ROTHERHAM Improvement Plan

COLLABORATION

EXCELLENCE

EFFICIENCY

INTEGRITY

GOOD GOVERNANCE

a fresh start
Preface - “A fresh start”

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

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

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

Commissioner Stella Manzie on behalf of the commissioner team
26th May 2015

Councillor Chris Read
Leader of the Council & Labour Group

Councillor Caven Vines
Leader of the Opposition & UKIP Group

Councillor Christopher Middleton
Conservative Councillor

Councillor Clive Jepson
Independent Councillor
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What is this Plan for?

1.1 This Plan is Rotherham Council’s strategic, organisation-wide response to the following:

a) Independent inquiry into CSE in Rotherham, by Professor Alexis Jay (26th August 2014)

b) Ofsted Inspection of Services for children in need of help and protection, children looked after and care leavers and the Review of the effectiveness of the Local Safeguarding Board (19th November 2014)

c) Corporate Governance Inspection report by Louise Casey CB (4th February 2015)

d) Secretary of State Directions to Rotherham MBC (26th February 2015).

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

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

1.4 In response to these failings, in February 2015, the Government appointed five commissioners to take on all Executive responsibilities at the Council and drive the improvements necessary to return decision-making to democratic structures. The Commissioner for Children’s Social Care Services has been in place since October 2014 having been appointed by the Secretary of State for Education at that time. Part of the commissioners’ remit is to submit improvement plan(s) to the Secretaries of State for Communities & Local Government and Education within three months of the commissioners’ appointment, responding to the Secretary of State Directions:

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

b) To restore public trust and confidence in Rotherham by putting an end to any of the Authority’s activities, practices and omissions, which are, or risk being, not compatible with the best value duty

c) To secure, as soon as practicable, that all the Authority’s functions are exercised in conformity with the best value duty, thereby delivering improvements in services and outcomes for the people of Rotherham.

1.5 There are further requirements to:

a) As soon as practicable, review whether it is possible to hand back powers to Rotherham and then report on this every three months

b) Produce a corporate improvement plan within three months (the Children’s Social Care Commissioner having a separate requirement, already fulfilled, to produce an improvement plan for children’s social care services)

c) Produce formal, 6-monthly progress reports following the date of their appointment

d) Maintain such improvement panels as may be required, to help hold the authority to account for progress.

1.6 The Children and Young People’s Services Improvement Action Plan was submitted to Ofsted in February 2015. This Improvement Plan is for the governance and running of the whole Council and is designed to ensure that it is robustly able to support and care for vulnerable children. More detail about the link between this Plan and the Children’s Services Improvement Action Plan can be found in Section 5.

The Rotherham context

2.1 Every central government intervention in the running of a local authority is different. The context of this Improvement Plan is specific. It is written with the recent failure of the Council in dealing with child sexual exploitation (CSE) and the other failings set out in the Jay and Casey reviews and Ofsted inspection firmly in mind. It is the sister plan to the Rotherham Children and Young People’s Services (CYPS) Improvement Board Action Plan (first submitted to Ofsted in February 2015) and its focus is on turning the authority into a dynamic, democratically-led organisation, which uses all the powers and duties it has to make real a new vision for Rotherham. Its context is also its political and democratic setting.

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

2.3 The commissioners, appointed by two Secretaries of State under the 26th February 2015 Directions, have a formal period of appointment to 31st March 2019. It is therefore imperative that, if powers are to be returned to councillors at the earliest opportunity, then visible progress must be made during the period 2015 to 2017. Commissioners’ first report on Rotherham will be submitted by the end of August 2015 and the second by the end of February 2016, as part of the commissioners’ formal, 6-monthly reporting on progress against this Plan and the Secretary of State Directions.

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

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

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

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

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

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

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

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

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

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

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

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

a. How can the Council better involve young people in its decision-making on issues of interest to them (avoiding jumping to conclusions about what those issues are)?
b. How the whole Council can support a strong culture of aspiration in young people, to be ambitious about their goals and to focus on achieving them, not only locally in Rotherham but regionally, nationally and internationally?
c. How the Council can use its leverage to encourage respect for Rotherham’s history while also making changes which give young people pride in their borough now?
d. How can the Council continue to mobilise the support of everyone in Rotherham to look out for the interests of the most vulnerable children, through specific changes like increasing the number of foster parents?

e. How much time and effort does the Council need to put into modern, two-way communication through social media - to ensure that its communication is balanced between more traditional and more innovative and modern methods?

f. How can the Council and its partners use the arts, sport and culture to enrich the lives of young people and increase vision, inspiration and ambition?

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

4.1 In order to deliver radical improvements to services and how it does business, Rotherham MBC has to ensure it has the building blocks of an effective, modern council, based in the reality of the financial circumstances it will face in coming years. The CGI report highlights a number of specific failings in this regard – and commissioners have had an opportunity to further reflect on these issues since their appointments in late February 2015. These must be addressed as the most urgent, initial improvement priorities, if the council is to work more effectively, with its residents and partners, to create a better Rotherham for its citizens. The diagram on page 9, illustrates these core elements of a modern, effective council.

4.2 We are proposing that a key part of addressing these issues is by having a robust governance framework, against which Rotherham’s performance can be tested. Attached at Appendix 1 is an extract from Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) guidance on effective local authority governance 2, which will be one of the sources from which we are constructing a new Rotherham governance framework, tailored to specific local needs, circumstances and priorities.

4.3 The essentials illustrated on page 9 represent those core foundations needed to address the failings identified in the CGI Report, summarised below:

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

What success will look like for Rotherham Council

4.4 The purpose of making the changes to the culture and running of the Council outlined in this Plan is to move towards the real outcomes which people in Rotherham, the Council and its partners, are seeking to achieve. At the heart of this is the opportunity to make a real step-change, delivering a truly fresh start for Rotherham, so that it becomes a place where children and families are seen genuinely as being at the heart of everyday living and working. Many of the objectives and actions in the Plan may seem very managerial or procedural. Some of them are, because these are important components of making a large, democratically-based organisation work. But the Plan also recognises that procedural issues and strategies will not in themselves make any organisation work. There must also be changes in behaviours, leadership and partnership skills, energy, pace and momentum. Table 1 on page 10 describes the factors by which the public, service users, businesses, neighbouring authorities, government departments and the media might recognise success in Rotherham.

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

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Essentials of an Effective Rotherham Council

ROtherham Successful, visionary, dynamic

- Inspirational political and managerial leadership
- Robust governance, decision-making and performance management
- Culture of excellence and outstanding implementation
- Strong, high impact partnerships
Table 1: What success looks like - headline outcomes for Rotherham supported by an improved Council

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<thead>
<tr>
<th>1. Rotherham is a child–centred borough where young people are supported by their families and their community and are protected from harm</th>
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<tr>
<td>a. Rotherham being recognised as a great place for families to bring up children and see young people safe into adulthood</td>
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<td>b. An environment with exciting, challenging, schools, colleges and access to higher education, where teachers want to teach, students want to learn and young people are full of ambition and aspiration</td>
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<td>c. A place where vulnerable adults are respected and play a full part in the life of Rotherham</td>
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<td>d. The Council accepts and acknowledges its past history with CSE, has tackled its past and robustly and effectively deals with current cases</td>
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<th>2. A place where there is trust and confidence in the council and how it takes its decisions</th>
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<td>a. Effective political leaders and elected members demonstrating high ethical standards in holding officers to account in the delivery of services</td>
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<td>b. Effective and professional senior management</td>
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<td>c. Effective elected member-officer relationships, which promote effective policy formulation and decision-making</td>
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<td>d. A clear vision and strategic direction for Rotherham, owned and shared by partners and supported by a robust governance framework</td>
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<td>e. Improved feelings and perceptions of trust and confidence in the council, its vision and how it conducts its business</td>
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<td>f. A modern and fit-for-purpose council constitution, which facilitates effective and transparent decision-making</td>
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<th>3. A well-run, aspirational and high-performing council, turning strategies into actions which make a difference</th>
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<td>a. A performance-focused Council, prioritising delivery of shared outcomes and continuous improvement</td>
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<td>b. A positive, energetic, open culture, built on effective workforce engagement and corporate communication</td>
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<td>c. A talented and learning organisation, which attracts and retains high quality employees</td>
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<td>d. Financial planning and management which support the sustainable delivery of the council’s vision, improvement priorities and better outcomes</td>
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<td>e. External engagement which is customer-focused and supports a positive, aspirational and confident council</td>
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<td>f. Using modern digital solutions to improve service delivery, generate savings and promote better engagement and information-sharing</td>
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<td>g. Recognisable achievements, which have improved the quality of life in the Borough</td>
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<th>4. Purposeful partnerships, engaging well with Rotherham’s citizens</th>
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<td>a. A fit-for-purpose “Rotherham Partnership” – leading the delivery of a revitalised Community Strategy for the borough from 2016</td>
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<td>b. A shared “Quality Assurance Framework” so that all plans produced in support of the Rotherham Vision and Community Strategy are consistent and integrated – including:</td>
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<tr>
<td>i. Health &amp; Wellbeing Partnership</td>
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<td>ii. Children’s Services Partnership</td>
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<td>iii. Safer Rotherham Partnership</td>
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<td>iv. Rotherham Economic Growth Partnership</td>
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<td>c. Valued and trusted engagement with the voluntary sector.</td>
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<td>d. Supporting the needs of business and the economy, including through an active, reliable role in the Sheffield City Region – to help deliver Rotherham’s economic growth and skills needs</td>
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<td>e. Active ward councillors working with neighbourhoods to build community and citizens’ capacity</td>
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5.1 As the sister plan to the comprehensive Children and Young People’s Services (CYPS) Improvement Board Action Plan we are not repeating its full contents. However, it is important to summarise how the whole organisation is corporately supporting improvement in children’s social care and the tackling of CSE.

5.2 The priorities in the CYPS Action Plan are set out on page 12 in Table 2, with commentary and cross referencing to some of the specific improvement actions and tasks set out in Section 6 of this report (from page 13).

5.3 As set out on page 12, corporate support to these children’s social care priorities has already started, but this will continue over the coming months. In addition to supporting the key targets of the Children and Young People’s Improvement Plan more generally, this Plan also has some specific outcomes and actions focused on children and young people. These include Corporate Parenting, children’s involvement in decision-making and how we deploy specific services to make Rotherham a “child-centred” Borough.
a) Strengthen the arrangements for screening through the introduction of a Multi-Agency Safeguarding Hub (MASH)

b) Put in place sufficient social workers to ensure caseloads are manageable across the service

c) Clear up the backlog of out-of-date assessments and ensure that assessments are completed in a timely fashion including programmed reviews

d) Recruit to a permanent senior and middle management structure

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

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

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

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

f) Ensure all children in need, children on a child protection plan and looked after children have an up to date plan focused on outcomes and that children on caseload are visited at the required frequency by social workers

g) Address the severe deficit in the ICS system as a matter of urgency and procure a replacement system

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

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

This priority is linked directly to a number of tasks in this Plan - in particular tasks in part 10 of the improvement actions (Section 6) on a new performance management system - and the cultural changes which put a big emphasis on performance management and quality assurance across the whole organisation. This Plan’s wider focus on excellence and quality will support the CYPS Action Plan

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

This links to the tasks in Section 21 of the Improvement Actions. There has already been progress made on the governance of the Health and Wellbeing Board and its strategy is being revised, with the needs of children at its heart, by the end of September 2015. Leads on these issues will be the Advisory Cabinet Members for Children and Young People and Health and Wellbeing, the Chair of the LSCB, Commissioner Manzie and Strategic Director for Children’s Services, Ian Thomas.
6.1 Rotherham Council’s improvement journey can be characterised by an initial Transition phase delivering many of the essentials of an effective modern council (Phase 1, May 2015 to May 2016); moving to a Strong Leadership, New Culture phase (May 2016 to February 2017), where the improvements made are embedded via revitalised political and managerial leadership which can deliver an aspirational and inspirational vision for a better Rotherham.

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

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

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

6.5 An illustrative overview of some of the key improvement actions and associated milestones is shown on page 14; with the rest of this section setting out each of the detailed actions required alongside more specific target dates and lead responsibilities - commissioner, elected member and senior management - for their implementation between the operational commencement of this Plan, from May 2015, through to February 2017.

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

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3 For an explanation of the current senior management roles at the Council see Appendix 2
## Illustrative Timeline of Improvement Actions & Milestones  May ‘15 to Feb ‘17

### Plan Commences May 2015

- Inspirational political and managerial leadership
  - New Leader, Advisory Cabinet and Opposition in place
  - Draft new management structure
  - Programme of roadshows to engage public and partners on a new vision for Rotherham

- Robust governance, decision-making and performance management
  - Enhanced new member induction
  - New 2015-16 Scrutiny programme
  - Completion of review of neighbourhood working and engagement
  - New Budget planning arrangements
  - Programme of roadshows to engage public and partners on a new vision for Rotherham

- Culture of excellence and outstanding implementation
  - Emerging evidence of effective working between members and officers
  - Firm foundation in improving Children’s Social Care
  - Enhanced new member induction
  - New 2015-16 Scrutiny programme
  - Provisional Medium Term Financial Strategy (MTFS)
  - New Budget planning arrangements

- Strong, high impact partnerships
  - New performance framework in place – to include new Corporate Plan
  - New risk management framework in place and operational
  - Certified programme for 2016 Councillor candidates
  - Evidence of positive officer leadership and management

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<th>24 Month review</th>
<th>18 Month Review</th>
<th>12 Month Review</th>
<th>6 Month Review</th>
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- Renewed Safer Rotherham Partnership
- A re-launched “Local Strategic Partnership”
- New vision for Rotherham agreed
- Completed member review of Governance models
- New Management Structure
- Evidence of positive elected member leadership
- Enhanced leadership capacity of Leader, Cabinet & Opposition
- Finalised MTFS in place
- Completion of “health checks” on all main service blocks
- Delivery programme for new Community Strategy commences

- Consolidated Partnership relationships
- Refocused long term service delivery and improvement strategies
- Effective Cabinet Member roles in modernised constitution and governance
- Embedded managerial and political leadership in evidence
- Review of first year of new Partnership Structures
- Review of progress with cultural programme
- New Scrutiny programme for 2016-17
- No serious incidence of poor member conduct in previous 9 months

- Permanency in Senior Leadership Team appointments
- Intensive induction for new members
- Robust governance, decision-making and performance management
- Positive elected member participation in the 2016/17 budget process
- Emerging evidence of effective working between members and officers
- New “Community Strategy”
- Finalised MTFS in place
- Completion of “health checks” on all main service blocks
- Programmes of roadshows to engage public and partners on a new vision for Rotherham
- An effective Internal Audit Service
- Enhanced new member induction
- New 2015-16 Scrutiny programme
- Provisional Medium Term Financial Strategy (MTFS)
- New Budget planning arrangements

- Effective Cabinet Member roles in modernised constitution and governance
- Embedded managerial and political leadership in evidence
- Review of first year of new Partnership Structures
- Review of progress with cultural programme
- New Scrutiny programme for 2016-17
- No serious incidence of poor member conduct in previous 9 months

- Enhanced new member induction
- New 2015-16 Scrutiny programme
- Provisional Medium Term Financial Strategy (MTFS)
- New Budget planning arrangements
- Programme of roadshows to engage public and partners on a new vision for Rotherham

- Local Elections
  - May 2016
  - New Budget planning arrangements
  - Programme of roadshows to engage public and partners on a new vision for Rotherham

- 6 Month Review
  - Aug 2015
  - New Budget planning arrangements
  - Programme of roadshows to engage public and partners on a new vision for Rotherham
### A  Inspirational Political and Managerial Leadership

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<tr>
<th></th>
<th>Inspirational Political Leaders</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>1.1.1 Member co-leadership of Rotherham Vision workshops, with commissioners</td>
<td>May 2015 to end July 2015</td>
<td>• Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Commissioners Myers and Kenny</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.1.2 Facilitated joint working between 2015/16 Cabinet and senior officers to enable Leader, Cabinet and controlling group to agree the vision for the Council, (linked to partner agreed vision for Rotherham) its style and approach to service delivery, to be translated into a Corporate Plan</td>
<td>June 2015 – April 2016</td>
<td>• Commissioners Myers, Ney and Manzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.3 Political mentorship of Cabinet Members and Opposition Leader and other Political Group Leaders</td>
<td>June 2015 onwards</td>
<td>• Political Group Leaders</td>
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<tr>
<td></td>
<td></td>
<td>• Political parties</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.1.4 Signed off commitment to member code of conduct (and potential Rotherham supplementary code)</td>
<td>End May 2015</td>
<td>• Political Group Leaders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Democratic Services</td>
<td></td>
<td>• Commissioners</td>
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<td></td>
<td>• Commissioners</td>
<td></td>
<td>• Political Group Leaders</td>
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<tr>
<td></td>
<td></td>
<td>• Political Group Leaders</td>
<td></td>
<td>• External political mentors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.5 Support to improved management of political group processes</td>
<td>Review every 3 months August 2015 onwards</td>
<td>• Commissioners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political Group Leaders</td>
<td></td>
<td>• Political parties</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• External political mentors</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.2.1 Certificated preparation programme to be a councillor for potential candidates (all parties)</td>
<td>By end Dec 2015</td>
<td>• Commissioner Myers supported by external assistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political parties</td>
<td></td>
<td>• Political parties</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political Group Leaders</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.2.2 Moving main elected member venue from Town Hall to main council offices (some functions, e.g. council chamber, to remain) (To be allied with overall plan for Town Hall)</td>
<td>By end March 2016</td>
<td>• Commissioner Manzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strategic Director, Karl Battersby</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.3.1 Begin 2015/16 Scrutiny programme to trial and test new ways of working, in line with the following programme of strategic inquiries:</td>
<td>By end June 2015</td>
<td>• Commissioner Manzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>a. Child Sexual Exploitation</td>
<td></td>
<td>• Chair of Overview &amp; Scrutiny Management Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. 2016/17 Budget challenge</td>
<td></td>
<td>• Director of Legal and Democratic Services</td>
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<tr>
<td></td>
<td></td>
<td>c. Waste and litter</td>
<td></td>
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<td></td>
<td></td>
<td>d. Health and social care integration</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.3.2 Note: precise sequence/timings for each inquiry to be agreed</td>
<td></td>
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<tr>
<td>2</td>
<td><strong>Effective professional officers</strong></td>
<td><strong>Actions</strong></td>
<td><strong>Dates</strong></td>
<td><strong>Leads</strong></td>
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</tbody>
</table>
| 2.1 | Enhanced capacity of senior staff and corporate operation of the authority supported by management governance mechanisms and disciplines | 2.1.1 Creation of clear terms of reference and focus for key management processes for Strategic Leadership Team (Top Management level); Strategic Directors/ Directors; and “M3” (Middle Management) leadership:  
  a) Revitalisation and creation of corporate working, including new standards of forward planning linked to Forward Plan (‘Key Decisions’)  
  b) Reinforcement of leadership and management values  
  c) Review of current levels of management qualification and training of top two tiers | Already in process (May 2015) | Commissioner Manzie  
  • Human Resources (Tracey Parkin)  
  • Commissioner Manzie  
  • Strategic Directors and Directors  
  • Commissioner Manzie  
  • Commissioner Manzie  
  • Human Resources (Tracey Parkin)  
  • Commissioners Myers and Manzie  
  • Strategic Director, Stuart Booth |
| 2.1 | | 2.1.2 Creation of Future Budget Strategy corporate mechanisms | End May 2015 | Commissioner Manzie |
| 2.1 | | 2.1.3 Creation of Improvement Plan corporate group | April 2015 onwards | Commissioner Manzie |
| 2.2 | Fit for purpose organisational and management structure | 2.2.1 Production of revised management structure proposals | End May 2015 | Commissioner Manzie |
| 2.2 | | 2.2.3 Agreement to new structure | June 2015 | Commissioner Manzie |
| 2.2 | | 2.2.4 Implementation of new officer structure | End March 2016 | |
| 2.3 | The right people in the right jobs | 2.3.1 Completion of all top tier appointments, i.e.:  
  • Chief Executive  
  • 2 x Strategic Directors  
  • Assistant Chief Executive  
  • Directors/Assistant Directors  
  • Service managers | End March 2016 | Commissioner Manzie  
  • Councillors  
  • Commissioners  
  • Human Resources (Simon Cooper) |
| 2.3 | | | Note: Timings and approaches to be aligned to service reviews, when agreed |
| 2.4 | Effective teams across the Council | 2.4.1 Phased programme of review linked to service delivery “health checks” (see section 17) | Timings and approaches to be aligned to service reviews, when agreed | Commissioners  
  • Human Resources (Simon Cooper/ Tracey Parkin) |
<table>
<thead>
<tr>
<th></th>
<th>Effective professional officers</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 3.1 | Well – balanced relationships between Cabinet and senior officers | 3.1.1 Facilitated joint working between 2015/16 Cabinet and senior officers (see also 1.1.2) | After May 2015 elections | • Leader  
• Commissioners Myers, Manzie and Ney |
| 3.2 | Creation of short joint management framework | 3.2.1 Agreed and understood fora and ground rules for Member/ officer policy making and planning | After May 2015 elections | • Leader  
• Commissioners Myers, Manzie and Ney |
| 3.3 | Maximising council–wide Member capacity | 3.3.1 Introduction of systematic Member Personal Development programme | End July 2015 | • Political Group Leaders  
• All Strategic Directors  
• Commissioner Myers  
• Director of Legal and Democratic Services |
| | | 3.3.2 Core training in Scrutiny skills and approaches | End November 2015 | |
| | | 3.3.3 Specific agreed core development programmes - including training in CSE awareness and Licensing | May 2015 onwards | |
| 3.4 | Maximising council – wide officer understanding of responsiveness to Members and appropriately balanced relationships | 3.4.1 Use of existing communication and development opportunities both in teams and cross – council to explain roles and responsibilities of workforce and elected members | Work to start September 2015 and to be built into induction, communication and development programmes | • Commissioner Manzie  
• Senior Leadership Team  
• Human Resources (Tracey Parkin) |
<table>
<thead>
<tr>
<th>4</th>
<th>A clear vision, values and strategic direction for the Council</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>A new vision for Rotherham and for the Council, defined with citizens and partners, sectors and agencies</td>
<td>4.1.1 Workshops with the public across the Borough led by commissioners, members and partners</td>
<td>By end August 2015</td>
<td>• Leader and Advisory Cabinet • Commissioner Myers and fellow Commissioners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.1.2 Workshops with Elected Members</td>
<td>May to July 2015</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>4.1.3 Workshops with workforce</td>
<td>June/July 2015</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>A published Vision and Community Strategy, with linked Council and partner action plans</td>
<td>4.2.1 Production of vision and strategy document using material from workshops and incorporating consultation</td>
<td>August to October 2015</td>
<td>• Leader • Commissioners Myers, Kenny and Manzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.2.2 Publication of Vision and Community Strategy</td>
<td>By end December 2015</td>
<td>• Commissioners Myers, Kenny and Manzie • Leader and Advisory Cabinet Members</td>
</tr>
<tr>
<td>4.3</td>
<td>A clear strategic statement of policies and values in relation to Equalities issues including race (a key issue identified in the CGI report) and community cohesion: inclusion of these issues in cultural change processes</td>
<td>4.3.1 Using workshops on both the future Community Strategy and the Corporate Plan, to identify clearly the importance of community cohesion and the rights and responsibilities of different communities</td>
<td>By end August 2015</td>
<td>• Commissioners Myers and Manzie • Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.3.2 Review and revise Council Equalities policies and strategies, linked to work on Neighbourhoods and Community cohesion</td>
<td>By end October 2015</td>
<td>• Commissioner Manzie • Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.3.3 Undertake wide range of elected member discussions; management discussions; workforce workshops on the issues of community leadership, service delivery and employment in the context of Equalities and diverse communities</td>
<td>July 2015 to end July 2018 Note: A long-term programme</td>
<td>• Commissioners • Leader and Advisory Cabinet Members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.3.4 Appointment of designated Equalities staff as part of overall organisational review, to support these processes</td>
<td>By end November 2015</td>
<td>• Commissioner Manzie • Deputy Leader</td>
</tr>
<tr>
<td>#</td>
<td>Objective</td>
<td>Actions</td>
<td>Dates</td>
<td>Leads</td>
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</tr>
</tbody>
</table>
| 5.1 | Strategic, well-organised, value for money Council communications | 5.1.1 Creation of rolling annual communications plan 2015/16 onwards | By end July 2015 | • Commissioner Manzie  
• Head of Communications |
|  |  | 5.1.2 Restructuring proposals for communications function to increase effectiveness | By end May 2015 | • Commissioner Manzie  
• Head of Communications |
| 5.2 | Elected members maximising opportunities to engage with citizens (in addition to ward – based activity) | 5.2.1 Creation of programme of citizen engagement as part of Communications Plan for 2015/16 | By end December 2015 | • Commissioner Manzie  
• Leader and Advisory Cabinet |
| 5.3 | Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognize and support external communications messages | 5.3.1 Regular corporate communication with all staff, via different and appropriate means | By end July 2015 | • Commissioner Manzie |

Note: Already in hand with weekly management brief - but work ongoing on other mechanisms (e.g. hard copy bulletin for all staff without ready access to ICT)
<table>
<thead>
<tr>
<th></th>
<th>The Council’s corporate parenting role</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 6.1 | Well-developed role of Cabinet Member for Children’s Services | 6.1.1 Specific development programme supporting Cabinet Member for Children’s Services | May 2015 onwards | • Advisory Cabinet Member, Children’s Services  
• Commissioner Newsam  
• Strategic Director, Ian Thomas  
• Director of Legal and Democratic Services |
| 6.2 | Visible elected member leadership on looked after children and child protection issues | 6.2.1 Training and development of political groups (to be developed and rolled out in line with CYPS strategies)  
Note: Linked to wider elected member induction and ongoing development programme (see 3.3) | May 2015 onwards | • Leader and Opposition Leader  
• Advisory Cabinet Member, Children’s Services  
• Commissioner Newsam  
• Strategic Director, Ian Thomas  
• Director of Legal and Democratic Services |
| 6.3 | Improving the workforce focus across the Council on children looked after and protection issues – building on established CYPS programme of training and awareness | 6.3.1 Training in line with elected member programme above and associated changes in policies and procedures | Consistent programme of training in each municipal year, beginning 2015/16  
By end March 2016 | • Commissioner Manzie  
• All Strategic Directors |
### Robust governance, decision–making and performance management

#### 7 A robust governance framework

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 7.1.1 Member task and finish group to consider different local authority governance models (i.e. Elected Mayor; Leader and Cabinet; Committee) | To be completed December 2015 | • Commissioner Myers  
• Leader  
• Chair, Overview & Scrutiny Management Board |

#### 7.2 An adopted management governance framework for Rotherham Council

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 7.2.1 Creation of a Corporate Plan for the council, as part of a wider governance framework | Completed for January 2016 | • Leader and Advisory Cabinet  
• Commissioners Myers and Manzie  
• Strategic Director, Stuart Booth  
• Director of Legal and Democratic Services |
| 7.2.2 Adapting existing recognised governance frameworks - e.g. CIPFA, SOLACE, International Federation of Accountants (IFAC) - for Rotherham | | |

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### A corporate performance framework, linked to CYPS Improvement Action Plan, which is an effective tool to manage the Council

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
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</thead>
</table>
| 8.1.1 Urgent policy and desk analysis of most recent good practice, including outcomes-based approach | By end June 2015 | • Leader  
• Commissioner Manzie  
• All Strategic Directors |
| 8.1.2 Production of proposed Framework and discussion with elected members and workforce to gain ownership | By end October 2015 | |
| 8.1.3 Agreement to Framework | By end November 2015 | |
| 8.1.4 Implementation and roll out/training | By end December 2015 | |
| 8.1.5 Communication and publicity for performance framework | January 2016 onwards | |

#### 8.2 Having an excellent performance and quality team, looking at the whole Council’s performance, allied to CYPS performance team

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<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
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</table>
| 8.2.1 Commissioner restructuring creating cross-Council performance team | Structure report by end May 2015  
Implementation by end July 2015 | • Commissioner Manzie |
<table>
<thead>
<tr>
<th></th>
<th>Effective financial planning &amp; management</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 9.1 | Ensuring current financial management structures and staff competences are effective, with robust analysis of strategic financial issues for the council | 9.1.1 Analysis of structures and skills                                  | By end December 2015          | • Commissioners Manzie and Myers  
• Strategic Director, Stuart Booth  
• External assistance |
| 9.2 | Introducing more effective corporate budget process 2016/17 | 9.2.1 Setting up Member-led budget working group and supporting corporate budget strategy group (also reflected in 2.1) | May 2015 onwards              | • Commissioners Myers and Manzie  
• Leader  
• Strategic Director, Stuart Booth |
|    |                                          | 9.2.2 Developing more effective budget implementation tracking mechanisms | May 2015 onwards              | • Commissioner Manzie  
• Strategic Director, Stuart Booth |
|    |                                          | 9.2.3 Regular consultation with staff and trade unions                    | Ongoing                      | • Commissioner Manzie  
• Strategic Director, Stuart Booth |
|    |                                          | 9.2.4 Production of higher quality budget report                          | February 2016                 | • Commissioner Manzie  
• Strategic Director, Stuart Booth |
| 9.3 | Effective Capital Strategy               | 9.3.1 Review and refresh of Capital Working Group and programme governance | May 2015 onwards              | • Commissioner Manzie  
• Strategic Director, Stuart Booth |
|    |                                          | 9.3.1 Completion of Capital Strategy                                      | February 2016                 | • Commissioner Manzie  
• Strategic Director, Stuart Booth |
| 9.4 | Medium Term Financial Strategy (MTFS)     | 9.4.1 Outline shape of a three-year MTFS set out to inform more detailed engagement | November 2015                 | • Commissioner Myers  
• Leader  
• Strategic Director, Stuart Booth |
|    |                                          | 9.4.2 Production of final MTFS                                            | By end February 2016           | • Commissioner Myers  
• Leader  
• Strategic Director, Stuart Booth |
| 9.5 | Effective fraud and anti-corruption measures | 9.5.1 Review of anti-fraud and anti-corruption measures within the Council | By end December 2015          | • Commissioner Ney  
• Strategic Director, Stuart Booth |
### 10 Effective staff performance management

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1.1 Using directors and ‘M3’ (i.e. middle tier) management groups for discussion of staff management issues</td>
<td>Regularly at intervals throughout 2015/16 and onwards</td>
<td>Commissioner Manzie, All Strategic Directors, Human Resources (Tracey Parkin)</td>
</tr>
<tr>
<td>10.1.2 Ensuring availability and take up of “difficult conversations” type training</td>
<td>By end November 2015</td>
<td></td>
</tr>
<tr>
<td>10.2.1 Management drive and corporate HR monitoring</td>
<td>April 2015 onwards</td>
<td>Commissioner Manzie, All Strategic Directors</td>
</tr>
<tr>
<td>10.3.1 Review through task and finish groups</td>
<td>By end October 2015 for roll out 2016</td>
<td>Human Resources (Tracey Parkin)</td>
</tr>
</tbody>
</table>
| 10.4.1 Agree the suite of staff communication for enhancement or roll out: **Listening**  
- Regular face to face communication  
- Annual Workforce surveys  
- Focus groups  
- Practitioner feedback (CYPS)  
**Outward communication**  
- Weekly management brief  
- Regular hard copy communication to non ICT accessible services  
- Face-to-face, Council-wide communication sessions including annual review | By end July 2015 | Commissioner Manzie, All Strategic Directors, Head of Communications |

### 11 A robust risk management framework

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<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
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</thead>
<tbody>
<tr>
<td>11.1.1 Renewal of corporate risk management framework and responsibilities</td>
<td>By end September 2015</td>
<td>Strategic Director, Stuart Booth, Commissioner Manzie</td>
</tr>
<tr>
<td>11.1.2 Identification of lead senior manager</td>
<td>June 2015</td>
<td>Commissioner Manzie</td>
</tr>
<tr>
<td>11.1.3 Development and training of middle to senior managers in risk approaches to management and decision-making</td>
<td>October 2015 to end March 2016</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Revitalised governance mechanisms</td>
<td>Actions</td>
</tr>
<tr>
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<td>---------------------------------</td>
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</tr>
</tbody>
</table>
| 12.1 | Revised report structures | 12.1.1 Agree new report structure in conjunction with Member task group | End July 2015 - to ensure that new report frameworks in as soon as possible after the election. | • Commissioner Manzie  
• Director of Legal & Democratic Services |
| | | 12.1.2 Roll out training of report writing to officers | | |
| 12.2 | Focused management of the statutorily required Forward Plan and the pathway of meetings papers | 12.2.1 Persistent, consistent work to meet statutory requirements and regularly update Forward Plan | April 2015 onwards | • Commissioner Manzie  
• All Strategic Directors  
• Director of Legal & Democratic Services |

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<tr>
<th>13</th>
<th>An informed and robust scrutiny function</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 13.1 | Rejuvenated Scrutiny process | 13.1.1 Training for targeted officers and members in scrutiny role and techniques, in line with new Scrutiny programme – i.e.:  
• Child Sexual Exploitation  
• Budget Challenge (2016-17 onwards)  
• Waste and Litter  
• Health and Social Care Integration | July 2015 to April 2016 | • Commissioner Manzie  
• Director of Legal and Democratic Services |
| | | 13.1.2 Action to be reflected in Council overall management structure report | End May 2015 | • Commissioner Manzie |
| 13.2 | Incorporation of Scrutiny function as part of Democratic Services to strengthen overall support to elected members | 13.2.1 Positive understanding of and commitment to scrutiny amongst officers | September to December 2015 | • Commissioner Manzie  
• Director of Legal and Democratic Services |
| 13.3 | | 13.3.1 Training for M3 layer and above in role, function and importance of Scrutiny | | |

<table>
<thead>
<tr>
<th>14</th>
<th>Strengthened Democratic Services function</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1</td>
<td>Creation of Democratic Services Manager post with clear responsibility for driving the governance of the Council and support to elected members in all its forms</td>
<td>14.1.1 Completion of Council overall structural review</td>
<td>End May 2015</td>
<td>• Commissioner Manzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14.1.2 Creation of job description, specification etc. and advertisement of post</td>
<td>End September 2015</td>
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<thead>
<tr>
<th>15</th>
<th>Child-centred decision making</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 15.1 | Revisit focus on young people in all decision-making structures - including role of Rotherham Youth Cabinet | 15.1.1 Review involvement of young people in decision – making in Rotherham - as a “child-centred” Borough | By end March 2016 | • Commissioners Newsam and Manzie  
• Strategic Director, Ian Thomas |
### Culture of excellence and outstanding implementation

#### “Excellence Index”

<table>
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<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
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<tbody>
<tr>
<td>Creation of over-arching service excellence strategy for whole council</td>
<td>Restructuring – completion by end November 2015</td>
<td>• Commissioner Manzie</td>
</tr>
<tr>
<td>16.1.1 Foundation to be laid via management restructuring</td>
<td></td>
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</tbody>
</table>
| 16.1.2 Creation of a “service excellence strategy” to be linked with health check approach (see below Section 17) and culture change (see Section 18) | Completion end December 2015 | • Commissioner Manzie  
• Leader and Advisory Cabinet  
• All Strategic Directors |
| Creation of a Rotherham “Excellence Index”, linked to performance framework (i.e. small range of key qualitative indicators to nurture aspiration and customer focus) | Completion end March 2016 | • Commissioner Manzie  
• Corporate Performance Team  
• Corporate Working Group (to be established) |
| 16.2.1 Initial work linked to creation of overall performance framework, looking at “dashboard” approach to act as backdrop to service changes needed |                               |                                            |

#### Service delivery across the Council

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
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<tbody>
<tr>
<td>Running a service “health check” approach to include, on a selected basis, “mystery shopper” exercises, to ensure all services are at least at, a good level of performance and achievement.</td>
<td>May 2015 onwards, completion by April 2016</td>
<td>• Commissioners Myers and Manzie</td>
</tr>
<tr>
<td>17.1.1 Schedule programme of examination of key services in the council</td>
<td></td>
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</tr>
</tbody>
</table>
| Creating Children and Young People’s Social Care services which are fit for purpose and protect children at risk of CSE and have specialist skills to work with survivors of CSE. | A range of dates have been agreed in the CYPS Improvement Plan | • Commissioner Newsam  
• Advisory Cabinet Member, Children’s Services  
• Strategic Director, Ian Thomas |
| 17.2.1 CYPS Improvement Board Action Plan already in place              |                               |                                            |
| A high performing Education Service enabling maximum fulfilment of potential by young people and adults, leading the Borough’s education landscape | Various timings, to be considered in the context of the current Ofsted cycle to 2017 | • Commissioner Manzie  
• Advisory Cabinet Member, Children’s Services  
• Strategic Director, Ian Thomas |
| 17.3.1 Work plan of Strategic Director, Ian Thomas, already in place:  |                               |                                            |
| • Education Strategy  
• Inclusion agenda  
• Early help and safeguarding  
• Memorandum of Understanding - local authority and schools compact  
• Council traded services  
• Governor recruitment and retention |                               |                                            |
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Activity</th>
<th>Timeframe</th>
<th>Responsible Parties</th>
</tr>
</thead>
</table>
| 17.4    | Modern, effective Adult Services promoting independence and resilience and recognising and responding to the needs of adults who have been victims of CSE | 17.4.1 Review of senior management structure of Adult Services | By end July 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Health and Well-being  
• Director of Adult Services (Graeme Betts) |
|         |             | 17.4.2 Implementation, including formal consultation and recruitment of future Strategic Director | July to December 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Health and Well-being  
• Director of Adult Services (Graeme Betts) |
|         |             | 17.4.3 Construction of modernisation change programme for sign off with commissioners and elected members, linked with developing future Medium Term Financial Strategy | June to end September 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Health and Well-being  
• Director of Adult Services (Graeme Betts) |
|         |             | 17.4.4 Interim Director of Adult Services to work with Director Designate of Public Health on commissioning and performance managing services for survivors of CSE | May 2015 onwards | • Commissioner Newsam  
• Director of Adult Services (Graeme Betts)  
• Director, Public Health |
| 17.5    | Testing Housing Strategy and Service Delivery | 17.5.1 Examination of current housing strategy and operational delivery | Completion by end July 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Housing |
|         |             | 17.5.2 Examination of current housing performance metrics against regional and national standards | Completion by end July 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Housing |
| 17.6    | Having a Public Health Service well – integrated into the authority and working to prevent CSE and meets the needs of victims | 17.6.1 Newly appointed Director of Public Health to review current structure and strategy of service | By end October 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Health and Wellbeing  
• Director, Public Health |
|         |             | 17.6.2 Director of Public Health to lead work on commissioning of services for survivors of CSE | From end June 2015 | • Commissioner Newsam  
• Advisory Cabinet Members, Health and Wellbeing and Children’s Services  
• Director, Public Health |
| 17.7    | Redesigning of Rotherham’s corporate services to meet new requirement of one highly performing Council | 17.7.1 Re-establishment of the strategic leadership role of corporate services – commissioner’s management restructuring to include: a. Creation of central Policy and Performance team  
b. Strengthening focus of HR function on both strategic and transactional  
c. Health check of financial management and internal audit functions  
d. Reinforcement of need for clear lines of responsibility by Procurement in relation to contract management and purchasing  
e. Repositioning of ICT with a more senior level responsibility for the whole service  
f. Health check of Legal Services  
*Note: Commissioning dealt with in Phase 2 of Plan, Democratic Services dealt with in section 14, Risk management dealt with in section 11* | Report by end May 2015  
Implementation by April 2016 | • Commissioner Manzie  
• Leader  
• Deputy Leader |
| 17.8 | Environment and Development Services – key elements | 17.8.1 Health check of RMBC Planning services | By end April 2016 | • Commissioner Manzie  
• Commissioner Kenny  
• Advisory Cabinet Member, Environment |
| 17.8.2 Examination of efficiency and effectiveness of environmental services – refuse collection, waste, grounds maintenance, drainage | By end April 2016 |
| 17.8.3 Health check of Leisure, sport and cultural services | By end April 2016 |
| 17.8.4 Review of customer services and libraries (linked to Section 20 on customer service, ICT and digital) | To be agreed |

| 17.9 | Community Safety | 17.9.1 Creation of more senior post in Community Safety to emphasise the importance of the function to well-being in Rotherham; and recruitment to post | By end June 2015  
By end September 2015 | • Commissioners Manzie and Ney  
• Advisory Cabinet Member, Community Safety  
• Strategic Director, Karl Battersby |

| 17.10 | Licensing | 17.10.1 Consultation on new policy during May (Note: Commissioners’ work began on this immediately on arrival in March 2015) | To be finalised subject to consultation June 2015 | • Commissioner Ney  
• Members of the Licensing Sub-Committee  
• Strategic Director, Karl Battersby |
<p>| 17.10.2 Phased review of existing licenses | July to end December 2015 |</p>
<table>
<thead>
<tr>
<th>18</th>
<th><strong>A positive, open culture</strong></th>
</tr>
</thead>
</table>
| 18.1 | Effective cultural change programme explaining “why it went wrong” but focusing on the positive – articulation of standards, public service values and customer/citizen focus, allied to a business-like approach, being inspired by work etc.  
*Note: The Council’s recent ICT-based “Pulse” survey and focus groups concentrating on front-line staff without access to ICT have provided excellent feedback material which our cultural programme needs to respond to – e.g. the desire to show the public how much staff care about services; their wish to strengthen communication, both up and down and across the organisation; building confidence in staff being able to “speak up” and give their views.* |
| **Actions** | **Dates** | **Leads** |
| 18.1.1 This approach is being developed and needs discussion with management and the wider workforce and trade unions, but key elements to be:  
a. Inclusive and intensive “Your Role, Your Council” programme to involve staff across the across Council on the Improvement Plan and Vision  
b. Embedding common management approaches, reinforced by cultural programme key messages focused on customers and citizens  
c. Sustaining staff engagement by building on current “focus group” approach and experience of CYPs “Practitioner Group”  
d. Using council governance and performance frameworks to set high standards  
e. Using coordinated presentation to communicate key messages symbolically  
f. Possible strap lines: “Aiming for excellence”; “Every day counts”; and “Actions not words” | June 2015 onwards | • Commissioner Manzie  
• Deputy Leader  
• Strategic Directors  
• Human Resources |
| 18.2 | Senior and middle management recognisably reflecting corporate style and norms |
| 18.2.1 Appointment of senior staff to meet behavioural, professional excellence and integrity standards with focus on efficiency and value for money | Linked to senior appointment dates | • Commissioners Myers, Manzie and Ney Leading Members |
| 18.2.2 Renewed management development programme | Linked to senior appointment dates | • Commissioner Manzie  
• Human Resources (Tracey Parkin) |
| 18.3 | Focused communications strategy  
*Note: See also Section 5 of Phase 1 improvement actions* |
| 18.3.1 Effective workforce communication mechanisms | By end September 2015 | • Commissioner Manzie  
• Human Resources (Tracey Parkin)  
• Head of Communications |
<p>| 18.3.2 Effective corporate communication strategy | By end July 2015 | |</p>
<table>
<thead>
<tr>
<th>19</th>
<th><strong>A talented and learning organisation, which attracts high quality employees</strong></th>
<th><strong>Actions</strong></th>
<th><strong>Dates</strong></th>
<th><strong>Leads</strong></th>
</tr>
</thead>
</table>
| 19.1 | Effective learning and development strategy linked to workforce strategy | 19.1.1 Work on workforce strategy already started. This will cross-refer with the various learning and development initiatives mentioned in this plan to ensure coverage and sensible prioritisation in the short, medium and long-term | By end March 2016 | • Commissioner Manzie  
• Deputy Leader  
• Human Resources (Tracey Parkin) |

<table>
<thead>
<tr>
<th>20</th>
<th><strong>Adopting modern, digital solutions and other technologies to improve service delivery, generate savings, promote greater engagement and information sharing</strong></th>
<th><strong>Actions</strong></th>
<th><strong>Dates</strong></th>
<th><strong>Leads</strong></th>
</tr>
</thead>
</table>
| 20.1 | Long-term Customer Service, ICT and Digital Strategy for the Council to include investment and savings opportunities | 20.1.1 Review of current nature and effectiveness of ICT function and Digital Strategy | Ongoing – to be agreed | • Leader  
• Strategic Director, Stuart Booth  
• Strategic Director, Karl Battersby |  
20.1.3 Agree strategic view of next phases of Customer Service access
<table>
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<tr>
<th>D</th>
<th>Strong, high impact partnerships</th>
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<tbody>
<tr>
<td>21</td>
<td>A fit for purpose Rotherham Partnership</td>
</tr>
</tbody>
</table>
| 21.1 | Creation of new Rotherham Strategic Partnership | 21.1.1 Initial discussions with key partners, involving existing chief executive officers group | By end June 2015 | • Commissioner Kenny  
• Commissioner Manzie |
| | | 21.1.2 Agreement to new approach, plus secretariat arrangements | By end July 2015 | |
| | | 21.1.3 First meeting of re-launched partnership | By end September 2015 | |
| 21.2 | Revised governance of Health and Wellbeing Board, including production of valid, owned strategy with implementation plan | 21.2.1 Revision of meetings arrangements, agenda planning. | Completed April 2015 | • Commissioner Manzie  
• Advisory Cabinet Member, Health and Well-being |
| | | 21.2.2 Revised chair and vice-chair arrangements - including input from CCG Chair | By end June 2015 | |
| | | 21.2.3 Creation of explicit link with Children and Young People’s Partnership and Adult and Children’s Safeguarding Board | By end July 2015 | • Commissioners Manzie and Newsam  
• Strategic Director, Ian Thomas  
• Advisory Cabinet Members, Children’s Services and Health and Well-being |
| | | 21.2.4 Creation of new Health and Wellbeing Strategy with strong child focus and re-shaping of 0-19 children’s health | By end Sept 2015 | |
| | | 21.2.5 Progress and accountability arrangements to be in place | By end Sept 2015 | • Director of Public Health  
• Director Adult Services, Graeme Betts  
• Strategic Director, Ian Thomas (with key partners, e.g. CCG, RDaSH) |
| 21.3 | Re-focusing of Safer Rotherham Board | 21.3.1 Review current Board governance and focus | By end October 2015 | • Commissioner Ney |
| | | 21.3.2 Creation of new senior level Community Safety post | By end July 2015 (overall council restructuring plus advert) | • Commissioners Manzie and Ney |
| | | 21.3.3 Review of staffing support and approach | By end July 2015 | • Commissioners Manzie and Ney |
| | | 21.3.4 Production of new Safer Rotherham Strategy linked to Health & Wellbeing Board and with a specific focus on protection on keeping children and vulnerable adults safe from harm | By end October 2015 | • Commissioner Ney  
• Advisory Cabinet Member, Community Safety  
• Strategic Director, Karl Battersby |
### 21.4 Re-focusing of “Economy Board” and a positive role in the Sheffield City Region

| 21.4.1 Refocusing of governance arrangements with support from partners | By end September 2015 | • Leader  
• Commissioner Kenny  
• Advisory Cabinet Member, Economic Development  
• Strategic Director, Karl Battersby |
| --- | --- | --- |
| 21.4.2 Finalisation of Growth Strategy linked to city region strategic economic plan | By end September 2015 | • Commissioner Kenny  
• Advisory Cabinet Member, Economic Development  
• Strategic Director, Karl Battersby |

### 22 Effective neighbourhood working including community cohesion

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 22.1 Enhanced neighbourhood working to engage and work with communities on  
i) policy development and service change  
ii) community safety  
iii) community cohesion |  
| 22.1.1 Review of council and partnership teams acting within neighbourhoods | By end December 2015 | • Commissioners Kenny, Ney and Manzie |
| 22.1.2 Review of Area Assemblies | By end December 2016 | • Chair, Overview and Scrutiny Management Board |
| 22.1.3 Proposed future approach to Council neighbourhood services | From January 2016 | • Director of Legal and Democratic Services |

### 23 Partnership with the voluntary sector

<table>
<thead>
<tr>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.1 Enhanced direct working with the voluntary and community sector across Rotherham</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.1.1 Proactive joint working with voluntary sector</td>
<td>Ongoing programme May 2015 to May 2016 onwards</td>
<td>• Commissioners Kenny and Manzie</td>
</tr>
</tbody>
</table>
| 23.1.2 Working-up of a new Rotherham public sector/voluntary sector partnership protocol | By end April 2016 | • Commissioner Kenny  
• Commissioner Manzie |
| 23.1.3 Agreement to commissioner’s structural report including proposal for designated council liaison person with voluntary sector | By end June 2015 | • Commissioners  
• Council |
| 23.1.4 Implementation of designated liaison council person for the voluntary sector. | By end October 2015 | • Commissioner Manzie |
### Inspirational Political and Managerial Leadership

<table>
<thead>
<tr>
<th></th>
<th>Inspirational Political Leaders</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
</table>
| 24| Effective Full Council elected member group | 24.1.1 Intensive induction for Members of the new Council                                    | By end July 2016       | • Commissioner Myers  
• Commissioner Manzie (or new Chief Executive)                                                             |
|   |                                 | 24.1.2 Wide-ranging training and development sessions for members, tailored to needs, but incorporating:  
a. history and context of RMBC  
b. agreed Governance Framework training and agreed with relevant groups | Ongoing                |                                                                                                         |
| 24.1| Leader, Cabinet and Opposition capacity to lead and challenge after 2016 election | 24.2.1 Tailored programme of mentoring and development to include leadership and organisation of political groups, policy development, joint working with officers, media handling etc.  
*Note: Unknown whether at this stage any powers will have been returned to Cabinet* | To be developed May to June 2016  
To be progressed with assistance from Advisory Cabinet Members | • Commissioner Myers  
• Leader and Advisory Cabinet  
• Leader of Opposition                                                             |
| 24.2| Continued specific focus on role of Lead (Advisory) Cabinet Member for Children’s Services | 24.3.1 Further development in light of stage of development of CYPS | To be reviewed March 2016 | • Commissioner Newsam  
• Strategic Director, Ian Thomas  
• Advisory Cabinet Member, Children’s Services                                                             |
| 24.3| Ensure press profile, external meetings attendance and sharing of information | 24.4.1 Have ready a communications framework for immediate use post-election.             | December 2015 onwards | • Leader  
• Commissioner Manzie                                                             |
<table>
<thead>
<tr>
<th>25</th>
<th><strong>Effective professional officers</strong></th>
<th><strong>Actions</strong></th>
<th><strong>Dates</strong></th>
<th><strong>Leads</strong></th>
</tr>
</thead>
</table>
| 25.1 | Enhanced capacity of senior staff and corporate operation of authority | 25.1.1 New chief executive in position | Date to be agreed | • Commissioners Myers and Manzie  
  • Leader |
| 25.2 | Consolidation of corporate operation of senior management including building of new permanent team | 25.2.1 New chief executive led process of common values and methods of working building on improvement plan | May 2016 onwards | • New Chief Executive |

### B Robust governance, decision–making and performance management

<table>
<thead>
<tr>
<th>26</th>
<th><strong>Strengthening of democratic framework</strong></th>
<th><strong>Actions</strong></th>
<th><strong>Dates</strong></th>
<th><strong>Leads</strong></th>
</tr>
</thead>
</table>
| 26.1 | Ensure persistent implementation of newly created constitution and decision-making arrangements | 26.1.1 Dependent on position of Council at this stage. | May 2016 onwards | • All commissioners  
  • Leader  
  • New Chief Executive  
  • Director of Legal and Democratic Services |
| 26.2 | New Scrutiny programme | 26.2.1 Selection by the Council (in conjunction with commissioners) of Scrutiny projects and the overall programme, building on the work done in 2015/16 | June 2016 onwards | • Chair of Overview and Scrutiny  
  • New Chief Executive  
  • Director of Legal and Democratic Services |
| 26.3 | Consolidation of Medium Term Financial Strategy | 26.3.1 Ensuring robust corporate budget strategy for 2017/18 in place  
  26.3.2 Engaging the new Council in these discussions | By end April 2016  
  May 2016 onwards | • Commissioners Myers and Manzie  
  • New Chief Executive  
  • All Strategic Directors |
### Culture of excellence and outstanding implementation

#### Cultural change

<table>
<thead>
<tr>
<th></th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>27.1</td>
<td>Continuing the process of embedding in over-arching culture of excellence</td>
<td>May 2016</td>
<td>• Leader  &lt;br&gt; • Commissioners Myers and Manzie</td>
</tr>
<tr>
<td>27.2</td>
<td>Reshaped cultural programme</td>
<td>By end July 2016</td>
<td>• Commissioners Myers and Manzie  &lt;br&gt; • New Chief Executive</td>
</tr>
</tbody>
</table>

#### Service Delivery

<table>
<thead>
<tr>
<th></th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>28.1</td>
<td>Strategic consideration of the approach to service delivery including models of co-production, partnering, joint ventures as well as in house</td>
<td>To be agreed</td>
<td>• Leader  &lt;br&gt; • Commissioner Myers  &lt;br&gt; • New Chief Executive</td>
</tr>
<tr>
<td>28.2</td>
<td>Continuation of service improvement process</td>
<td>May 2016</td>
<td>• New Chief Executive</td>
</tr>
<tr>
<td>28.3</td>
<td>Continued focus on long-term improvement of Children and Young People’s Services</td>
<td>To be reviewed February 2016</td>
<td>• Commissioner Newsam  &lt;br&gt; • Advisory Cabinet Member, Children’s Services</td>
</tr>
<tr>
<td>28.4</td>
<td>Continued focus on long-term adult services strategy</td>
<td>To be reviewed February 2016</td>
<td>• Commissioner Manzie  &lt;br&gt; • Advisory Cabinet Member, Health and Well-being</td>
</tr>
</tbody>
</table>
### Strong, high impact partnerships

<table>
<thead>
<tr>
<th>29</th>
<th>A fit for purpose Rotherham Partnership</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ensuring the consolidation of Partnership Relationships</td>
<td>29.1.1 To be confirmed, subject to new Partnership arrangements and focus.</td>
<td>To be confirmed</td>
<td>• Commissioners Kenny, Ney and Manzie</td>
</tr>
<tr>
<td></td>
<td>Continuing the process of strengthening work with communities and neighbourhoods</td>
<td>29.2.1 Possible major review of citizen engagement and neighbourhood working linked to Area Assembly review (22.1.2)</td>
<td>To be confirmed</td>
<td>• Commissioners Kenny, Ney and Manzie</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>30</th>
<th>Partnership with the voluntary sector</th>
<th>Actions</th>
<th>Dates</th>
<th>Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Achievement of an increasingly strategic approach to commissioning services</td>
<td>30.1.1 Review of commissioning state of play</td>
<td>June 2016</td>
<td>• Commissioners Myers, Newsam and Manzie</td>
</tr>
</tbody>
</table>
|    | 30.1.2 More fundamental philosophical and practical discussions with CCG and other health providers in line with: | | By end April 2017 | • New Chief Executive  
• Advisory Cabinet Member, Children’s Services  
• Advisory Cabinet Member, Health and Wellbeing |
|    | • More innovative services for children  
• Longer term plans for adults service  
• Innovation in Public Health commissioning | | | |
6.9 Plans for improvement will only work if there is detailed project and programme management to back them up and the Council is putting this in place. To achieve these goals will require hard work and focus and constant explanation to the public, workforce and partners about what the Council is trying to achieve. Progress on the Plan will be reported to commissioners, elected members and the Secretaries of State for Communities & Local Government and Education, and of course to local people.
What will need to happen for powers to be handed back to Rotherham Council?

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

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

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

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

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

A. Managerial Milestones

i. Completed member review of governance models
ii. Effective governance and decision-making processes
iii. A performance framework in place across the whole council to include a Corporate Plan
iv. A rejuvenated risk management framework being operated effectively
v. A robust Medium Term Financial Strategy
vi. Demonstrable progress in completion of health checks on all main service blocks, including improvement plans where appropriate
vii. An effective Internal Audit Service
viii. Senior management team with more permanent appointments
ix. A firm foundation of improving children’s social care services
x. Early evidence of commissioned, long-term services supporting CSE survivors
B. Behavioural Milestones

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

C. Partnership Milestones

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

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

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

Intermediate indicators

8.2 In this section we list “intermediate indicators” of progress. Some of these will not demonstrate ultimate impact but they will indicate completion of essential stages towards being “An Effective Council”. Examples, some of which cross refer to the milestones set out in Section 7, include:

a) Putting in place some of the key elements of the Governance Framework
   • An adopted council-wide performance management framework
   • Regularly updated Forward Plan (key decisions).
   • An effective risk management approach
   • A robust Medium Term Financial Strategy

b) Completion of key stages of restructuring
   • Appointment of Strategic Directors
   • Appointment of Chief Executive
   • Appointment of senior staff member for Community Safety

c) Completion of key stages of service strategy or development, for example
   • Completed implementation of key steps in new Learning Disability strategy
   • Completion of appropriate number of statutory visits to children looked after
   • Increase in numbers of children successfully placed in foster families

d) Corporate health
   • Improvement in completion rates of Personal Development Reviews (i.e. appraisals)
   • Reductions in numbers of vacancies
   • Improvements in sickness absence.

Impact Indicators

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

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

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

8.6 Once the Vision for Rotherham has been worked up by the Council in conjunction with the public and partners, this will generate the strategic objectives and operational developments which the Council will want to achieve. Whether or not they are achieved will be a big part of the Council’s performance framework. The Council and commissioners will use supporting performance indicators, whether national, or regional comparators, as a baseline of service delivery; but not as a meaningless tick box exercise. These have to be used as a hook to look behind the indicators at what the service is really delivering.

Polls, surveys and focus groups

8.7 The only real markers of success are what the Council achieves and how individuals and organisations feel about the Council. This means using a mixture of mechanisms to try and get an overall picture, a selection of which is set out in Table 3. Surveys and polls will not fully answer questions about impact. There will need to be qualitative interviews and focus groups to explore people’s views in depth. In some cases there will be financial implications, as it will be beneficial to employ independent specialist polling companies. Potential external target groups are also set out in Table 3.

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

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

8.9 The Council has already held an initial “pulse” survey of its workforce in January 2015 (just prior to the publication of the CGI report) and is buying into an enhanced version of the national, LGA-organised survey of public opinions of

Table 3: Target groups for determining perceptions of the Council’s improvement

a) Rotherham residents
Possible approaches could include:
- Benchmark poll - July 2015
- Progress poll – July 2016
- Progress poll - July 2017.

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

b) Rotherham service users
Examples of potential key groups include:
- Children’s social work clients  
- Survivors of CSE  
- Adult services users  
- Housing customers  
- Planning customers  
- Businesses

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

d) Relevant Government Departments
The contacts of national Government departments with Rotherham MBC will vary considerably, some being informal, others more formal through inspection etc. Some information will be easily available through a formal mechanism; some may require a more personal approach to ascertain views.
the sector, timetabled for June 2015. The Council’s Human Resources staff have also been undertaking systematic focus groups during March and April 2015 and this has been producing some very interesting and useful material, including:

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

**Other evidence**

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

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

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

8.12 All the different types of source noted above need to be part of the strategic judgments about progress. The Council is working on a detailed framework to help measure this and may need to seek some external validation.
9.1 Internally, governance of the Plan will be through a Joint Board of commissioners and leading elected members, supported by an officer Corporate Improvement Plan group, which will be linked to the Strategic Leadership Team. Meetings are to be scheduled once the Plan is signed off by the Government.

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

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

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

9.5 The Directions setting out the responsibilities of the commissioners make clear that they should report back to the Secretaries of State for Communities & Local Government and Education at six monthly intervals; and the reporting back on progress with this Plan will be the centrepiece of that report-back process.

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

10.1 This Plan is the means to an end - that of Rotherham being an excellent Council which serves its residents and businesses outstandingly. It has been produced by a combination of people within the Council and it is important that it is bought into across the Council, in content and spirit, as we are all accountable for achieving its targets and improving lives for people in Rotherham.

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

Commissioner Stella Manzie for RMBC
26th May 2015
Key elements of the systems and processes that comprise an authority’s governance include arrangements for:

- identifying and communicating the authority’s vision of its purpose and intended outcomes for citizens and service users
- reviewing the authority’s vision and its implications for the authority’s governance arrangements
- translating the vision into objectives for the authority and its partnerships
- measuring the quality of services for users, for ensuring they are delivered in accordance with the authority’s objectives and for ensuring that they represent the best use of resources and value for money
- defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements
- developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff
- reviewing the effectiveness of the authority’s decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality
- reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability
- ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained
- ensuring effective management of change and transformation
- ensuring the authority’s financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010) and, where they do not, explain why and how they deliver the same impact
- ensuring the authority’s assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010) and, where they do not, explain why and how they deliver the same impact
- ensuring effective arrangements are in place for the discharge of the monitoring officer function
- ensuring effective arrangements are in place for the discharge of the head of paid service function
- undertaking the core functions of an audit committee, as identified in CIPFA’s Audit Committees: Practical Guidance for Local Authorities
- ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful
- whistleblowing and for receiving and investigating complaints from the public
- identifying the development needs of members and senior officers in relation to their strategic roles, support by appropriate training
- establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation
- enhancing the accountability for service delivery and effectiveness of other public service providers
- incorporating the good governance arrangements in respect of partnerships and other joint working as identified by the Audit Commission’s report on the governance of partnerships, and reflecting these in the authority’s overall governance arrangements.
Rotherham MBC Senior Leadership Team and “Strategic Directors”

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

SLT represents the most senior officer management of the Council and comprises at the current time (26th May 2015) the following strategic director roles:

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