

CABINET

**Venue: Town Hall, Moorgate
Street, Rotherham. S60
2TH**

Date: Wednesday, 3 October 2012

Time: 10.30 a.m.

A G E N D A

1. To consider questions from Members of the Public.
2. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Minutes of the previous meeting held on 19th September, 2012 (copy supplied separately)
5. Minutes of a meeting of the Members' Training and Development Panel held on 10th September, 2012 (herewith) (Pages 1 - 6)
 - Strategic Director of Resources to report.
6. Proposal for a strategic approach in response to the DfE SEN Green Paper 'Support and Aspirations: a New Approach to Special Educational Needs and Disability'. (Pages 7 - 11)
 - Strategic Director of Children and Young People Services to report.
7. Exclusion of the Press and Public.

The following items are likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006) (information relates to finance and business affairs).
8. Use of Resources at Ulley Activity Centre (report herewith) (Pages 12 - 15)
 - Strategic Director of Children and Young People's Services to report.
9. YORbuild employment and YORfuture (report herewith) (Pages 16 - 22)
 - Strategic Director of Resources to report

Cabinet Meeting - 3rd October 2012

Take notice that, in accordance with Section (7) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England)

Regulations 2012 the matters to be considered in the following reports:-

- ***Use of Ulley Activity Centre (requests authorisation to enter into an agreement for the benefit of young people);***
- ***YORbuild Employment and YOUfuture requests authorisation to enter into legal agreements to enhance apprenticeship opportunities), and***
- ***Interim Waste Disposal Contract with Sterecycle ((provides information regarding legal obligations in connection with a contract)***

contain decisions which need to be acted upon as a matter of urgency and therefore the meeting cannot reasonably be deferred.

***Jacqueline Collins,
Director,
Legal and Democratic Services.***

2ND October, 2012

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

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|-----------|---------------------|--|
| 1. | Meeting: | CABINET |
| 2. | Date: | 3RD OCTOBER, 2012 |
| 3. | Title: | MEMBERS' TRAINING AND DEVELOPMENT PANEL MINUTES |
| 4. | Directorate: | RESOURCES |

5. Summary

To consider Members' training matters.

6. Recommendations

To receive the minutes of the meetings of the Members' Training and Development Panel held on 10th September, 2012.

7. Proposals and Details

To ensure implementation of the Council's Training and Development Policy in accordance with the meeting's Terms of Reference.

8. Finance

The Panel has its own training budget.

9. Risks and Uncertainties

Without proper training and support being in place there is a risk that Members' capacity to make decisions is not soundly based.

10. Policy and Performance Agenda Implications

To consider best practice in relation to Member training and development.

The aim is for every Elected Member to be given suitable opportunities for development and training to help support all aspects of their role.

11. Background Papers and Consultation

A copy of the minutes of the meeting of the Members' Training and Development Panel held on 10th September, 2012, are attached.

Contact Name : Caroline Webb, Senior Scrutiny Adviser, Resources Directorate –
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**MEMBERS' TRAINING AND DEVELOPMENT PANEL
MONDAY, 10TH SEPTEMBER, 2012**

Present:- Councillor Akhtar (in the Chair); Councillors Buckley, Steele and Wootton.

Apologies for Absence were received from Councillors Falvey, Gosling and Havenhand.

6. MINUTES OF THE PREVIOUS MEETING HELD ON 21ST JUNE, 2012

The minutes of the previous meeting held on 21st June, 2012, were agreed as a correct record.

With regards to Minute No. 3 (Political Skills Framework) a working group had been set to look at the themes in the Framework and was due to meeting on Tuesday, 25th September, 2012. The working group would report back to this Panel in December, 2012 with a view to setting up an initial pilot model.

7. RECYCLING GROUP REPRESENTATIVE

Consideration was given to the Members' Training and Development Panel's representative on the Recycling Group and the request for a further nomination.

Resolved:- That the Councillor Steele be nominated to represent this Panel on the Recycling Group.

8. MEMBER DEVELOPMENT ACTIVITIES - AUTUMN PROGRAMME 2012

Consideration was given to the report presented by Caroline Webb, Senior Scrutiny Adviser, which detailed the current and planned programme (2012/13).

Further information was provided on the Elected Member Development Programme which recognised the different roles of Members and the needs with changes at a national, regional, sub regional and local level.

Members have previously agreed that programmes be based on local priorities as identified in the Council's Corporate Plan and individual skills needs identified in the personal development planning process. This programme would incorporate a blended approach to Member Development, using a variety of methods of delivery, including bespoke training, e-learning and use of the Member Seminar Programme. This would suit the needs of different learners, as well as make learning more accessible to Members.

A generic programme was being developed based on issues emerging from personal development planning process and matters arising from the induction programme and included:-

- Media awareness and skills.
- Questioning skills for scrutiny.
- Localism Act 2012.

- Public Sector Equality Duty.
- New Standards Regime.
- Emergency Planning.
- Introduction to Local Government Finance.
- Understanding Council priorities.
- Health and well-being agenda.
- Deprivation: the Rotherham picture.

Dates were being finalised for these sessions and would be circulated shortly. Additional bulletins on courses or training would be circulated to Members as development opportunities arose.

In addition to the above a presentation on the Disadvantaged Areas and Families for Change agendas was presented to the Improving Lives Select Commission who requested that the training and support requirements of Members (both executive and non-executive) relating to these initiatives be referred to the Members' Development and Training Panel for further consideration.

Discussion ensued on the e-learning packages available and it was confirmed that some of the above issues and matters arising from the personal development plan process would be included.

Clarification was also sought on the request from the Improving Lives Select Commission relating to training and support requirements for the Disadvantaged Areas and Families for Change agendas and it was noted that each of the areas had an Executive Member lead and that information was shared with Ward Colleagues. It was suggested that further information be sought on the actual training requirements and the options explored further.

Agreed:- (1) That the report be received and the contents noted.

(2) That a further report be submitted to the Panel on the training and support requirements for Members in relation to the Disadvantaged Areas and Families for Change initiatives once the requirements had been clarified.

9. EVALUATION NEW MEMBER INDUCTION 2012

Consideration was given to a report presented by Caroline Webb, Senior Scrutiny Adviser, which provided details of the evaluation of the induction programme for Members elected in May, 2012.

A comprehensive induction programme for newly Elected Members was delivered following May's local election. The aim of the induction programme was to help new Members familiarise themselves with the Local Authority and their new role.

Following the election there were eleven new Members to the Council. This is the greatest number of new Councillors in recent years. Although this presented a very practical challenge to the organisation and delivery of induction and support, particularly in the context of recent staff changes, the feedback had been overwhelmingly positive.

Officers from each directorate were involved in the planning and delivery of individual sessions. The programme was designed and co-ordinated by the Senior Scrutiny Adviser, with assistance from Member's' Secretariat and was delivered in-house.

In order to improve the process for future years, an evaluation was sent to each of the newly elected members and from the eleven there were eight of the new Members responded (72% response).

The evaluation sought a variety of views and these comments would be used alongside the broad issues raised in personal development interviews, corporate priorities and other policy changes to inform the Member Development programme.

Discussion ensued on the responses received and it was suggested that those Members that had not responded be targeted through the personal development plan process for their views. The feedback received, however, was very useful and would be used to tailor future training to specific needs.

Agreed:- That the report be received and the contents noted.

10. PROPOSALS FOR MEDIA SKILLS AND AWARENESS TRAINING

Consideration was given to a report presented by Caroline Webb, Senior Scrutiny Adviser, and Steve Pearson, Manager – Communications and Media, which set out proposals for media skills and awareness training as part of a wider Member Development Programme.

Many Members during their personal development plan interviews have expressed a want to undertake media training. Since the last organised training in 2007, several key factors have changed.

Given that Councils have to deal with increasingly difficult decisions about resource allocation and service priorities, it was likely that the media would only continue to seek interviews to understand how these decisions were made. It was important, therefore, that Members be aware of Council protocols and be confident with techniques for communicating with the public and dealing with the media.

It was also important for the Local Authority to take every opportunity to publicise where, despite the current economic climate, excellent services were still being delivered and to demonstrate where good practice, success and positive outcomes continued to be achieved for local communities.

To support this, it was proposed that a three tiered approach be undertaken:-

Tier One - Generic awareness raising session aimed at all Members (particularly newly Elected Members) outlining how to handle press enquiries, Council protocols and some basic – do's and don'ts of social media.

Tier Two - Focus more on radio interviews or media contacts that were not held face to face. It was aimed at Councillors who have occasional contact with the media (such as Scrutiny Chairs or Area Assembly Chairs) with practice being in an interviewee presenting Council topics or news items (for example a

scrutiny review or community event]. You will learn what the media want from you and the types of story surrounding their 'agenda'.

Tier Three - A range of relevant interview practice scenarios in a workshop based on real "live" issues. Course content should cover how to approach local press, radio and TV interview opportunities with confidence; simple preparation formulae and key communication and personal presentation skills. Practice elements to include live interview examples, group discussion, working in pairs and individual role-play exercises. This was aimed at Senior Members whose role may demand regular contact with the media or were delivering key messages about resource allocation or services.

Tiers One and Two could be delivered in-house at a minimal cost, with repeat sessions if required. However, the advice from the Communications and Media Team was that Tier Three was best delivered by an external provider (based on previous experiences) to provide access to specialist equipment and to simulate the media environment of being interviewed by "non-officers". Quotes were, therefore, being sought for this workshop.

The Panel were in favour of media training for Tiers One and Two. However, in terms of Tier Three it was suggested that this not only include Members of the Executive, but also be extended to Select Commission Chairs and the Chairs of the Licensing and Planning Boards. The training that could be provided should be explored further and the cost met through the Member Development Budget.

Agreed:- [1] That the report be received and the contents noted.

[2] That the proposals for Tiers One and Two be supported.

[3] That the proposals for media skills and awareness training for Tier Three be explored further and that this be offered to Members of the Executive, Select Commission Chairs and the Chairs of the Licensing and Planning Boards.

11. DATE AND TIME OF NEXT MEETING

Agreed:- That a further meeting be held on Monday, 17th December, 2012 at 11.00 a.m. in the Town Hall.

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| <p style="text-align: center;">ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET</p> |
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| 1. | Meeting | Cabinet |
| 2. | Date: | 3 rd October 2012 |
| 3. | Title | Proposal for a strategic approach in response to the DfE SEN Green Paper, 'Support and Aspirations: a New Approach to Special Educational Needs and Disability'. |
| 4. | Programme Area: | Resources Directorate |

5. Summary

A Children and Families Bill is expected to be introduced early in 2013. This Bill follows the biggest SEN reforms for 30 years as set out in the DfE SEN Green Paper, '*Support and Aspirations; a New Approach to Special Educational Needs and Disability*'

These are significant requirements and a change management programme and project management approach is proposed in this report to take forward a strategic partnership response that will include Education, Health and Care Plans (EHCP), Personal Budgets, Joint and integrated commissioning, Market facilitation and parental participation.

6. Recommendations

That Cabinet:

- 6.1 Endorse the proposal as set out at 7.3 for a change management programme and project management approach to respond to the requirements of the DfE SEN Green Paper, 'Support and Aspirations; a New Approach to Special Educational Needs and Disability'
- 6.2 Receive further papers that report on the progress and outcomes of the change management project

7. Proposals and Details

7.1 Green Paper for Disabled Children

As announced in the Queen's speech in May 2012 there is to be a Children and Families Bill which is expected to be introduced early in 2013. This Bill follows the biggest SEN reforms for 30 years as set out in the DfE SEN Green Paper, '*Support and Aspirations: a New Approach to Special Educational Needs and Disability*' published for consultation in March 2011. The interim evaluation will be published in autumn 2012 and final evaluation in 2013. The government is piloting the reforms in 20 pathfinders, covering 31 local authorities; the work of the pathfinders will continue to inform the changes made to legislation through the Bill.

This report sets out our proposed approach to responding to these significant reforms as detailed below.

The DfE website states:

"Every child deserves a fair start in life, with the best opportunity to succeed. Currently, life changes for the approximately two million children and young people in England who are identified as having a special educational need (SEN), or who are disabled, are disproportionately poor.

'Support and Aspirations: a New Approach to Special Educational Needs and Disability' makes wide-ranging proposals to the frustrations of children and young people, their families and the professionals who work with them.

The vision for reform set out in this green paper includes wide ranging proposals to improve outcomes for children and young people who are disabled or have SEN, minimise the adversarial nature of the system for families and maximise value for money. The Green Paper states:

"By 2014, our intention is that all families with the proposed 'Education, Health and Care Plan (EHCP)' will be entitled to a personal budget. Subjecting to piloting, this would include funding for education and health support as well as social care."

The Green paper for Disabled Children will give us the opportunity to work with children, young people, their families and adults with disabilities. Within the Green Paper there are significant proposals for change to:

- better support life outcomes
- give parents confidence by giving them more control
- transfer power to professionals on the front line and to local Communities

The 5 main areas of proposed changes are under the following headings:

- Early Identification and Support
- Giving Parents Control
- Learning and Achieving
- Preparing for Adulthood
- Services working together for families

The main points in relation to strategic commissioning from the Green Paper include:

- Supporting 0-25yr olds with disability or special educational needs
- Personal budgets option to families by 2014
- Early (and earlier) intervention and prevention
- Joint working – health, social care, education
- Partnerships – in and across agencies, communities and the Voluntary and Community Sector
- Parental participation – individual and strategic level through consultation
- Structural and cultural change necessary
- Focus on outcomes

7.2 Pathfinders and Pilots

There are a number of pathfinder pilots announced by the Minister for Children and Families services to take forward the proposed changes and test the core elements of reform, including:

- A single education, health and care plan from birth to 25 years old, focusing on whether outcomes for disabled children and their parents have been improved.
- Personal budgets for parents of disabled children and those with SEN so they can choose which services best suit the needs of their children.
- Strong partnership between all local services and agencies working together to help disabled children and those with SEN.
- Improved commissioning, particularly through links to health reforms.
- The role of voluntary and community sector organisations and parents in a new system.

- The cost of reform.

Currently a number of local authorities are acting as pilots in two identified areas as follows:

- Developing a health, education, care plan from birth to 25 years
- Personal budgets

Learning from the pilot authorities has been published, 'The Final Evaluation Report – the IB process: Individual Budgets for families with disabled children. It is clear that the pilot Local authorities have faced a number of challenges particularly in delivery of Personal Budgets.

7.3 Proposal

The Green Paper DfE SEN Green Paper, 'Support and Aspirations; a New Approach to Special Educational Needs and Disability' offers an early opportunity to develop a strategic, coordinated approach with our key partners that meets the requirements of the Green Paper and subsequent Children and Families Bill.

These are significant requirements and a change management programme and project management approach is proposed. The details of this are that a project group be set up as the overarching body to take forward this work. Issues that require a strategic approach include the Education, Health and Care Plan (EHCP), Personal Budgets, Joint and integrated Commissioning, market facilitation and market management. The group will also need to consider the HR workforce implications for training and cultural shift in moving to increased choice and control through Personal Budgets and the opportunity for families to choose alternatives to in-house provision. These changes are a significant cultural challenge for our staff in shifting their thinking and practise around Personal Budgets and choice and control.

There will be a number of task and finish groups, for example, Finance and the Resource Allocation System (RAS), Personal Budgets, Consultation, Commissioning, HR and Education. These groups will all report into the overarching Project Group to ensure a coordinated coherent approach across all partners, agencies and functions. There has been a significant amount of work already been undertaken in the SEN Assessment service on the new EHCP and this will be integrated into the work programme.

Membership of the group will be drawn from Strategic Commissioning for CYPS, Disabled Children's service, Health – Clinical Commissioning Group (CCG), Education, finance, HR and the voluntary sector. There will be robust and comprehensive engagement of parents and carers in developing the way forward.

The governance for this work will be via the Children, Young People and Families Partnership to the Health and Well Being Board, Cabinet Member Children, Young People and Families and Cabinet as appropriate.

8. Finance

The intention is that any service redesign to meet the requirements of the Green Paper and subsequent Children and Families Bill will be within existing resources.

There are no further financial implications arising from this report at this time

9. Risks and Uncertainties

The key risks to the council are:

- That the requirements of the Green Paper and subsequent Children and Families Bill will not be delivered unless a robust change management programme and project management approach is adopted
- That unless the key issues of capacity, financial implications, workforce training and cultural shift, market stimulation and joint commissioning are included in a change management approach there is a risk that Rotherham's disabled children and families will not receive the highest quality of service along with improved outcomes
- That the introduction of Personal budgets for disabled children and their families may mean that service users choose not to use in-house provision and long term commissioned services resulting in reduced sustainability

10. Policy and Performance Agenda Implications

This approach will enable an integrated response to the emerging agenda for Disabled Children and their families

12. Background Papers and Consultation

Green Paper 'Support and Aspiration: A new approach to special educational needs and Disability'

Aiming High for Disabled Children

Statutory Duty to produce a Short Breaks statement

TLAP (Think Local Act Personal) (2011) – Making it Real

DH (2010) Equality and Excellence – Liberating the NHS

HMG (2007) 'Putting People First':

DH (2008) Independent Living Strategy

DH (2008) Commissioning for Personalisation: A Framework for Local Authority Commissioners

In Control (2008) Smart Commissioning: exploring the impact of personalisation on commissioning

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