

## **CABINET MEMBER FOR COMMUNITIES AND COHESION**

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

**Date: Monday, 16th December, 2013**

**Time: 1.00 p.m.**

### **A G E N D A**

1. To determine if the matters are to be considered under the categories suggested, in accordance with Part 1 (as amended March 2006) of Schedule 12A to the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Apologies for absence.
4. Declarations of Interest.
5. Minutes of the previous meeting held on 18th November, 2013. (Pages 1 - 4)
6. Vulnerable Persons' Unit - six-month update.
  - Community Engagement Officer and South Yorkshire Police Representatives to present.
7. An update on the creation of an Integrated Youth Support Service in Rotherham. (Pages 5 - 20)
8. Date and time of the next meeting: -
  - Monday 27<sup>th</sup> January, 2014, to start at 12.00 noon in the Rotherham Town Hall.

**CABINET MEMBER FOR COMMUNITIES AND COHESION  
18th November, 2013**

Present:- Councillor Hussain (in the Chair) and Councillor Wallis.

An apology for absence had been received from Councillor Burton.

**E29.       DECLARATIONS OF INTEREST.**

No Declarations of Interest were made.

**E30.       MINUTES OF THE PREVIOUS MEETING HELD ON 4TH NOVEMBER, 2013.**

The minutes of the previous meeting of the Cabinet Member for Communities and Cohesion held on 4<sup>th</sup> November, 2013, were considered.

Resolved: - That the minutes of the previous meeting be agreed as an accurate record.

**E31.       DEPRIVED NEIGHBOURHOODS - PROGRESS UPDATE.**

The Director for Housing and Neighbourhoods (Neighbourhood and Adult Services Directorate) introduced a report that outlined progress against the Deprived Neighbourhoods Agenda.

Further to Minute No. C25 (Disadvantaged Areas) of a meeting of the Cabinet held on 20<sup>th</sup> June, 2012, approval was given to an approach of working with deprived neighbourhoods to increase their infrastructure.

The report outlined the Indices of Multiple Deprivation of 2011, which demonstrated a worsening position for Rotherham. In addition to the Indices, data relating to Department for Work and Pensions, long-term unemployment figures, and qualifications rates, it was found that there were eleven areas of the Borough where there were concentrations of people for whose quality of life was significantly below the norm of other areas within the Borough.

Therefore, the proposal in June 2012 relating to the Deprived Neighbourhood Agenda was made. It aimed to: -

- Change the character of an area;
- Improve the opportunities available to people;
- Improve individuals' quality of life.

The Director for Housing and Neighbourhoods reported on the organisational and staffing structure of the Deprived Neighbourhood's Agenda and successes: -

- Each Deprived Neighbourhood had identified between four and seven priority issues;
- Co-ordinators were working corporately to ensure interagency commitment and progress against the priority issues;
- Current successes of the programme included: -
  - East Herringthorpe had accessed funding to enable a one-year programme to improve community infrastructure through the employment of five Community Organisers;
  - A Deprived Neighbourhood's Event for Ferham, Eastwood, East Dene, Canklow and the Town Centre was held on 23<sup>rd</sup> October at the New York Stadium to increase awareness, bring strategic and operational partners together and to advise the Health and Wellbeing Board on ten 'key points' that were central to tackling deprivation in the Central area of the borough;
- Communication with Council-wide M3 Managers had taken place, to request that the Deprived Neighbourhood Agenda should be built into Service Plans and embedded into all activities;
- Work with Tesco in preparation for their new Town Centre store. If Tesco classified the new store as a 'regeneration store' it would offer up increased opportunity for targeted deprived community employment as 40% of the new posts would be given to Job Seekers' Allowance claimants.

The submitted report showed the defined priorities for each area and the Action Plans for each of the eleven areas were included.

Discussion ensued on the information presented and the following points were raised: -

- Working with Private Sector Partners – did jobs exist for Job Seekers' Allowance claimants to apply for?
- What were the differences made to peoples' lives from the work of the eleven Deprived Neighbourhoods?
  - Investment co-ordination;
  - Added-value for partnership working;
  - Anecdotal support;
  - Community engagement and perception surveys could be undertaken to provide a long-term view.

Resolved: - (1) That the report be received and its content noted.

(2) That a further report be presented to the Cabinet at the end of the financial year 2013/2014 outlining the positive impacts of the Deprived Neighbourhood Agenda.

**E32. RESTORATIVE JUSTICE - WAIVING OF STANDING ORDERS.**

Consideration was given to the report presented by the Operational Commissioner (Commissioning, Policy and Performance, Neighbourhood and Adult Services Directorate) that outlined the on-going commissioning of the restorative justice system 'REMEDI', which was used by the Youth Offending Service within Children and Young People's Services to liaise with the victims of crime and on the application of restorative justice.

Minute No. E55 (Restorative Justice – Waiving of Standing Orders) of the meeting of the Cabinet Member for Communities and Cohesion held on 29<sup>th</sup> April, 2013, agreed an initial exemption to Standing Order 48.1 in respect of the REMEDI contract until 30<sup>th</sup> September, 2013.

A further exemption from Standing Order 48.1 (requirement to invite between 3 and 6 external quotations for contracts estimated at £50,000 and above) until 31<sup>st</sup> March, 2014 was now requested for the sub-regional commissioning approach to be concluded. The Operational Commissioner explained the commissioning process that had taken place since the original Exemption had been granted. It was necessary to re-tender the service in order to ensure that the eventual successful bidder had the opportunity to bid on the correct information.

Resolved: - That an Exemption of Standing Order 48.1 (requirement to invite between 3 and 6 external quotations for contracts estimated at £50,000 and above) be approved in respect of the commissioning of REMEDI, the restorative justice contract, until 31<sup>st</sup> March, 2014.

**THE CABINET MEMBER FOR COMMUNITIES AND COHESION AUTHORISED CONSIDERATION OF THE FOLLOWING ITEM: -****E33. ROTHERHAM INTEGRATED YOUTH SUPPORT SERVICE UPDATE.**

The Head of the Integrated Youth Support Service (Schools and Lifelong Learning, Children and Young People's Services Directorate) updated the Cabinet Member for Communities and Cohesion on the Integrated Youth Support Service.

This year's Fawkes activities had been extremely successful. Initial data from South Yorkshire Police suggested that anti-social behaviour had decreased 40% based on the previous year's statistics. There was acknowledgement amongst partners that this was due to the efforts of Youth Workers and the activities that they had provided over the week encompassing Halloween and Bonfire Night.

The Service currently had a high number of part-time vacancies for Sessional Workers. A recruitment campaign had taken place and 140 applicants had been received for the 51 vacancies. The Head of Service

was confident that the applicants would be of a high quality and that all vacancies would be filled in the short-term.

The Service was participating in budget reductions as part of Children and Young People's Services Directorate's budget setting process.

A tendering exercise for the Care Leaver's Service had recently been concluded.

Resolved: - That the information shared be noted.

**E34. DATE AND TIME OF THE NEXT MEETING: -**

Resolved: - That the next meeting of the Cabinet Member for Communities and Cohesion take place on Monday 16<sup>th</sup> December, 2013, to start at 1.00 p.m. in the Rotherham Town Hall.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet Member for Communities and Cohesion.
<b>2.</b>	<b>Date:</b>	16 <sup>th</sup> December, 2013.
<b>3.</b>	<b>Title:</b>	Update on the creation of an Integrated Youth Support Service in Rotherham.
<b>4.</b>	<b>Directorate:</b>	Schools and Lifelong Learning.

### 5. Summary.

This report covers a range of areas of work relating to the IYSS. These are, an update on workforce development activity relating to Case recording and Case Management. An update on the proposed report Dashboard for IYSS activity.

The report also has attached an update on Youth Offending Service performance management and also makes reference to current activity and planning re Budget reduction proposals.

### 6. Recommendations.

The Cabinet Member is asked to:

Note the contents of this report this report and to offer feedback.

### 7. Proposals and Details

#### 7.1. Performance Management.

Following Elected Members request for an update on the development of Performance Management processes within IYSS the following information is tabled.

#### 7.1a Workforce Development.

As a major thrust in the new Service is a move towards more focused and intensive one to one support for young people a need has been identified to create a consistent and coherent Case Management and Recording framework for all of IYSS. Currently a number of systems are in place, these include Careworks, used by YOS, and IO (Insight/Outreach) used, in different forms, by the former Youth Service and Connexions elements of the Service.

The IYSS Management information and Data Team have undertake a significant piece of work in order to create and align systems to enable staff to be able to develop, plan and record their work and to also enable IYSS to create reports on activity and to show the impact of the work undertaken.

In addition the Service has developed a training strategy and materials in order to support staff in learning the new system and in developing their Case Recording and planning knowledge and skills.

The training programme on this has already begun with a Case Managers forum where the systems and materials were presented and feedback taken. All relevant IYSS staff will be trained on the new systems by the end of January 2014.

Careworks will still be used by YOS specialist staff as it is a requirement of the Youth Justice Board that YOS systems "Speak" directly to the YJB systems, however the Youth Justice Youth Support Workers out in the communities will also use the new generic IO system.

Staff will need and will be given ongoing support in this area of work but this is a significant move forward.

### **7.1b. IYSS Performance Dashboard.**

Alongside the Workforce Development initiative and working with the Council's Performance Management Team a new reporting Dashboard is under development. (See Appendix one).

Based upon the Early Help Framework and the IYSS Specification the Dashboard attempts to draw out in a brief and accessible way some of the key indicators about the performance of the Service. It is intended as an "at a glance" document which will be produced on a regular basis and will indicate the direction of travel of the Service's outputs. It is colour coordinated with the Early Help "Windscreen" so that the different levels of intervention are made obvious.

### **7.2. YOS update.**

Attached to this report is an update on The Youth Offending Short Quality Assessment Improvement Action Plan and a draft Performance Management report template. As requested by Elected Members it is intended that the completed report template will come to the Cabinet Member for Communities and Cohesion Delegated Powers meeting on a quarterly Basis in addition to its presentation at the safer Rotherham Partnership Board.

Also attached is a copy of the template that has been completed in order to give an indication of the final product, the SRP Board has suggested some additions it may be that Elected Members also wish to feedback on any perceived omissions or improvements. ( See appendix 2)

### **7.3. Budget issues.**

Elected Members will be aware that the Council is currently developing proposals for very significant budget reductions across the whole of the Council. IYSS is included in this process and has been ask to develop proposals for further reductions in its budget. These proposals, if ratified will have a significant impact on the amount and effectiveness of provision for young people in the Borough. It is anticipated that proposals will be finalised in January 2014.

## **8. Finance**

Other than the proposals for budget reductions for the Service there are no other specific budgetary implications within this report.

## **9. Risks and Uncertainties**

There will be significant risks to the Services ability to deliver sufficient provision for young people in Rotherham if the proposed reductions in Budget are ratified.

## **10. Policy and Performance Agenda Implications**

As above the ratification of Budget reduction proposals will have a significant impact of the Services ability to deliver on a range of statutory responsibilities including on Youth Offending and NEET and on the Services ability to support vulnerable and at risk young people.

## **11. Background Papers and Consultation.**

Please see attached documents.

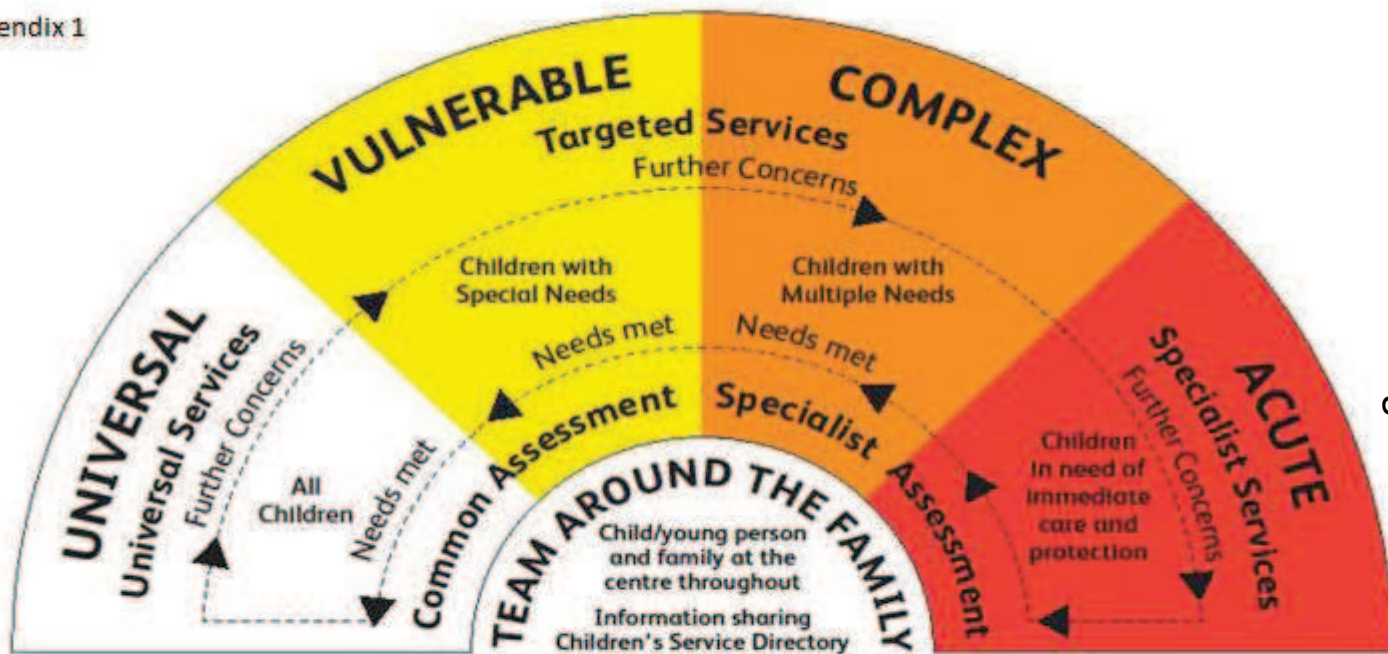
## **12. Author**

Chris Brodhurst-Brown. Head of Integrated Youth Support Service.

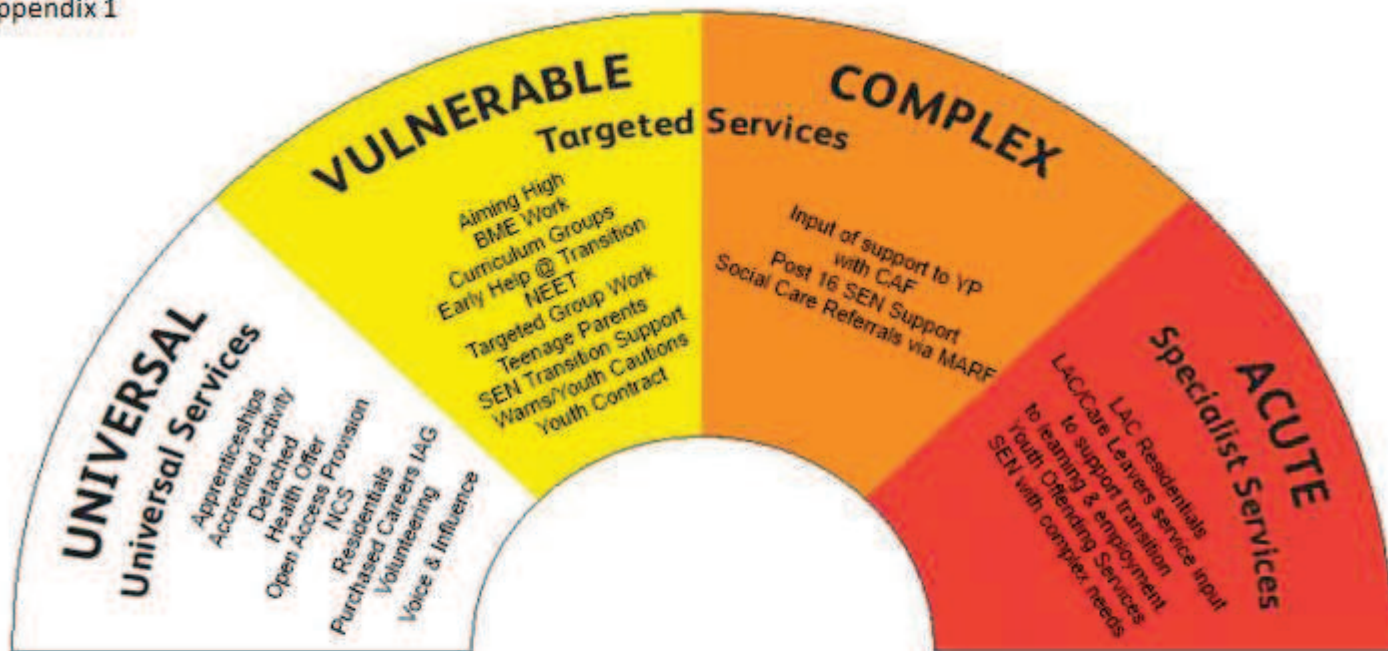
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**Continuum of Needs**  
(Commonly known as The Windscreen)



# ROTHERHAM IYSS

TOTAL YOUTH POPULATION (13-19):

TOTAL IYSS REACH:

of which are

Care Leaver	LAC	LDD	Pregnant	Known to YOT	Young Carer

Care	Crime & Prevention	Decent Home	Education	Financially Able	Healthy	Positive Activity

Aiming High	BME Work	Employability	LGB Work	NCS
REWIND	Targeted YM Work	Targeted YW Work	Voice & Influence	Youth Contract

Young People worked with on One to One Work:

of which are

Care Leaver	LAC	LDD	Pregnant	Known to YOT	Young Carer

Accreditations	Apprenticeships Within IYSS	This Is Me Improved Outcomes	Youth Volunteers

Activity Survey 2013		
In Learning	NEET	Not Known

Monthly Cohort Data		
In Learning	NEET	Not Known

Participation Rate	
Education	Local Services

Youth Offending	
Rate of Custody	First Time Entrants

## Appendix 2

### ROTHERHAM METROPOLITAN BOROUGH COUNCIL - CHILDREN AND YOUNG PEOPLE'S SERVICES

#### Youth Offending Services - Improvement Action Plan

In response to the Short Quality Screening (SQS) of youth offending work 12<sup>th</sup>-14<sup>th</sup> November 2012 by HM Inspectorate of Probation

Ref No	AREA REQUIRING IMPROVEMENT (Recommendations)	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
YOS 1	Timeliness of initial assessments (ASSET – Youth Justice Board Assessment Tool). Completion required within 20 working days for Referral Orders, 15 days for all other Court Orders.	(1a) Raise performance from 78% (inspection findings) to 98% completion of ASSET.	Completed	<i>Operations Managers Sharon Fellows (SF), Carol Davison (CD)</i>	<p>Action completed. The current target of 98% needs to be reviewed and redefined. This is due to assessments being out of time because a percentage of young people are not turning up for assessment appointments.</p> <p>Whilst efforts are made to ensure young people do keep appointments (including, if necessary, a return to court) this is not always possible and not always in the control of the YOS.</p> <p>Update (July 2013)</p> <p>53 assessments completed between April – July 2013 of which 45 were completed on time (84.9%). In 8 cases assessments were not completed on time and this was due to young people missing appointments in 6 cases and a difficulty obtaining interpreters in 2 cases.</p> <p>Further work will be undertaken to review and define this measure and regular monitoring and reporting will commence to the YOT Management Board as a standing performance item.</p>

Ref No	AREA REQUIRING IMPROVEMENT (Recommendations)	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
					CYPS P&Q are undertaking a service quality review (SQR) which includes compliance audits for this area.
		(1b) Weekly information system reports to managers detailing ASSET due times, case manager responsible and, days to completion.	Completed	YOS Information Officer (Carole Watt)	Action completed and evidenced.
		(1c) Address underperformance of completion of ASSET in supervision and record in supervision notes. Record actions taken in respect of underperformance e.g. target setting/training/coaching.	Completed	Operations Managers SF, CD	Supervision policy in place from March 2013. Action completed.
YOS 2	The quality of assessments ASSET requires. Improvement to assess the likelihood of re-offending.  - Inclusion of other sources.  - Quality of analysis of information gathered.	(2a) Establish best practice through benchmarking and advice/training from other sources (YJB and Probation Service).	Completed	YOS Manager, Paul Grimwood (PG)	Advice sought from Youth Justice Board, performance advisor and Probation training delivered by both (see below). The Benchmarking exercise that was to be undertaken by the regional Youth Justice Board Assessment, Planning and Intervention forum will now not take place as the focus is now on the new assessment format ASSET Plus.  A Quality Assurance schedule is to be implemented within YOS which will be carried out by service managers and team leaders

Ref No	AREA REQUIRING IMPROVEMENT (Recommendations)	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
		<p>(2b) Roll out training programme to staff in conjunction with external agencies</p> <p>(2c) Workforce Development Plan to be updated indentifying training needs.</p>	<p>Completed</p> <p>Completed</p>	<p>YOS Management Team, PG, SF, CD</p> <p>YOS Management Team, PG, SF, CD</p>	<p>using the short screening tool along with random sampling of individual cases.</p> <p><b>November update: Action completed. Schedule now in place and short screening is underway and business as usual. Future monitoring and reporting will be via the proposed performance report (being presented to SRP/YOS Board on 29<sup>th</sup> Nov).</b></p> <p>All external training has now been completed.</p> <p>YOS workforce development plan currently being aligned with IYSS Workforce Development Plan.</p> <p>PDR's all diarised to be completed by the end of September and the workforce development plan will be informed by any identified training requirements in addition to the IYSS needs already identified.</p> <p><b>November update: Action completed. PDR's all now complete and YOS training plan included in the IYSS workforce development plan.</b></p>
YOS 3	Review assessments ASSET at regular intervals (3 months) or following significant	(3a) Monthly management information on forecast for review schedules. Reviews monitored and completion recorded with an	Completed	Operations Managers SF, CD	Action completed. Since the inception of the Action Plan, the government has revised National Standards such that the 3 month requirement for review is

Ref No	AREA REQUIRING IMPROVEMENT (Recommendations)	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
	change in circumstances.	<p>expectation that 98% will occur within timescale.</p> <p>(3b) Case Managers to inform Operations Managers of significant change in circumstances in cases e.g. change in circumstances (homelessness, further re-offending etc).</p>	Completed	Operations Managers SF, CD	<p>amended to 6 months.</p> <p>Dip sampling - 100% of reviews sampled in July 2013 are occurring on time.</p> <p>Dip sampling of Assets in July 2013 indicates that assessments are being updated in relation to changes.</p> <p>The P&amp;Q service quality review compliancy audits include this measure and the measure will be included in any future monitoring and reporting arrangements.</p>
YOS 4	Initial Assessments ASSET screen for vulnerability, and Risk of Serious Harm. A Vulnerability Management Plan (VMP) is required for medium to high vulnerability and a Risk of Serious Harm (ROSH) assessment required for all identified risk . In addition, a Risk Management Plan (RMP) to be completed for medium to high risk cases. (Inspectors	(4a) Risk/ vulnerability register updated with levels of risk/ vulnerability management oversight sign off and review dates	Completed	Operations Managers (SF, CD)	<p>Action completed.</p> <p>Risk / vulnerability register in place since January 2013. Dip sampling of reviews in July 2013 indicates the majority are up-to-date.</p> <p>The P&amp;Q service quality review compliancy audits include this measure and the measure will be included in any future monitoring and reporting arrangements.</p>
		(4b) External training on completion of risk and vulnerability documents in relation to quality and analysis	Completed	YOS Management Team (PG, SF, CD)	<p>Action completed.</p> <p>Training completed.</p>

Ref No	AREA REQUIRING IMPROVEMENT <i>(Recommendations)</i>	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
	identified issues with timeliness and quality).				
YOS 5	Management oversight of cases and quality assurance arrangements	5(a) Management oversight	Completed	YOS Manager (PG)	<p>Completed.</p> <p>Dip sampling of Management oversight in July 2013 indicates that this has increased considerably.</p> <p>The P&amp;Q service quality review compliancy audits include this measure and the measure will be included in any future monitoring and reporting arrangements.</p> <p>Where there is a medium or high risk case there is a significant amount of management oversight.</p> <p>A minimum standard will be established to ensure that low risk cases have appropriate management oversight.</p> <p>The recent re-structure of IYSS has resulted in one operations manager being responsible for oversight of cases (previously two). For low risk cases oversight will be devolved to Band I staff (M1 Managers).</p> <p><b>November update: Full case audits are now underway and scheduled in to ensure 5 are completed each month from December onwards. Progress will be monitored and reported to SRP/YOS Board as part of the quarterly reporting arrangements being proposed on 29<sup>th</sup> November 2013.</b></p>



Ref No	AREA REQUIRING IMPROVEMENT (Recommendations)	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
		5(b) Strengthen governance arrangements of the service	Completed	YOS Management Team (PG, SF, CD)	<p>First Meeting of Management Board May 2013 (completed)</p> <p>Monitoring and reporting arrangements are being developed and a quarterly performance update will be provided to the YOS Management Board</p>
		5(C) Ensure all staff in service understand responsibilities, accountability and consequences in relation to governance arrangements and quality assurance	Completed	YOS Management Team (PG, SF, CD)	<ul style="list-style-type: none"> <li>• Service Wide Meetings have addressed quality assurance arrangements and governance. A regular (6 weekly professional practice forum to share good practice has been established.</li> <li>• Revised job descriptions incorporating quality assurance have been implemented as part of IYSS reorganisation (July 2013)</li> </ul>
		5(d) work with CYPS strategy standards and development team to develop YOS specific quality assurance framework	Completed	YOS Manager (PG)	<ul style="list-style-type: none"> <li>• Meeting held with CYPS team 18/01/13</li> <li>• Issues identified that QA systems are good but require simplification now there are less Operations Managers</li> <li>• Some tasks to be devolved to Band I.</li> <li>• Service quality review being conducted by CYPS P&amp;Q team. Service improvements will be implemented as a</li> </ul>

Ref No	AREA REQUIRING IMPROVEMENT <i>(Recommendations)</i>	Action Required	Planned Completion Date	Lead Officer / Agency	Progress against agreed action and impact monitoring
					result of any findings.

## Appendix 2

## Performance Indicators

Ref	Indicator	Related Measure (i.e. NI)	Target	Performance	Definition / Comments	RAG Status
YOS1	First time entrants to the youth justice system aged 10-17	NI111		April – June 2013: <b>116</b> Total Young People ( <b>463</b> Rate per 100,000 Rotherham Pop 25,019)	Data published by the YJB and will always be 4 months out of date	GREEN
		LPI		April – June 2013: Local figure (Careworks) <b>128</b> Total Young People ( <b>512</b> Rate per 100,000 Rotherham Population 25,019)	Consider local measure as well?	GREEN
YOS2	Young people receiving a conviction in court who are sentenced to custody	NI43		April - June 2013: <b>11</b> Total Young People ( <b>.44</b> Rate per 1,000 10 – 17yrs old population 25,019)	Data published by the YJB and will always be 4 months out of date	GREEN
		LPI		YJB Figure from case level data (Careworks)	Consider local measure as well?	
YOS3a/b	Rate of proven re-offending by young people in the youth justice system	N19		Oct 2010-Sept 2011 Latest Published Figures from YJB/PNC) Binary <b>34.8%</b> (103/296) Frequency <b>.85</b> (253/296)	Data published by the YJB and will always be 13 months out of date	GREEN

Ref	Indicator	Related Measure (i.e. NI)	Target	Performance	Definition / Comments	RAG Status
		LPI		<b>Latest proxy measure from Careworks:</b> April 2011 – March 2012 Binary <b>30.8%</b> (94/305) Frequency <b>1.03</b> (314/305)	Consider proxy measure as well?	RAG STATUS DEPENDENT ON COMPARISON – BUT FREQUENCY PREDICTED TO INCREASE.
YOS4	Initial assessments completed within time (Referral orders within 20 working days, all other orders within 15 working days)		75%?	(period July - Sept 2013) 81% ( 21/26 ) Initial Assessments completed within time National Standard Timescales (5 young people did not attend assessment interviews within time scale.	Performance against ALL assessments, including those YP who do not attend appointments	GREEN ?
YOS5	Quality of assessments			<b>100% of all new assessments completed September 2013 to date.</b>	100% quality screening of all new assessments	GREEN
YOS6	Quality of cases			<b>Benchmarking exercise under taken in November</b>	At least 5 x full case audits to be completed each month	AMBER
YOS7	Review of orders		75%?	<b>82% (18/22)</b> <b>2 x breach of Order</b> <b>2 x non-compliance Referral Order Extended (period April – June 2013)</b>	% of reviews carried out and recorded in time (within 6 months of IA)	GREEN?

Ref	Indicator	Related Measure (i.e. NI)	Target	Performance	Definition / Comments	RAG Status
YOS8	Screening of Initial assessments for identification of Vulnerability and Risk of serious harm			100% (period July – Sept 2013)	% of VMP's and RMP's are completed at time of IA)	GREEN Findings – good level of completion. Quality has improved but analysis needs more work 25% were considered to have only a partial analysis. Capturing the voice of the child was evidenced in only 50% of Assets – for action see V and I plan.