

Restoration of functions November 2016 - evidence

Background

Commissioners have proposed that further functions can now be restored to Councillor executive decision-making and accountability. The table on page 2 sets out these functions, along with evidence which answers the following criteria:

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

Managing risk for all functions

The Council continues to take risk management seriously and it is currently managing a significant number of corporate and cross-cutting risks including: meeting the financial challenge in Rotherham's context; achieving continuous improvement including working with partners where relevant and; developing an appropriate workforce plan to enable it to deal with future challenges. The Strategic Leadership Team, led by the Chief Executive, reviews and challenges both its own strategic risk register and individual directorate risk registers on a regular basis. This has increased the profile of risk management within the Council. This process is now embedded at a strategic level and its features include:

- A risk policy and guide, including clear processes and roles and responsibilities relating to risk management and which is reviewed and updated annually
- An extensive training and awareness programme for all managers
- A strategic risk register which is reviewed and challenged every six weeks
- Operational risk registers in each Directorate and Assistant Director service area which are reviewed monthly and challenged cyclically by the Strategic Leadership Team
- Continued involvement of the Audit Committee, through regular reviews of the strategic and operational risk registers, and Cabinet members in presenting their services' operational risk registers to the Audit Committee
- A team of "Risk Champions" across the Council, one in each Directorate, who meet regularly to share good practice and identify cross cutting risks. This group is co-ordinated by the Council's Corporate Risk Manager.

All of the functions within the table will comply with the above risk processes, and have robust risk management processes functioning.

Ref	Criteria	Evidence	Further information
<p>Economic Growth</p> <p>Current responsible Commissioner: Commissioner Julie Kenny Lead Cabinet Member: Councillor Denise Lelliott (jobs and the local economy) Lead Officer: Damien Wilson, Strategic Director for Regeneration and Environment Performance data: Links to the Corporate Plan and quarter 1 and 2 performance reports are highlighted throughout the evidence table</p>			
1.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>Under the leadership of the new Strategic Director for Regeneration and Environment, the management team working with the Cabinet Member, have taken a leading role in the development and delivery of a number of key economic projects as part of the Economic Growth Plan 2015 to 2025.</p> <p>Advanced Manufacturing Innovation District (AMID) is a joint initiative with Sheffield City Council and the private sector and formed part of the Sheffield City Region (SCR) Devolution Deal project. As part of AMID the Council and partners are working with government and SCR to bring the Government owned Technology Centre at the Advance Manufacturing Park (AMP) into local ownership. A funding bid is currently being progressed through the SCR.</p> <p>The Higher Level Skills Campus is a key project in the adopted Rotherham Economic Growth Plan which is now progressing through to delivery. The Council has approved the disposal of the site, to the college, for the campus and is now working towards a planning application. A funding bid has also been submitted to SCR, supported by the Council.</p> <p>On 26th October, contracts were exchanged for the sale of Pit House West and Gulliver's submitted its planning application for the new leisure development.</p> <p>The service has enhanced its input at a SCR level both in terms of engagement, influence and impact and this has led to the submission of key funding bids for the September/October 2016 mini commission. Three very strong bids have been recommended to progress to full business plan</p>	<p>Key projects include the Advanced Manufacturing Innovation District (AMID), Y-Accelerator Programme, Rotherham College Higher Skills Centre and Gulliver's Theme Park, as well as the Town Centre regeneration.</p> <p>Link to Sheffield City Region Devolution Deal Agreement</p>

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		<p>and appraisal by the Combined Authority Board totalling over £9m.</p> <p>The service has high levels of company engagement and in 2015/16, 717 companies were supported by RiDO's (Rotherham Investment and Development Office) Business Investment Team through 4,395 individual interactions (17% of all investment projects reported in Rotherham were assisted).</p> <p>In total 212 companies announced investments in Rotherham in 2015/16, creating 1576 new jobs.</p> <p>Financially, RiDO's business incubators operate at a break even position and make a net cash revenue contribution to central budgets.</p>	<p>To date 2016/17 data shows increased performance on company engagement. From April – Oct 2016, 594 companies have been supported through 4,698 individual interactions (16% of all investment projects assisted).</p> <p>The survival rate of businesses supported in RiDO incubators is significantly above local, regional and national measures. In the first year of business 99% (93.5% national average) survival rate, in year two 94% (73.8%) survival rate and year three 87% (60.5%) survival rate.</p>
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>A new permanent Strategic Director for Regeneration and Environment, Damien Wilson, joined the Council on 25th April 2016.</p> <p>The Economic Growth Plan was approved in October 2015 and has a clear vision and objectives.</p> <p>Consultants have been appointed to develop a Town Centre Masterplan. The Masterplan includes a strong emphasis on viability and deliverability issues and the development of implementation strategies for key sites to achieve visible and recognisable progress.</p> <p>The Council developed, negotiated and agreed a package of support with</p>	<p>Link to Rotherham Economic Growth Plan</p> <p>The first annual monitoring review of the plan is being conducted will be available by January 2017. This will identify progress against headline indicators and priority actions which need to be addressed.</p> <p>Link to Rotherham Town Centre Masterplan report to Cabinet and Commissioners' Decision Making meeting 11th July 2016</p>

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		<p>the Department of Business, Energy and Industrial Strategy (BEIS) for businesses and individuals in response to Tata restructuring. A taskforce was mobilised, led and administered, and chaired by the Council Leader. The taskforce successfully managed and coordinated a regional and national response from multiple partners.</p> <p>New management and leadership have ensured previously key stalled projects have been unlocked; e.g. infrastructure works required as part of the New York Stadium development, Forge Island (see Town Centre) and investment in the internationally renowned Peter Cowan Golf Academy.</p> <p>A Business Growth Board was established in October 2015. The board is supported by three sub-groups which advise the partnership on Business Development, Skills and Employment and the Town Centre. The partnership has 28 private sector members who are actively engaged and the Strategic Director plays a leading role on this board.</p> <p>A new approach to project development, project management and project delivery has been introduced (utilising a project management approach introduced by the Strategic Director, which has been successful at five other local authorities) and is overseen by the Major Project Group chaired by the Strategic Director/Assistant Director. This approach has resulted in a number of projects being developed and has been used to secure a proportion of the Sheffield City Region (SCR) devolution funding. In addition, a number of staff have completed Prince II training to ensure industry standards are being met across the service.</p> <p>Senior and middle managers are actively involved and engaged in the economic development strategy and implementation of projects at a SCR level, with identified leads having membership on relevant boards. The Strategic Director has introduced an internal officer working group for those engaged with SCR to aid the co-ordination and approach.</p>	<p>Each sub-group, chaired by a private sector member, meet on a two-monthly cycle and have set out priorities and a work plan for the year. The board and sub groups are facilitated and coordinated by the Economic Development Team.</p> <p>Six bids have recently been submitted under the early commissioning call for projects of which three are being recommended for approval, comprising of 23% of the total funding available.</p> <p>Examples include: Infrastructure Executive Board, Enterprise Zone Board, Inward Investment Advisory Board, Innovation Centre of Excellence, Access to Finance Centre of Excellence, European Structural</p>

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		<p>The management team has also introduced a new budget management approach including rigorous monthly budget monitoring, a schedule of budget management meetings and 'star chamber' sessions. This has contributed to improvements in the approach to budget outturn forecasting and has drastically reduced the monthly outturn variances.</p> <p>The Council's Corporate Plan includes a priority focussed around extending opportunity, prosperity and planning for the future and a specific outcome to ensure businesses are supported to grow and employment opportunities expanded across the borough. This will be delivered via the Economic Growth Plan, Business Growth Board and Sheffield City Region.</p>	<p>Investment Fund Committee, New Business Partnership And the Skills Employment and Education Executive Board Sheffield City Region Combined Authority.</p> <p>Link to Corporate Plan and quarterly performance reports</p>
	<p>Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>On a permanent basis Damien Wilson, Strategic Director for Regeneration and Environment Services joined the Council on 25th April 2016. Damien was appointed from outside the local authority, bringing wide local authority experience having worked in some of the most complex and challenging environments.</p> <p>The Strategic Director initiated a review of the Council's regeneration priorities, including funding to ensure the deliverability of the major projects within the Growth Plan. This has resulted in the development of a prioritised programme of regeneration projects with named and accountable project managers.</p> <p>Strategic direction is managed through a revised and re-focused Major Projects Group and Major Transport Project Group with cross directorate membership chaired by the Strategic Director of Regeneration and Environment.</p> <p>The external evaluation conducted in October 2015 by the South Yorkshire Growth Enhancement Programme was very positive in its overall assessment of the service.</p>	<p>Damien has wide local authority experience (25 years) having previously worked as Assistant Director of Regeneration at Hartlepool Council since 2010, and previously at Gosport, Dumfries & Galloway, Bath & North East Somerset, Kennet, North Tyneside and Gateshead councils.</p> <p>This ensures a joined up approach across the Council (representation includes: economic development, transport, housing planning, corporate property and legal).</p>

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		<p>There has been intensive scrutiny through the ERDF audit process, three DCLG monitoring visits, a European Court of Auditors Audit and a DCLG Article 13 Audit with no adverse findings or corrections.</p> <p>Commissioner Kenny, the Lead Cabinet Member (Councillor Lelliott) and the management team have reviewed the market's processes and procedures, including the letting of shops and stalls and the charging and collection of fees and rents. A formal audit (by the Council's internal audit team) has also been completed and improvements identified which are being implemented through new policies and a new management approach.</p>	<p>The evaluation concluded: "The ERDF contract has been delivered effectively and efficiently. With three months remaining, the majority of expenditure has been defrayed and output targets have been exceeded. In addition, the programme has delivered against its strategic objectives and overarching aim by providing a consistent business support service; developing beneficial relationships with SMEs in priority sectors; supporting business growth/exporting and enhancing the economic prosperity of South Yorkshire."</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>The Cabinet Member responsible for jobs and the local economy is Councillor Denise Lelliott. Councillor Lelliott has been supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p> <p>The Cabinet Member works closely with the Strategic Director of Regeneration and Environment and holds fortnightly meetings which are minuted to track progress of corporate priorities, service updates, financial monitoring and project delivery. The Cabinet Member also holds monthly informal meetings with the Assistant Director of Planning Regeneration and Transport. She scrutinises reports, challenges views in meetings and is able to explain her political priorities.</p> <p>Work with the Cabinet Member has been a positive experience with some real desire and willingness to work hard and move the Council forward. The Cabinet Member is now much more assertive with colleagues inside and outside the Cabinet.</p> <p>The Cabinet Member is actively involved in economic development and partnership groups for example the Town Centre sub-group, Chair Town</p>	

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		<p>Centre Partnership, Chair Rotherham Voice and contributes within the Business Growth Board. She has also driven the progress of Gulliver's World.</p> <p>There has been a strong focus on ensuring the Council is playing its full part in the SCR skills agenda and the Leader of the Council has taken up a leadership position on the Combined Authority's Skills Board, leading on a number of elements of the skills devolution deal, skills bank and early intervention pilot with Department for Work and Pensions (DWP).</p>	

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<p>Town Centre</p> <p>Current responsible Commissioner: Commissioner Julie Kenny Lead Cabinet Member: Councillor Denise Lelliott (jobs and the local economy) Lead Officer: Damien Wilson, Strategic Director for Regeneration and Environment</p>			
2.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>Rotherham Council supports the economic regeneration of the town centre and the majority of this work is delivered through the Retail Investment Team.</p> <p>A number of projects to regenerate the town centre have been funded from a combination of investment from the Council's own Capital and Economic Regeneration Fund and through securement of grant funding, for example £268k High Street Renewal Fund and £1 million Heritage Lottery Fund.</p> <p>The town centre has been recognised externally through various national awards and further details are available below.</p> <p>Key projects implemented include town centre heritage works to improve the High Street, a new Supplementary Planning Document and vitality grants for new businesses.</p> <p>The Council has agreed to earmark £17m from its capital programme to support the improvement of the town centre and the delivery of major regeneration projects, these are progressing for example:-</p> <ul style="list-style-type: none"> - Agreement by Cabinet/Commissioners to purchase Forge Island, a key regeneration site for the town centre - Agreement to dispose of land at Doncaster Gate to support the college in its Higher Skills Campus project - Representation made to government (Ministry of Justice and HCA) regarding the Law Courts. <p>The Council has also been actively engaging with the private sector to</p>	<p>The Council is aiming to do this through:</p> <ul style="list-style-type: none"> • Delivery of physical regeneration projects aimed at introducing new residential, commercial and leisure uses on key sites in the town centre • Supporting the existing business community to grow whilst undertaking initiatives to attract new retail and leisure operators to the town (including Business Vitality Grants, training & mentoring, provision of retail incubator space and proactive campaigns to target desired national operators) • Undertaking the operational management of the town centre to ensure it appeals to shoppers, visitors and residents (including delivery of events, management of street-cleansing and implementation of marketing and promotional campaigns).

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	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>secure new investment into the town centre including developers, hotel companies, cinema operators, housing companies and architects. The Council has received written confirmation from those interested.</p> <p>The Business Growth Board and sub-groups are facilitated and co-ordinated by the Economic Development Team, with strong leadership from senior management, who sit on the main board and are kept abreast of activity on all the sub-groups.</p> <p>The town centre sub-group have worked to agree a delivery plan to achieve growth and prioritised the development of the strategic/spatial planning frameworks and the promotion of investment opportunities in the town.</p> <p>Town centre footfall is measured as part of the Corporate Plan, with major development projects being developed as drivers to improve this indicator.</p> <p>To complement the Economic Growth Plan, a Town Centre Supplementary Planning Document has been produced to support the sustainable economic regeneration of the town centre, by identifying the main development sites and the preferred uses for each. This was approved and adopted by Cabinet on 11th July 2016.</p> <p>The Strategic Director has taken a personal lead in developing a brief for the development of a Town Centre Masterplan. The Masterplan will build upon the Town Centre Supplementary Planning document and identify the key development sites in the town centre core and adjoining areas; focus on the delivery and viability of each of the key sites; identify funding and the likely delivery vehicle. The Masterplan is expected to be completed by May 2017, although work on development of individual sites will continue alongside this.</p>	<p>The Board has clear governance and brings together the public and private sectors to deliver the Economic Growth Plan. One of the sub-groups is specifically focussed on the regeneration of the town centre.</p> <p>Link to Corporate Plan performance reports (ref. 3.A7)</p> <p>Link to Cabinet and Commissioners' Decision Making meeting agenda pack and minutes - 11th July 2016</p> <p>The updated Masterplan will be a forward looking document that will underpin the Council's future vision for the wider town centre, identifying new threats and opportunities, strengths and weaknesses. It will be an important tool in marketing the wider town centre to potential investors and to encourage further regeneration and improvement.</p> <p>The Masterplan will also focus on transport</p>

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		<p>The Town Centre Partnership is led by RiDO (Rotherham Investment and Development Office) and brings together those delivery agencies that collectively contribute to the successful operational management of the town centre. The partnership directly accepts and responds to feedback from town centre retailers (via the open Retailer Forum).</p>	<p>issues in detail, including the preparation of a car parking strategy for the town.</p> <p>Town Centre Partnership objectives and action plans have been developed around themes including events and promotions, cleansing & environment, transport & accessibility and marketing & promotion with a view to ensuring action against priorities, joint working across a number of organisations and shared commitment to problem solving in the town centre.</p>
	<p>Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>Rotherham has been recognised for continuing its efforts to revitalise the town through securing three national awards:</p> <ul style="list-style-type: none"> • December 2015 - Great British High Street Awards- Town Centre Category Winner • February 2016 - Best Large Outdoor Market 2016 in the annual Great British Markets Awards (The National Association of Borough Market Authorities) • March 2016 - Category winner (Diversifying the Business Mix) and overall winner (Partnership of the Year) in the Association of Town & City Management's annual awards. <p>As a result of the successful recognition of progress at a national level, Rotherham Council have showcased best practice in a number of ways:</p> <ul style="list-style-type: none"> • Inclusion in the DCLG Best Practice Guide • Inclusion in the Local Government spending review as an example of best practice (produced by the Association of Town & City Management) • Showcased projects & initiatives to approximately 25 local authorities, including hosting a number of study tours and visits and 	<p>Link to The Great British High Street Award winners 2015</p> <p>Link to Great British Market awards winners 2016</p> <p>Link to winners of the ATCM National Awards 2016</p>

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		<p>a recent visit by the Secretary of State for Communities and Local Government</p> <ul style="list-style-type: none"> • Presenting to over 150 colleagues from Local Authorities across the country (taking part in 5 English Heritage regional training events) • Attending national events promoting the achievements in Rotherham (including the launch of the 2016 Great British High Street Awards). <p>In order to ensure that the service delivers against the priorities of our stakeholders and service users, there are number of ways that the general public, partners and have been consulted including in recent months:</p> <ul style="list-style-type: none"> • Shopper, business & household surveys which aim to capture the views and perceptions in relation to a wide range of issues associated with the town centre and to measure success of activities and prioritise action going forward (results due Autumn 2016) • Public consultation of the now adopted Supplementary Planning Document. 	<p>Similarly there will be a range of opportunities for all stakeholders to input into the emerging Masterplan and to help shape the future development of the town centre.</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>The Cabinet Member responsible for jobs and the local economy is Councillor Denise Lelliott. Councillor Lelliott has been supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p> <p>Work with the Cabinet Members has been a positive experience with some real desire and willingness to work hard and move the Council forward. Councillor Lelliott holds officers to account and has a strong grip on funding, and has promoted the town centre and community cohesion within it. She has been involved in a number of meetings and events where she offers constructive challenge. The Cabinet Member shows strong leadership where required with the business sector.</p> <p>The Cabinet Member is actively involved in the work in the town centre</p>	

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		<p>and specifically in the following groups:</p> <ul style="list-style-type: none"> • Business Growth Board • Business Growth Board Town Centre Sub-Group • Town Centre Partnership Group (incorporating external partners) (Chair) • Town Centre Officers Group (attends) • Rotherham Voice Retailer Forum (Chair) 	

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<p>External Partnerships</p> <p>Current responsible Commissioner: Commissioner Julie Kenny Lead Cabinet Member: Councillor Chris Read (Leader of the Council) and Councillor Taiba Yasseen (neighbourhood working and cultural services) Lead Officer: Shokat Lal, Assistant Chief Executive</p>			
3.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>In 2015, the local strategic partnership undertook a review of its purpose, structure, membership and governance. The refreshed partnership, known as the Rotherham Together Partnership (RTP), first met in September 2015 and now meets quarterly. The partnership is underpinned by an operational Chief Officer Group that meets monthly and supported by a partnership team, based within the Council but co-funded via contributions from wider partners.</p> <p>The RTP is now chaired on a rolling basis amongst partners, with a renewed constitution; and is supported by four theme boards/partnerships:</p> <ul style="list-style-type: none"> • Health and Wellbeing Board • Safer Rotherham Partnership • Business Growth Board • Children and Young People’s Partnership <p>Overseen by the relevant Commissioners, each of these boards have undergone governance reviews since the Casey Report, seeking to clarify their role, purpose and priorities; and then updating structures, membership and models of operation accordingly, as well as addressing specific identified failings.</p> <p>The Council’s “Fresh Start” Improvement Plan placed particular emphasis on the need to improve joint working with the voluntary and community sector (VCS). In response a dedicated Voluntary Sector Liaison Officer, integrated within the partnership team, started in January 2016. Progress made to date includes: an “Audience with ...” session organised by</p>	<p>The governance reviews of the theme boards have led to more effective working practices and an increased emphasis on the importance of collaborative working. Examples include:</p> <ul style="list-style-type: none"> • Rotherham submitted its integrated health and social care place plan - part of the wider sustainability and transformation Plan (STP) for South Yorkshire and Bassetlaw - on 21st October. The plan has received very positive feedback and Rotherham CCG’s chief officer, Chris Edwards, has spoken of how improved local partnership relationships contributed to its effective development, saying: “Relationships are excellent, and behaviours are consistently positive and constructive.” • Working with local partners, the Council has also completed a review of neighbourhood working, to implement a new, multi-agency and ward-based approach to engaging communities, responding to need and building resilience in the borough’s most deprived neighbourhoods (see 10th October 2016

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		<p>Voluntary Action Rotherham (VAR) where the Council’s Chief Executive attended to discuss key issues for the sector; a session between the entire senior management tier at the Council (Strategic and Assistance Directors) with key representatives of the VCS; and a review of the Rotherham “Compact” a partnership approach by organisations and the VCS to improve the way they work for the benefit of the communities they serve.</p>	<p>cabinet report)</p> <ul style="list-style-type: none"> • A Rotherham local estates forum has been established, focusing on establishing a vision for services and property within Rotherham – across the public sector - whilst establishing principles for future joint working and collaboration.
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>The new managerial leadership of the Council’s support to the RTP, via the Assistant Chief Executive’s directorate, has brought a positive external perspective to this work, positioning it at the corporate core of the Council and drawing on considerable experience of partnership working in other authorities (such as Coventry and Derby).</p> <p>The new Assistant Chief Executive, Shokat Lal, joined the Council in March 2016 and has specific responsibility for policy and partnerships.</p> <p>The Rotherham Together Partnership Plan for 2016/17 was launched in March 2016, informed by an extensive public consultation exercise carried out in 2015 ‘Views from Rotherham’. 120 delegates attended the launch event, with 741 people taking part in 14 subsequent events.</p> <p>The Council has demonstrated a renewed leadership in the partnership. The Council’s Chief Executive chairs the partnership’s Chief Officer Group and the Leader of the Council’s chairs the wider RTP. Three Cabinet Members chair three of the four supporting theme boards. The fourth theme board is supported very well by Cabinet Member Councillor Lelliott. Partner feedback gathered as part of the 12-month review process was largely positive about partnership working and relationships with the Council.</p> <p>Work is now well underway on a new community strategy for Rotherham,</p>	<p>Shokat Lal has significant experience both of working in local government and working closely with the voluntary sector around the area of engagement, involvement and developing strong partnerships – across a number of regions.</p> <p>The findings from ‘Views from Rotherham’ revealed that there was strong support for the Council working with its Partners. 76% strongly agreed that the Council should work closely with the Police, 63% with local health services and 52% with voluntary and community groups.</p>

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		<p>to be shaped, owned and championed by the RTP, setting out how all partners will work collaboratively to deliver a better Rotherham. This is being developed through an inclusive approach, involving all partners in a programme of facilitated workshops to build relationships and clarify joint priorities in response to locally identified needs. Also, the Council is mindful of its responsibility of its role in promoting community cohesion and is working in partnership to make sure local arrangements are developed.</p> <p>Theme boards:</p> <ul style="list-style-type: none"> <p>• Safer Rotherham Partnership (SRP) A cross-agency task and finish group was commissioned to carry out a full review of SRP's structure and governance. Following this review the SRP agreed its 2016-19 Partnership Plan in June 2016.</p> <p>• Health and Wellbeing Board The board carried out a governance review in Spring 2015, with external support facilitated by the Local Government Association (LGA). Membership and terms of reference were updated and changes were made to the board's operation to give it more of a genuine partnership feel.</p> <p>The rejuvenated board oversaw the development of a new health and wellbeing strategy for 2015-18 setting out the priorities that the board will focus on to improve the health of people in the borough.</p> <p>• Children and Young People's Partnership The partnership has overseen the development of a new Children and Young People's Plan (currently at the final design stage) and has established task and finish groups for children's workforce development and Early Help.</p> <p>• Business Growth Board (see Economic Growth) The Rotherham Economic Growth Plan 2015-25 maps out a programme of</p> 	<p>Safer Rotherham Partnership (SRP) Further information can be found in the community safety section below.</p> <p>For further information on the SRP's review, see the report to Overview and Scrutiny Management Board (OSMB) on 22nd January 2016: link.</p> <p>Health and Wellbeing Board Nominated operational lead officers for each aim come together as the health and wellbeing steering group, monitoring progress, ensuring actions are carried out and reporting back to the board.</p> <p>Children and Young People's Partnership The partnership, which reports in governance terms to the Health and Wellbeing Board, has also revised its terms of reference and membership. It aims to ensure that services work in partnership to identify needs and jointly plan, deliver and evaluate services,</p>

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		investment in economic growth and infrastructure over the short, medium and long term to deliver sustainable economic growth for the borough.	<p>consulting with children, young people and their families and responding effectively to their needs.</p> <p><u>Business Growth Board</u> The Business Growth Board has three sub-groups in place for: employment and skills; business development; and the town centre. It also provides a link with the Sheffield City Region's Local Enterprise Partnership (LEP) and Combined Authority.</p> <p>The board has identified a set of priority economic projects which are currently being developed, and is seeking funding from a variety of sources (including the SCR).</p>
	Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority	<p>As part of the 12-month review process, the Commissioner team visited partners to gauge their views on how the Council has progressed since Commissioners started work in Rotherham. The feedback is summarised in the next column.</p> <p>The private sector-led Business Growth Board is committed to undertaking a review of its first year of progress and activity from January 2017.</p> <p>The Safer Rotherham Partnership (SRP) has been subject to a cross-agency review of its structure and governance, with new arrangements coming into effect alongside a fresh set of priorities for 2016/17 (from June 2016), as set out above.</p> <p>The Children & Young People's Partnership has similarly engaged with all partners in the review of its structures and activity, and this is now formally reporting in to the HWB, which is strengthening its multi-agency governance.</p>	<p>Overall the feedback received from the Commissioner team's interviews with Partners was positive, with headlines including:</p> <ul style="list-style-type: none"> • relationships between the Council and their respective organisations had improved markedly • the Council is a more open and approachable organisation • involved in some key decision-making areas of the Council • not witnessed any examples of poor behaviour or bullying from the Council • noticeable improvement in relationships with strong support and increasing challenge from elected members

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		<p>Supported by the Local Government Association (LGA), the Health and Wellbeing Board (HWB) carried out a specific self-assessment between June and July 2016 and then took part in an integration pilot process in September.</p>	<ul style="list-style-type: none"> • ‘Views from Rotherham’ consultation seen as positive • request for the Council to step up its responsibility across the Partnership • wanted to see the Council Leader permanently chairing RTP meetings. <p>See Appendix J of the 12 month progress report for further information.</p> <p>John Bewick, who supported the HWB self-assessment on behalf of the LGA, said:</p> <p><i>"It was very clear to me that significant progress has been made in establishing strong and positive relationships across the Rotherham health and care community. It was particularly impressive to see such a strong shared vision based on the needs of local communities and the practical steps that have already been taken to take forward locality based delivery based on sound trusting partnerships. I noted how positively engaged provider organisations were in shaping and taking forward the vision.</i></p> <p><i>I believe present leaders have used previous challenges as a springboard for resetting partnership in a very positive way and you now have the opportunity to be amongst the leading edge of place-based service."</i></p>
	Where Commissioners feel	At their meeting on 14th September 2016, Rotherham Together Partnership (RTP) members agreed that the Council leader, Councillor	

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	<p>that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Read, should remain as RTP chair beyond his initial one-year term. This had been recommended unanimously by the partnership's Chief Officers Group. The Leader of the Council was singled out for particular praise as being easy to speak to, approachable and taking partners' suggestions and concerns seriously.</p> <p>Councillor Read continues to grow into his role as the Leader and chair, and he will continue to provide this active leadership role when a new chair eventually takes over.</p> <p>Three of RTP's theme boards are chaired by Cabinet Members:</p> <ul style="list-style-type: none"> • Health and Wellbeing Board chaired by Cabinet Member for Adult Social Care and Health (Councillor Roche) • Safer Rotherham Partnership chaired by Cabinet Member for Waste, Roads and Community Safety (Councillor Hoddinott) • Children and Young People's Partnership chaired by Cabinet Member for Children & Young People (Councillor Watson) <p>The Cabinet Member for Jobs and the Local Economy (Councillor Lelliott) is an active member of the Business Growth Board, which has a private sector chair.</p> <p>All Cabinet Members are supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p> <p>Commissioner Ney and Commissioner Kenny have been working closely with the chairs of Safer Rotherham Partnership (SRP) and the Business Growth Board respectively. Commissioner Manzie had previously taken charge of the Health and Wellbeing Board to provide initial stability and impetus following government intervention, before handing over to the current chair, the Council's Cabinet Member for Adult Social Care. The board has since appointed Rotherham Clinical Commissioning Group's</p>	<p>As part of the 12-month review process (see section above), partners said that there was a noticeable improvement in relationships, with strong support and increasing challenge from elected members.</p>

Ref	Criteria	Evidence	Further information
		<p>chair as vice-chair to demonstrate the board's joint leadership.</p> <p>While supporting external partnerships, Cllr Yasseen's responsibility remains with both the voluntary and community sector, and neighbourhoods. Although these single functions have been returned to the Council, they are still integral to external partnership working and she continues to play an active role.</p>	

Ref	Criteria	Evidence	Further information
<p>Community Safety</p> <p>Current responsible Commissioner: Commissioner Mary Ney Lead Cabinet Member: Councillor Emma Hoddinott (waste, roads and community safety) Lead Officer: Damien Wilson, Strategic Director for Regeneration and Environment</p>			
4.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>The Council's Community Safety Team has responsibility for the strategic leadership, management and co-ordination of the Community Safety Partnership (Safer Rotherham Partnership (SRP)), alongside responsibility for reducing crime and anti-social behaviour and improving residents' feelings of safety across the borough.</p> <p>Following the recruitment of the new Strategic Director for Regeneration and Environment and the Assistant Director of Community Safety and Street Scene, significant work has been undertaken to improve partnership and collaborative working with key agencies and stakeholders.</p> <p>The Assistant Director and Community Safety Team Manager attend weekly meetings with senior police officers to discuss specific issues relating to threat, harm, risk, intelligence sharing, vulnerable persons and community engagement.</p> <p>Joint working across shared priorities is becoming firmly embedded in daily business and working relationships, across senior leadership teams, are effective with regular dialogue taking place.</p> <p>The Assistant Director has been developing the Council's Community Safety Team so it is able to effectively influence and challenge partners appropriately to enable robust and sustainable improvements to community safety across the borough.</p> <p>The Safer Rotherham Partnership (SRP) has also carried out a full review of its governance and structure, including the board, Performance and Delivery group and relevant priority theme leads.</p>	<p>The review of the SRP established new governance arrangements to simplify the partnership structure to one strategic board meeting, one performance planning and resources meeting and locally based operations meetings. Establishing terms of reference, responsibilities and membership of each meeting, ensuring appropriate attendance and decision making.</p> <p>To help achieve this, the Council has agreed to investment in and recruitment to a new Head of Community Safety post by 31st December 2016. The team includes key roles responsible for driving forward the Community Safety agenda including the theme leads for Prevent, anti- social behaviour, a new domestic abuse co-</p>

Ref	Criteria	Evidence	Further information
		<p>A Partnership Plan has been developed, formally agreed and published alongside a new performance monitoring and reporting template to ensure consistent reporting.</p> <p>The SRP Board is working hard to embed a culture of cross-partnership working, linking to key priorities for other boards including the Local Safeguarding Children’s Board, Rotherham Safeguarding Adults Board and Health & Wellbeing Board.</p> <p>The SRP Board has set as one of its priorities the need to support partnership working to tackle child sexual exploitation, recognising that the lead is with the Local Safeguarding Children’s Board.</p> <p>Domestic Abuse (DA) is another key priority for the SRP, and the recently partnership approved and appointed DA co-ordinator is producing an overview of its current position which will be discussed at December’s partnership meeting. At the meeting, DA is the primary agenda item and under the stewardship of Cllr Hoddinott, agreement is sought regarding next steps. The SRP has earmarked additional funding for DA which it will commission as an outcome from discussion at the board in December.</p>	<p>ordinator post, a new partnership data analyst and the channel panel co-ordinator.</p> <p>Link to SRP Partnership Plan</p> <p>The Board undertakes regular, bi-monthly reviews of its key priorities including, for example, in-depth presentations on actions being undertaken to tackle hate crime (August 2016), Child Sexual Exploitation (October 2016) and domestic abuse (scheduled for discussion in December 2016). Theme Leads, supported by the Council’s Community Safety Team are responsible for highlighting issues, actions, good practice and areas for future work and development.</p>
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>The Strategic Director for Regeneration and Environment, Damien Wilson started in April 2016 and the Assistant Director Community Safety & Street Scene, Karen Hanson started in March 2016.</p> <p>Community Safety is a priority for these senior leadership posts and both play a strong role in driving through improvements within the Community Safety Team. The Assistant Director Community Safety & Street Scene has significant experience of leading community safety teams, working collaboratively and in partnership with key stakeholders including the police, fire service, health and probationary services.</p>	<p>Performance of Community Safety is managed by:</p> <ul style="list-style-type: none"> • Quarterly performance monitoring against the Council’s Corporate Plan priorities (ref. 3.A1 – 3.A3) • Regular performance reporting as part of the Council’s Improvement Plan • Six monthly updates to the Overview and Scrutiny Management Board

Ref	Criteria	Evidence	Further information
		<p>The SRP Board is chaired by the lead Cabinet Member, Cllr Hoddinott, supported by the Commissioner holding the community safety portfolio. The Strategic Director, Assistant Director and Cabinet Member are also supported by and work very closely with the South Yorkshire Police District Commander.</p>	<ul style="list-style-type: none"> • Bi-monthly performance updates to the Safer Rotherham Partnership Board • Monthly performance monitoring by the Performance and Delivery Board.
	<p>Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>The Chair of the SRP and the Assistant Director for Community Safety and Street Scene attend the county-wide Community Safety Partnerships Forum hosted by the Police and Crime Commissioner. The role of this regional group is to share best practice, identify common issues and maximise opportunities for joint /cross border working.</p> <p>In addition, the Council's Community Safety Team is being reviewed by the new Assistant Director for Community Safety and Street Scene to ensure that it is fit for purpose (as outlined in the section above).</p>	<p>A standing item on the SRP Board's agenda is 'Items to escalate to other boards and committees' and 'Reports from other boards and committees'. This ensures that cross-cutting priorities are considered across boards to provide a holistic, joined up approach to managing priorities.</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>The SRP Board is chaired by the lead Cabinet Member, Councillor Hoddinott who provides a robust 'challenge and support' approach to performance. Councillor Hoddinott has been supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p> <p>Commissioner Ney meets with the Cabinet Member and supports her in her role to ensure improvement continues and that the SRP Board continues to nurture effective partnership working whilst providing effective and appropriate challenge. It is her view that community safety has benefited from a prolonged period of oversight by two Cabinet Members, Councillor Sims and more recently Councillor Hoddinott, who are robust and tenacious in ensuring that both the partnership and the Council's roles</p>	<p>Regular meetings take place between the Cabinet Member (Chair of the SRP) and the Strategic and Assistant Director to ensure actions are tracked and progressed and that appropriate governance is maintained.</p>

Ref	Criteria	Evidence	Further information
		<p>are improved and fit for purpose.</p> <p>Councillor Hoddinott is successfully establishing her credibility with outside partners. She is proactive in determining policy and priorities, she is ambitious in her aspirations for Rotherham, and she sets high but clear and appropriate standards and expectations of staff and the partnership. Councillor Hoddinott will continue to grow in stature and the partnership will look to her for leadership and will hold SYP and other agencies to account.</p>	

Ref	Criteria	Evidence	Further information
<p>Adult Social Care and the Council's partnership with the NHS</p> <p>Current responsible Commissioner: Lead Commissioner Sir Derek Myers Lead Cabinet Member: Councillor David Roche (adult social care and health) Lead Officer: Anne Marie Lubanski, Strategic Director Adult Care and Housing</p>			
5.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>Anne Marie Lubanski joined the Council in August 2016 as the permanent Strategic Director for Adult Care and Housing, taking over from Professor Graham Betts who had provided cover on an interim basis since April 2015.</p> <p>The Adult Social Care Development Programme has made significant progress across a number of projects and examples include:</p> <ul style="list-style-type: none"> • Framework for the future of the Enablement Service (new service will be fully implemented by the end of 2016); • Restructure of Adult Social Care (assessment service) including the introduction of 7 day working at the hospital; • Closure of Copeland Lodge (day centre for older people); • Introduction of 'Disabled Go'; • Closure of Netherfield Court (intermediate care); • 'Shaping the Future' for Learning Disabilities; • A co-produced Carers Strategy (due to be launched November 2016). <p>There is a new clear vision and ambition that adults with disabilities, older people and their carers are supported to be independent and resilient, so that they can live good quality lives and enjoy good health and wellbeing.</p> <p>Since her arrival, the new Strategic Director has been reviewing areas for inclusion in the transformation programme such as the 'front door', direct payments and learning disabilities.</p>	<p>Link to Adult Social Care Development Programme report - Commissioner Manzie Decision Making meeting 7th January 2016.</p> <p>A specific piece of work focussed around learning disabilities has commenced called 'Shaping the Future' to develop the specific market both in terms of price and their offer. This includes working with Sheffield City Council on a framework for supported living where the current costs are variable and therefore determined by the market/provider.</p> <p>A new Enablement Service is being implemented to provide a greater focus on optimising independence without the need for ongoing social care support. Recruitment to enablers is underway.</p> <p>To strengthen the front door, proactive signposting and good up-to-date information will be published on the website. Wellbeing messages will also be distributed via public</p>

Ref	Criteria	Evidence	Further information
		<p>The Chief Executive chairs the Adult Social Care Improvement Board which is also attended by the lead Cabinet Member, Councillor Roche. This is a multi-agency transformation board to take forward the work required to reshape the service.</p> <p>The Council is committed to reducing the cost of high cost care packages and is now more aware of where its costs and spending are out of line with others.</p> <p>Although the Council has not used the market appropriately in the past and has paid high costs for variable quality services, there is now a Market Position Statement and officers are looking to actively shape the market and proactively challenge on price.</p> <p>The Council had an inefficient care operation focusing on “enabling”. As described above, it has been transformed and re-launched to save costs and improve care.</p>	<p>health services to ensure that we start to create an expectation of self-management to manage and reduce demand for social care assessment and support.</p>
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>There is a well-functioning Health and Wellbeing Board which has recognised the need for a place based approach to meet the needs of the Rotherham population.</p> <p>The Council has made good use of the Better Care Fund. This will also be part of the Sustainable Transformation Plans (STP) and the local place plan. The local place plan was submitted in October 2016. This document has been co-worked with all partners and is a good demonstration of how the system can work together.</p> <p>The vision for the borough includes a priority focused around ensuring that every adult is secure, responsible and empowered and the Council is committed to delivering the vision and priorities through the Corporate Plan.</p>	<p>Link to Rotherham Joint Health and Wellbeing Strategy 2015-18</p> <p>Link to Rotherham Place Plan</p> <p>Link to Corporate Plan and quarterly performance reports (ref. 2.B1 – 2.B11)</p>

Ref	Criteria	Evidence	Further information
		<p>New governance arrangements for the Adult Social Care Improvement Board are in place and the board is chaired by the Chief Executive and attended by the lead Cabinet Member, Councillor Roche and Graeme Betts, who acts as a critical friend. To support the Adult Social Care Improvement Board, a Delivery Transformation Board is also being established and will be chaired by the Strategic Director for Adult Care and Housing. The revised terms of reference for each of the boards will be agreed in November/December 2016.</p> <p>The first Adult Social Care Improvement Board took place in October 2016 and future meetings are scheduled. Attendance includes representation from the Clinical Commissioning Group and Voluntary Action Rotherham, to focus on the strategic delivery of the transformation plans, which fundamentally moves from a traditional based approach to community and strength based approaches. A major priority is the learning disability services. A report on the modernisation of the learning disability offer will be presented to the Cabinet and Commissioners' Decision Making meeting in November 2016.</p> <p>Since the arrival of the permanent Strategic Director, the Adult Social Care Development Programme has been reorganised and prioritised and a revised work programme for the next 3 years is being developed.</p> <p>A Safeguarding Adults Strategy was developed in 2015 with partner agencies and community representatives of Rotherham to help Rotherham Safeguarding Adults Board (RSAB) to continue to improve safeguarding practices by working together with shared objectives and goals. The strategy builds on the excellent work previously undertaken and sets out the vision and priorities for future work; a vision that people should be able to live a life free from harm. The Safeguarding Board has a new independent chair (see below).</p> <p>Adult Social Care has been restructured to achieve savings, better</p>	<p>Link to Consultation on the modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism report to the Cabinet and Commissioners' making meeting on 14th November 2016.</p> <p>Link to Rotherham Safeguarding Adults Board Strategy 2016-19</p>

Ref	Criteria	Evidence	Further information
		<p>outcomes and generate future efficiencies. Phase one was implemented in August 2015 and phase two commenced in October 2016. New appointments and changes to the structure include:</p> <ul style="list-style-type: none"> • Newly appointed Strategic Director for Adult Care and Housing started in August 2016, providing greater sustainability moving forward. • Sam Newton, appointed as Assistant Director, Independent Living in January 2016 • Nathan Atkinson appointed as new Assistant Director Strategic Commissioning and started in May 2016 • New heads of service – to cover the three key areas of the service, directly provided services (Janine Moorcroft), independence and support planning (Sarah Farragher) and safeguarding (Andrew Wells joined the Council on 31st October 2016) • Restructured single point of access (Assessment Direct) to reduce demand into adult social care • Integrated locality team with health pilot bringing together practitioners under a single line management structure. 	<p>Anne Marie Lubanski was previously Assistant Director for social care operations at North Yorkshire County Council and has more than 30 years' experience in social care having worked at Bristol, Avon and the London boroughs of Hillingdon and Hounslow before moving to North Yorkshire in 2008.</p> <p>Since April 2015, Sam Newton was the Interim Head of Adult Services at the Council, covering the day to day running of services and playing a leading role in the Adult Social Care Development Programme.</p> <p>Nathan Atkinson previously worked at Manchester City Council as the Interim Head of Strategic Commissioning, Children and Families and before that gained over 13 years' experience of commissioning adult's and children's services.</p> <p>Strength based approach to social work training commissioned and sessions arranged between October 2016 – March 2017. This will support the development of practice for front line staff and ensure that the professional development of social work staff is in line with the Care Act and best practice.</p>
	Where service	Following the departure of the Strategic Director for Adult Care and	Professor Betts through his work at a national

Ref	Criteria	Evidence	Further information
	<p>quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>Housing in December 2015, Professor Graeme Betts was appointed on an interim basis in April 2015 as the Director of Adult Services. His services have been retained to provide support and challenge to the multi-agency Adults Social Care Transformation Board.</p> <p>In June 2015, Professor Graeme Betts commissioned a peer review of safeguarding. The review highlighted significant areas for improvement to ensure Care Act compliance and model best practice in this area including:</p> <ul style="list-style-type: none"> • A need for a more robust Rotherham Safeguarding Adult Board (RSAB) with an independent chair – this is now in place with the appointment of a Sandie Keene, new Independent Chair of the Board who was appointed in September 2015 • To have a comprehensive and detailed Safeguarding Adults Strategy - this is now complete and a Rotherham Safeguarding Adult Board 2015 – 16 Annual Report will be presented to the Health and Wellbeing Board on 16th November 2016 • A need to review the way that safeguarding is managed within the adult care services and increase the competency of social workers in this area – this has been picked up through phase two of the restructure and is still work in progress. <p>External inspections by Care Quality Commission of Adult services have all received a “good” rating. (e.g. Enabling, Davies Court). In addition the ADASS quarterly Care Act stock takes have shown a positive upward trend.</p> <p>Shared Lives is a key part of the Adult Social Care offer to enable older people and adults with disabilities to received tailored support, allowing them to live or spend time with carers/their families, as valued members of their own communities. An independently commissioned desktop review of Shared Lives has been undertaken by Community Catalysts, who are part</p>	<p>level brings knowledge of innovation and good practice and given his previous history in the Borough, an excellent knowledge of communities and services. This enables valuable support and challenge.</p> <p>The review was completed by Dr Adi Cooper (Chair for ADASS) and Stephen Forbes (Executive Head of Adult Social Care at the London Borough of Sutton).</p> <p>Link to Rotherham Safeguarding Adults Board Strategy 2016-19</p> <p>Link to: Rotherham Safeguarding Adult Board 2015-16 Annual Report to the Health and Wellbeing Board on 16th November 2016.</p> <p>Link to CQC inspection report Davies Court Link to CQC Enabling (summary report)</p> <p>The recommendations within the report include different ways to recruit carers; recruitment budget; improving the information available online; invest to save; an internal review of processes; supporting carers to</p>

Ref	Criteria	Evidence	Further information
		<p>of a national organisation called Shared Lives Plus. Community Catalysts offer support to local authorities to develop and grow effective and responsive Shared Lives services. The outcome of the review was received at the end of October 2016 and this includes a number of recommendations, particularly around expanding the Shared Lives offer. Work is currently taking place to develop an action plan which will be completed by end November 2016.</p> <p>A TEASC (Towards Excellence in Adult Social Care) risk assessment was completed between October and November 2015 by Calderdale Council and it was noted that progress had been made in the last year. The risk assessment is currently undergoing a refresh and due to be signed off at the end November 2016.</p> <p>A peer review of adult social care, by the Yorkshire and Humberside Sector Led Improvement programme, is planned for April 2017. This will enable Adult Social Care to assure itself that it is on the right journey and it will offer appropriate challenge to our vision and strategy in Rotherham.</p>	<p>offer support to more than one person; review of pay structure.</p> <p>Prior to the review and since the arrival of the new permanent Strategic Director further mandatory Care Act training has been commissioned to ensure higher competency of staff and this will be rolled out between November-December 2016. An external consultant has been commissioned to identify key areas of development required across the social care workforce and this work is to be completed by the end of the calendar year. This will build on current training and identify future training needs.</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these</p>	<p>The Cabinet Member responsible for Adult Social Care is Councillor David Roche and regular meetings take place between Councillor Roche and the Strategic Director for Adult Care and Housing.</p> <p>Councillor Roche is currently taking part in a support programme provided by the LGA and his mentor has reported positively to Commissioners on progress. Both he and the Strategic Director are currently being mentored</p>	

Ref	Criteria	Evidence	Further information
	functions	<p>by an experienced councillor and strategic director respectively, from Wigan Council. Wigan has an excellent track record of transformation particularly in regard to the Adult Social Care and through the mentoring arrangements good practice is shared on a regular basis and support and challenge on Rotherham's programme. There are very positive relationships with Wigan Council demonstrated by the Chief Executive sharing the experience of the Wigan Deal at a recent Member Seminar.</p> <p>There are regular monthly meetings between the Lead Commissioner, Sir Derek Myers and the Strategic Director to look at progress and to model good decision analysis. These have been held to a high standard and with a good spirit.</p> <p>Members have visited other local authorities including North Lincolnshire, Wigan, Derby, and Birmingham, as well as a range of other services and assets within the borough for example libraries and Kiveton Park Community Centre.</p> <p>Members have studied examples of the creation of micro enterprises and independent living arrangements, which have enabled customers to learn, develop skills and develop the necessary confidence to continue to live in the community independently. The successful integration of community link workers is a key part in this.</p> <p>Member workshops have been held to help members understand Adult Social Care. The invitations were issued by Councillor Roche who encouraged other members to attend.</p>	<p>Members visiting these authorities did so with a focused view on their offer of alternatives to traditional day care settings, provision of extra care housing and successful community asset transfers. This brought to life a variety of examples for members in just how a building that is underutilised can thrive in the hands of the community.</p>

Ref	Criteria	Evidence	Further information
<p>Performance Management</p> <p>Current responsible Commissioner: Lead Commissioner Sir Derek Myers Lead Cabinet Member: Councillor Saghir Alam (corporate services and finance) Lead Officer: Shokat Lal, Assistant Chief Executive</p>			
6.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>The Council now has a vision, detailed Corporate Plan and a new supporting Performance Management Framework in place. Public performance reports against the Corporate Plan are presented to Cabinet and Commissioners' Decision Making meetings on a quarterly basis.</p> <p>The Corporate Plan will help steer the use of the Council's finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context. At present the level of data and measures within the plan are providing a key tool for the Council (including Scrutiny) to assess progress across services. The Council is committed to reviewing the plan and future reporting in the light of the feedback received for 2017/18.</p> <p>Within Children and Young People's Services, Ofsted and the Practice Partner recognised that the information is of a high standard. An extensive suite of daily, weekly and monthly reports are now in place and available to staff at all levels to ensure they have the correct tools to track and manage their performance at a team, individual and child level.</p> <p>Adult Social Care is improving its business intelligence to understand the key demographics of current and future service users. This includes using data to monitor and improve performance and also to inform service planning. Performance colleagues are working alongside finance, commissioning and operational service managers to understand financial implications and market requirements of the current demographic with a view to implement change and assure value for money.</p>	<p>Link to Corporate Plan and Performance Reports</p> <p>The first quarterly Corporate Plan Performance Report was presented to Cabinet/Commissioners on 12th September 2016. Overall the progress was positive and the majority of measures were on target. Some areas required improvement and a number of actions and interventions are being implemented.</p> <p>The Overview and Scrutiny Management Board on 16th September was able to use the data from the performance report to highlight areas for improvement which required closer scrutiny.</p> <p>The second quarterly Corporate Plan Performance Report will be presented to Cabinet/Commissioners on 14th November 2016.</p> <p>Cabinet Members continue to be briefed by senior managers on performance progress, supported by monthly performance scorecards. Cabinet Members have commented how this process is helping them</p>

Ref	Criteria	Evidence	Further information
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>A two-year corporate 'Fresh Start' Improvement Plan was agreed by Commissioners, Elected Members and central Government in May 2015. A "Phase Two" action plan was agreed from May 2016.</p> <p>During summer 2015 an extensive consultation exercise was conducted to listen to people's views and provide an opportunity to vote on their priorities for the future. The Leader of the Council used the feedback received to define a new vision for the borough, which was announced at the Commissioners' public meeting with Councillors on 28th October 2015. The vision and priorities are reflective of the feedback received.</p> <p>The Corporate Plan for 2016-17 approved in July 2016 represents the core document that underpins the Council's overall vision, setting out headline priorities, outcomes, actions and measures that will demonstrate its delivery. To monitor progress formal quarterly performance reports are presented to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements.</p>	<p>to review key performance measures in their areas which had been absent for around 2 years.</p> <p>Within the Improvement Plan there was a specific objective for the Council to establish a new Corporate Plan and supporting Performance Management Framework. Link to Rotherham Improvement Plans.</p> <p>Link to 'Views of Rotherham' consultation report.</p> <p>The new vision for the Council forms the core of the finalised 2016/17 Corporate Plan. Corporate Plan 2016-2017 and quarterly performance reports</p> <p>The Corporate plan sets out the Rotherham context, how the Council works, how directorates will contribute towards the delivery of vision and priorities, working in partnership, performance management arrangements; staff values and behaviours. Actions within the plan are allocated clear strategic and coordinator leads to emphasise senior-level ownership of all measures.</p> <p>Given the Council's ongoing improvement initially a one year plan was developed and a</p>

Ref	Criteria	Evidence	Further information
		<p>A new Performance Management Framework (PMF) sits alongside the Corporate Plan to help ensure that the Council makes best use of its performance information, challenges its effectiveness and work to improve services.</p> <p>Sitting beneath the Corporate Plan are service, team and individual plans to provide a critical 'golden thread' that ensures everyone is working together to achieve the Council's strategic priorities. New corporate templates have been developed for service and team plans to ensure that a consistent and comprehensive approach is adopted across directorates.</p> <p>A Risk Management Policy and Strategy sits alongside the Performance Management Framework and both the Strategic Leadership Team and individual directors maintain Risk Registers which are regularly refreshed and are linked to the Council's Corporate Plan. A training program is in place to ensure all of the Council's middle managers (M2 and M3 level) are appropriately trained in risk management principles.</p> <p>In March 2016 the new Assistant Chief Executive, Shokat Lal started at the Council with overall responsibility for performance management corporately and for risk management.</p> <p>Presentations and discussions have taken place with the Council's middle ("M3") manager forum, with regard to the draft Corporate Plan, as well as communications distributed to staff to ensure that these are fully embedded across the organisation.</p>	<p>longer term plan beyond 2017 will be developed to ensure longer term stability.</p> <p>The new Performance Management Framework has created a performance management culture and performance is now discussed at the Cabinet/Commissioners' Making Meeting on a quarterly basis. The Strategic Leadership Team and informal Cabinet also review measures on a monthly basis.</p> <p>Shokat Lal was previously Assistant Director of HR & Workforce Services at Coventry City Council. He has previously worked at Nottingham and Derby city councils, currently holds a Board role at Southern Derbyshire Clinical Commissioning Group, and has significant level of experience in different performance management frameworks.</p> <p>Other new appointments at Strategic and Assistant Director level have been critical in ensuring that there is sufficient leadership</p>

Ref	Criteria	Evidence	Further information
	<p>Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>Between 12th and 15th July the LGA conducted a peer review of Performance Management. A presentation on key findings and recommendations of the peer challenge was presented to the Leader and Chief Executive by the review team and a detailed report was sent in August. A key recommendation was to establish a small resource to lead on corporate performance issues, with a longer term aim of integrating performance with the Council's service transformation agenda. The LGA report was considered further by Commissioners and Members at the Improvement Plan 'Joint Board' meeting on 5th September; proposals are being finalised, in the context of the Council's budget-setting discussions, to agree a small, dedicated corporate performance and intelligence resource, reporting to the new Assistant Chief Executive (as recommended by the LGA team).</p> <p>In the meantime, a network of performance officers from within service areas, Chaired by the Assistant Chief Executive, is operating positively to compile and quality assure the data and narratives associated with the quarterly reporting on the 2016/17 Corporate Plan.</p> <p>The Ofsted Improvement Visit feedback in March 2016 stated that the quality of the performance information for social care is now consistent with other local authorities and rated as 'Good'.</p>	<p>across all directorates to support an effective performance management culture.</p> <p>The main focus of the review was corporate performance management and the appropriate balance between responsibilities and resources corporately and in departments. The Council requested the review to help establish a corporate Performance, Research & Intelligence Team which could be an engine room for data capture and analysis, performance reporting and challenge, innovation and change. The purpose of the peer review was to consider:</p> <ul style="list-style-type: none"> • The current structures and resources to manage performance across the Council • The use and analysis of data to challenge performance and ensure that the Council's objectives are achieved • The use of performance information by elected members and senior managers to hold services to account for the delivery of the Council's priorities • What 'good' could look like in terms of the management of performance in Rotherham, and structures to support this • Produce recommendations in terms of performance management structures and the use of performance information to challenge performance.
	Where Commissioners feel	The Cabinet Member with overall responsibility for Performance Management corporately is Councillor Saghir Alam.	Cllr Alam has led on the presentation of Corporate Plan performance reporting to

Ref	Criteria	Evidence	Further information
	<p>that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Councillor Alam has been supported by peers through the LGA support programme and peers have been reporting progress to Commissioners. Councillor Alam’s mentor says “he has a law degree and is capable of a good measure of analysis and rigour.”</p> <p>Fortnightly meetings between the Assistant Chief Executive, Shokat Lal and Councillor Alam take place.</p> <p>Cabinet members are briefed individually by Strategic/Assistant Directors, in particular as part of the Corporate Plan quarterly reporting process. Monthly performance scorecards are also provided to Cabinet Members to appraise them on performance progress between the public quarterly reports.</p> <p>The Overview and Scrutiny Management Board also consider performance reports and are able to use the data to highlight areas for improvement which require closer scrutiny.</p>	<p>Overview and Scrutiny.</p> <p>These include discussions regarding the Corporate Plan and Performance Management.</p>

Ref	Criteria	Evidence	Further information
<p>Waste collection</p> <p>Current responsible Commissioner: Commissioner Mary Ney Lead Cabinet Member: Councillor Emma Hoddinott (waste, roads and community safety) Lead Officer: Damien Wilson, Strategic Director Regeneration and Environment</p>			
7.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>A health check (conducted by the Local Government Association) of the Council's waste services was undertaken in October 2015, highlighting significant challenges. As a result, a comprehensive improvement plan was developed. Since the recruitment of a new Strategic Director of Regeneration and Environment (Damien Wilson) and Assistant Director of Community Safety and Street Scene (Karen Hanson) in March and April 2016 respectively, significant improvements regarding leadership and management of the service have taken place, whilst further operational improvements are in progress.</p> <p>Following a restructure of management posts, recruitment to the post of Head of Street Scene has taken place. This key post is responsible for waste, fleet, street cleansing and grounds maintenance services. In addition, recruitment of an interim Waste Manager to oversee operational management of the service has taken place with a full review of all other management and supervisory positions ongoing (Oct – Dec 16).</p> <p>A full, independent review by Amec of waste services across South Yorkshire has taken place with recommendations to include options for future efficient and effective waste collection services, procurement of contracts, budgets savings proposals, modernisation and options for commercialisation. This report is expected to be completed in November 2016.</p> <p>The new Strategic Director and Assistant Director have adopted a culture of strong communication across the whole workforce including regular consultative meetings with trade unions. This has included enhanced</p>	The development of a Members Steering Group to provide oversight of a full review of the waste service is working well.

Ref	Criteria	Evidence	Further information
		<p>intervention by the waste management team to address key aspects relating to health and safety, sickness absence, disciplinary and robust financial management.</p> <p>Modernisation of the waste service has included the procurement and delivery of an entire new fleet of refuse collection vehicles for residual waste collections. Consequently. The number of missed bins per 100,000 collections in is now hitting its target and performance has improved.</p> <p>The PFI facility at Manvers processes around 250,000 tonnes of waste a year from 340,000 homes across Barnsley, Doncaster and Rotherham. Since it opened in July 2015, more than 96% of waste has been successfully diverted from landfill and over 40 jobs have been created in the Dearne Valley.</p> <p>The recent review contains a range of options relating to Kerbside Recycling collections and all options are being considered as a way forward for kerbside recycling collections in Rotherham and the wider working with the South Yorkshire Waste Partnership, consisting of Barnsley, Doncaster, Rotherham and Sheffield.</p>	<p>Link to Corporate Plan Performance Report (ref. 3.B5)</p>
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>New leadership arrangements for the Rotherham waste service are outlined above. These are being led directly by the Strategic Director, Assistant Director and Head of Service to ensure timely and effective arrangements are put in place. Waste Managers are also involved in the improvement plan and are responsible for the ownership and delivery of sustained improvements across the service.</p> <p>Work has started across Barnsley, Doncaster, Rotherham and Sheffield (BDRS) Councils to develop a joint South Yorkshire Waste Strategy to provide a strategic steer to waste services across the region. This work is governed by the BDRS Waste Steering Group which meets monthly and is chaired by Rotherham's Assistant Director.</p>	<p>Consultation on the strategy has started. It is anticipated the strategy may allow for further exploration of potential shared waste services across the South Yorkshire region. Individual plans for each Council will sit beneath this. The target date for completion is 1st April</p>

Ref	Criteria	Evidence	Further information
		<p>In addition a Waste Members Working Group has been developed to oversee the implementation of improvements, including reviews of recycling services, vehicles and Household Waste Recycling Centres. The group is chaired by the lead Cabinet Member, Councillor Hoddinott.</p> <p>The BDR (Barnsley Doncaster Rotherham) Waste PFI continues to be governed and managed appropriately and effectively through the board and steering group arrangements. The Strategic Director is the chair of the BDR Liaison Committee which is attended by directors from all three Councils.</p>	2017.
	Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority	<p>At the request of the Council and on behalf of the Local Government Association, a service health check of Rotherham's waste service was carried out in October 2015. As a result of the findings a Waste Improvement Plan was developed and a broad range of actions have been undertaken.</p> <p>Barnsley, Doncaster, Rotherham and Sheffield Councils have also commissioned a piece of work to identify areas where they could work together to realise efficiencies. This work commenced in June and a report is expected in early November 2016.</p> <p>A Rotherham Council internal audit has been conducted which undertook a full review of the financial mechanisms behind the waste PFI credits and commercial opportunities/royalty income to be undertaken to establish the true value and longevity of this potential income stream. An adequate rating was received.</p> <p>In July 2016 the BDR (Barnsley, Doncaster and Rotherham Councils) and 3SE partnership won the Best Energy from Waste Initiative category at the MRW National Recycling Awards in London.</p>	
	Where Commissioners feel that individual	The Cabinet Member responsible for Waste Collection is Councillor Emma Hoddinott. Councillor Hoddinott has been supported by peers through the LGA support programme and peers have been reporting progress to	

Ref	Criteria	Evidence	Further information
	Councillors are now in a position to exercise executive authority over these functions	<p>Commissioners.</p> <p>The main issue Councillor Hoddinott has recognised is dealing with staff and culture issues around this function, which she has done at an appropriate level and taken seriously.</p> <p>Councillor Hoddinott meets regularly with the Strategic Director and Assistant Director responsible for waste services and also chairs the Members Working Group.</p>	

Ref	Criteria	Evidence	Further information
<p>Grounds Maintenance and Street Cleansing</p> <p>Current responsible Commissioner: Commissioner Mary Ney Lead Cabinet Member: Councillor Emma Hoddinott (waste, roads and community safety) Lead Officer: Damien Wilson, Strategic Director for Regeneration and Environment</p>			
8.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>Street cleansing and grounds maintenance have provided an integrated service since 2009 when the grounds maintenance element was brought back in-house. Services are provided across the borough within geographical areas, maintaining over 9 million m² of parks, highway verges, and Parish Council land. Cleansing 1,100km of highway.</p> <p>The Council has made significant savings over the recent years and grounds maintenance and street cleansing have significantly contributed to this, seeing a reduction in funding of approximately 47% since 2011. The Council has ensured the quality of the service has remained acceptable via a combination of internal performance monitoring and external benchmarking.</p> <p>Internal performance is monitored via a system of supervisor inspections that are recorded quarterly and form part of suite of performance indicators utilised by the head of service.</p> <p>The Council is part of The Association for Public Service Excellence (APSE) and feedback received in 2016 stated in comparison to other local authorities the service has maintained an average level of service, for below average costs.</p> <p>The Regeneration and Environment Directorate is currently exploring opportunities focussed around the commercialisation of services to generate future investments and this may include business plans for</p>	

Ref	Criteria	Evidence	Further information
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>smaller scale grounds work such as domestic gardening and landscaping works.</p> <p>The Regeneration and Environment Directorate has made a number of new strategic senior leadership appointments. These include Strategic Director, Damien Wilson who started in post during April 2016 and a new Assistant Director for Community Safety and Street Scene, Karen Hanson who started in March 2016. In addition a new Head of Service for Street Scene Service started on the 3rd October 2016. This is a key post, leading teams across waste and fleet services, street cleansing and grounds maintenance.</p> <p>A new directorate plan for Regeneration and Environment is currently being developed. It is reforming its approach, through a review and restructure of functions, to deliver these services in an effective, efficient and flexible way. A partnership plan has been developed for priority areas to improve resident's quality of life by improving the local environment and reducing crime and anti-social behaviour. An example of this is the Eastwood Deal.</p> <p>The 'Love Where You Live' initiative is designed to engage with local communities and encourage them to consider the care and maintenance of their local areas, encouraging and supporting local volunteers. A project coordinator was appointed in May 2016 and the project has already had a significant impact.</p>	<p>Link to the Eastwood Deal (a partnership plan for Eastwood Village).</p> <p>Examples of progress made to deliver the 'Love Where you Live' campaign include:</p> <ul style="list-style-type: none"> • Refreshed and revitalised the Streetpride Champions Project (Volunteers) • Facilitated numerous community litter picks • Engaged with numerous community groups • Participated in the environmental exchange programme with Rotherfed. • Provided support and overview of the Eastwood Deal.

Ref	Criteria	Evidence	Further information
		<p>Quarterly performance monitoring arrangements are in place to ensure an effective and efficient service via the Council's Corporate Plan and service level performance standards. These include quarterly service level performance reports which are produced for the team manager and quarterly Corporate Plan public performance reports which are presented to the Strategic Leadership Team, Cabinet and Commissioners' Decision Making meeting and Overview and Scrutiny Management Board.</p>	<p>Link to Corporate Plan performance reports (ref. 3.B1, 3.B4a) and b)</p>
	<p>Where service quality has been assured either by a Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority</p>	<p>In January 2016 Caroline Bruce was appointed as the Interim Strategic Director.</p> <p>On a permanent basis Damien Wilson, Strategic Director for Regeneration and Environment Services joined the Council on 25th April 2016. In addition Karen Hanson, Assistant Director for Community Safety and Street Scene commenced in March 2016.</p> <p>Following the recruitment of the Head of Street Scene in October 2016 a full review of street scene services will take place including appropriate bench marking. This will be aligned with the strategic priorities of both the Council (within the Corporate Plan) and the Directorate (within the Directorate Plan).</p> <p>The Council is part of The Association for Public Service Excellence (APSE) and feedback received in 2016 stated in comparison to other local authorities the service has maintained an average level of service, for below average costs.</p>	<p>The interim appointment arrangements recognised areas for modernisation and new equipment was purchased to ensure a more efficient service.</p> <p>Damien has wide local authority experience having previously worked as Assistant Director of Regeneration at Hartlepool Council since 2010, Corporate Director in Gosport, as well as other posts at Dumfries & Galloway, Bath & North East Somerset, Kennet, North Tyneside and Gateshead councils.</p> <p>Karen Hanson was previously the Head of Service for Regulation and Enforcement at Doncaster Metropolitan Borough Council and has significant experience of leading street scene services.</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to</p>	<p>The Cabinet Member responsible for Grounds Maintenance and Street Cleansing is Councillor Emma Hoddinott. Councillor Hoddinott is supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p>	

Ref	Criteria	Evidence	Further information
	exercise executive authority over these functions	<p>Councillor Hoddinott recognises the importance of Grounds Maintenance and Street Cleansing and regular fortnightly meetings are held with the Strategic and Assistant Director. In addition regular 1:1s are held with the Head of Service to drive forward service improvements.</p> <p>Councillor Hoddinott has been actively involved in implementing various projects and tackling issues, and is most capable of taking forward this function.</p>	

Ref	Criteria	Evidence	Further information
<p>Audit</p> <p>Current responsible Commissioner: Lead Commissioner, Sir Derek Myers Lead Cabinet Member: Cllr Saghir Alam (corporate services and finance) Lead Officer: Judith Badger, Strategic Director for Finance and Customer Services</p>			
9.	Commissioners have satisfied themselves that the services are operating at a good enough level with no significant value for money deficits	<p>Following the publication of the Casey Report, the Interim Strategic Director for Finance and Corporate Services commissioned a review of Internal Audit by Price Waterhouse Coopers (PWC). The subsequent report was presented to the Audit Committee in February 2016, recommending a number of actions to improve the Internal Audit service. One of these was compliance with the UK Public Sector Internal Audit Standards (UKPSIAS), the professional standards for internal audit. As a result, action plans have been produced for the PWC report and UKPSIAS to ensure that the recommended improvements are achieved so that the service is operating efficiently and is compliant with all relevant standards.</p> <p>Current progress demonstrates that the service is operating at a sufficient level and key actions implemented include:</p> <ul style="list-style-type: none"> • an audit plan produced to ensure full compliance with auditing standards, subject to regular review and reported frequently to Audit Committee • embedding new audit scoping, reporting and performance monitoring and management processes • procuring and implementing an electronic audit system, streamlining of administration and reduction of non-productive time • development of assurance mapping. <p>The Internal Audit plan is discussed and agreed at Directorate Management Team and Strategic Leadership Team meetings. Individual audits are scoped and briefed, with input from the relevant Assistant Director and middle manager, to ensure that the audit adds value to the</p>	<p>Internal Audit has reviewed its approach to planning and formulating the 2015/16 (and 2016/17) Audit Plans and to ensure full compliance with the requirements of the UK Public Sector Internal Audit Standards (UKPSIAS).</p> <p>The Internal Audit Annual Report 2015/16, presented to the Audit Committee on 27th April 2016, stated that:</p> <p><i>“A careful approach to risk based planning and robust performance management of Internal Audit resources is essential given the level of available resources. Nevertheless, it is the opinion of the Head of Internal Audit that current resource levels provide sufficient capacity to provide an adequate level of assurance to the Audit Committee and the Strategic Director of Finance and Customer Services”.</i></p> <p>For example, recent work in relation to the Wath Town Hall disclosure of personal data incident, reported to, and investigated by, the ICO, helped to secure a satisfactory outcome</p>

Ref	Criteria	Evidence	Further information
		<p>Directorate's service plan and objectives. Directorates also make ad-hoc requests for internal audit advice and work, very often of a serious/high risk nature. Internal audit work in such areas has been highly valued and has provided significant support to management towards securing improved governance arrangement in these areas.</p> <p>The service has faced significant staffing/budget reductions since 2009/10 from 16.5fte to 9.3fte by 2014/15. Reductions to achieve a further savings target of £25,000 in 2016/17 have been achieved (from 9fte in 2015/16 to 7fte 2016/17) through a reduction in the size of the core establishment as a result of vacancies, voluntary severance and retirement.</p> <p>Whilst this is a very small audit team there are additional financial resources within the budget to fund specialist audit work e.g. ICT and social care. Despite the small size of the team they are performing well and the new Strategic Director has made clear that she will not be recommending or supporting any further reductions within the service. This will enable the team under the new head of service to consolidate their improvements without further disruption.</p>	<p>and further work following from this particular incident led to significant recommendations and improvements being made.</p>
	<p>They are operating in areas where there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place</p>	<p>The PWC 2015 review specifically criticised the structure and leadership of internal audit and provided examples of how the service should operate in accordance with best practice and in order to achieve the standards required. Since the PWC review, there have been a number of changes to improve and strengthen the structure, including a number of new permanent appointments, these include;</p> <ul style="list-style-type: none"> • Judith Badger, Strategic Director Finance and Customer Services, who commenced in post in April 2016 and • David Webster, the new Head of Internal Audit, who commenced in post on 17 October 2016. <p>Following the PWC review and its recommendations, the Internal Audit service was restructured. From 1st June 2016 the service has a new Head</p>	<p>A decision was made to appoint a Head of Service (rather than replace the Assistant Director when he left in September 2016) with a specific focus on internal audit, working at a strategic level and reporting directly to the Strategic Director Finance & Customer Services.</p> <p>The findings from the external (PWC) review were presented to the Audit Committee in</p>

Ref	Criteria	Evidence	Further information
		<p>of Internal Audit, who reports directly to the Strategic Director Finance and Customer Services. In addition two new Senior Auditor posts were created, one of which has been filled (on 1st Oct 2016) with recruitment to the other being undertaken.</p> <p>One of the PWC recommendations was that an improvement plan should be developed which brings together the necessary improvements to ensure the service meets the UK Public Sector Internal Audit Standards (UKPSIAS) and a number of actions have been implemented since the issue of the PWC report, to bring the service to back towards full compliance (see next section).</p>	<p>February 2016 identifying 19 actions were required across 17 recommendations. An action plan was produced and progress, as at September 2016, demonstrates that 10 actions have been completed, 2 are rated as green and 7 are amber rated (in progress/on target). There are no red rated actions.</p> <p>The Audit Committee Meeting of 25th February 2016 contains the PWC review of internal audit.</p> <p>Implementation of improvements to achieve full UKPSIAS compliance includes a programme of staff training sessions/CPD topics (commencing June 16 to May 17).</p> <p>External Audit progress updates are presented to each of the Audit Committee meetings which take place every 2-3 months, to report on progress overall. In addition, separate progress updates focussed around the implementation of recommendations resulting from the PWC Review of Internal Audit and Internal Audit compliance with UK Public Sector Internal Audit Standards (PSIAS) are also provided and are accessible via the Audit Committee report packs on the Council's website - Audit Committee Meetings report packs</p>
	Where service quality has been assured either by a	See above section for commentary on the external review of internal audit by Price Waterhouse Coopers (PWC), which included a review against UKPSIAS.	Copies of all progress reports can be found on the Council's website. See link above.

Ref	Criteria	Evidence	Further information												
	Peer Review or from other activity carried out under the direction of Commissioners including review by experienced interim Chief Officers appointed from outside the authority	<p>Following the PWC report Internal Audit began an improvement programme and work is ongoing towards achieving full compliance with the standards by March 2017. Progress is periodically reported to Audit Committee against a combination of self-assessment and independent external scrutiny by Veritau Ltd. To date, progress reports have been submitted to each Audit Committee (April, July and September 2016) and this shows a continuously improving position.</p> <p>The PWC review of 2015, identified there were 76 actions required to achieve full UKPSIAS compliance. The following table shows the progress made towards becoming fully compliant with the standards:-</p> <table border="1" data-bbox="524 703 1473 922"> <thead> <tr> <th></th> <th>Initial Assessment</th> <th>Current Position Sept 16</th> </tr> </thead> <tbody> <tr> <td>Non- Compliant</td> <td>41</td> <td>0</td> </tr> <tr> <td>Partially Compliant</td> <td>32</td> <td>29</td> </tr> <tr> <td>Compliant</td> <td>3</td> <td>47</td> </tr> </tbody> </table> <p>In April 2016 Judith Badger (previously Assistant Chief Executive Resources & Governance at Wakefield Council) started as Rotherham's Strategic Director Finance and Customer Services.</p> <p>Following a restructure of the Internal Audit Function, a new Head of Internal Audit (David Webster) started on 17 October 2016.</p>		Initial Assessment	Current Position Sept 16	Non- Compliant	41	0	Partially Compliant	32	29	Compliant	3	47	<p>Whilst there remains a significant amount of work to complete the UKPSIAS action plan by the year end the Strategic Director has committed to supporting delivery of this from additional resources should it become necessary in order to achieve completion by the due date. Veritau's feedback to date to Audit Committee states that the UKPSIAS action plan; <i>"is a reasonable reflection of the actions taken and being proposed"</i> and; <i>"reflects the work being done by the service to ensure compliance with the Standards; although some of the actions are clearly a work in progress"</i>.</p> <p>Judith has more than 30 years local government experience and 11 years' experience as s151 Officer prior to joining Rotherham. She was part of the senior leadership team in Wakefield responsible for delivery of substantial improvements in Wakefield which was designated 'poor' in the early 2000's. She is experienced in audit matters and previously had direct line management responsibility for Internal Audit.</p> <p>David was previously Internal Audit Manager</p>
	Initial Assessment	Current Position Sept 16													
Non- Compliant	41	0													
Partially Compliant	32	29													
Compliant	3	47													

Ref	Criteria	Evidence	Further information
			<p>at Flintshire County Council and has more than 30 years' experience in Internal Audit including 15 years in management. David is a Member and Fellow of Chartered Institute of Internal Auditors.</p>
	<p>Where Commissioners feel that individual Councillors are now in a position to exercise executive authority over these functions</p>	<p>Chaired by Councillor Ken Wyatt, the Audit Committee produces an annual prospectus setting out the scope of its work, the standards it adheres to and its work programme for the year ahead. The 2016/17 prospectus highlights key activities to be carried out in relation to risk management, corporate governance, accounting and internal and external audit.</p> <p>The development of a prospectus was conceived in 2015 through discussion with Commissioner Sir Derek Myers and this now ensures the Audit Committee meets its Terms of Reference and the CIPFA standards in this regard. An Audit Committee Annual Report will be produced at the end of the year summarising actual work done and activities undertaken and demonstrating compliance with standards and fulfilment of the Committee's responsibilities.</p> <p>The Cabinet Member responsible for audit is Councillor Saghir Alam who has been supported by peers through the LGA support programme and peers have been reporting progress to Commissioners.</p> <p>The Strategic Director has regular meetings with Councillor Alam and he is kept briefed on all governance related matters. Performance management is a quarterly agenda item and the internal audit action plan is included as an agenda item.</p>	<p>The report to Audit Committee on 21st September 2016 contained the Statement of Accounts and KPMG External Audit ISA260 Appendix 1 (External Audit Report 2015/16); Section 4 – VFM Conclusion. Within this report KPMG considered the results of relevant work by the Authority, inspectorates and review agencies in relation to risk areas. They concluded that <i>"in respect of working with partners and third parties that the Authority had proper arrangements in place to ensure it took properly informed decisions"</i>.</p> <p>Internal audit activity is included as part of KPMG's review and they have not raised any issues with respect to internal audit's work.</p>