader, Chief Executive, senior managers and politicians, partners and those working operationally. Initial feedback from the review team has been very positive, with particular emphasis on strong partnership working with the police, professional relationships at political and managerial levels, and positive leadership. No major issues were raised regarding governance, capacity, leadership or partnership working and whilst there will be areas of improvement, none were considered as a barrier to having its functions returned.</p> <p>Recommendations are being made to the Commissioners through a formal report to outline their confidence in the service and to provide confirmation that the Council is in a good position to have powers to deliver the Community Safety function restored.</p>	
	4. Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions	<p>The Cabinet Member responsible for Community Safety is Councillor Hoddinott. She has been supported by peers through the LGA support programme and they have been reporting progress to Commissioners.</p> <p>Councillor Hoddinott is the Chair of the SRP and meets regularly with the Strategic Director and Assistant Director responsible for Community Safety. She has a comprehensive oversight of the SRP including agreeing the Board agenda, actions plans, minutes, papers and presentations. She has also undertaken a range of training sessions to assist with her role as Chair including, Home Office counter extremism training and extremist ideology awareness training.</p> <p>Each quarter, the three high-level key performance indicators from the SRP performance framework (relating to Community Safety) are reported as part of the Corporate Plan performance management framework. These identify the number of reported incidents of anti-social behaviour, hate crime and domestic abuse. Performance against these indicators is reported to Cabinet quarterly with a supporting narrative. Councillor Hoddinott is fully involved in the preparation and presentation of performance information for Cabinet.</p> <p>Political leadership was considered strong and positive by the Blackburn with Darwen health check team. The team included their Cabinet Lead Member for Community Safety who had a lengthy discussion with Councillor Hoddinott. He provided positive feedback and was impressed by Councillor Hoddinott's engagement and dedication in driving improvements to community safety.</p>	

Ref	Criteria	Evidence	Further information
		<p>The performance indicators within the Corporate Plan are currently being reviewed and refreshed in May 2017 to ensure that they are aligned to the SRP Partnership Plan and the findings of the Joint Strategic Intelligence Assessment 2017.</p>	

Ref	Criteria	Evidence	Further information
<h2 style="margin: 0;">Human Resources</h2> <p><b>Current responsible Commissioner:</b> Lead Commissioner Mary Ney  <b>Lead Cabinet Member:</b> Councillor Alam  <b>Lead Officer:</b> Shokat Lal, Assistant Chief Executive</p>			
	<p>1. Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits</p>	<p>The Council has produced a Workforce Strategy (December 2016), underpinned by a Workforce Plan (published January 2017), and further supplemented by a HR Improvement Plan (published January 2017) and all have helped to drive improvements in the service and across the Council.</p> <p>Phase one of the HR Improvement Plan established a set of values and behaviours for the Council and a planned programme of activity. The Plan also described the next steps to further improve the HR service, including the development of key metrics to enable managers to better understand their workforce and its makeup.</p> <p>Phase one the HR Improvement plan was delivered between April and December 2016. Key outcomes were:</p> <ul style="list-style-type: none"> <li>• Proposed new HR Structure - implemented in November 2016 with further development in March 2017 after appointment of the permanent Head of HR (appointed 3 January 2017);</li> <li>• Formation of a dedicated HR casework management team to ensure speedy resolution of disciplinary, grievance and capability issues (disciplinary cases down from 88 days to 34 days and grievances down from 117 to 106);</li> <li>• Improvements to the management of employee performance across the Council by focussed HR interventions;</li> <li>• Employees actively involved and engaged with the future direction of the Council by attendance at briefings, involvement in groups and via regular communications;</li> <li>• A new Workforce Strategy (December 2016);</li> <li>• A new Corporate Workforce Plan (January 2017);</li> <li>• A new Strategic Leadership Team (SLT) providing visible, transparent and effective leadership. Peer mentoring has been introduced across SLT which has helped to develop the team dynamics. This was important as the leadership team was new, and were working in a Council with a unique and complex set of arrangements.</li> </ul>	<p>Values statements (<b>Appendix B</b>)</p>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• Development towards a Leadership and Management Framework, evidenced by preliminary work with external consultants;</li> <li>• Improvements in the availability and usage of employee related management information, evidenced by the HR Dashboard and further development of the Workforce Management report;</li> <li>• Improvements to support the health and well-being of all employees, evidenced through updating of the stress risk assessment audit, a face-to-face counselling contract and a telephone counselling contract.</li> </ul> <p>Phase two of the HR Improvement plan began in January 2017 and runs until October 2017. Actions so far are highlighted below.</p> <ul style="list-style-type: none"> <li>• The Council has delivered a £2m saving from employee terms and conditions effective from 1<sup>st</sup> April 2017 as part of its budget reduction requirements. A significant amount of this is secured through a collective agreement for three days' additional purchased leave linked to Christmas closure, until March 2020. 95% of the workforce had signed up voluntarily to this proposal. The additional budget saving will be achieved through tighter workforce controls and management of sickness absence, vacancy management and agency costs.</li> <li>• The Workforce Management Board is now well established and key in both controlling and monitoring unplanned salaries expenditure. Progress is reported monthly to SLT. The Board is chaired by the Assistant Chief Executive with senior (AD) directorate representation.</li> <li>• A working group has used feedback from manager groups and focus groups during 2015 to develop and refine a new set of One Rotherham values and behaviours which have been incorporated within the refreshed Corporate Plan. These have been shared with the trade unions and with further focus groups.</li> <li>• The values have been launched via briefings: Take 5 magazine; Chief Executives briefings; screensavers; posters in Council buildings; middle manager ('M3') sessions. Incorporated into the revised PDR process.</li> <li>• The Employee Awards and publicity also reinforced the values as nominations were based around them.</li> </ul> <p>In addition to the HR Improvement Plan phase two actions, but linked to the improvement theme, further work is underway as outlined below:</p>	

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• The HR Business Partnering and Consultancy arrangements support a significant amount of organisational change and service reviews. Specifically support, advice and involvement ensured delivery of 10 service reviews in 2016, and nine new ones in the planning stage. The HR input ensures that the Council achieves service change in a timely and effective way, supporting better outcomes to customers and budget savings (e.g. workforce reduced by 5.56%, 379 employees).</li> <li>• The Corporate Plan PDR target was exceeded (96% completion, 3944 employees), a dip sample review was completed, and the first phase changes to process made and manager training designed. A quality check of the PDR process started in October 2016 and findings were reported to SLT in February 2017, with recommendations for changes to the process for 2017.</li> <li>• An external organisation has held a series of sessions to promote and embed “Setting Direction Using Workforce Drivers” – the drivers which underpin how the Council will deliver its workforce priorities: <ul style="list-style-type: none"> <li>• <i>Know our Communities</i></li> <li>• <i>Brilliant at the Basics</i></li> <li>• <i>Smash the Silos</i></li> <li>• <i>Best work of our Lives</i></li> </ul> 13 sessions have been held since January 2017, with 207 M2 and M3 managers attending. Recommendations for further actions and initiatives will be developed once analysis of the evaluated outcomes are known.</li> <li>• The Pulse Survey and staff briefing sessions have informed and added to the ‘You Said We Did’ Action Plan, making sure the Council captured employee feedback and response in one place.</li> <li>• Chief Executive/Leader briefing sessions have seen 800 attendees in the first round (14 sessions) and 249 attendees in the second round (7 sessions). The third round of briefing sessions is currently underway (April/May 2017)</li> <li>• Delivery of the Brilliant at the Basics/Best Work of our Lives manager programme developed and delivered internally using subject matter experts. The first phase of this focused on working in a political environment, people management and absence management.</li> <li>• Manager leadership sessions have continued with seven sessions taking place in 2016/17. Sessions are attended by M3 managers, Assistant Directors and SLT. Sessions include updates from the Chief Executive plus featured topics and a work activity. Well attended.</li> </ul>	<p>36% response to Pulse survey. 98 employees attended the last round of focus groups</p> <p>The Council has begun the tender process for a full employee survey, which is scheduled to take place in summer 2017</p> <p>The HR Service has delivered four sessions on Managing Attendance/ People Management skills to 45 managers in the period January to April 2017.</p>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• The Council's occupational health (OH) provision has been reviewed and there is now speedier access to OH support as well as access to physio and counselling services. The OH requirements will be subject to re-tendering in autumn 2017.</li> <li>• The Council's Apprentice Strategy will offer high quality learning and development to a wide cross section of young people from the community, enabling the Council and the Borough to benefit from a skilled, motivated and flexible workforce. The Council will focus on providing opportunities for need to reach communities and for Care Leavers. The Council will utilise the apprenticeship levy to identify development opportunities within existing roles, and therefore create career pathways and progression routes.</li> <li>• The changes to reflect current priorities implemented in the delivery of operational HR have been further refined. A workshop with those involved reviewed the model and what was/was not working, and have made appropriate changes. The new governance arrangements within the service ensure that there are clear escalation routes, regular case review meetings, cross service management meetings and a clear sense of joint ownership of the service's aims and objectives.</li> <li>• The HR Service is being delivered within budget and the HR Service Centre is both delivering to SLAs and generating income</li> <li>• The Council ran a successful first employee awards event in November 2016 entitled "Big Hearts, Big Changes".</li> </ul>	<p>These sessions are aimed at M2 and M3 levels. There are three further sessions planned up until July 2017.</p>
	<p>2. They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>A new, permanent Head of HR has been appointed and has been in post since 3<sup>rd</sup> January 2017. This has given stability to the top tier within the Council.</p> <p>A SLT development programme started in September 2016 and runs to June 2017. SLT completed a pre- programme needs assessment and will complete a post-programme evaluation. 360° feedback will also be used at the end of the programme (June 2017)</p> <p>Included within the HR improvement plan (outlined in section 1) are the following key aims and objectives to help improve officer leadership and service quality.</p> <p>A restructure and re-design of the HR service and the roles within it to implement modern and fit for purpose HR practices and ways of working. The first phase of this is evidenced by:</p>	

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• A refocus of HR priorities and improved response to casework which has started to see a reduction in time taken to deal with cases;</li> <li>• Resources have been created in support of consultancy and OD work and projects;</li> <li>• Revised HR management team arrangements are now in place, including weekly case management enabling review and escalation. HR Senior Management Team now focused on business management and full management team meetings ensure that there is cross-service ownership and engagement. One-to-one meetings with managers are now in place.</li> </ul> <p>The HR Service is now 'change-ready', offering sound advice to deliver this, building on the support offered to directorates (evidenced in section 1) and by the further strengthening of the HR Business Partner role attendance at Directorate Leadership Team meetings.</p> <p>There are good working relationships with the Council's recognised Trade Unions, evidenced by:</p> <ul style="list-style-type: none"> <li>• The Corporate Consultation and Negotiation Group established March 2017 and will meet monthly;</li> <li>• An agreed Flowchart of industrial relations framework agreed March 2017;</li> <li>• Implementation of the Council's pay proposals: April 2017 – March 2020;</li> <li>• A planned programme of policy refresh and review;</li> <li>• A collective agreement on the Council's pay proposals linked to budget savings.</li> </ul> <p>HR will demonstrate innovative and creative recruitment and retention solutions for those corporately recognised areas where there is a skills shortage and/or high turnover, evidenced by:</p> <ul style="list-style-type: none"> <li>• The dedicated HR Children's Social Work recruitment team has been integrated into the wider HR team as part of the revised structure. 110 appointments made in 2016/17;</li> <li>• The HR Business partner is a member of the newly formed 'Retaining and Recruiting a Rotherham Workforce group', which is a sub-group of the Strategic Workforce Board. The group will plan and lead activity to maintain a good quality, fit for purpose and cost effective children's workforce in Rotherham;</li> <li>• The Apprentice Strategy previously outlined in section 1.</li> </ul>	<p>The Rotherham Children and Young People's Partnership Improvement Board – Director and SLT's progress reports – evidence the impact of the team and their success in embedding the recruitment strategy in Children and Young People.</p>



Ref	Criteria	Evidence	Further information
		<p>The Council will be supported in terms of its corporate readiness, and this will be evidenced by:</p> <ul style="list-style-type: none"> <li>• Officer engagement with the Leader and cabinet member on HR issues;</li> <li>• Scheduled Cabinet lead (Councillor Alam) meetings;</li> <li>• Labour Group topic-led briefing papers (e.g. agency, Living Wage);</li> <li>• Member engagement with HR issues and appropriate decision-making</li> <li>• Health, Welfare and Safety sub-group (Councillors Sansome, Albiston and Ellis)</li> <li>• Staffing Committee. The Committee comprises the Leader, Deputy Leader, Leader of the Majority Opposition, other Cabinet members whose portfolios are affected by the issues to be considered and the Leader of the Majority Opposition party.</li> <li>• A strong cohort of Members sufficiently trained and prepared and arrangements for the chairing of Appeals Panels by the Cabinet Member</li> </ul>	<p>Shadowing of Chair role by Lead Cabinet Member taken place and further planned in April. Further formal training for Members scheduled for May 2017</p>
	<p>3. Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>The HR Service was reviewed by the LGA in May 2016 and following this an externally recruited Interim Head of HR further reviewed the future shape and design of the service in October 2016. This resulted in changes to the team to make sure that the focus was on areas of corporate need, e.g. management of sickness absence and complex casework.</p> <p>This work practice review resulted in changes to casework management, including early intervention, triage of cases and complex case support. This subsequently impacted on a reduction in the amount of time taken to manage cases, evidenced in section 1.</p> <p>A further review by the permanent Head of HR is underway with a view to restructuring the service going forward and to embed the working practices around casework management.</p> <p>An LGA sponsored online assessment was undertaken by the HR team which was linked to the Chartered Institute of Personnel and Development (CIPD) HR standards framework. This was carried out in December 2016 and January 2017. Outcomes focussed on preferred styles of working and areas for development. One-to-one conversations followed and will be further developed in PDR reviews (April to June).</p>	

Ref	Criteria	Evidence	Further information
		<p>An annual payroll audit achieved substantial assurance that the service was operating effectively. A Criminal Record check audit also achieved reasonable assurance of Council compliance.</p>	
	<p>4. Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Councillor Alam, as lead Cabinet member with responsibility for HR, is closely involved in the monitoring of HR issues and reports publically to Cabinet (most notably in the public Performance Meetings which happen in each quarter). He works closely with the Head of HR and receives regular updates on progress.</p> <p>The Joint Consultative Committee meet quarterly which is chaired effectively by Councillor Alam, with lead Cabinet members in attendance. Councillor Alam has shadowed the Chairing Commissioner at a number of Dismissal Appeal panels from January 2017 onwards. Cabinet members have personal development plans and peer mentoring in place. Further formal training for Members is scheduled for May 2017.</p> <p>Monthly Cabinet/ SLT meetings are attended by the Assistant Chief Executive and Head of HR, and progress against the HR Improvement Plan is considered on a quarterly basis.</p> <p>There is Member engagement with HR issues and appropriate decision-making, evidenced by:</p> <ul style="list-style-type: none"> <li>• Health, Welfare and Safety sub-group (Councillors Sansome, Albiston and Ellis)</li> <li>• Staffing Committee: comprises the Leader, Deputy Leader, and Leader of the Majority Opposition, other Cabinet members whose portfolios are affected by the issues to be considered and the Leader of the Majority Opposition party.</li> </ul> <p>There is regular officer engagement with the Leader and cabinet member on HR issues evidenced by meeting minutes</p> <p>Scrutiny has reviewed key HR matters including the You Said Action Plan, and agency spend.</p>	

Ref	Criteria	Evidence	Further information
<h2 style="margin: 0;">Asset Management</h2> <p><b>Current responsible Commissioner:</b> Commissioner Julie Kenny  <b>Lead Cabinet Member:</b> Councillor Lelliott  <b>Lead Officer:</b> Damien Wilson, Strategic Director for Regeneration and Environment</p>			
	<p>1. Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits</p>	<p>On 15<sup>th</sup> May 2017, Cabinet formally approved the Council's Asset Management Policy and Strategy. This demonstrates the Council is taking a strategic approach to its land and property assets and adopts a 'one public estate' perspective to identify the opportunities provided by all publicly owned land and property. This follows an external health check for the Asset Management service, (requested by the Strategic Director upon his arrival) which was undertaken by the Chartered Institute of Public Finance &amp; Accountancy (CIPFA) and reported to Cabinet (13 Feb 2017) and the Improvement Board (13 Feb 2017). A number of recommendations for improvement were issued. Under the direction of the Cabinet Member (Councillor Lelliott) and Strategic Director (Damien Wilson) the Council has produced an Asset Management Improvement Plan (AMIP).</p> <p>The Improvement Plan (AMIP) is broken down into 17 tasks/projects (numbered AMIP2017-01 through to AMIP2017-17). This approach has helped to deliver an improved Asset Management service. The AMIP approach has been agreed by the Commissioner, Cabinet Member and Asset Management Board.</p> <p>Key projects/ tasks are below.</p> <p><u>AMIP2017-06 Carry out a Comprehensive Property Review:</u> The whole estate (Council owned property) has been mapped and a full schedule produced. Asset Management is working with services to review property (via Service Asset Management Plans (SAMPs)). This work has already yielded results covering:</p> <ul style="list-style-type: none"> <li>• Capital receipts (as property becomes vacant). <ul style="list-style-type: none"> <li>• £2.3m received in 2016/17 exceeding the £2m target set for the year.</li> <li>• Leadership by the Cabinet Member and Strategic Director shown in dealing with surplus assets (e.g. Habershon House sale for £0.5m).</li> </ul> </li> <li>• Revenue savings from reducing the estate.</li> </ul>	<p>Asset Management Policy and Strategy (<b>Appendix C</b>)</p> <p>The capital receipts programme with a target for 2016/17 to 2018/19 of £6,000,000, with an initial target of £2m for 2016/17. Achieved £2.3m in 2016/17.</p> <p>Examples of successful receipts from sale of land / property – Habershon House, former depot at Greasbrough Road and Parkstone House at North Anston.</p>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• £333k savings approved and delivered during 2016/17, with a further £520k achieved in-year (2016/17). £1.1m saving is scheduled for 2017/18 and £594k for 2018/19.</li> <li>• Land used for the growth agenda (for both housing and economy).</li> <li>• The team has worked in partnership with the Strategic Housing Investment Service delivering Housing Growth in the initial seven HRA cluster sites in 2015. This partnership work has grown to include a proposed six sites under the SCR Starter Homes Programme within the town centre. Asset Management continues to assist in Housing and Business Growth with the ongoing disposal, site assembly and development of a number of general fund assets identified for housing and employment.</li> </ul> <p>Since 2010 the service has overseen a reduction in the operational estate from 184 properties to 127.</p> <p><u>AMIP2017-11 Detailed Property Maintenance Review:</u> The Council has identified all the service and repair contracts and established the current position including dates for review. The Pre-Qualification questionnaire has been prepared and tender documentation issued for the main repairs and maintenance contract which is due to expire 30<sup>th</sup> June. The new Repair and Maintenance contract shall include a requirement for a customer service system that keeps customers informed on the progress and completion of repairs. The initial scoping of the tender for stock condition surveys has been undertaken with CIPFA.</p> <p><u>AMIP2017-12 CIPFA Compliance Audit recommendations to be implemented:</u> The Strategic Director and Assistant Director requested that CIPFA undertake a more detailed audit of the Statutory Compliance area. The CIPFA health check concluded that adequate procedures are in place to meet statutory health and safety legislation relating to property.</p> <p><u>AMIP2017-13 Review Internal Fee Charging:</u> A financial review has been completed and an options report was presented to Regeneration and Environment Management Team 3<sup>rd</sup> May 2017. Further discussions are to be held with Finance and the Traded Services Review to progress.</p>	

Ref	Criteria	Evidence	Further information
		<p><u>AMIP2017-14 Review of all Soft Facilities Management services to be carried out:</u> A review of facilities services was carried out in 2016/17 which has led to changes to the cleaning schedule for the main Council buildings. This review will result in budget savings of £75,000 starting in 2017/18. The review has also included caretaking services, which was implemented 1<sup>st</sup> April 2017 and Catering Service activity which is being progressed and is ready for approval. Paper presented to 10<sup>th</sup> May 2017 Asset Management Board with further details.</p> <p><u>AMIP2017-15 Review of Property Data Management:</u> An initial review of data management has been carried out. Gap analysis has identified a number of issues including completion and transfer of property information. Procedures to address these are in place to ensure they are fully up-to-date. Launched when the working group met in April 2017.</p> <p><u>AMIP2017-16 Academies – Review Facilities Management to Academy Schools:</u> A review of Facilities Management arrangements for schools has been completed. As a result, new SLAs are being put in place for academies operating from the start of the new school year in September 2017.</p> <p><u>AMIP2017-17 Performance Management:</u> Draft Performance Management document for Asset Management produced and reviewed by the Corporate Performance Management Service. Final version by end of May 2017. Asset Management Improvement Plan (AMIP) produced to oversee and manage performance and the delivery of the Improvement Plan – initially reported to Cabinet on 13<sup>th</sup> February 2017 and progress reported monthly to Asset Management Board.</p> <p><u>AMIP2017-04 Review of Corporate Property Unit Structure:</u> A full staffing restructure of the service is underway and consultation with staff and trade unions started on the 11<sup>th</sup> April 2017. The final structure is expected in late May 2017. An interim Strategic Asset Manager has started in post. A training plan has been developed and agreed and this will be updated following staff PDRs (performance development reviews) in May/June 2017.</p>	

Ref	Criteria	Evidence	Further information
		<p><u>Further information and evidence:</u> The CIPFA health check recommended that the Asset Management service be retained in-house rather than 'outsourced' or part of a shared service. The service has a forecast budget surplus of £520,000 in 2016/17. Includes a trading account/fee income of £2,000,000 and a commercial estate income of £825,000. Plus Capital receipts of £2.3m for 2016/17. The service has targets for significant revenue budget savings of £760k with an additional saving target of £1m over the next two years as part of reducing the estate (subject to front line service decisions and integrated working across the public sector). Numerous Council services are working across the public sector (plus the voluntary and private sector) highlighting opportunities related to property (e.g. sharing facilities). The Asset Management service is working across the Council and with external organisations to rationalise the estate.</p> <p><u>Working in partnership and collaboratively:</u> The service has been working in partnership to assist service areas with land and property requirements as part of service improvement. Examples are provided below.</p> <ul style="list-style-type: none"> <li>• Schools Basic Need &amp; Condition. Asset Management team works closely with the School admissions team to ensure sufficient school places are available in schools of an acceptable condition. In the last four years 1400 new school places have been delivered. This includes one newly created primary school. Another new school is planned to service the new community in Waverley.</li> <li>• PFI Schools. The team manages the Rotherham Schools PFI contract and has worked closely with CYPS on recent issues (e.g. head teacher's decision to close Maltby Craggs Primary School despite assurances from Transform School that the building was safe to open). The work from the team ensured that further schools did not close.</li> <li>• Library Rationalisation. The team is working with the Leisure PFI contractor and the Library service to move the Library service into Maltby Joint Service Centre and release the Library site for a joint disposal with the adjacent Fire Station.</li> </ul>	<p>Examples of successful construction projects completed:</p> <ul style="list-style-type: none"> <li>•Eastwood Village Primary School – new primary school – 315 additional places - £6.4m (completed 2015)</li> <li>•Wickersley School and Sports College – 17 classroom block – 275 additional places £3m (completed 2015)</li> <li>•Wales Primary – 2 classroom modular - £250,000 (completed 2016)</li> <li>•Brampton Ellis C of E Primary – 3 classroom block - £750,000 (completed 2016)</li> <li>•Dalton Foljambe Primary – 2 classroom block - £250,000 (completed 2016)</li> <li>•Kiveton Park Infants – New Nursery Block - £400,000 (completed 2016)</li> <li>•Anston Lodge Primary – New Nursery Block - £420,000 (completed 2015)</li> </ul>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• CYPS Improvement Plan. Multiple accommodation projects which are reported monthly via the CYPS improvement plan update.</li> <li>• Strategic Housing Investment Service. Asset Management is working to jointly deliver a number of housing projects.</li> <li>• Adult Services. Asset Management is working with colleagues on the review of intermediate care and review of Learning Disability Services.</li> </ul> <p>Sheffield City Region – Joint Asset Board (JAB).</p> <ul style="list-style-type: none"> <li>• Chaired by Rotherham Council Chief Executive. SCR Heads of Property Group (HOP). Vice Chair from the Council, reporting to JAB One Public Estate (OPE). The Council is an active member, managed via SCR HOP and JAB. A bid to OPE has been successful in obtaining funding which included support for Rotherham Town Centre delivery.</li> </ul> <p>Rotherham Together Partnership (RTP) – Local Estates Forum (LEF).</p> <ul style="list-style-type: none"> <li>• Chair from the Council: a meeting of heads of property for public sector organisations within the Borough. Reports to the RTP Chief Executive Officer Group Chaired by CEX. Engaged in the RTP “Integrated Localities Working” project which looks at all public and VCS service delivery and assets across the borough. Links to SCR Joint Asset Board and NHS South Yorkshire and Bassetlaw Strategic Transformation Plan.</li> </ul> <p>NHS – South Yorkshire &amp; Bassetlaw Strategic Transformation Plan (STP)</p> <ul style="list-style-type: none"> <li>• Council engaged in the STP process since its inception. CEX is a member of the STP Collaborative Partnership Board &amp; the STP Executive Co-ordinating Group.</li> </ul> <p>The service has made a significant contribution to the regeneration agenda in recent months, including:</p> <ul style="list-style-type: none"> <li>• Work on the acquisition of the Magistrates Courts for the Town Centre Regeneration project;</li> <li>• Work on Gulliver’s (for the land sale to the company);</li> </ul>	<p>Report on proposals from the Learning Disability Services review is due at Cabinet in June 2017.</p> <p>Successfully bid for One Public Estate Funding and Membership as the Sheffield City Region.</p> <p>£25,000 funding obtained to support Rotherham town centre master plan.</p> <p>Funding obtained from OPE 3, OP4 and OPE 5 funding rounds to develop a Joint Asset Strategy and Delivery Plan across the Sheffield City Region public sector. £192,000.</p> <p>Total OPE capacity funding obtained through SCR JAB activity = £557,000. Further projects are being identified and prioritised for future OPE bids. SCR wide major site disposal schedule now posted on SCR website. First City region to do so. Next stage to add HCA/ government sites.</p>

Ref	Criteria	Evidence	Further information
		<ul style="list-style-type: none"> <li>• Work on the acquisition of the AMP Technology Centre;</li> <li>• Work on the Higher Skills Campus and proposed sale of land to the college (RNN Group);</li> <li>• Input and work into the Bassingthorpe Farm project;</li> <li>• The acquisition of Forge Island;</li> <li>• The development of the Town Centre Masterplan;</li> <li>• Working closely with Housing through setting up the Housing and Regeneration Project Board;</li> <li>• Development Scheme for Swinton Town centre;</li> <li>• Development schemes for York Road.</li> </ul> <p><u>AMIP2017-07 Constitution and Scheme of Delegation:</u> The Asset Management team worked closely with Legal Services and Financial Services on the revised contract standing orders and financial regulations which were agreed at Full Council on 25<sup>th</sup> January 2017. A paper has been agreed by Councillor Lelliott and Commissioner Kenny (agreed on 29/3/17) for the scheme of delegation to be introduced for Asset Management in line with the newly adopted Council Financial Regulations and Contract Standing Orders. This will enable swifter decisions for more day-to-day decisions to be made and was a recommendation in the CIPFA Health Check.</p> <p><u>AMIP2017-08 Corporate Landlord model to be reviewed and re-launched:</u> Paper at SLT (21<sup>st</sup> March 2017) and the first meeting of the Asset Management Board agreed to introduce Corporate Landlord and to be implemented in full from the 1st April 2017. This will be supported by Service Level Agreements (SLAs) with the occupants of all Council Buildings and users of Asset Management Services.</p>	<p>Public Sector Estate in Rotherham has been mapped. Joint project opportunities identified and being investigated with partners.</p> <p>Briefing note / options paper on the Asset Management Scheme of Delegation was submitted to Commissioner Kenny 16<sup>th</sup> March 2017 and agreed on 29<sup>th</sup> March 2017.</p>
	<p>2. They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>Asset Management has moved directorates to sit within the Regeneration and Environment Directorate.</p> <p>As part of a wider re-organisation (led by Commissioner Manzie in 2015/16) the service joined Assistant Director of Planning, Regeneration &amp; Transport in April 2016. Officers worked with the Cabinet Member to request an external Health Check for the service. For full details of the health check, please refer to the above section.</p>	



Ref	Criteria	Evidence	Further information
		<p>Key projects/ tasks:</p> <p><u>AMIP2017-02 New Asset Management Governance Structure and Arrangements in Place:</u> New governance arrangements have been introduced (following agreement to the Improvement Plan at Cabinet on 13<sup>th</sup> February 2017 and SLT on the 21st March).</p> <p>The arrangements can be summarised as:</p> <ul style="list-style-type: none"> <li>• New Asset Management Board, chaired by the Cabinet member. Terms of Reference produced and agreed. The Board has met three times and monthly Board meetings are scheduled.</li> <li>• Asset Management Officer Group, chaired by the Assistant Director (Planning, Regeneration and Transport): first meeting held on 5<sup>th</sup> April 2017.</li> </ul> <p>The new governance arrangements introduce a more strategic approach towards the Council's assets. The agreed outcome is to establish clear coordinated direction for property within the Council. The Board will develop and oversee:</p> <ul style="list-style-type: none"> <li>• The introduction and implementation of a Full Corporate Landlord Model</li> <li>• A Property Asset Management Policy and Strategy agreed at Cabinet 15<sup>th</sup> May.</li> </ul> <p><u>AMIP2017-09 Corporate Profile and Communication:</u> The introduction of new governance arrangements will improve corporate working, communication and joint working.</p> <p>Draft Communication Strategy developed and subject to discussion at the Asset Management Officer Group on 24<sup>th</sup> May 2017.</p> <p>Service Asset Management Plan (SAMP) templates produced to ensure all Service needs aspirations and plans, that impact on Council property or services provided by the Asset Management Service are captured.</p> <p>The new management team has put in place regular middle management meetings, which focus on topics from the RMBC Improvement Plan e.g. Risk Management, Budget Management.</p>	<p>Asset Management Governance Structure (<b>Appendix D</b>)</p> <p>Asset Management Board Terms of Reference (<b>Appendix E</b>)</p>

Ref	Criteria	Evidence	Further information
		<p><u>AMIP2017-10 Training and Staff</u>: A training plan has been developed and produced including:</p> <ul style="list-style-type: none"> <li>• 360 degree review of Managers to identify training needs. To be completed by end May 2017.</li> <li>• Gap analysis of staff skills, attitude and behaviours to identify training requirements. Will be via 360 review and PDR process.</li> <li>• One-day World Host Customer Care training for Asset Management staff. 44 staff attended and all staff passed the course.</li> <li>• Change Management training.</li> </ul> <p>The AMIP covers a wide service area (for example maintenance, energy, commercial property, operational property, facilities management, environmental policy, construction, valuations). A number of key strategic areas are identified for further enhancement, which are:</p> <ul style="list-style-type: none"> <li>• The Council to include an additional resource to lead the strategic asset management function, reporting to the Head of Asset Management. Officer started on 3<sup>rd</sup> April 2017.</li> <li>• Create a Strategic Asset Management team. A draft new structure has been produced and agreed with the Strategic Director. A full staffing review commenced on the 11<sup>th</sup> April 2017 and will have a final structure in place by mid/end May 2017.</li> </ul>	
	<p>3. Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>As detailed in the above sections, an independent Health Check of the Council's property function, including the Council's approach to asset management was carried out by CIPFA and a final report published in November 2016.</p> <p><u>AMIP2017-01 SLT and Cabinet to agree to the Health Check</u>: A Health Check Action Plan was reported and agreed at both the Cabinet and Improvement Board meetings on the 13th February 2017.</p> <p>The CIPFA Health Check recommendations are captured in the Asset Management Improvement Plan (AMIP). This brings together the Health Check recommendations and distils them into 17 defined tasks, collated and monitored. Each defined task has a detailed action plan behind it. The AMIP is being reviewed by the weekly meetings of the Commissioner, Cabinet Member and Strategic Director. In addition the AMIP will be reported to the monthly Asset Board meeting and quarterly to Cabinet.</p>	

Ref	Criteria	Evidence	Further information
		<p><u>AMIP2017-05 Directorate Engagement:</u> The Asset Management service has identified lead officers to work alongside directorates as well as directorates identifying lead officers for the Asset Management Board and Asset Management Officer Group. The main reasons for this are to:</p> <ul style="list-style-type: none"> <li>• Embed Corporate Landlord;</li> <li>• Ensure that asset needs and requirements for service delivery are well understood across the short, medium and long term;</li> <li>• Review properties used by the Council (covered in AMIP 2017-06).</li> </ul> <p>Sessions have been held with all Asset Management staff, feedback from these sessions has been positive with staff from within the service commenting on the visibility of senior Managers/Leaders and welcoming the sessions and dialogue.</p> <p>Weekly meetings take place between Commissioner Kenny, Councillor Lelliott and the Strategic Director to track progress and discuss strategic as well as operational issues. These are having a positive impact and are making sure the Improvement Plan is progressing well. Examples include:</p> <ul style="list-style-type: none"> <li>• Asset Management Board and new governance structure now in place and operational;</li> <li>• Scheme of delegation adopted;</li> <li>• Appointment of new Strategic Asset Manager (a key CIPFA Health Check recommendation) to lead on strategic issues. Started 3<sup>rd</sup> April.</li> </ul> <p>A new approach has been introduced to in-year budget monitoring which has resulted in a forecast underspend return for the directorate. This includes a rigorous monthly budget monitoring schedule with associated meetings.</p>	
	<p>4. Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Councillor Lelliott is the Cabinet Member for Asset Management and is actively engaged with the service and senior officers. Meetings have been held with Commissioner Kenny in order to agree an approach to joint working and a framework for monitoring the improvement plan, with weekly update meetings established between the Strategic Director, Commissioner Kenny and Councillor Lelliott. Councillor Lelliott also chairs the Asset Management Board and is co-chair of the Housing and Regeneration Board.</p>	

Ref	Criteria	Evidence	Further information
		<p>Councillor Lelliott has been supported by peers through the general Council LGA support programme and peers have been reporting progress to Commissioners.</p> <p>Councillor Lelliott has been actively involved with the service and examples include:</p> <ul style="list-style-type: none"> <li>- Regular meetings with the managers/team leaders for the Service.</li> <li>- Leadership for key assets, for example the disposal of Habershon House, Strategic acquisitions of Forge Island and the Law Courts.</li> </ul> <p><u>AMIP2017-03 The Council to define its approach to property by producing a Corporate Asset Management Plan</u></p> <p>The Council has already agreed to introduce and fully implement a Corporate Landlord model. This will ensure a corporate approach and will seek to ensure that land and property is fully aligned to the Council's priorities. In addition, the Council Policy and Strategy for asset management was agreed at the Commissioners and Cabinet meeting on 15<sup>th</sup> May 2017.</p>	

## **LIST OF APPENDICES**

### **Community Safety**

Appendix A Building Stronger Communities Strategy

### **HR**

Appendix B Values Statements

### **Asset Management**

Appendix C Asset Management Policy & Strategy 2017 – 2025

Appendix D Asset Management Governance Structure

Appendix E Asset Management Board Terms of Reference