

# ROTHERHAM Improvement Plan

COLLABORATION

ENERGY

EXCELLENCE

EFFICIENCY

INTEGRITY

GOOD GOVERNANCE

phase 2 action plan

# Contents

Page

<b>1</b> Introduction	3
<b>2</b> Summary of headline actions	5
<b>3</b> Phase Two Actions, Governance and Strategic Leads	6
<b>4</b> Conclusion	21

# 1. Introduction

- 1.1 The set of actions set out within this document represent the second phase of the Rotherham MBC corporate “Fresh Start” Improvement Plan. The actions cover the period from May 2016 through to May 2017, the second full year of improvement activity following the Government’s original intervention in Rotherham and the appointment of Commissioners to take on Executive functions at the Council. The actions in this document represent the ongoing contract between the authority, Commissioners and central Government in terms of embedding the behaviours and practices of an effective council, which were set out in the detail of the two-year “Fresh Start” Improvement Plan when it was published in May 2015 <sup>1</sup>.
- 1.2 It should be acknowledged that the Council is now in a very different position to that of around 12 months ago when the original corporate Improvement Plan was being developed, led at that stage by the Managing Director (MD) Commissioner, Stella Manzie CBE. Under the leadership of the MD Commissioner, positive and proactive progress was achieved in the successful delivery of the “phase one” actions set out in the Fresh Start plan, which the Commissioners’ 12-month report <sup>2</sup> (provided to Government in February 2016) summarised in terms of the key achievements over the first nine months of activity. In total, 82% of the Improvement Plan actions from the first phase (108 in actions total) have been delivered between May 2015 and May 2016, with number of longer-term, ongoing priorities continuing into phase two, alongside a number specific actions that were not substantively completed over the last year but which remain key to the Council’s improvement journey.
- 1.3 A key, headline achievement which has been delivered from the Plan’s first year has been the agreement of a new senior management structure at the Council, and the successful recruitment into a series of new or re-focused Strategic Director and Assistant Director positions. At the heart of this new management structure has been the appointment of a permanent Chief Executive at the Council, who took up their post from February 2016. This second phase of the Improvement Plan will therefore be driven by this new Senior Leadership Team, working in partnership with Commissioners and Elected Members.
- 1.4 Alongside new managerial leadership, the first phase of the Improvement Plan also had a key focus on enhanced political leadership at the Council, in particular demonstrated through:
- the Leader and Cabinet – expanded in December 2015 to include a total of eight elected members with revised portfolio responsibilities and recently re-confirmed by the Majority Political Group following the local elections on 5th May 2016;
  - an effective Opposition Political Group; and
  - a more dynamic and impactful Scrutiny function.
- 1.5 Key to this focus on political leadership has been the introduction of new elected member values and Code of Conduct <sup>3</sup>, as well as more effective joint working between officers and members. Ongoing peer mentoring and leadership academy support from the Local Government Association (LGA) has provided important practical and political support to this process throughout Phase One; and, in the case of Scrutiny, further support and expert advice has been received from the Centre for Public Scrutiny (CfPS). This targeted support will continue into the second phase of the Improvement Plan.
- 1.6 A further, critical development in recent months has been the restoration of some Executive decision making powers to the authority; specifically to the Leader and Cabinet, which now meets monthly in public alongside Commissioners to take the decisions required. This restoration of powers to the authority does not cover all functions of the Council – with service areas ranging from Children’s Social Care and Adults Social Care to Economic Growth, Partnership Working and Neighbourhoods and Engagement remaining under the control of Commissioners. The delivery of this second phase of the corporate Improvement Plan will help to provide the further evidence for Commissioners and Secretaries of State to consider in their review of what further functions are ready to be restored. In this regard, this Phase Two set of actions should continue to be regarded as the complementary “sister” document alongside the detailed Children and Young People’s Services Improvement Board Action Plan which maintains a detailed focus on children’s social care improvement, overseen by the Children’s Social Care Commissioner.

- 1.7 In some cases the improvement actions in Phase Two reflect specific projects that were initiated but did not reach a full conclusion in Phase One. These are explained in the notes sections of the tables below, from Section 3. In other cases they reflect the outline actions that were anticipated when the original “Fresh Start” Improvement Plan document was published in May 2016, but have been further refined by the Council’s leadership to reflect the current context and progress achieved to date.
- 1.8 This second phase of the Improvement Plan will also differ from Phase One in terms of it being delivered in parallel with a finalised new Corporate Plan for the Council in 2016/17. This new Corporate Plan will be considered by the Council at its first formal meeting in the 2016/17 municipal year and will set out the headline measures by which the Council’s overall performance, across all of its services, will be measured over the year ahead. In addition, new Directorate and Service-level Business Plans will be developed alongside the Corporate Plan to support the re-establishment of a performance culture in all Council services. Collectively these plans will refine the approach to delivering the various actions and priorities set out in the “first version” of the new Corporate Plan for the authority, agreed by the Council in December 2015.

<sup>1</sup> For information about the original Improvement Plan publication see [www.rotherham.gov.uk/improvementplan](http://www.rotherham.gov.uk/improvementplan)

<sup>2</sup> See [www.rotherham.gov.uk/homepage/386/commissioners\\_12\\_month\\_progress\\_review](http://www.rotherham.gov.uk/homepage/386/commissioners_12_month_progress_review) (specifically Appendix A)

<sup>3</sup> See [www.rotherham.gov.uk/info/200033/councillors\\_democracy\\_and\\_elections/1026/code\\_of\\_conduct\\_for\\_members](http://www.rotherham.gov.uk/info/200033/councillors_democracy_and_elections/1026/code_of_conduct_for_members)

## 2. Summary of headline actions

2.1 The Council's Chief Executive and Senior Leadership Team (SLT), working alongside Elected Members, have already taken a range of early and immediate steps to engage with the wider organisation on this second phase of the Improvement Plan in 2016/17; building on achievements to date to help embed behaviours and values that promote continuous improvement across all service areas. Specifically this activity has included the direct briefing by the Leader and Chief Executive of around 850 staff, including those in front-line

roles; and workshops with "M3" (middle) managers to help shape the Phase Two measures and milestones. Cabinet Member and SLT-led briefings are also being scheduled to take place in Directorates during the summer of 2016, which will complement a "Be Brilliant at the Basics" programme for staff, which started in April 2016.

2.2 A summary of some of the key milestones within the second phase of improvement activity over the next 12-months is as follows:

Period	Milestone	Improvement Theme
Quarter 1 – to August 2016	Performance & Development Reviews completed for majority of staff – end June 2016	Inspirational political and managerial leadership
	New Safer Rotherham Partnership Plan – June 2016	Strong, high impact partnerships
	Finalised 2016/16 Corporate Plan and Performance Management Framework – July 2016	Robust governance, decision-making and performance management
	New equalities and diversity corporate policy in place – July 2016	Inspirational political and managerial leadership
	Draft new Workforce Strategy ready for consultation – end July 2016	Inspirational political and managerial leadership
	Personal development plans in place for all elected members – August 2016	Inspirational political and managerial leadership
	Report of working group on a new approach to neighbourhood working and community engagement – end August 2016	Strong, high impact partnerships
	Child Centred Borough report to Council and establishment of Member working group – from Summer 2016	Culture of excellence and outstanding implementation

Period	Milestone	Improvement Theme
Quarter 2 – to November 2016	First Corporate Plan quarterly performance report to Cabinet/Commissioners – Aug/Sept 2016	Robust governance, decision-making and performance management
	Finalised Equalities and Diversity strategic action plan – September 2016	Inspirational political and managerial leadership
	6-month review of elected member induction and development programme – October 2016	Inspirational political and managerial leadership
	New arrangements and structures for corporate performance function in place – October 2016	Robust governance, decision-making and performance management
	New voluntary/community sector “compact” in place – November 2016	Strong, high impact partnerships
	Health check completed of the Council’s waste services – November 2016	Culture of excellence and outstanding implementation
	Clarification of shared service options with other Sheffield City Region councils – November 2016	Robust governance, decision-making and performance management
	New corporate policy statement on community cohesion (reflecting work on neighbourhood working and engagement) – Autumn 2016	Strong, high impact partnerships

Period	Milestone	Improvement Theme
Quarter 3 – to February 2017	Public consultation on 2017/18 and future budget – Autumn 2016	Robust governance, decision-making and performance management
	New service standards set for customer care and associated structures in place – Autumn 2016	Culture of excellence and outstanding implementation
	Review of service/business plans in advance of 2017/18 – December 2016	Robust governance, decision-making and performance management
	Report of Constitution Working group – end December 2016	Robust governance, decision-making and performance management
	Completion of Commissioning review and forward actions – by end January 2017	Strong, high impact partnerships
	Peer review of approach to Equalities and Diversity – early 2017	Inspirational political and managerial leadership

Period	Milestone	Improvement Theme
Quarter 4 – to May 2017	New 3-year budget set, with clear efficiency and value for money programme – March 2017	Robust governance, decision-making and performance management
	New Community Strategy agreed and in place – March 2017	Strong, high impact partnerships
	Refreshed 2017/18 Corporate Plan in place – May 2017	Robust governance, decision-making and performance management

## 3. Phase Two Actions, Governance and Strategic Leads

3.1 The actions below in this second phase are again grouped according to the original four themes of the “*Fresh Start*” improvement plan, namely:

**A: Inspirational Political and Managerial Leadership**

**B: Robust Governance, Decision-making and Performance Management**

**C: Culture of excellence and outstanding implementation**

**D: Strong, high impact partnerships**

3.2 In total there are 20 key improvement objectives in Phase Two, with numerous supporting actions and headline key milestones or standards to achieve where relevant. Monitoring of progress will continue to be reported on a monthly basis to the Joint Board of Commissioners and Elected Members, established in Phase One. There will be, however, a stronger focus on narrative-based reporting in this second phase, reflecting the fact that there are fewer and more cross-cutting actions; and that the focus of Phase Two is on embedding better practice and organisational change following the first phase’s focus on ensuring the key building blocks of an effective local authority were in place. There will be a key emphasis, led by the Council’s full Senior Leadership Team (SLT) working with their Assistant Directors, on ensuring that all milestones and measures are kept under constant review via the named Strategic Leads and Action Owners, working alongside Elected Members and Commissioners.

3.3 There will also be a renewed focus in Phase Two on additional, direct engagement with the Council’s wider senior and middle management in the governance process, with the Senior Leadership Team collectively responsible for its effective delivery, and supported by a corporate officer group made up of Assistant Directors. For each of the 20 objectives there will be a more detailed action plan produced, setting out the work that sits beneath the headline commitments and articulate what effectiveness and successful delivery will look like in practice; as well as headline risks and mitigating measures. These actions plans will be kept under review and link directly to the monthly progress reporting to the Joint Board. These underpinning action plans will be embedded in day-to-day working across the Council’s directorates via this strong managerial leadership.

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
1	<p><b>Effective Professional Officers</b> - Enhanced capacity of senior staff and corporate operation of the authority, supported by management governance mechanisms and disciplines</p> <p><i>SLT Objective lead: Sharon Kemp, Chief Executive (on behalf of the whole of SLT)</i></p>	Reinforce <b>leadership and management values</b> and behaviours throughout the authority	Tracey Parkin, HR Manager (People and OD)	<p>Rolling forward programme of SLT engagement with middle/ junior managers – ongoing <b>from May 2016</b></p> <p>Re-established Cabinet-SLT forum and SLT-Scrutiny forum and ongoing meeting programme(s) – <b>ongoing from May 2016</b></p> <p>Appreciative inquiry focus group sessions with staff to maintain engagement on key values and behaviours – <b>from May 2016</b></p> <p>Staff “pulse” and full surveys to listen to staff, promote key workplace health message and help measure impacts on workforce perceptions – <b>May 2016</b> (and ongoing)</p> <p>Performance and Development Reviews completed for majority of staff – <b>end June 2016</b> (with “quality” audits to follow).</p> <p>New leadership behaviours/values to be published/ incorporated within the final 2016/17 Corporate Plan, Performance Management Framework and staff performance arrangements – <b>from July 2016</b></p> <p>Workforce Strategy – draft ready for consultation by end of July and final strategy available in <b>October 2016</b></p> <p>New Strategic Leadership Team (SLT) to be fully in place – <b>August 2016</b></p> <p>Reviewed and enhanced service/business planning process (including links to PDR review process) – <b>from October 2016</b></p>	<p><i>Note: this reflects the continuation of Action 2.1 from Phase One. It also addresses the outline Phase Two action 25.1.1 in the original Plan on building a new permanent Senior Leadership Team.</i></p> <p><i>It is also linked to actions 18.1.1 and 27.2.1 in the original Plan document relating to a “cultural change programme”, set out as an “ongoing” priority; as well as associated management development (18.2.2).</i></p> <p><i>It further links to the continuation of work on action 10.3.1 from “Phase 1” (New Structure and approach to PDRs)</i></p>



## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
2	<p>Clear vision, values and strategic direction for the entire council in relation to <b>equalities and diversity</b> issues</p> <p><i><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</i></p>	<p>Review and revise <b>Council equalities policy and action plan</b> for 2016/17 municipal year, embedding a stronger understanding of roles and duties amongst officers and elected members</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>New equalities and diversity policy in place, alongside forward Strategy and action plan to demonstrate compliance with the council's legal duties – <b>July 2016</b> (policy to be published alongside finalised Corporate Plan)</p> <p>Equalities &amp; Diversity officer network in place, focusing on actions within services and compliance in practice with the new policy – from <b>May 2016</b></p> <p>Base-lining survey amongst staff, as part of process of self-assessment – <b>Summer 2016</b></p> <p>Consultation with stakeholders, partners and specific characteristic groups on new policy and accompanying strategic action plan – <b>July to September 2016</b></p> <p>Rollout and training on new policy to officers and elected members – from <b>July 2016</b></p> <p>Finalisation of strategic action plan in the light of consultation with key stakeholder groups – <b>Sept 2016</b></p> <p>“Peer review” and self-assessment carried out in line with LGA Equality Framework for Local Government (EFLG) – <b>early 2017</b></p> <p>Repeat of staff survey, as part of ongoing self-assessment – <b>early 2017</b></p> <p>Evaluation of understanding and impact of new policies on working practice, including development of “community impact assessment” concept for future years – <b>by March 17</b></p>	<p><i>This reflects the continuation of Action 4.3.3 in Phase One – (“wide range of elected member discussions; management discussions; workforce workshops on the issues of community leadership, service delivery and employment in the context of equalities and diverse communities”). The aim is to continue the focus on members and officers working together on these key agendas.</i></p> <p><i>The aim is to achieve a recognised EFLG standard; and embed new E&amp;D policies and strategies into day-to-day business. LGA leads are already engaged and these milestones reflect their advice.</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
3	<p>External <b>communication and engagement</b> which promote trust in the council</p> <p><i><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</i></p>	<p>Creation of a positive programme of ongoing communication and engagement with citizens, businesses and communities as part of a <b>new, rolling annual Communications Plan</b> for 2016/17 onwards</p>	<p>Tracy Holmes, Head of Corporate Communications &amp; Marketing</p>	<p>New annual Communication Plan, to include core focus on greater and more effective engagement in place for the 2016/17 municipal year – <b>end May 2016</b></p> <p>Ongoing programme of events and key dates throughout 2016/17 established to project council priorities and key strategies, and reinforce opportunities for the public to engage with the Council - <b>ongoing</b></p> <p>Identification of the major external engagement and communication campaigns for the Council over the coming year, with clear action plans in place and activity programmed – <b>Summer 2016</b></p> <p>Specific communication and engagement activity in Rotherham to support the Sheffield City Region devolution deal public consultation – <b>June-August 2016</b></p> <p><i>Note: See also Actions 16 and 19 (Theme D) below, with regard to linkages to specific public engagement mechanisms to be developed/ take place via the revised approach to neighbourhood working and Area Assemblies and the work of the Rotherham Together Partnership on a new Rotherham Community Strategy.</i></p>	<p><i>This reflects the continuation of action 5.2.1 in Phase One (which also noted the specific role of elected members in community engagement, also picked up via the ongoing focus on member support and new neighbourhood and community engagement in Phase Two).</i></p> <p><i>It also reflects the outline Phase 2 action, 24.4.1 (i.e. “a ready communications framework post-election”).</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
4	<p><b>An effective full Council elected Member group</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Intensive and ongoing <b>support, training and development programme for elected Members</b> forming the new Council – through induction and ongoing development and training</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>Full induction programme for Members immediately following the 5th May local elections – <b>from May 2016</b></p> <p>Ongoing induction and training delivered, addressing priority issues for newly elected Members – <b>from May 2016</b></p> <p>Specific focus within training and development on scrutiny processes and skills – <b>from May 2016</b></p> <p>Focused training and awareness raising on key Council governance arrangements, including Code of Conduct within the ongoing development programme – <b>from May 2016</b></p> <p>All elected Members to have up to date Personal Development Plans in place – <b>end August 2016</b></p> <p>Six month review of induction and development programme, to help shape an ongoing development programme (reflecting four-year Councillor terms), to address specific gaps in knowledge and promote an outward focus that learns from the best of the sector – <b>from October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two actions 24.1.1 and 24.1.2 (i.e. “intensive induction programme”; and “wide-ranging training and development for members”). In practice this will be an ongoing area of focus during 2016/17 and beyond, given the 4 year terms of Members from May 2016.</i></p> <p><i>Also linked with ongoing “Member support and development” focused actions from “Phase 1” – e.g. PDPs (3.3.1); and support on scrutiny skills (3.3.2).</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
5	<p><b>Leader, Cabinet and Opposition capacity to lead and challenge</b> after 2016 election and throughout their four-year term</p> <p><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</p>	<p>Tailored <b>programme of mentoring and development</b> to include leadership and organisation of political groups, policy development, joint working with officers, media handling etc.</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>Continuation of LGA mentoring of Cabinet and Opposition Leaders, with mentors agreed and in place – <b>from end May 2016</b></p> <p>Opposition Cabinet spokespeople to be identified and regular briefings organised with SLT as appropriate – <b>ongoing from May 2016</b></p> <p>Specific ongoing support package in place for the lead Cabinet Member for Children’s Services, given statutory role – <b>from end May 2016</b></p> <p>Leader and Cabinet supported by officers to play an influential role in the Sheffield City Region in order to embed a positive approach to City Region working across the Council (including through role of scrutiny, where appropriate) – <b>ongoing</b></p> <p>Review of effectiveness of political group processes in the light of the political make-up of the authority post-local elections and ongoing LGA mentoring support – <b>by October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 24.2.1 – which included a timescale of “To be developed May to June 2016”.</i></p> <p><i>Also linked with wider Lead Member support and development- focused actions from “Phase 1” which are ongoing – e.g. mentorship (1.1.3) and the effectiveness of political group processes (1.1.5)</i></p>

## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
6	<p>Establishment of <b>most appropriate performance framework for Rotherham</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Launch and Implementation of <b>final 2016/17 Corporate Plan and Performance Management Framework</b>, complete with required communication, awareness-raising and training</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>Development of scorecard approach to inform regular, monthly performance reporting to SLT and Elected Members and Commissioners – <b>from May 2016 onwards</b></p> <p>Finalised Corporate Plan and PMF document to follow after the May local elections – finalised for agreement by elected members (full Council) – <b>July 2016</b></p> <p>Refreshed Business Planning arrangements in place, directly linked to the finalised Corporate Plan and wider headline performance measures for services – <b>from July 2016</b></p> <p>Member and officer awareness raising of finalised Plan and reporting requirements, supported by proactive approaches to internal communications that promote a performance-focused culture – <b>from July 2016</b></p> <p>Publication of first formal, public quarterly Corporate Plan performance report to Cabinet/Commissioners meeting – <b>August - September 2016</b> (and ongoing quarterly reports beyond this)</p> <p>Review of service/business plans in advance of 2017/18 municipal year – from <b>December 2016</b></p> <p>Further updated service/business plans agreed, prior to 2017/18 municipal year – <b>February 2017</b></p> <p>Refreshed and updated 2017/18 Corporate Plan in place – <b>May 2017</b></p> <p><i>Note: links to Performance Management/PDR actions at A1 (“reinforcement of leadership and management values”)</i></p>	<p><i>This reflects the direct continuation of Actions 8.1.4 and 8.1.5 in Phase One. Also linked to original “phase 1” action to establish an “Excellence Index” linked to the finalised PMF and Corporate Plan.</i></p> <p><i>Also linked directly to work on a new structure for the corporate performance function - see B.7 below.</i></p>

## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
7	<p>Having an <b>excellent performance function, looking at the whole council's performance</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>The creation of a <b>cross-council performance team</b></p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships [i.e. pending conclusion of review and establishment of new structure]</p>	<p>Agreement with LGA on peer-support and review team to inform a new model of effective corporate performance management at the Council – <b>July 2016</b></p> <p>LGA-supported review to report – <b>August 2016</b></p> <p>Completion of review and implementation of new performance structure(s) as required to deliver what is needed to promote a performance-focused approach across all services – <b>October 2016</b></p>	<p><i>This reflects the direct continuation of Action 8.2.1 in Phase One</i></p>
8	<p>Ensure <b>persistent implementation of new created constitution</b> and decision-making arrangements</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>A refreshed and <b>modernised Council Constitution, implementing</b> the agreed recommendations of the Governance Review and other developments/arrangements</p>	<p>Dermot Pearson, Head of Legal Services</p>	<p>Review to commence by new Constitution Working Group, to formally report to the Audit Committee, on specific/practical changes required – to include specific consideration of the council's formal Scheme of Delegation (officers and members) and Standing Orders – <b>from June 2016</b></p> <p>Constitution Working Group to report on findings – <b>end December 2016</b></p> <p>Annual Reviews to link to Council AGMs and each Municipal Year – from <b>March 2017</b> and annually</p>	<p><i>This reflects the clarification of the outline Phase Two Action 26.1.1 in the original Plan document – which included a timescale of "May 2016 onwards"</i></p>
9	<p>Robust and impactful <b>new Scrutiny programme</b> for 2016/17 municipal year</p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Selection by the Council (in conjunction with Commissioners) of <b>Scrutiny projects and the overall programme</b>, building on the work in 2015/16</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>In reflection of feedback and recommendations received from CfPS from their work in 2015/16, shape the 2016/17 programme – <b>end May 2016</b></p> <p>Establish regular meetings between SLT and Scrutiny Chairs regarding forward programme – <b>from June 2016</b></p> <p>Quarterly review held between Scrutiny Chairs and SLT on programme effectiveness, attendance and ongoing support requirements – <b>from October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 26.2.1 in the original Plan document – which included a timescale of "June 2016 onwards" Ongoing support from LGA and CfPS secured</i></p>

## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
10	<p>Focused delivery of the Council's <b>Medium Term Financial Strategy (MTFS)</b></p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Ensuring robust corporate <b>budget strategy for 2017-2020</b> in place, ensuring efficiency, best value and effective engagement with the new Council, partners and the public</p>	<p>Stuart Booth, Assistant Director of Financial Services</p>	<p>Quarterly monitoring reports to Cabinet on the implementation of the Council's MTFS, with a focus on demonstrating best value and efficient financial management within agreed budgets – <b>from June 2016</b></p> <p>Cabinet-led process to examine emerging further budget proposals for 2017-20 and help ensure delivery of agreed savings – <b>from June 2016</b></p> <p>High-level proposals for future savings to Cabinet – <b>October 2016</b></p> <p>Robust budget scrutiny approach developed – <b>Autumn 2016</b></p> <p>Public consultation commences on 2017/18 and future budget – <b>Autumn 2016</b></p> <p>External review of procurement to improve practice, contract management and links to more effective commissioning (see Action 20) – <b>by Autumn 2016</b></p> <p>New 3-year budget set, with clear forward-looking efficiency and value for money programme – <b>March 2017</b></p>	<p><i>This reflects the clarification of the outline Phase Two Actions 26.3.1 and 26.3.2 in the original Plan document (i.e. "consolidation of the MTFS") – which included a timescale of "By end April/ May 2016 onwards"</i></p>
11	<p>Strategic consideration of the <b>future approach to service delivery across the Council</b>, including models of co-production, partnering, joint ventures as well as in-house</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Agree a council-wide <b>strategic and long-term position on the future shape of the Council</b> and the services it delivers, in the context of funding forecasts, Medium Term Financial Strategy and public service reform</p>	<p>Stuart Booth, Assistant Director of Financial Services</p>	<p>"Future Council" approach and vision to be scoped in parallel with work on the delivery of the MTFS and establishment of a new, 3-year budget – <b>see Action 10 above</b></p> <p>Specific investigation with other Sheffield City Region authorities the options for new shared service approaches, both in areas relating to economic growth and more widely – <b>to report by November 2016</b></p> <p>Options further developed for more integrated and locality-based working, alongside other delivery models, across all council services (and with partners) to inform future strategy as part of new 3-year budget – <b>by March 2017</b></p> <p><i>Note: links also to Action 12 below in terms of developing a proactive approach to modern, digital solutions to service delivery</i></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.1.1 in the original Plan document</i></p>

## C: Culture of excellence and outstanding implementation

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
12	<p>Effective service delivery across the council through a <b>focus on customers and adopting modern, digital solutions and other technologies to improve service delivery</b> (also generating savings, promoting greater engagement and information sharing)</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Review of customer services and agree strategic view of next stages of a long term and integrated <b>Customer Service Access, ICT and Digital Strategy</b> (to include investment and savings opportunities)</p>	<p>New Assistant Director for "Information and Digital Services" [to be confirmed in the light of restructure – due in post by late-Summer]</p>	<p>Completion of review – <b>Autumn 2016</b></p> <p>Restructure to deliver new, integrated approach to both customer care/ service and the digital agenda – <b>from Autumn 2016</b></p> <p>Development of corporate/ whole-council approach to service standards, customer care, "mystery shopping", complaints handling and procedures etc. – <b>from Autumn 2016</b></p> <p>Detailed actions to be developed when new AD is in post – <b>from September 2016</b></p>	<p><i>This reflects the continuation of Actions 17.8.4 and 20.1.2 in Phase One in terms of the focus on customer service improvements</i></p>
13	<p>Continued focus on <b>long-term improvement of Children and Young People's Services</b> as part of wider work to establish Rotherham as a "child-centred Borough"</p> <p><i>SLT Objective lead: Ian Thomas, Strategic Director for Children &amp; Young People's Services</i></p>	<p>Ensure that Council-wide action takes place to support the ongoing priorities of the <b>Children and Young People's Services Improvement Board Action Plan</b>, and to establish Rotherham as a "<b>child-centred Borough</b>" across all services and activity</p>	<p>Nicole Chavaudra, Joint Assistant Director, Commissioning, Performance and Quality (CYPS)</p>	<p>Child Centred Borough report to be presented to Cabinet and Commissioners, with key supporting actions identified across all council service areas and Member working group established– <b>from June 2016</b></p> <p>Delivery and monitoring of key actions reported to the Joint Board – <b>ongoing / informed by finalised Strategy</b></p> <p><i>Note: the same arrangement will be adopted as for "Phase 1" with Children's Services Improvement Plan monthly progress reports also presented to the Joint Board – alongside specific reporting on "Child Centred Borough" activity and wider corporate support for Children's Social Care improvement</i></p>	<p><i>This reflects an ongoing focus on "Child –centred decision making" (action 15.1.1 in Phase One), plus the clarification of the outline Phase Two Action 28.3.1 in the original Plan document</i></p>



## C: Culture of excellence and outstanding implementation

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
14	<p>Continued <b>focus on long-term adult services strategy</b></p> <p><i>SLT Objective lead: Graeme Betts, Interim Strategic Director for Adult Care and Housing</i></p>	<p>Ongoing delivery of the <b>Adult Social Care Development Programme</b></p>	<p>Sam Newton, Assistant Director Independent Living and Support (Adult Care and Housing)</p>	<p>Regular reports on progress to Commissioner Sir Derek Myers and Cllr Roche on a monthly basis – <b>ongoing from May 2016</b></p> <p>Regular reports to the Adult Social Care Development Programme Board on a bi-monthly basis – <b>ongoing from May 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.3.1 in the original Plan document</i></p> <p><i>The regular reports referred to will cover both the specific projects within the programme and the delivery of associated financial implications</i></p>
15	<p>Continuation of wider Council <b>service improvement</b> process</p> <p><i>SLT Objective lead: Sharon Kemp, Chief Executive (i.e. given cross-cutting nature of this objective)</i></p>	<p><b>Review of performance information to assess service improvement, behaviours and attitudes</b> – including further review of <b>service “health checks”</b> initiated in Phase One</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>Invite original health check peers back to consider progress achieved over last 12 months, where this will add value to new arrangements – <b>from Sept. 2016</b></p> <p>Specific LGA return health-check of the Council’s waste services to take place (linked to wider ongoing structural reviews within the Regeneration and Environment Directorate) – <b>by November 2016</b></p> <p>Identify other services areas where health-check peer reviews will help support improvement and/or positive external learning and perspectives – <b>by September 2016</b></p> <p>Link to monthly review of performance data/information and identify early remedial action – <b>ongoing</b></p> <p>Regular reviews of generic service performance metrics (e.g. customer complaints, FOI performance, workforce data such as sickness/capability proceedings) at SLT-level to improve levels of management information and performance monitoring to help inform more detailed reviews , where required – <b>from Summer 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.2.1 in the original Plan document (“May 2016”)</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
16	<p>Enhanced neighbourhood working to <b>engage and work with communities</b> on:</p> <p><b>i) Policy development and service change</b>  <b>ii) Community safety</b>  <b>iii) Community cohesion</b></p> <p><i>SLT Objective lead: Sharon Kemp, Chief Executive</i></p>	<p>Introduction of a new model of <b>citizen engagement and neighbourhood working</b> linked to a <b>review of Area Assembly working</b> and a strengthened focus on <b>cohesion and feelings of safety</b> at the neighbourhood level</p>	<p>Graeme Betts, Interim Strategic Director, Adult Care and Housing</p>	<p>Ongoing process of engaging Area Assembly Chairs on new approach, including cross-Party member working group – <b>from April 2016</b></p> <p>Programme of Member Working Group visits to other authorities – <b>May to July 2016</b></p> <p>Working Group (agreed to focus on the themes of a council-wide policy and approach; a multi-agency approach; and the role/ funding of the neighbourhood service) to provide initial report – <b>end August 2016</b></p> <p>Diverse programme of events to bring together different communities (also linked to work of the Rotherham Together Partnership) – <b>from June 2016</b></p> <p>New Corporate Policy Statement on cohesion (including ongoing monitoring, impact measurement) linked to the key focus of the Rotherham Together Partnership on this issue – <b>Autumn 2016</b></p> <p>New structure for team/support arrangements – <b>Autumn 2016</b></p>	<p><i>This reflects the direct continuation of Actions 22.1.1-3 in Phase One; also linked to the outline Phase Two action 29.2.1.</i></p> <p><i>Specifically it maintains a focus on the need to develop a clear focus on community cohesion from Phase 1, through more effective community engagement – work to be delivered across the organisation.</i></p> <p><i>Also links to Governance Review and potential future constitutional changes (see Action B.8 above)</i></p> <p><i>Note: Review process was initiated at a meeting of Area Assembly Chairs on 11th April 2016</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
17	<p>Embedding of the <b>Safer Rotherham Partnership</b> and the delivery of a <b>new Safer Rotherham Strategy</b> from 2016/17</p> <p><i>SLT Objective lead: Damien Wilson, Strategic Director for Regeneration and Environment</i></p>	<p>An effective and proactive <b>Safer Rotherham Partnership</b> and Plan - demonstrating effective joint working and engagement with the police, other partners and the community in building trust and confidence, tackling crime and disorder delivering justice, and making Rotherham feel safer</p>	<p>Karen Hanson, Assistant Director, Community Safety and Street Scene</p>	<p>Agreement of a new Safer Rotherham Partnership (SRP) Plan - <b>June 2016</b></p> <p>Finalisation of review of staffing support and approach to the Safer Rotherham Partnership – <b>July 2016</b></p> <p>Development of a robust performance framework to ensure effective delivery of the new SRP Plan – <b>from August 2016</b></p> <p>Establish specific mechanism to monitor impacts of SRP and council activity in line with the Prevent Duty to counter radicalisation (e.g. through SRP performance framework) – <b>from August 2016</b></p> <p>Development of complementary engagement and reporting arrangements on progress achieved in the delivery of the new SRP Plan – <b>from August 2016</b></p> <p>Demonstrable impact in measures of perceptions of safety – <b>by March 2017</b></p>	<p><i>This represents a continuation of the Phase One actions (21.3.1-4) associated with "Refocusing the Safer Rotherham Board".</i></p>
18	<p><b>Enhanced direct working with the voluntary and community sector</b> across Rotherham</p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Agree a <b>new Rotherham MBC / voluntary sector partnership "Compact"</b> in consultation with the sector and wider partners</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>New outline voluntary sector "Compact" agreed by RMBC for consultation – <b>July 2016</b></p> <p>Consultation and awareness raising with the sector and wider partners – <b>July to October 2016</b></p> <p>Finalised new Compact, with accompanying actions identified to enhance future joint working – <b>November 2016</b></p> <p>Ongoing awareness raising with other public sector partners (eg linked to Rotherham Together Partnership work) – <b>November to December 2016</b></p> <p>Development of "community impact" assessment approach, further building on updated Equality and Diversity Policy – <b>by March 2017</b> (see also Action 2)</p> <p>Evaluation of impact/ understanding – <b>March 2017</b></p>	<p><i>This reflects the continuation of Actions 23.1.2 in Phase One</i></p> <p><i>Action needs to be owned by all services, working more with the voluntary and community sector – facilitated by VCS Liaison Officer</i></p> <p><i>Note: Has links to Action 20 and the review of commissioning (promoting greater VCS partnership working).</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
19	<p>Ensuring the <b>consolidation of Partnership relationships</b></p> <p><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</p>	<p>Ensure the effective implementation of the <b>Rotherham Together Partnership (RTP)</b> 12-month action plan for 2016/17 and the development of a strategic, long-term <b>Community Strategy for Rotherham</b>, owned and championed by all Partners working with the local community</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>Ongoing monitoring of 2016/17 RTP action plan delivery – <b>ongoing from May 2016</b></p> <p>Programme of Partnership roadshows to engage and consult on new Community Strategy – <b>Summer 2016</b></p> <p>New Community Strategy published – <b>by March 2017</b></p> <p>End of year report on Partnership 2016/17 Action Plan – <b>March 2017</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 29.1.1 in the original Plan document</i></p>
20	<p>Achievement of an increasingly <b>strategic and corporate approach to commissioning services</b></p> <p><b>SLT Objective lead:</b> Graeme Betts, Interim Strategic Director for Adult Social Care and Housing</p>	<p><b>Review of commissioning</b> across all Council service areas</p>	<p>Nathan Atkinson, Assistant Director, Commissioning (Adult Care and Housing)</p>	<p>Report to SLT to agree approach and timescales to recommend to Members and Commissioners – <b>June 2016</b></p> <p>Fully agreed scope and terms of reference for review to be initiated – <b>from Summer 2016</b></p> <p>Completion of Review and agreed priorities for implementation – to include:</p> <ul style="list-style-type: none"> <li>- use of “Marmot” principles to break down silo-based commissioning</li> <li>- identifying opportunities for outcome-based Commissioning</li> </ul> <p><b>by end January 2017</b></p> <p>Enhanced joint commissioning with CCG and Health partners – <b>by March 2017</b> (and ongoing)</p>	<p><i>This reflects the specific clarification of the outline Phase Two Action 30.1.1 in the original Plan document</i></p> <p><i>This is also combined with the further, outline Phase Two Action, 30.1.1, addressing “more fundamental philosophical and practical discussions with CCG and health providers on the issues of innovation in children’s services; long term plans for adult services; and innovation in Public Health”</i></p>

## 4. Conclusion

- 4.1 The actions set out in this document are the headline priorities for the second phase of activity as part of the Council's corporate Improvement Plan.
- 4.2 As noted above, these headlines will be supplemented by more detailed action plans and project documentation which will articulate the desired long-term impact of this programme of improvement activity on the Council and to Rotherham as a place to live and work. The Council's senior leadership will work to develop the most effective format for reporting the delivery and progress of the actions set out in Section 3 above to the Joint Board, in order to ensure Commissioners – and ultimately the Secretaries of State for Communities & Local Government and Education – receive the right balance between detailed performance narrative and a clear direction of travel in terms of the achievement of milestones and activity delivered to the required standards.
- 4.3 This Phase Two plan is a re-clarification of the actions and priorities set out in the original "Fresh Start" document and remains rooted in delivering the improvements required to demonstrate that the Council is able to deliver against its best value duties and establish, through both managerial and political leadership, a renewed organisational culture of continuous improvement. Ultimately these actions need to help demonstrate the evidence to show that the previous failings of the Council are a feature of the past, and that trust can be restored in terms of how the authority is viewed by its residents, customers, businesses, partners, peers and central Government.

