

IMPROVING LIVES SELECT COMMISSION

Date and Time :- Tuesday, 3 March 2020 at 5.30 p.m.

Venue:- Town Hall, Moorgate Street, Rotherham.

Membership:- Councillors Atkin, Beaumont, Buckley, Clark, Cusworth (Chair), Elliot, Fenwick-Green, Hague, Ireland, Jarvis (Vice-Chair), Khan, Marles, Marriott, Pitchley, Price, Senior, Simpson and Julie Turner

Co-opted Members – Ms. J. Jones (Voluntary Sector Consortium), Mrs. A. Clough (ROPF – Rotherham Older People's Forum) for agenda items relating to older peoples' issues

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

AGENDA

There will be a pre-meeting for all members of the Improving Lives Select Commission at 4.00 p.m.

1. Apologies for Absence

To receive the apologies of any Member who is unable to attend the meeting.

2. Minutes of the previous meeting held on 14 January 2020 (Pages 1 - 10)

To consider and approve the minutes of the previous meeting held on 14 January 2020 as a true and correct record of the proceedings.

3. Declarations of Interest

To receive declarations of interest from Members in respect of items listed on the agenda.

4. Exclusion of the Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

5. Questions from Members of the Public and the Press

To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

6. Communications

To receive communications from the Chair in respect of matters within the Commission's remit and work programme.

7. Update on Special Education Needs and Disabilities (SEND) Sufficiency Projects (Pages 11 - 15)

8. Early Help and Social Care Pathway - Progress Report (Pages 16 - 20)

9. Re-commissioning of CSE Support Services (Pages 21 - 44)

10. Report on the impact of the Rotherham Pause Practice (Pages 45 - 52)

11. Urgent Business

To consider any item(s) the Chair is of the opinion should be considered as a matter of urgency.

12. Date and time of the next meeting

The next meeting of the Improving Lives Select Commission will take place on 16 June 2020 commencing at 5:30pm in Rotherham Town Hall.



Sharon Kemp,
Chief Executive.

IMPROVING LIVES SELECT COMMISSION**Tuesday, 14th January, 2020**

Present:- Councillor Jarvis (Vice-Chair in the Chair); Councillors Beaumont, Elliot, Marles, Pitchley and Buckley

Apologies for absence:- Apologies were received from Councillors Clark, Marriott, Price, Senior and Fenwick-Green.

The webcast of the Council Meeting can be viewed at:-

<https://rotherham.public-i.tv/core/portal/home>

43. MINUTES OF THE PREVIOUS MEETING HELD ON OCTOBER 29, 2019

Resolved: - That the Minutes of the meeting of the Improving Lives Select Commission, held on 29 October 2019, be approved as correct record of proceedings.

Matters arising:

There were no matters arising.

44. DECLARATIONS OF INTEREST

Councillor Buckley declared a non-pecuniary personal interest in agenda item 7, 2019 Education Performance Outcomes as he was a governor at Brinsworth Academy and Whitehill Primary School.

Councillor Pitchley declared a non-pecuniary personal interest in agenda item 7, 2019 Education Performance Outcomes as she was Chair of Governors at Aughton Early Years.

Councillor Jarvis declared a non-pecuniary personal interest in agenda item 7, 2019 Education Performance Outcomes as she was a governor at St Anne's Primary School.

45. EXCLUSION OF THE PRESS AND PUBLIC

There were no items requiring the exclusion of the press or public.

46. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or press.

47. COMMUNICATIONS

The Vice-Chair welcomed Sally Hodges, Interim Strategic Director for Children and Young People's Services to her first meeting of the Commission and introduced Martin Elliott, the new Governance Advisor who would be supporting the Commission and Katherine Harclode, Governance Advisor to the meeting.

The Vice-Chair noted that there were a number of items to outline to the committee on the work programme.

Persistent Absence

The Vice-Chair advised that following concerns raised by members about poor performance, a sub-group had met in November to receive a briefing on persistent absence. At this meeting Officers had brought members up-to-date with planned actions to ensure consistency across schools in relation to how poor attendance was approached and communicated to parents. The Vice-Chair noted that it had been a very positive meeting and members had been assured by the actions that were being taken to address the issue. It was noted that a follow-up meeting would be held in early summer.

Safeguarding

The Vice-Chair advised that she and the Chair had met with the independent chairs of the Adult and Children's safeguarding boards in December 2019. The Vice-Chair noted that this meeting had resulted in a very positive discussion about their respective priorities and challenges, and that the outcomes of these discussions would be fed into the work programme for 2020/21.

Lifestyle Survey

The Vice-Chair advised that a meeting had been organised for Tuesday 21 January at 10.00am in order to discuss the findings of last year's survey and also to make an input into the future shape of the survey.

Pre-proceedings

The Vice-Chair advised that after the meeting of the commission held in 2019 where court processes for care proceedings were discussed actions to improve performance had been outlined, a follow-up meeting was scheduled for February to assess if these improvements had been embedded, with Invitations to be sent out in due course.

48. 2019 EDUCATION PERFORMANCE OUTCOMES

The Deputy Leader of the Council and Cabinet Member for Children's Services and Neighbourhood Working and the Assistant Director – Education attended the meeting to present an overview of the provisional, unvalidated educational outcomes of children and young people in primary, special, secondary schools and academies in Rotherham for the academic year ending in the summer of 2019.

The Deputy Leader in introducing the report emphasised that the figures included in the report were still provisional and would not be finalised until February. The Deputy Leader advised that since the report had been prepared new data received regarding Key Stage 2 (KS2) had made a positive improvement to the provisional figures included in the report. The Deputy Leader also noted that it was difficult to compare 2019 performance directly with performance in previous years due to changes in assessment methods.

The report provided information of provisional outcomes for:

- The proportion of Rotherham Schools judged as good or outstanding.
- Performance in the Early Years Foundation Stage Profile.
- Phonics testing for Year 1 children.
- Performance at Key Stages 1,2,3, 4 and 5.

A summary of the key issues that the provisional outcomes presented that included:

- The decline in outcomes in the primary phase in 2019. The national average had declined in some areas but the outcomes in Rotherham had declined more than the national average.
- Ensuring that Multi Academy Trusts worked collaboratively beyond their own trust to support performance and achievement across Rotherham.

The report also included a summary of priorities for Education for 2019/20, which included:

- To increase the number of children and young people attending (Ofsted) good or outstanding schools and increase the number of good or outstanding schools in Rotherham.

- Improving the achievement of disadvantaged pupils by addressing wider issues than only academic outcomes and preparing young people for life after school to enter the workplace.
- To improve the performance of our pupils at the end of Key Stage 2.
- Continuing to improve performance at KS4, in particular for achievement in English and mathematics to be at or above the national average.

The full 2019 Education Performance Outcomes data was attached as an appendix to the officer's report.

The Assistant Director – Education noted the disappointment of the service that overall education outcomes had not improved in 2019 and advised that work had been conducted to fully investigate the reasons for this. This work had led to the development of a broad and deep action plan designed to address issues identified, and the Assistant Director reassured members that the issues that had led to the dip in performance at KS2 in particular could be addressed successfully. The Assistant Director in summarising the performance data noted the good performance at Key Stage 4 and the above national average performance at Key Stages 5.

Members asked what would be done differently in future to improve performance at KS2. The Assistant Director advised that there was no need for any significant changes to delivery at KS2 as he was confident that strategies to improve performance that had already implemented would start to deliver results. The Assistant Director noted that it was essential in order to improve performance and attainment that activity was focussed on the key basics which would have the most impact on performance and not on peripheral activities that had less impact on performance.

Members asked that with regard to the under performance in Early Years provision whether there should be an increased focus on creative activity and less of a focus on reading and writing. The Assistant Director advised that in Early Years there should not be an over emphasis on reading and writing but noted that Government guidelines with regard to their provision needed to be adhered to. Members acknowledged this requirement but noted that the teaching of reading and writing in Early Years could be done in numerous and creative ways. Members also asked around activity regarding breakfast clubs and other activities that ensured children were ready to learn when school started. The Assistant Director advised that information on this type of activity could be collated and presented in

future reports. The Deputy Leader noted that it was widely acknowledged that supporting activities did have a positive impact on children's performance, but such provision was harder to deliver with fewer resources available.

Members asked for further information on the Attendance Pathway initiative that had been detailed in the report. The Assistant Director advised that the strategy had been developed with headteachers and other stakeholders to monitor non-attendance and to challenge and support families with the issue. The Assistant Director stated that he was confident that the strategy would be effective in improving attendance, but that as the strategy had only recently been introduced performance would be monitored and reported on after a year of operation.

The Chair asked about the collaborative and partnership working that was taking place with schools and other strategic partners. The Assistant Director provided information on the partnership working that had been taking place and noted that levels of engagement from academies had increased greatly.

The Vice-Chair thanked the Assistant Director – Education for attending the meeting and answering member questions.

Resolved: -

- (1) That the report be noted.
- (2) That the format of the Education Performance Outcomes data presented to members in future years be reformatted in the style of the Council Plan update to make it easier to understand and interpret.

49. IMPLEMENTATION OF LOOKED AFTER CHILDREN SUFFICIENCY STRATEGY

The Deputy Leader of the Council and Cabinet Member for Children's Services and Neighbourhood Working, the Assistant Director of Children and Young People's Services and the Joint Assistant Director of Commissioning, Performance and Inclusion attended the meeting to provide a progress report on the implementation of the Rotherham Looked After Children Sufficiency Strategy.

The Deputy Leader noted that the Rotherham Looked After Children (LAC) Sufficiency Strategy 2019-2022 identified the challenges that the borough faced in relation to providing care and accommodation to its Looked After Children that was high quality, enabled children to achieve the best outcomes and provided value for money. The Deputy Leader

noted that the Strategy had been approved by Cabinet in June 2019 and that the report provided a progress report for the priority actions as detailed in the strategy.

The Joint Assistant Director of Commissioning, Performance and Inclusion in introducing the report advised that all figures included in the report provided a snapshot of the data, and that the current figures would have changed slightly from when the report had been prepared. The Joint Assistant Director advised however that over the long term the trend for all the data included in the report was travelling in the right direction and was showing a positive improvement.

The Joint Assistant Director noted that the timescales associated with delivering key areas of work, including the recruitment of additional in-house foster carers, and the development of in-borough residential provision, that would deliver better value for money, had meant that the children's sufficiency budget remained significantly overspent. It was noted however that the actions being taken in these areas, due to their nature would take time to deliver the required outcomes.

The Joint Assistant Director provided the committee with a progress report on each of the key priorities identified in the LAC Sufficiency Strategy that included:

Increasing the number of in-house foster carers

It was noted that the previous recruitment strategy for in-house foster carers had not generated the level of interest that was required and as a result a new approach had been sought with Rotherham entering into an agreement with Bright Sparks to fundamentally change the way that the foster carer recruitment strategy was operated. The Joint Assistant Director provided an overview of the activity that had been carried out by Bright Sparks, including a purpose-built website to promote the Rotherham offer and social media activity. It was noted that the new activity had generated increased levels of enquiries and assessment visits than in previous years, and that this would consequently lead to the recruitment of more foster carers than in previous years.

Development of in-borough residential provision

The Joint Assistant Director provided information on activity to increase the amount of in-borough residential provision, including activity to reduce Rotherham's reliance on the private market and increase local sufficiency by opening in-house residential homes. It was noted that further in-house provision would also reduce pressure on the placements budget and would also provide increased opportunities to support children with complex needs by offering joined up working opportunities with other services including schools and the child and adolescent mental health system.

Maintaining a clear understanding of sufficiency needs and value for money

It was noted that maintaining a clear understanding of sufficiency needs and value for money required joint working between commissioning, social care, performance and finance teams. The Joint Assistant Director advised that processes were now in place to ensure that finance and commissioning information was cross-referenced on a regular basis to retain an accurate picture of the current position. It was also noted that a new IT solution was being implemented to enable payments to providers to be made via the LiquidLogic system that would improve efficiency and also provide detailed performance information.

Exploring opportunities for regional collaborative working arrangements

The Joint Assistant Director provided information on regional collaborative working. It was noted that Rotherham continued to work with other authorities in Yorkshire and the Humber as part of the White Rose Framework.

Reviewing the Rotherham Fostering Framework to ensure that it continued to deliver high quality placements and value for money

The Joint Assistant Director advised that to ensure that Rotherham was in a position to work through a formal procurement route that offered choice, quality and value for money, it has been agreed that the authority would join the White Rose Framework from 1 April 2020. It was noted that this action would provide Rotherham with further placement stability and increase the number of agencies with a wider pool of foster carers whilst allowing the authority to continue its strong working relationships with local providers.

Implementing a Dynamic Purchasing Framework to achieve sufficiency for Rotherham care leavers

The Joint Assistant Director advised that a new Dynamic Purchasing Framework was being put in place. It was noted that following consultation with young people and providers, a specification was developed and put out to tender, but that due to the number of questions in the tender and the high response rate it was anticipated that the awards would now be finalised by the end January 2020.

Working in partnership with Adult Care and Housing to ensure that sufficiency is achieved for vulnerable 16- and 17-year olds

The Joint Assistant Director advised that following a tendering process the contract to deliver this service had been awarded to Roundabout who began delivery in Rotherham in August 2019 and provided details of the support that Roundabout offered.

Members noted the low numbers of foster carers that were registered with the authority and expressed concern that this could result in children being placed in residential care instead of with foster carers. The Assistant Director of Children and Young People's Services advised that the preferred care setting for children was always with a foster family but that in some cases a residential care situation was more suitable for some children who would find a foster care placement too challenging. The Joint Assistant Director advised that the majority of care was provided with foster families, but that due to the lack of Rotherham registered foster carers, some foster placements were not arranged with in-house foster carers, but with foster agencies. It was noted that as these placements were more expensive for the authority, recruiting more in-house foster carers was a priority for the authority.

Members asked how the quality of provision by third party providers was ensured and monitored. The Joint Assistant Director advised that children were always placed with high quality providers and that a child's social worker would continue to work with a child once placed and ensure their care aligned with the Rotherham Family approach.

The Vice-Chair thanked the Assistant Director of Children and Young People's Services and the Joint Assistant Director of Commissioning, Performance and Inclusion for attending the meeting and answering their questions.

Resolved: -

- (1) That the report be noted.
- (2) That the Chair and Vice-Chair agree with Officers a timescale for the Improving Lives Select Commission to receive a progress report on the implementation of the Rotherham Looked After Children Sufficiency Strategy.

50. CYPs DIRECTORATE WORKFORCE STRATEGY

The Deputy Leader of the Council and Cabinet Member for Children's Services and Neighbourhood Working, the Assistant Director of Children and Young People's Services and the Head of Safeguarding Quality and Learning attended the meeting to provide a progress report on the implementation of the Children and Young People's Workforce Strategy. The Deputy Leader noted that the strategy had been presented to the commission at a previous meeting and that the report provided an update on how the strategy was being implemented with a focus on the Rotherham Family Approach and Rotherham Learning Academy.

The Head of Safeguarding Quality and Learning provided an overview of the Rotherham Family Approach noting that it incorporated three methodologies; Signs of Safety; Restorative Practice and Social Pedagogy and advised that over the past three years the leadership team and Learning and development Team had worked to ensure the approaches and the key ethos was embedded in all work and decision making with children and their families. The Head of Safeguarding also advised that the Rotherham Family Approach was built around the question that was central to all work carried out with children and their families in Rotherham of “Would this be good enough for my child and family?”.

The Head of Safeguarding Quality and Learning made a presentation to the meeting on the Rotherham Learning Academy. It was noted that the Rotherham Learning Academy had been launched in 2017 and sought to coordinate existing training and to embed the Rotherham Family approach in all Children and Young People’s Services (CYPS) activity across the authority. It was noted that the key aims of the Rotherham Learning Academy were:

- to offer a clear development pathway across the Children Young People Services for the entire workforce.
- to provide support, challenge, clarity and continuity, as well as opportunity for progression and development
- to support a virtual learning environment
- to provide up to 15 working days of training, learning and development activities to practitioners.

The presentation provided information on how the training would be delivered and coordinated and how it would enable the further deliverance and embedding of the Rotherham Family Approach across the authority.

The Head of Safeguarding Quality and Learning advised that the Learning Academy was having a positive impact across the service, noting the significant reduction in agency staff employed across CYPS, and the stability and capability that this provided for the service. The Deputy Leader advised that the percentage of agency staff employed at Rotherham was far below the national average and noted that the average number of days absent by staff in CYPS was below both the Rotherham and national averages. The Deputy Leader welcomed how the implementation of the Learning Academy was further embedding new ways of working and the Rotherham Family Approach across CYPS.

Members asked how the 15 days training would be delivered and whether it would be mostly online, or whether there would be other training methods used. The Assistant Director of Children and Young People’s Services advised that the training offer was a “blended” offer that would include many different methods of training. Members also asked whether the training accessed would be certificated and whether the training would count towards formal training. The Assistant advised that the training

would be certificated and for social workers the training could be used when they reapplied to continue to be registered social workers. The Head of Safeguarding Quality and Learning noted that some of the training offered could be used as credits for formal qualifications, but that this would depend on individual circumstances.

Members enquired how the delivery and uptake of training would be monitored and its impact evaluated. The Assistant Director provided details of how the training completed would be recorded and advised that this monitoring activity would then be used to evaluate the impact and effectiveness of the training and to assess if any changes to the training offer needed to be made.

The Vice-Chair thanked the Assistant Director of Children and Young People's Services and the Head of Safeguarding Quality and Learning for attending the meeting and answering their questions.

Resolved: -

- (1) That the report be noted.
- (2) That it be noted that the Improving Lives Select Commission supports and endorses the CYPS Workforce Strategy and notes the integral part of the Rotherham Learning Academy of supporting the delivery of the strategy.
- (3) That a progress report on the delivery of the CYPS Workforce Strategy be brought back to a meeting of the Improving Lives Select Commission in 12 months' time.

51. URGENT BUSINESS

There was no urgent business to report.

52. DATE AND TIME OF THE NEXT MEETING

Resolved: - That the next meeting of the Improving Lives Select Commission take place on Tuesday 3 March 2020 at 5:30pm.

BRIEFING	TO:	Improving Lives Select Commission
	DATE:	29 January 2020
	LEAD OFFICER:	Mary Jarrett Head of Inclusion Services CYPS mary.jarrett@rotherham.gov.uk
	TITLE:	Update on Special Education Needs and Disabilities (SEND) Sufficiency Projects
1. Background		
1.1	<p>On 20 May 2019, Cabinet approved a report setting out the Local Authority’s proposals to utilise capital funding to increase the sufficiency of school places for children with Special Education Needs and Disabilities (SEND) in Rotherham.</p> <p>On 16th September Cabinet approved a capital spending programme of £1.186 million to create 111 additional school places in Rotherham starting from 2020, for children with special education needs and disabilities</p> <p>This report provides an update with regard to the progress of these Units.</p>	
2. Key Issues		
2.1	<p>The Dedicated Schools Grant (High Needs Budget) in Rotherham has been under significant pressure since the introduction of the SEND Code of Practice in 2015. There is now increased demand for statutory assessments and for placements within specialist education provision. An increase in places in Rotherham for children with autistic spectrum conditions, moderate learning difficulties and social, emotional and mental health issues will reduce the pressure caused both by the predicted rise in numbers of children with education, health and care plans but also on the pressure to place children in high cost independent specialist provision because of a lack of appropriate local resources.</p>	
2.2	<p>Rotherham’s SEN Sufficiency projections estimate that by September 2020 there will be 2312 children with Education, Health and Care plans in Rotherham rising to 2500 children in 2021.</p>	
2.3	<p>In order to meet the needs of the growing population of children with identified Special Education Needs in Rotherham and to avoid costly out of area placements the Council has approved a Capital Spending programme of £1.186 million pounds which will provide an additional 111 specialist school placements for children with Special Education Needs. These are in addition to the 125 places which were agreed in phase 1.</p>	
2.4	<p>This report identifies that the majority of agreed projects will be delivered within timescales however the flooding next to Canalside Property (Aspire) and issues in relation to planning permissions for the Willow Tree project have caused delays. It is expected that the Canalside property will be ready by October 2020 creating a delay of one month from projected timescales. The Willow Tree project, whilst not expected to</p>	

open before September 2021 has had some unanticipated issues in relation to planning permission as the current property (for proposed extension) is built on Green Belt Land and therefore the future of this project is now uncertain.

3. Key Actions and Timelines

3.1	School	Proposal and Timescales
	Maltby Hilltop School (Nexus)	<p>SEND Phase 2 Additional Classrooms 6 places Modular Unit £130,000</p> <p>R H Fullwood's have been appointed as contractor and are working with the school to agree the layout and specification.</p> <p>Planning application submitted 23rd January 2020. RB2020/0131</p> <p>Timescale: will be operational within this academic year.</p>
	Kelford School (Nexus)	<p>SEND Phase 2 Remodelling of classroom and provision of external canopy 5 places £65,000</p> <p>Remodelling of classroom will take place during February half term and the canopy over the Easter holidays due to accessibility issues.</p> <p>A planning application is being prepared for the canopy for the end of January 2020</p> <p>Timescale: Completed by June 2020.</p>
	Wath Victoria Primary School (JMAT)	<p>SEND Phase 2 Additional classroom 10 places £100,000</p> <p>An architect is currently preparing drawings and specification for the tender to go out in early 2020. Planning application for this work will be made in February 2020.</p> <p>Timescale: Operational from September 2020.</p>

Thomas Rotherham College Post 16	<p>SEND Phase 2 Unit for post 16 20 places £150,000</p> <p>Mezzanine floor to the dining area to provide the additional space for 20 places.</p> <p>A Structural Engineer is preparing drawings. And these were agreed on 24th January. The tender documents are ready to be issued to the contractors.</p> <p>Contractor appointed: William Birch & Sons</p> <p>Provisional structural work on site Easter 2020 and Spring Bank holiday.</p> <p>Work will begin on-site 22/6/2020 – 2/10/2020 (15 Weeks). As agreed with the College.</p> <p>Timescale: Completion by 2/10/2020</p>
Milton School (Interaction and Communication Academy Trust Limited)	<p>SEND Phase 1 and 2 Classrooms 20 Places £400,000</p> <p>Planning submission made: 24/1/2020</p> <p>Planning approval is therefore due on 20/3/2020</p> <p>Building Regulations. Approval will therefore be made on 20/3/2020</p> <p>Tender period 6/3/2020: 3/4/2020</p> <p>Onsite: 11/5/2020 – 28/8/2020 (16 Weeks)</p> <p>Timescale: Completion: 28/8/2020</p>
Wales High School (Wales Academy Trust)	<p>SEND Phase 1 and 2 Classrooms 20 Places £400,000</p> <p>Planning submission made: 24/1/2020</p> <p>Planning approval is therefore due on: 20/3/2020</p> <p>Therefore Building Regulations. Approval is due on: 6/3/2020</p> <p>Tender period: 7/2/2020 – 6/3/2020</p> <p>Onsite: 13/4/2020 – 28/8/2020 (20 Weeks)</p> <p>Timescale: Completion: 28/8/2020</p>

Brinsworth Academy (Learner Engagement and Achievement Partnership Multi-Academy Trust)	SEND Phase 2 Classrooms 15 Places £250,000 Provision of modular unit. Surveyor is currently preparing drawings for modular unit for pre-application to the planning department. This is planned for completion in September 2020.
Waverley Junior Academy (ACET)	SEND Phase 1 Standalone building part of new school development. 10 Places – Section 106 funding Building in progress due to be completed within timescales for school opening in September 2020.
Thrybergh Primary School (Wickersley Partnership Trust)	SEND Phase 2 10 Places Use of Rainbow Children Centre building £41,000 Work to be procured by Wickersley Partnership Trust Currently with RMBC legal team preparing land transfer and legal agreement for the expenditure of the £41,000* This will need to be adjusted for the £20,000 expenditure to the Rainbow Children's Centre roof. Also with Trust to change the school age range via Department for Education. Operational from Easter 2020.
Aspire	SEND Phase 1 and Phase 2 15 Places Phase 1 10 Places Phase 2 £75,000 Phase 1 completed August 2019 £49,000 Phase 2 Waiting for brief, delayed move to Canalside Property due to Flooding. Flood clearance work (including clearing contaminated land) due to be completed by October 2020.

	<p>Rockingham Caretakers House (Willow Tree Academy Trust)</p>	<p>SEND Phase 2 10 Places £70,000</p> <p>Work to be procured by Willow Tree Trust</p> <p>Currently with RMBC legal team preparing legal agreement for the expenditure of the £70,000</p> <p>Operational from September 2021.</p> <p>Building project is being managed by the Trust. Legal agreements are therefore being prepared Michael Lennox in RMBC Legal.</p> <p>Initial response to planning application has confirmed that the Caretakers House is built on green belt land. The Trust are working with building and legal consultants to explore the ramifications of this. This presents a significant risk to delivery and should the project be undeliverable in this property RMBC will work with the Willow Tree trust to explore alternatives.</p>
<p>During academic year 2019/20 RMBC Special Education Needs Panel have worked to identify children and young people who would benefit from placement at these new provisions in accordance with the SEN Code of Practice 2015. It is anticipated that these Units will be fully utilised by academic year 2020/21.</p>		
4. Recommendations		
4.1	That the progress in relation to developing the new SEN Sufficiency projects is noted.	

<h1 style="margin: 0;">BRIEFING</h1>	TO:	Improving Lives Select Commission
	DATE:	4 February 2020
	LEAD OFFICER:	Ailsa Barr Assistant Director, Social Care
	TITLE:	Early Help and Social Care Pathway
1. Background		
1.1	<p>In late 2018 work began on several key transformational projects as part of the wider council Big Hearts, Big Changes programme. Within children's services there are three separate, but interdependent projects:</p> <ul style="list-style-type: none"> • Early help and social care pathway • Demand management • Market management 	
1.2	<p>The three projects are interdependent, as when demand is for social work led services is high, there are less opportunities to intervene at an early stage to provide support which might reduce the need for more intervention at a later point. As numbers of children requiring a greater statutory response increases, then the chances of being able to provide local placements for those children in the care of the local authority reduces. This drives up reliance on independent placements, sometimes at considerable distance from Rotherham.</p>	
1.3	<p>In January 2018 Ofsted's re-inspection of services for children in need of help and protection, children looked after and care leavers, recognised significant improvements in practice and the report noted "Services to children in need of help and protection are now good."</p>	
1.4	<p>In late 2018 we identified that, whilst there had been progress in relation to early intervention and prevention across the partnership and that social care services were keeping children safe, there was also evidence of services at times being fragmented and there was some duplication of effort across teams. This included overlapping roles and responsibilities, multiple handovers between teams, elements of silo working and a need for improved communication between services supporting children, young people and families. It was clear from feedback that this led to a disjointed experience for some children, young people and families and that this could contribute to issues not being addressed quickly enough to prevent escalation.</p>	
1.5	<p>The systems that we had in place were very effective at moving children through the pathway ensuring appropriate oversight of activity. The performance measures gave assurance about timeliness of activity, but were less sophisticated about how effectively staff were supported to develop meaningful relationships with children, young people and their families in order that workers could use their skills, knowledge and expertise to enable families to make long-lasting positive changes.</p>	
1.6	<p>As a result of increased demand there are significant budgetary pressures within children's services. The transformational work has the dual aim of enhancing the ways</p>	

staff work with families to reduce need and to reduce reliance on high cost services, consequently reducing overall spend.

- 1.7** Through the development of the Rotherham Family Approach and training of our social work and early help staff in signs of safety and restorative practice, we are committed to supporting our staff in developing skills at working with families. We want our staff to be able to identify strengths from within the family network so as wherever possible families can be supported to understand their challenges and develop realistic solutions to reduce concerns.
- 1.8** A consequence of the historic inadequacy of services and the increased demand that arose as a result of improvement work across the partnership meant that demand for social care services rose significantly from 2015 to 2018. This demand meant that Rotherham was providing statutory led children's services to significantly more children than other local authorities of a similar size and demographic. This trend is common following identification of widespread inadequacy and is a pattern that has been replicated in many authorities. However, whilst the trend is to be expected we also reviewed our practice and structural arrangements to identify what could be done to ensure that help was provided at the earliest opportunity to prevent escalation. This review identified that some of the structural arrangements that had been put in place to support improvement of practice also at times contributed to an escalation of services.
- 1.9** In addition to the 'expected' increased demand during an improvement journey, in Rotherham there has also been the additional impact in relation to the Stovewood investigation. Suspected adult perpetrators are referred to children's social care in order that assessment can be undertaken regarding children that could be at risk now due to the concerns raised through the investigation of historical sexual abuse. Because of the nature and extent of the Stovewood investigation, in that much of the abuse involved groups of men, the investigative work is complex and can at times take months to progress which can have a corresponding impact on the length of time children's social care are involved with families.
- 1.10** We commenced our transformational work across the early help and social care pathway with a number of underpinning principles:
- Getting it right for families the first time
 - Establishing an integrated MASH
 - Providing an integrated and seamless journey for the children, young people and families of Rotherham
 - Providing clarity of roles and responsibilities along the pathway
 - Use a family approach to increase resilience and promote empowerment whilst ensuring good understanding of risk is central to assessments and plans
 - Having a distinct LAC service for our long-term looked after children
 - Developing a workforce which is sustainable, stable, confident and flexible to manage demand
 - As few transfer points as possible with a focus on stepping down demand where safe and appropriate
 - Distribute the work across the partnership through collaboration and effective signposting
- 1.11** From this we developed several workstreams to support us in making changes to our service and reduce budgetary pressure on the service and included:
- Work stream 1 – retention payment – work ongoing to consider future options and final decision still to be made – saving of £1.1m (£660k 2020/21 & £460k 2021/22)

- Work stream 2 – review of Child in Need (Locality Teams) work jointly between social care and early help – work nearly complete report due in April 2020 outlining progress and outcomes – work to date has contributed to the reduction of children in need and allowed 6 social work vacancies, to be held in the locality social work service (equivalent to 1 team) and the reduction from 2 to 1 children's disability team (£176k saving). The budget savings (£820k) equates to the reduction of two teams over the next two financial years with £410k in 2020/21 from vacancies currently held and a further £410k in 2021/22.
- Work stream 3 – embed and review new MASH/Duty staffing – review of MASH has been delayed but social work resource in duty has been successfully reduced due to the reduction in demand – 1 social work team (£410k) was removed in 2019/20 with savings in Duty and MASH (£560K) profiled across the next two financial years.
- Work stream 4 - review of LAC service in line with projected reduction in demand – work on this workstream has just commenced – recommendations will be reviewed by DLT in early April 2020 – budget saving of £410k profiled across the next two financial years.
- Work stream 5 – further review of safeguarding service in line with projected reduction in demand – £100k savings are profiled for 2020/21 as CP and LAC numbers reduce.
- Work stream 6 – review of Evolve function – work has commenced to more closely link the work of Evolve with work to safeguard children at risk of criminal exploitation, there will be a further review of the function which will be presented to DLT in May 2020, with a current budget saving of £54k in 2020/21 linked to a vacant post.
- Work stream 7 – review of edge of care services – initial review complete, savings of £80k identified in 2020/21.
- Work stream 8 – review of specialist services, to include funding streams – joint review with the CCG has been agreed – savings linked to this workstream (£319k) are profiled for 2021/22.
- Work stream 9 – review of CYPS learning and development offer – achieved in year saving for 2019-2020 of £161,844 will be utilised to achieve the £150,000 budget saving in 2020-2021.
- Work stream 10 - further work with key stakeholders re: identification of 'help or harm', use of EH assessments, engagement with non-statutory helping services to reduce demand on high cost/high intervention services led by social care.
- In addition to the above specific work streams, additional budget savings across other CYPS services have been identified to generate additional savings of £690k in order to achieve the £4.3m budget saving linked to the EH & SC pathway.

1.12 Savings of £1.435m have been achieved during 2019/20 and further savings of £2.370m profiled during 2020/21 with an additional saving of £1.935m 2021/2022. The workstreams have recently been reviewed and refreshed to ensure that the work continues effectively.

- 1.13** Significant work has been progressed over the past 18 months and this has included us making some changes to how we respond to referrals for social work services and closer working between early help and social work teams. We have been more focused on ensuring families are provided with services from the right team as soon as possible and we have been less process driven meaning that when it has been appropriate to provide help for longer as opposed to escalating through tiers of services this is what we've done. Several factors have contributed to an overall reduction in demand for social work services which has linked to a corresponding rise in early help led intervention, currently 3,800 children and 1700 families being worked through early help. Our data highlights that we have influenced the systems that work with children, young people and their families and this is evidenced by the reduction to date of demand within the statutory social work service.

	Child in need plan	Child protection plans	Looked after children	Early help episodes
01/04/2018	1653	650	621	1585
01/04/2019	1409	507	640	1746
01/02/2020	1226	465	608	1697

2. Key Issues: What's Working Well / What are we worried about?

2.1 What's Working Well?

- There is a well-trained and motivated workforce across early help and children's social work services with a much-reduced reliance on agency social work staff
- Demand has reduced for social work led services
- Performance has been maintained across key performance indicators
- Audit work continues to provide positive feedback about the quality of practice
- Social care and early help services have worked more closely to review work and set plans for ongoing collaboration. Over 800 cases have jointly been reviewed over the past few months.
- The final phase of the three-year early help strategy was implemented on time in April 2019 and all associated budget savings were achieved. although this has seen a reduction in 33 FTE Early Help staff, it creates the foundation for the early help and social care pathway transformation work.
- The early help offer continues to be strong across the wider partnership with the number of early help assessments completed by partners rising over the past 3 months and now at 36.2% in December 2019 and around 24% year to date. The savings linked with the early help and social work pathway work have been achieved in 2019/20

2.2 What are we worried about?

- There is an increasing turnover of staff, particularly within case holding social work teams, this can be challenging when most applicants for social work posts are less experienced than those who leave the service
- The flow of work to first response is higher than comparator authorities meaning that although overall demand for social work led services is reducing, demand remains high within first response and for RMBC early help services
- We need to be sure that our quality of practice continues to improve and that we create an environment where our practitioners can be supported to do their best work

- Reduction of social work and early help workforce is closely aligned to caseload demand and can only be achieved when it is safe to do so – i.e. manageable caseloads maintained with a good level of managerial oversight remaining in place
- Caseloads of early help practitioners continues to rise as more cases are stepped down from social care or requested for co-working
- The management structure in early help has reduced from four heads of service to one, as part of the three-year strategy.

3. Key Actions and Timelines

- | | |
|-----|---|
| 3.1 | <ul style="list-style-type: none"> • Review of first response leading to a reduction in management and social work resource in the first response service – completed July 2019 • Review of MASH and early help triage with new structure proposed – implementation was expected in Dec 2019 but a collective grievance has delayed this consultation to recommence w/c 24/02/20 • Review of disability service leading to a reduction in management and social work resource and a redesign of the early help offer – completed July 2019 • Review of the safeguarding, quality and learning service leading to a reduction of management posts and a reduction of reliance on external training – completed August 2019 • Joint review work between social work locality teams and corresponding early help teams to maximise opportunities to step work down and ensure consistent thresholds – ongoing work report to DLT in April 2020 • Review of the pathway for looked after children to ensure transfer of responsibly occurs at most appropriate point for the child – commence February 2020 recommendations April 2020 • Mapping of anticipated flow of work against current figures, considering reductions achieved to date and data from comparator authorities to project future demand – initially completed October 2019 but being reviewed to take account of most up to date data • Gradual reduction of social work resource as demand for social work led services reduces, this will link directly principles around caseloads and managers having manageable spans of control – work commenced and ongoing over 20/21 and 21/22 |
|-----|---|

4. Recommendations: What are we going to do about it?

- | | |
|-----|---|
| 4.1 | <ul style="list-style-type: none"> • Following resolution of the grievance undertake consultation process in relation to MASH restructure and implement agreed changes • Complete review work of social work locality teams and corresponding early help teams and use learning to inform future service delivery • Continue to learn from audit and other feedback so as we can showcase best practice enabling practitioners to learn from each other • Ensure that any reduction of social workers is in line with principles of manageable caseloads ensuring that reductions are made when it is safe to do so • Review recruitment process to ensure that we have a strong narrative about the positives of working for Rotherham so as we both retain and attract suitably experienced and qualified social workers in order that we can manage our turnover of staff effectively |
|-----|---|

BRIEFING PAPER

1.	Date:	24 February 2020
2.	Title:	Re-commissioning of CSE Support Services
3.	Directorate:	CYPS

1. Background

- 1.1 Three voluntary sector providers are currently commissioned by Children and Young People's Services to deliver support to victims / survivors of Child Sexual Exploitation. These contracts have been extended until September 2020, with an option to continue with a rolling month by month contract until March 2021.
- 1.2 Work on the Needs Analysis has now been ongoing for 12 months. Work commenced when ACEPPE were commissioned to undertake an independent consultation exercise / needs analysis. This process was interrupted when significant concerns were raised in relation to clinical governance and service user safety by Rotherham Rise, GROW and the Trauma and Resilience Service.
- 1.3 ACEPPE provided a pre-consultation report which was primarily drawn from work with non-commissioned providers, Swinton Lock and Apna Haq. This work has been combined with other sources of rich information to provide a full needs analysis. The needs analysis also includes contract performance information, an academically led evaluation of the Trauma and Resilience Service and service user feedback facilitated by current providers.
- 1.4 A sub-group of the Improving Lives Select Committee also undertook a benchmarking exercise, conducting interviews with other Local Authorities who had identified the need for post-CSE services. Benchmarking included conversations with Telford, Oxford and Blackburn and Darwen.
- 1.5 A public survey will be launched during the week beginning 2 March 2020 and this will provide the final component to ensure that a robust Needs Analysis informs the re-commissioning process.

2. Key Issues

- 2.1 The Needs Analysis is attached to this Briefing Note. The input from ACEPEE is contextualised on page 8 of the Needs Analysis as follows:

This pre-consultation has corroborated some of the understanding taken from the feedback from RMBC Commissioned services. However much of the pre-consultation report is concerned with the period prior to any services being in place and does not account for the impact of any work undertaken between 2015-2019 which places limitations on its value to the overall analysis.

- 2.2 The original intention was to further develop this work by gathering public opinion via an art exhibition including art work completed by victims / survivors as part of the consultation process. Initial links were made between ACEPEE and the Culture and

Leisure Service, however, it has not been possible to progress the art exhibition within the commissioning timescale. The artwork will now be returned to respective artists and public opinion will be gathered via an online survey, due to launch during week beginning 2 March 2020.

- 2.3 During the completion of the Needs Analysis, it was confirmed that the funding source for the Trauma and Resilience Service was secure for an additional three years. The Trauma and Resilience Service provide support to victims / survivors of CSE who are involved with Operation Stovewood. The model of support and the allocation of referrals to wider CSE services is already managed via the Trauma and Resilience Service (as represented in the Needs Analysis). On this basis, it is recommended that the new service specification, and the commissioning timescales are fully aligned with the provision of services through the Trauma and Resilience pathway.
- 2.4 A joint commissioning arrangement was considered, however, this is not the recommended option as the following risks have been identified:
 - 2.4.1 Respective commissioners (RMBC and Rotherham CCG) need to be assured that there are robust arrangements in place to manage waiting lists for services that are offered to victims of CSE, including a timely response to support provided to service users who are part of Operation Stovewood.
 - 2.4.2 Respective commissioners (RMBC and Rotherham CCG) need to be assured that the procurement process guarantees a fair and transparent process that is compliant with the relevant legislation.
- 2.5 A timeline has been developed by the Council's procurement team that will ensure that new RMBC contracts are in place prior to the current contract expiring.
- 2.6 The operational delivery of the services will continue to have oversight of the Trauma and Resilience Steering Group which is a multi-agency group that includes colleagues from RMBC, Rotherham CCG, RDaSH and the National Crime Agency.

3. Key actions and relevant timelines

Improving Lives Select Commission is asked to:

- 3.1 Note the Draft Needs Analysis (Appendix 1) and further note that this will be supplemented by a public consultation process during March 2020.
- 3.2 Note the proposal that CSE Support Services are re-commissioned by the Council and that new services commence from January 2020.
- 3.3 Note the proposal that the service specification is developed based on findings of the full needs analysis and that the commissioning timescale is aligned with the Trauma and Resilience Service (both contracts will end in April 2023).
- 3.4 Note the timescale for re-commissioning that is set out in Appendix 2.

4. Name and contact details

Jenny Lingrell, Joint Assistant Director, Commissioning, Performance & Inclusion, CYPS
Email: Jenny.lingrell@rotherham.gov.uk
Phone: 07554 436546

CSE Needs Analysis

Contents		Page
1	Introduction	3
2	Background	3
3	Referrals	5
4	Waiting List	6
5	Waiting Times	7
6	Methodology	7
7	Changing Landscape	9
8	Benchmarking	11
9	Consultation with commissioned services	11
10	Health	16
11	Conclusion	17

1 Introduction

The purpose of this report is to feedback the findings from the consultation undertaken regarding the needs of those affected by historical child sexual exploitation (CSE).

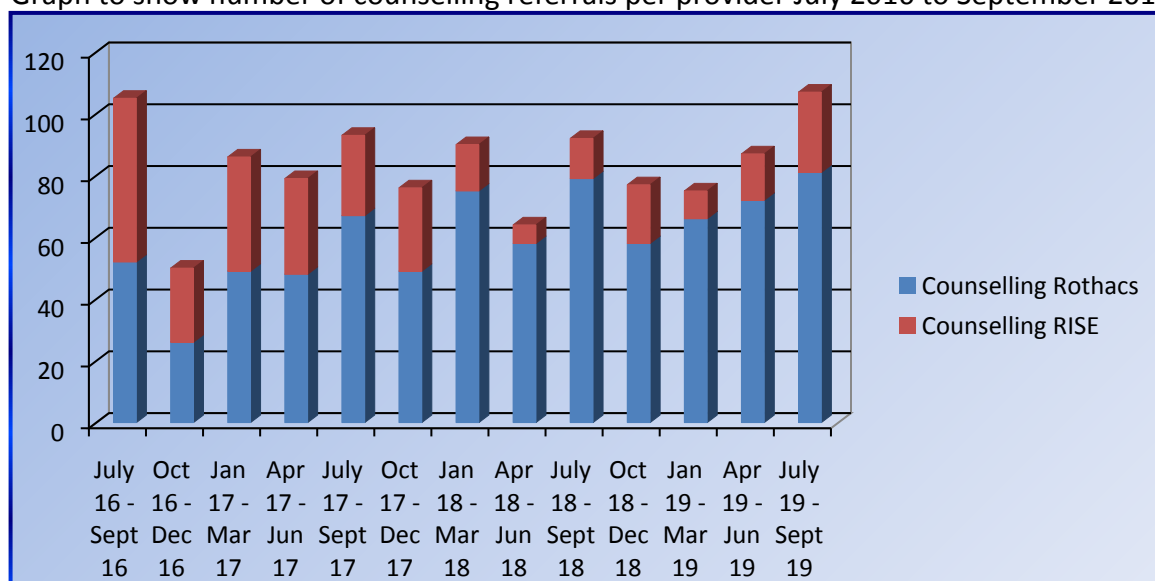
2 Background

Following the publication of the Jay Report (2014) and the Casey Report (2015) significant changes were made across a number of partners. RMBC commissioned a range of support and counselling services. In 2016 RMBC entered into contracts with three local voluntary sector organisations for support services for adults who have experienced child sexual exploitation (CSE). The contracts ran from 1 July 2016 to 31 March 2019 with an option to extend for a further two years – it was extended for 1 year. The funding was profiled to reduce year on year in line with a pattern of help seeking stated in the 2015 Needs Analysis. Funding for the 2019/20 contract extension was maintained at the same level as the 2018/19 contract values.

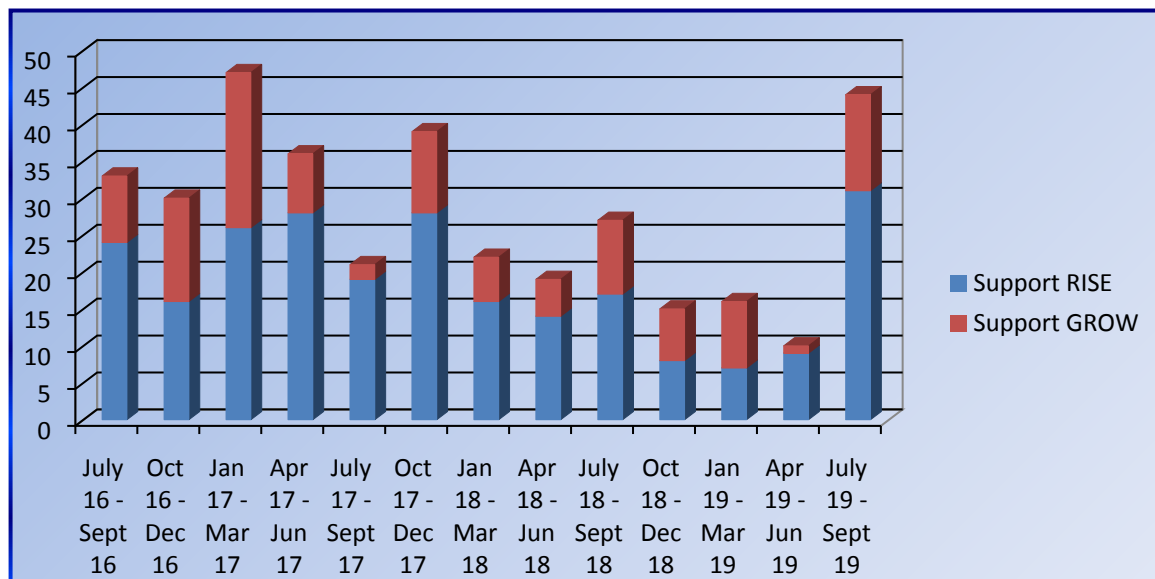
The table below shows the service area, the commissioned providers and funding levels from July 2016 to March 2020.

Post CSE Support Service Area	Provider	July 2016-March 2017	2017/18	2018/19	2019/20
Practical, emotional support and advocacy for young people (up to the age of 25)	Rotherham Rise	£28,237	£21,300	£19,050	£19,050
	GROW	£28,237	£21,300	£19,050	£19,050
Practical, emotional support and advocacy for adults	Rotherham Rise	£28,237	£19,200	£13,950	£13,950
	GROW	£28,237	£19,200	£13,950	£13,950
Evidence based therapeutic interventions	Rotherham Rise	£49,500	£45,000	£33,000	£33,000
	Rothacs	£49,500	£45,000	£33,000	£33,000
Totals		£211,948	£171,000	£132,000	£132,000

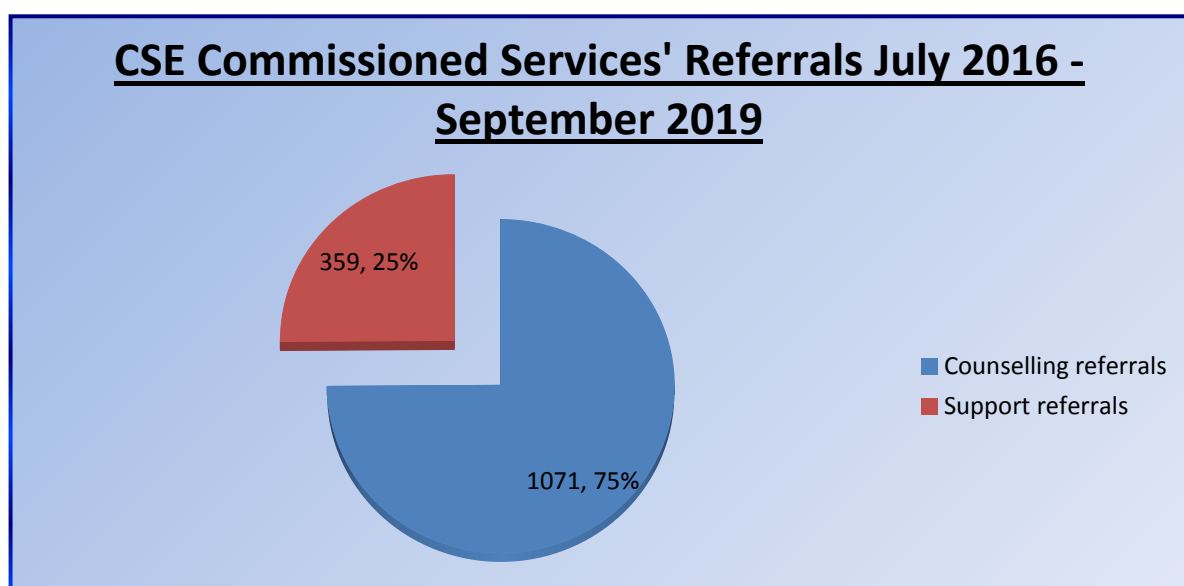
Graph to show number of counselling referrals per provider July 2016 to September 2019



Graph to show number of support referrals per provider July 2016 to September 2019



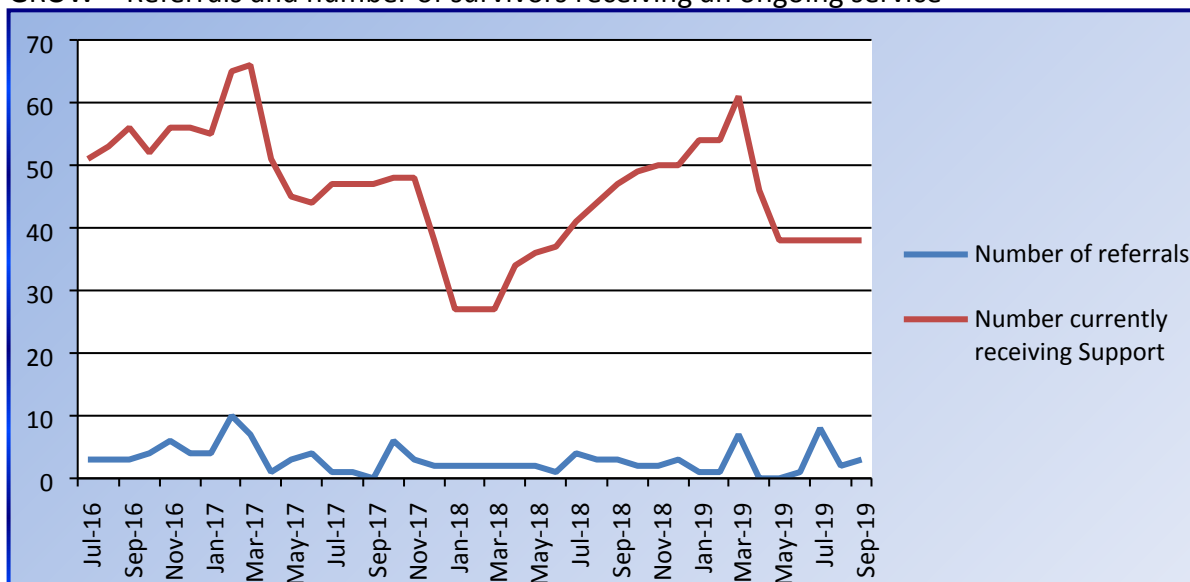
The graphs and pie chart above reflect that referrals for emotional and practical support are broadly in line with the anticipated need set out in the 2015 Needs Analysis, however the demand for therapeutic interventions / counselling have been significantly more than was estimated. A total of 1071 referrals for counselling have been made since July 2016 which equates to 75% of the total demand for support from the three commissioned voluntary sector providers.



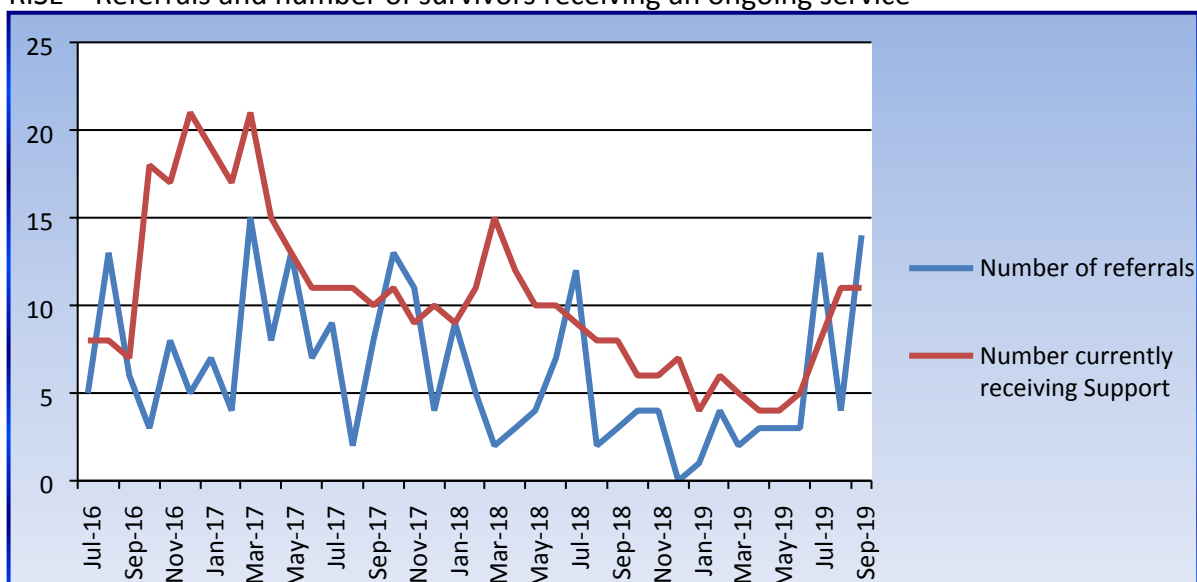
3 Referrals

Referrals for post abuse support are received from individual victims and survivors, the National Crime Agency, GPs, ISVAs, Social Care, Community Mental Health and other statutory and voluntary organisations. The graphs below illustrate the number of referrals received and the number of survivors receiving an ongoing service between July 2016 and September 2019.

GROW – Referrals and number of survivors receiving an ongoing service



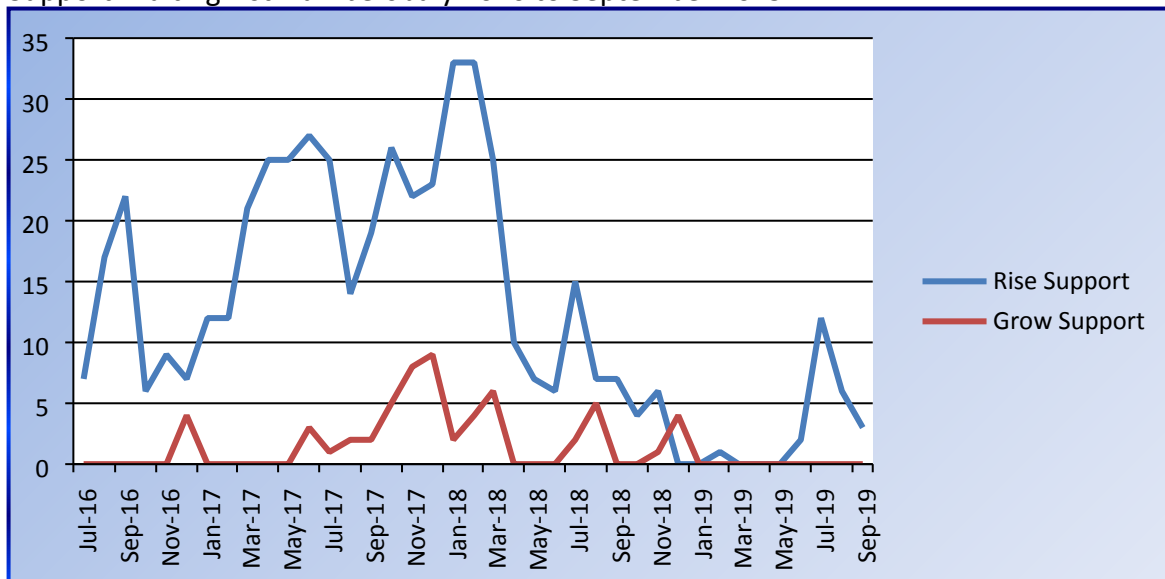
RISE – Referrals and number of survivors receiving an ongoing service



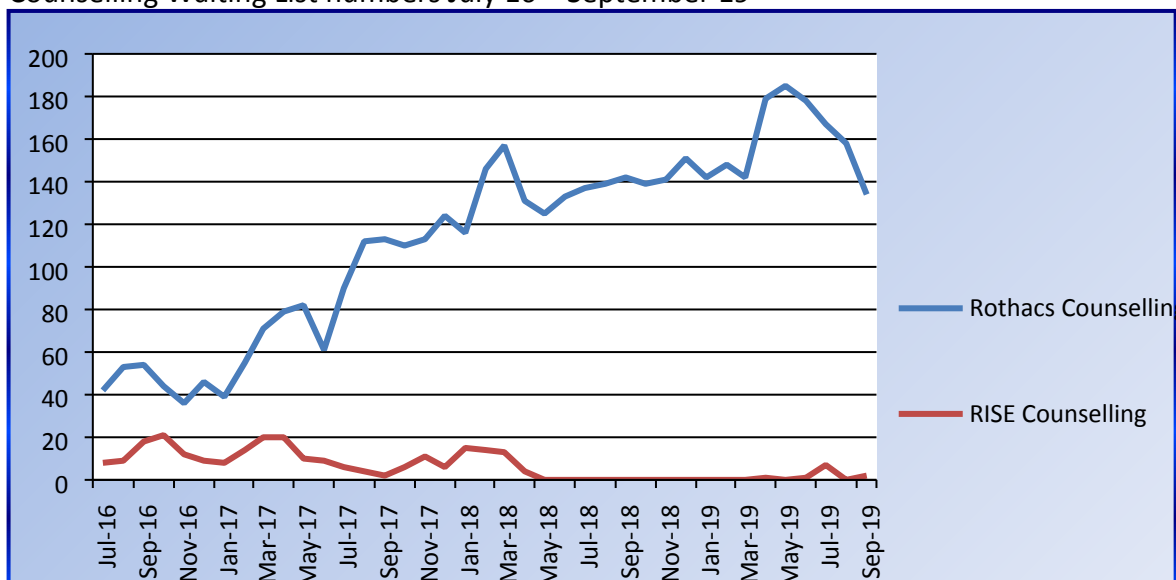
Analysis of referral sources for victims and survivors accessing Rotherham Rise support services between April and June 2019 demonstrates that 23.81% were self-referrals, 29% were referred from Domestic Abuse support services, 14.29% were referred by the ISVA service and the remainder were evenly distributed between multi-agency partners such as Adult Mental Health Services and Early Help. More recent analysis of referrals between July and September 2019 shows that 25.71% were referred via the Trauma and Resilience Pathway.

4 Waiting List

Support Waiting List Numbers July 2016 to September 2019



Counselling Waiting List numbers July 16 – September 19



The higher than anticipated demand for counselling resulted in a waiting list developing specifically at Rothacs. Attempts have been made to reduce the waiting list and length of time waiting for a service by promoting a more collaborative approach to managing demand between the two counselling providers, however due to the lack of a structured pathway into these services the waiting list at Rothacs has continued to be a pressure. This has highlighted the inflexibility of the current arrangements whereby referrals can continue to be made to a provider with a waiting list when there is another provider that has capacity to respond to the individuals needs in a more timely manner.

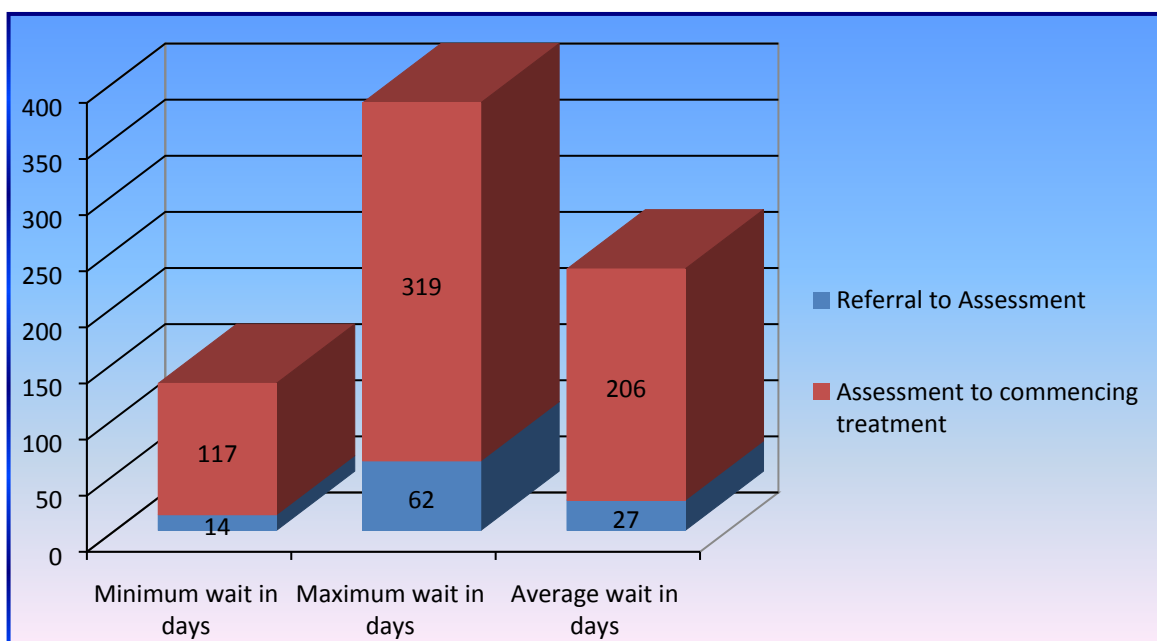
Learning from these commissioned contracts suggests that a structured pathway where survivors' individual needs are assessed and appropriate resources are allocated will result in survivors receiving an appropriate service in a timelier manner. It is also worth noting that without an assessment prior to referring to a service it is difficult to determine if cases meet the eligibility for a service.

Initially a waiting list developed for survivors who required emotional and practical support, demand peaked in late 2017 / early 2018 however currently only a small waiting list exists. The graphs below show the number of referrals and number of survivors receiving an ongoing service at a given time for both support providers. The length of service for survivors accessing support with GROW is much greater than the time limited offer of RISE and therefore GROW tend to maintain a high number of service users on service with little scope to accept new referrals. Rotherham RISE demonstrate a greater through put of service delivery.

A subsequent demand and capacity exercise carried out by the Trauma and Resilience Service in conjunction with Rothacs has scrutinised their waiting list and has determined that there currently is no waiting list for CSE counselling.

5 Waiting Times

Graph to show counselling referral to assessment and assessment to treatment waiting times



The high demand for a therapeutic / counselling intervention has resulted in a waiting list and lengthy wait for a service from Rothacs. The graph above shows the minimum, maximum and average wait for service users from referral to assessment and then from assessment to commencing treatment.

What has become evident over the life of the contract is that needs of those affected by historical CSE are not as anticipated in the initial Needs Analysis (2015).

Learning from the period between 2015 - 2019 on a local and national level will be considered as part of this analysis.

6 Methodology

This analysis explores the offer of support to CSE survivors in the context of the wider support offer delivered by Health, Voluntary and Community Sector (VCS), Police, National Crime Agency (NCA) and RMBC.

The objectives of this analysis are that it will enable:

- A broad range of stakeholder opinions to be heard and understood

- Examination of the impact of existing services.
- Identification of opportunities to improve pathways through support.
- Identification of opportunities to work together, jointly resourcing support services.
- Projection of future need
- Understanding of the dynamic needs of those affected by historical CSE.

Realisation of these objectives has been enabled through a series of surveys, interviews and consultations undertaken on a 1:1 basis by services delivering support to those affected by historical CSE.

This analysis is not limited to the voice of services commissioned by RMBC but includes services commissioned by Health, Police, National Crime Agency (NCA) and VCS delivery agents who have accessed alternative funding.

A pre-consultation report was undertaken by ACEPPE, *'a listening and enabling project, commissioned by Rotherham Borough Council (RMBC). They are a body of professionals and 'experts by experience' skilled in listening to the views of people who are the experts of their own experience to help the council develop its future services'* on behalf of RMBC. The objectives of the consultation were to:

- Build trust and confidence with victims, survivors and family members affected by CSE so that they can share their views about what's important to them as the starting point for designing outcome-based services.
- Be proactive in seeking the views of minority and vulnerable groups in Rotherham and consider the accessibility of support.
- Identify protective factors that might lessen demand for services and minimise escalation of need as well as risk factors.
- Draw together evidence on best practice on what works in helping victims and survivors begin to recover, build resilience and improve mental health and well-being.
- Consider available data on prevalence to identify trends that can help quantify the likely demand for support over the next 5 years.
- Work with Children's Commissioning Team and other commissioning organisations.

The independent consultation attempted to engage with RMBC's commissioned providers as well as Swinton Lock and Apna Haq who also continue to work with survivors. Apna Haq and Swinton Lock had significant engagement whilst engagement with the commissioned providers was limited and therefore, to ensure that a wide range of voices were captured, existing commissioned providers were asked to complete questionnaires and focus groups with service users.

This pre-consultation report provided by ACEPPE has corroborated some of the understanding taken from the feedback from RMBC Commissioned services. However much of the pre-consultation report is concerned with the period prior to any services being in place and does not account for the impact of any work undertaken between 2015-2019 which places limitations on its value to the overall analysis.

The Year 1 Evaluation of the NHS Rotherham CCG commissioned Stovewood Trauma and Resilience Service (TRS) in Rotherham (Sheffield Hallam University, 2019) describes the support offered to the survivors of CSE under the remit of the NCA's Operation Stovewood. This service is concerned particularly but not exclusively with those contemplating or participating in the emotionally demanding investigative and court process. The evaluation has a focus on providing evidence to illustrate the ways in which the TRS has worked across multiple sectors in Rotherham to improve the offer of service provision to benefit those affected by CSE. The service also supports upskilling professionals in trauma

informed practice. The research underpinning this year 1 evaluation has foundations in the experiences and understandings of professionals in statutory and voluntary services, those who are tasked with supporting those affected by CSE in achieving identified health and wellbeing targets throughout the court process and beyond.

Examination of the previous Needs Analysis (2015) And the Needs Analysis Report Following Sexual Exploitation of Children in Rotherham (University of Salford, 2015) has enabled the tracking of how need has been met, limitations of existing services, lessons learned and understanding that in 2015 RMBC did not have any benchmark to work against.

To complete this 2019 Needs Analysis benchmarking with other authorities was undertaken by a group of council members led by the Chair of Improving Lives Select Commission. The Local Authorities interviewed; Telford, Oxford, Bradford and Rochdale were selected for the parallels with Rotherham. All were asked the same series of questions and responses were recorded. This enabled a snapshot of other Local Authority response to the CSE issues in their area to be captured.

The needs analysis also refers to the findings of a service review undertaken in 2017/18 when service capacity and demand issues were first identified and to the findings of a multi-agency sub group of the LSCB who were tasked with looking at the commissioning arrangements for CSE services.

7 Changing Landscape

When the initial Rotherham Child Sexual Exploitation Needs Analysis (2015) was published a lot of the projection was based on Public Health data comparators between national averages and Rotherham specific and whilst some of the profiles made correct assumptions regarding attendant issues there are anomalies and inaccuracies which may have led to the response not wholly meeting the needs of those affected specifically by CSE. Arguably there are so many concomitant health and social care issues related to CSE that we may never capture an accurate picture of exactly which services those affected by CSE are accessing, not least because not all victims/survivors identify themselves as such. Services commissioned in 2015 were based on recommendations from the Jay Report and Casey report , however at this time understanding of the extent of NCA operations across the Borough was limited, the impact they would have or the type of support needs which would be generated by the investigation/court process activity.

The National Crime Agency's Operation Stovewood has identified over 1500 potential survivors. This is the largest national investigation of its kind. Operation Stovewood seeks to legally (where prosecution is the chosen route of those accessing services), practically and emotionally support survivors.

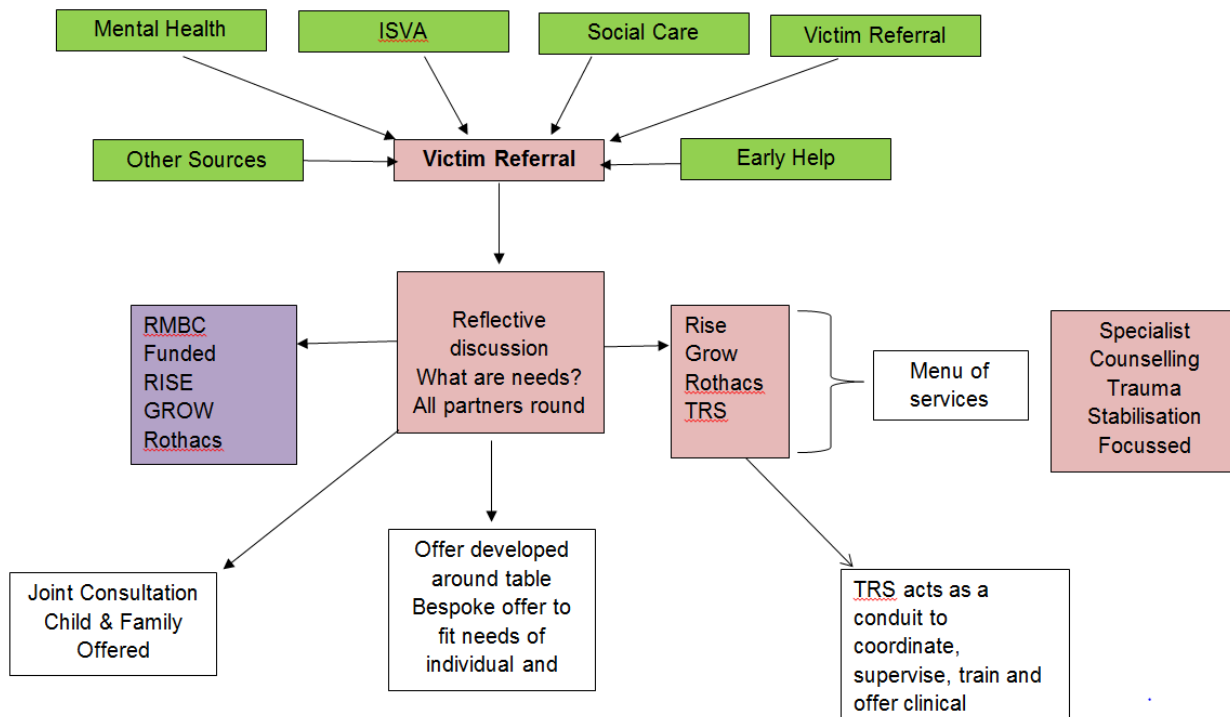
In 2015 the collective understanding of a trauma informed approach was limited. Pathways through services were unclear with some individuals coming to depend heavily on services with the result of overburdened services and long waiting lists particularly for therapeutic interventions. However since then understanding has developed significantly as explained in the Evaluation of the Trauma and Resilience Service:-

"We've had an exercise through the partnership of revising our proposed infrastructure for commissioned services and the TRS have been party to quite a number of conversations there....the principle behind it is in short that effectively people were able to go to different providers and it could be a situation where they are receiving confidential services from different service providers and that's neither efficient not necessarily effective. So we're trying to move from a position where you're accessing services through different means to effectively a gateway through which we give effectively a single

point of access to services, which is much more efficient, more effective, allows us to get more bang for our buck in terms of what we have in terms of capacity'

Year 1 Evaluation of the Trauma and Resilience Service in Rotherham by Sheffield Hallam University: Overview Report: Rebecca Hamer, Professor David Best, Lauren Hall (2019)

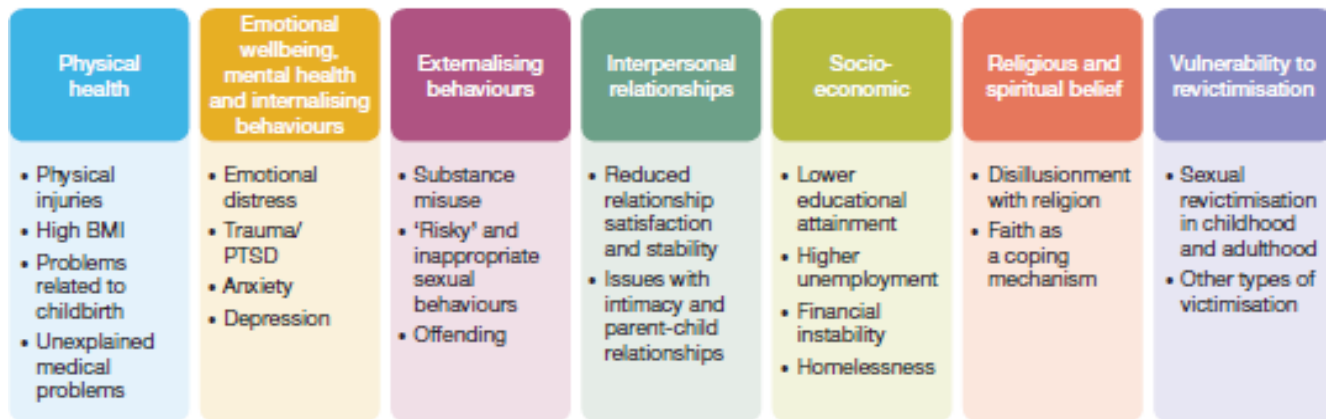
The diagram below illustrates the relationship / interaction between the Trauma and Resilience Service, RMBC's commissioned providers and other statutory and non-statutory agencies in Rotherham.



This partnership approach aims to:

- Reduce the potential for gaps and fragmentation between local services in Rotherham
- Offer choice around locally available resources and interventions without delay
- Reduce Waiting times, enhance integration, and improve the experience of survivors

There is now a better understanding of the impact of CSE on universal services and specialist services such as mental health services, substance misuse and alcohol services, domestic abuse services also both adult and children's social care. This understanding is corroborated by the Independent Inquiry into Child Sexual Abuse (IICSA) and their rapid evident assessment of the impacts of child sexual abuse. The research looked at outcomes and impact of child sexual abuse for victims and survivors across seven areas of their lives. These are illustrated in the table below.



The report goes on to state that the outcomes in these interact with, cause, and compound or in some case help to mitigate outcomes in other areas. Outcomes can occur, or recur at any time within the survivor's lifetime. The report also concludes that the harm also impacts on family members and wider society in both financial and less tangible ways. Resilience and recovery are possible and protective factors such as effective support services and a positive and sensitive response from family, friends and professionals can increase the likelihood of more positive outcomes.

There is better understanding of the need for a partnership approach to meeting the support needs of those affected and the necessity of a pathway through services which is flexible and able to respond to crisis escalation and step down as necessary.

Understanding of the generic and dynamic needs of those who are at different stages in their life and in coming to terms with their trauma and abuse is better.

8 Benchmarking

Scrutiny Committee members undertook the benchmarking exercise with several other local authorities for whom CSE has been an issue. The areas included in this exercise were Rochdale, Bradford, Telford and Wrekin and Oxfordshire and a summary of the findings can be found in Appendix The responsibility for commissioning services for non-recent victims / survivors lies mainly with Adults Services within these local authorities with some emerging links with Health particularly in Telford and Wrekin where a trauma / resilience approach is being explored.

The funding levels appear to be lower in the benchmarked authorities and demand for services is also lower than in Rotherham. Notably Rotherham is the only Local Authority where an independent inquiry has taken place which may answer why Rotherham's approach has been more thorough however Telford and Wrekin have commissioned an independent review which will inevitably impact on / influence their response to CSE.

Rochdale operates an in-house service and acknowledged that they were only reaching survivors who are going through the court process. Both Telford & Wrekin and Oxfordshire have commissioned the voluntary sector to deliver services.

9 Consultation with commissioned services

CYPS Commissioning undertook a review of commissioned services between October and December 2017 in response to increased demand for CSE services that resulted in growing waiting lists. The

review included consultation with service providers and survivors and identified a number of gaps and wider issues that were raised. These were:

- Lack of family support for families with young children who may experience attachment issues whilst dealing their past.
- Lack of appropriate parenting course for parents who have had children removed.
- Acknowledgement of the support to wider family member and the impact of trauma on these relationships.
- Precarious nature of funding climate for third sector organisations and impact on service continuity and stability.
- Length of time needed to build trusting relationships.
- For some people support will be required for a very long period of time – trauma can be a lifelong issue.
- The wider support services that they might have referred onto in the past, to help re-establish people within the community, are reducing or no longer available.

Below are some quotes from conversations with service users that illustrate the impact of the commissioned services:

“Tell you the truth – it kept me alive”

“The way they came across, it didn’t take me that long to trust them”

“At the time I was very depressed and suicidal and I kept telling myself over and over just go one more week”

“One of the best services I have ever used”

*“It’s good to have the opportunity to put my feelings and wishes across”
“I trust them 101%”*

“They are literally life-savers”

“You feel like you’re the only one and this feeling of isolation is immense. It is so amazing to know others understand you and relate to you”

“I was a complete gibbering wreck but they helped build me up and I was able to share with others.”

“You can’t fix 30 years of abuse in one year”

“I love it here – it’s like my second home – even if I feel rubbish I still come.”

“This experience of counselling has changed my life in a positive way and helped me learn some valuable coping mechanisms for when things go wrong”

“I have had an excellent counsellor, I have come to trust her and value her thank you so very much”

“it’s been really positive; it’s made me look at things in a different light. I feel that I now have a future with my children and for myself”

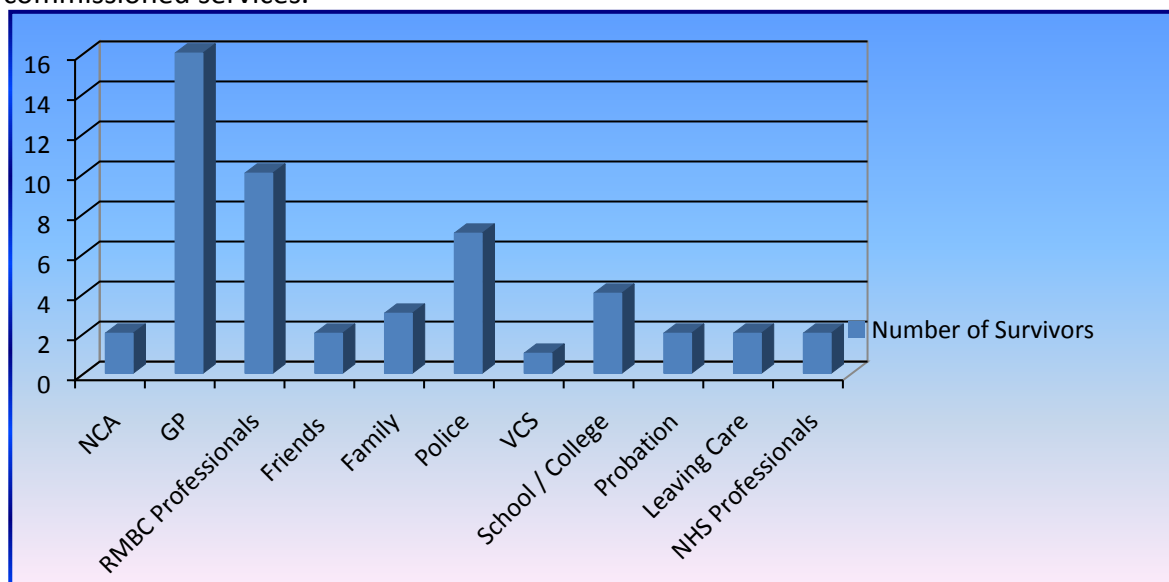
The full review can be found as an appendix but the key findings were:

- Referrals for emotional and practical support were broadly in line the original anticipated need. However there were significantly more referrals for therapeutic intervention than the original estimate in the first 15 months of the contract. There were 413 referrals for counselling between July 2016 and September 2017. The 2015 needs analysis only anticipated a total of 240 referrals between July 2016 and March 2019.
- There is currently little flexibility to adjust funding between contracts to meet demand pressures. Any future service design will need to be able to adapt more flexibility to changing need.
- Service Users have expressed extremely positive views on the support they had received. The positive impact of the services is also demonstrated through case studies and outcome monitoring data.
- There was a decrease in the number of live cases from April 2017 onwards as providers scale back capacity in line with the funding profile. Further work needs to be done to understand the significant difference in volume between providers.
- Waiting lists developed in both service areas but not for all providers. For practical and emotional support there were more people waiting for a service from Rotherham Rise than from GROW. For therapeutic intervention there are significantly more people waiting for a service from RACS than from Rotherham Rise.
- The length of time that victims and survivors are waiting for support or therapeutic intervention varies considerably between providers. Long waiting times mean that people are not getting the ‘right care’ at the ‘right time’ and may lead to negative consequences.
- The length of time that victims and survivors are waiting for support or therapeutic intervention is likely to increase as funding is profiled to reduce in 2018/19 and providers reduce their service offer accordingly.
- As investigations progress and engagement activity with victims and survivors increases, it is very likely that demand for and pressures on commissioned and non-commissioned services will increase.
- Given that the timescales for police investigations and prosecution can last up to 2 years the expectation of 12 months support (as set out in the service specification) might not be appropriate. On the other hand it is recognised that trauma can be a lifelong issue. Future service design will need to consider an appropriate timescale for interventions.
- Post-trial support has been highlighted as crucial and is within the scope of the current service specification, however, there is limited capacity to provide post-trial support at present because of the pressures from increased referrals and waiting lists.

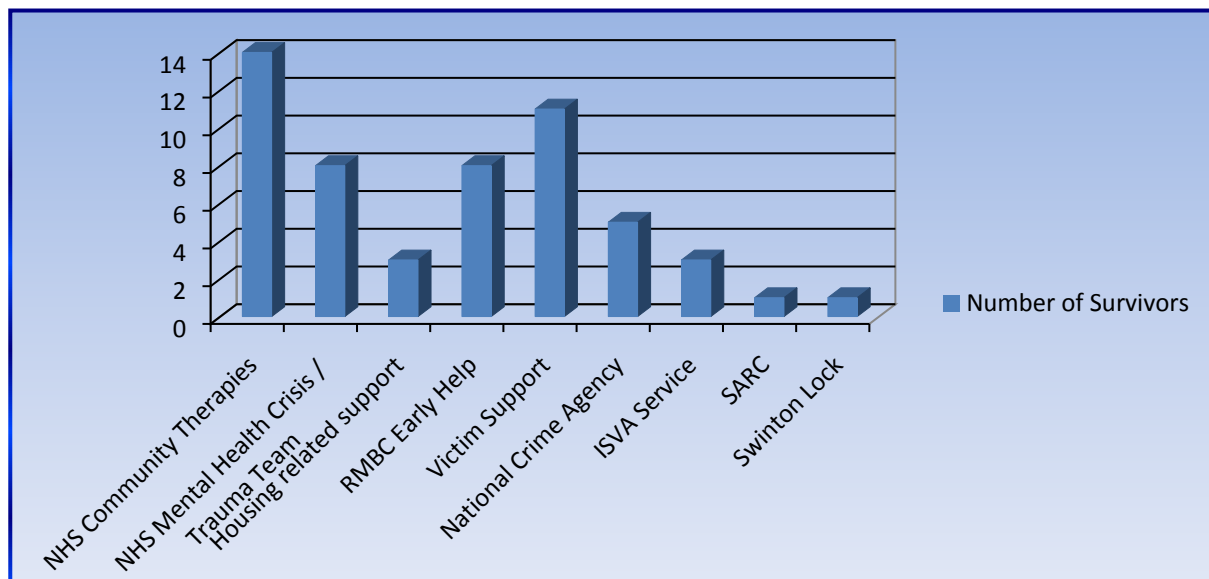
- To date the commissioned services have been accessed predominantly by adults. The funding for post-CSE commissioned services has been provided by RMBC Children and Young People's Service although other statutory organisations have aligned roles and remits to offer support to victims and survivors. *'...commissioning for services for adult survivors of CSE remains within Children's Commissioning Directorate and not with Adult Services. The implication of this is that the skills and experience of Children's Commissioning will be based within Children's Services, informed by Children's Policy and be insufficiently interconnected and integrated within Adult services'* ACEPPE, Pre-Consultation report 2018
- The landscape of service provision in Rotherham is developing and clarity around the pathways between services commissioned by a variety of organisations is vital to ensure victims and survivors can access the right help at the right time.
- The 2015 Need Analysis (although based on the best information available at the time) underestimated the need and the pattern of support required. Given the pattern of help seeking so far, it would be beneficial to re-visit and revise the assumptions of the needs analysis.

As part of the development of this updated Needs Analysis a further consultation with service users of the commissioned services was undertaken to understand better what helps people begin to recover and what survivor's experience of services has been like when trying to get help and support. The commissioned services facilitated the completion of a survey, there were a total of 33 completed surveys and the key findings are set out below.

The graph below sets out the responses given when asked how survivors found out about the commissioned services.

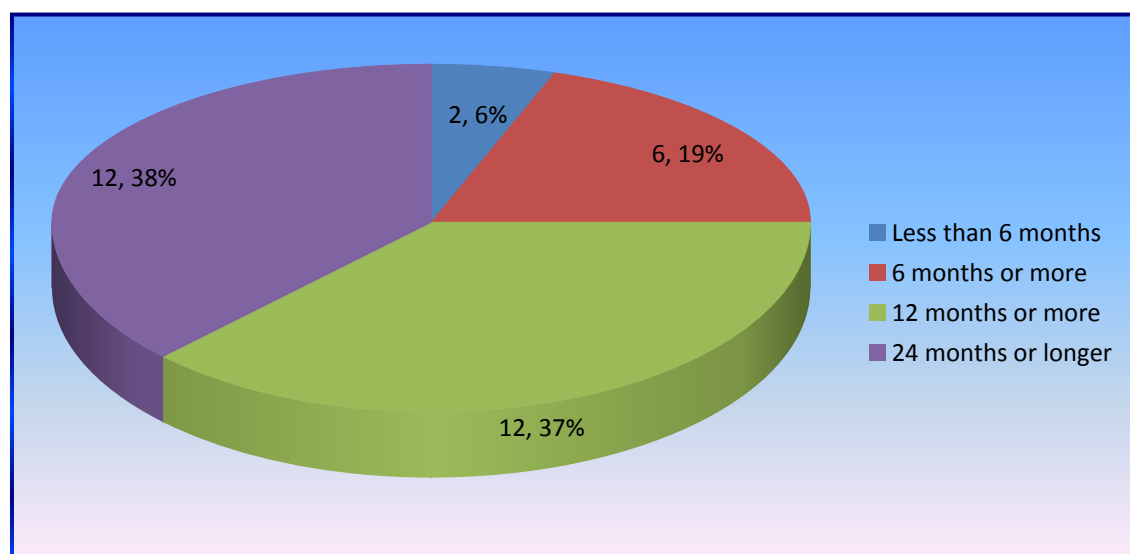


The graph below sets out the responses given by survivors when asked if they have sought help from other organisations.



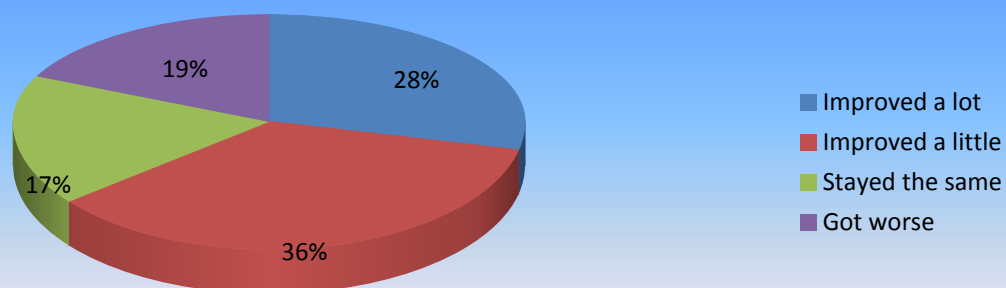
When asked to scale how easy it was to find help where 0 was impossible to find help and support and 10 was very easy the average response was 7. Varying examples were provided and are available on request.

The pie chart below shows the responses given when asked how long you received help for. 37% received a service for 12 months or longer, 38% 24 months or longer and only 6% received a service for less than 6 months. This length of service delivery was not anticipated as part of 2015 needs analysis.

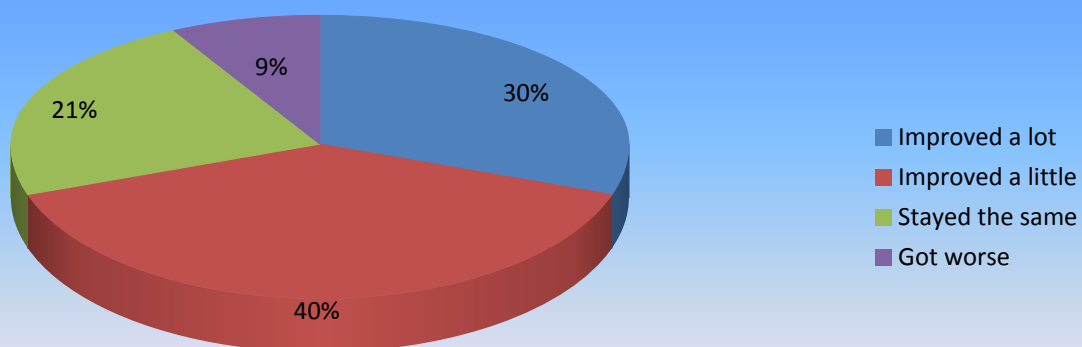


Survivors were also asked after getting support did anything change for them in relation to their health, their ability to cope, their self-esteem and self-confidence, their ability to make decisions and being able to control their own life and feeling safe. The pie charts below show the results.

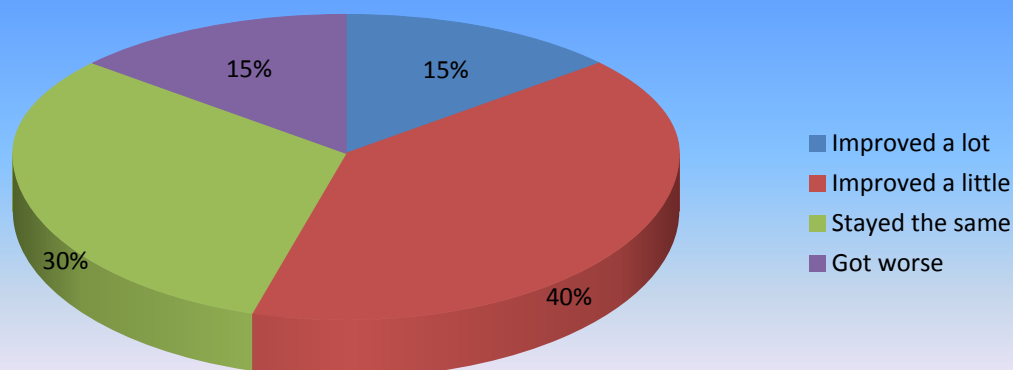
10 Health



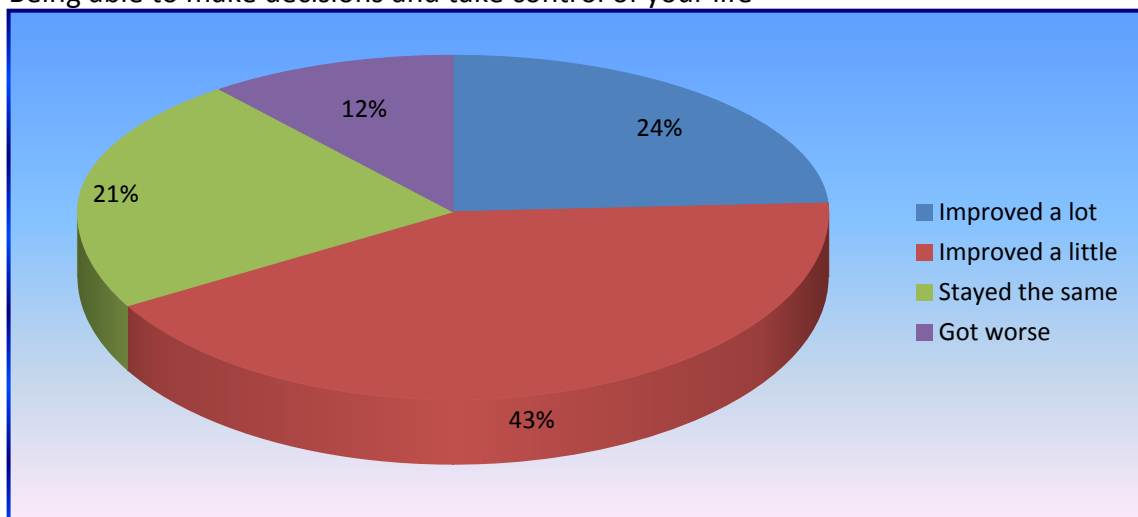
Ability to cope



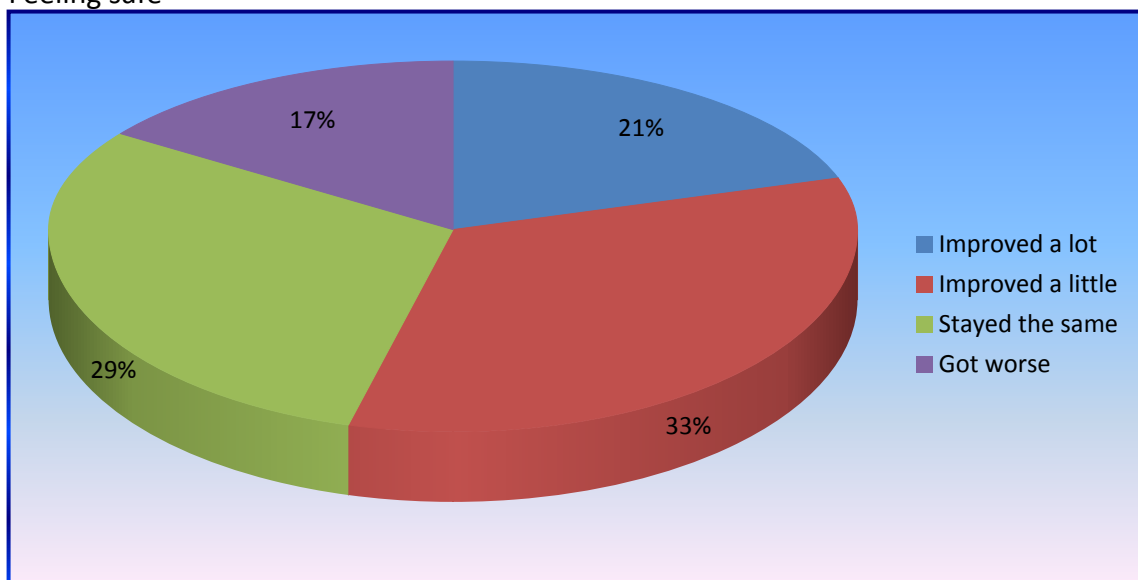
Self-esteem and self-confidence



Being able to make decisions and take control of your life



Feeling safe



Survivors were also asked if they had decided to report / seek justice, 55% of responders answered yes, 30% answered no and the remaining 15% did not answer the question.

11 Conclusion

Learning from the time of the initial needs analysis (2015) to present has been a critical part of the analysis.

Understanding what is being commissioned in other authorities and where the services are best placed to meet need, to ensure a trauma informed approach and a cohesive but flexible pathway has been difficult to ascertain. In most other authorities the commissioner is within adult services. The Trauma Resilience Service (TRS) is currently shaping the modified and improved offer to those affected by historical abuse and the recent review of their service which has formed part of this analysis indicates high levels of success in terms of outcomes and satisfaction from beneficiaries and other professionals.

The TRS' first year of development and implementation has been focussed on uniting agencies in their knowledge and working practices in order to ensure survivors are not let down but are now given the

best quality and most appropriate support and this has built upon the work already done by the CCG and RMBC in the years following the Jay report. Analysis of a combination of qualitative and quantitative evidence gathered for the Year 1 Evaluation of the TRS is indicative of an encouraging shift in opinion of how improved this approach is when compared to what has gone before. It gives a feeling that Rotherham has finally listened to and understood lessons learned from the past.

GUIDANCE

1. Within the Holiday Dates schedule below, update any other relevant holiday dates.
2. The template assumes a standard working week is 5 working days
formulas therefore care must be taken not to delete information in these fields
4. The majority of the dates will auto-populate.
5. In Column B if a cell is **Yellow** you are required to enter the
6. In Column C if a cell is **Yellow** you are required to enter the number of **Working Days** it is expected this activity will take
7. In Column C if a cell is **Orange** you are required to enter the number of **Calendar Days** it is expected this activity will take
8. In Column F if a cell is **Yellow** you are required to enter the date this activity will be completed by
9. In Column F if a cell is **Green** you may overwrite the date with one which is more relevant.
9. In Column G enter the individual(s) who are responsible for the activity
10. Column H allows you to check whether actions have been completed, by marking them as Yes / No

HOLIDAY DATES	
2018 Bank Holiday Dates	25/12/18
	26/12/18
	29/12/18
	30/12/18
	31/12/18
2019 Bank Holiday Dates	01/01/19
	19/04/19
	22/04/19
	06/05/19
	27/05/19
	26/08/19
	25/12/19
	26/12/19
	27/12/19
	30/12/19
	31/12/19
2020 Bank Holidays	01/01/20
	10/04/20
	13/04/20
	04/05/20
	25/05/20
	31/08/20
	25/12/20
	28/12/20
	29/12/20
	30/12/20
	31/12/20

PROJECT PLAN (EU OPEN)

Category	CYPS Strategic Commissioning - Child Criminal Exploitation
Project Ref & Title	19-161 Post CSE Support Services
Category Manager	Lorna Byne
Service Lead / Contract Manager	Sean Hill

ACTION	START DATE	NUMBER OF DAYS	END DATE	RESPONSIBILITY	COMPLETE	COMMENTS
COMPLETION OF NEEDS ANALYSIS						
Extend VCS Contracts for CSE Support Services (6 months extension plus 1 month rolling)	06/02/20	227	04/01/2021	Sean Hill	Yes	
Prepare an online questionnaire for public consultation	06/02/20	5	13/02/2020	RMBC Comms	Yes	
Draft questionnaire shared with TRS Reference Group	02/03/20	1	03/03/2020	Sean Hill	No	
Questionnaire approved by DCS	02/03/20	1	03/03/2020	Sally Hodges	No	
Questionnaire launched	03/03/20	20	31/03/2020	RMBC Comms	No	
Improving Lives Select Commission consider CSE Needs Analysis	03/03/20	1	04/03/2020		No	
Questionnaire closes	31/03/20	0	31/03/2020	RMBC Comms	No	
Feedback analysed and added to full Needs Analysis	31/03/20	10	16/04/2020	Jo Smith	No	
PLANNING						
Develop Project Plan	06/02/20	0	06/02/2020		No	
Develop Risk Log	06/02/20	15	27/02/2020		No	
Develop Stakeholder Plan	06/02/20	15	27/02/2020		No	
Develop Cabinet Report and Obtain Approval	10/04/20	30	27/05/2020		No	
Develop Procurement Business Case	01/03/20	15	20/03/2020		No	
Obtain Procurement Business Case Approval	23/03/2020	10	06/04/2020		No	
					No	
					No	
					No	
PREPARATION						
Prepare OJEU PIN	06/02/20	10	20/02/2020		No	
Prepare specification	10/04/20	15	05/05/2020		No	
Determine selection criteria questions	05/05/20	10	19/05/2020		No	
Determine selection criteria evaluation	05/05/20	10	19/05/2020		No	
Determine tender method statement questions	05/05/20	10	19/05/2020		No	
Determine tender evaluation criteria	05/05/20	10	19/05/2020		No	
Determine pricing model	05/05/20	10	19/05/2020		No	
Prepare OJEU Contract Notice	20/05/20	10	04/06/2020		No	
Prepare ITT	20/05/20	10	04/06/2020		No	
Prepare T&C's	20/05/20	10	04/06/2020		No	
Prepare Evaluation Matrix	20/05/20	10	04/06/2020		No	
					No	
					No	
					No	
TENDER						
Submit OJEU Contract Notice for Publication	21/06/20	0	21/06/2020		No	
Upload ITT to YORtender	23/06/2020	0	23/06/2020		No	
Advertise Opportunity on Contracts Finder	23/06/20	0	23/06/2020		No	
Receipt of Tender Queries	23/06/2020	N/A	20/07/2020		No	
Respond to Tender Queries	23/06/2020	N/A	22/07/2020		No	
Bidders Complete ITT	23/06/20	35	28/07/2020	Bidders	No	
Tender Opening	28/07/2020	0	28/07/2020		No	
					No	
					No	
					No	
TENDER'S RECEIVED						
Declaration of Interest Forms Sent and Received	28/07/2020	2	30/07/2020		No	
Procurement Undertake Compliance Check	28/07/2020	3	31/07/2020		No	
Tenders Circulated to Evaluation Panel	03/08/2020	0	03/08/2020		No	
					No	
					No	
					No	
EVALUATION						
Evaluate ITT returns individually - Selection	03/08/20	0	03/08/2020		No	
Moderation - Selection Criteria	04/08/2020	0	04/08/2020		No	
Evaluate ITT Returns Individually - Award	05/08/2020	5	12/08/2020		No	
Moderation - Award Criteria	13/08/2020	2	17/08/2020		No	
Due Diligence	03/09/2020	5	10/09/2020		No	
Prepare Tender Evaluation Report & Approval	11/09/2020	5	18/09/2020		No	
					No	
					No	
					No	
AWARD						
Draft Intent to Award Letters	11/09/2020	5	18/09/2020		No	
Notify successful(intent)/unsuccessful	21/09/2020	0	21/09/2020		No	

Standstill Period	21/09/2020	10	01/10/2020	Bidders	No	
Issue Letter of Acceptance	02/10/2020	0	02/10/2020		No	
Draft Contract Documents	05/10/2020	20	02/11/2020		No	
Contract Documents Signed	03/11/2020	10	17/11/2020		No	
Submit OJEU Contract Award Notice	18/11/2020	30	18/12/2020		No	
Publish Award Decision on Contracts Finder	21/12/2020	0	21/12/2020		No	
Update Contracts Register	21/12/2020	0	21/12/2020		No	
Implementation / Mobilisation	02/10/2020	90	31/12/2020	Bidders	No	
Contract Live	01/01/2021	0	01/01/2021		No	
					No	
					No	
					No	

Improving Lives Select Commission

Committee Name and Date of Committee Meeting

Improving Lives Select Commission

Report Title

Rotherham Pause Practice – Impact Report

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Sally Hodges

Report Author(s)

Jenny Lingrell

Jenny.lingrell@rotherham.gov.uk

Lindsey Knight

Lindsey.knight@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

The Pause Rotherham Practice launched in July 2018. The initial cohort of women will now begin to exit from the service. This report provides a summary of the impact that the practice has had on the first cohort of women.

Joint funding arrangements have now been agreed to sustain the Rotherham Pause Practice. A new cohort of women will be identified to engage with the model of support, beginning with a period of assertive outreach.

Recommendation

1. That the Improving Lives Select Commission notes the impact of Pause Rotherham since its launch in July 2018.
2. That a further report on Pause Rotherham be brought to the Improving Lives Select Commission after May 2021.

List of Appendices Included

None

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Improving Lives Select Commission – 16 April 2019

Council Approval Required

No

Exempt from the Press and Public

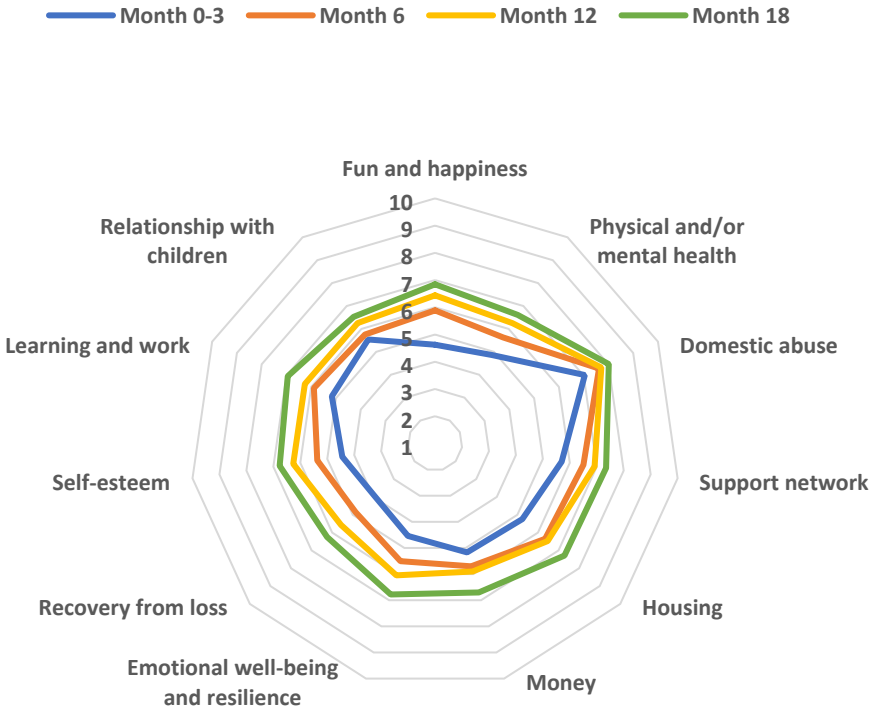
No

Rotherham Pause Practice - Impact

Rotherham Pause Practice – Impact Report

1.	Background
1.1	<p>In October 2017 the Pause scoping exercise was presented to Improving Lives Select Commission. The Committee was supportive of the findings and the recommendation to set up a Pause Practice in Rotherham.</p> <p>Funding was identified from the Early Help budget to set up a Pause Practice for a minimum of 18 months. The planning and implementation phase and recruitment process were completed, and the Pause Rotherham Practice became operational in July 2018.</p>
1.2	<p>From the initial scoping exercise, 40 women were prioritised for assertive outreach. Of these 40 women, there are currently 20 women on the programme who have had 61 children removed from their care. This is an average number of 3 children removed for each woman.</p>
1.3	<p>Using the women's birthing histories, it can be estimated that if there was no targeted intervention for this group of women, there might be 7 new births in any future year.</p>
2.	Key Issues
2.1	<p>Outcomes for Women</p> <p>The Rotherham Pause Practice is recognised by the national team as delivering good practice. The women from the current cohort have achieved positive outcomes across several areas.</p> <ul style="list-style-type: none"> • 2 women have met the prospective adopters • 3 women have started to complete life story work • All women are registered with a GP • No women are now homeless • 7 women have ended relationships which involved domestic abuse • 1 woman has completed college and has 4 university offers • 7 women have reduced their alcohol intake in the last year • 9 women have accessed some form of mental health treatment through support from Pause • 8 avoided eviction and homelessness by Pause working with housing provider • Every woman has had budgeting support over the last year • 12 women have now accessed the correct benefits and addressed their debt issues • 3 women have stated that their relationship with their partner has improved since working with Pause • Every woman has received support around domestic abuse and healthy relationships • 5 women in the last year have re-established contact with their children since working with Pause • 8 women have made new friends since working with Pause • 3 women have been supported with their final contact since working with Pause • 20 women are accessing LARC

2.2	<p>Outcomes Related to Further Education, Training and Employment</p> <ul style="list-style-type: none"> • Three of the women who accessed Pause are working. One woman is accessing a photography course at college and Pause has provided support to enable her to attend a college residential in March. The photography will also be framed and featured as part of Rotherham's refreshed 'Family Time Centre'. This woman aspires to go to university in the next year. • One woman has just completed her first semester at University and passed all her coursework with high 2:1's. She is completing a BA in Zoology and hopes to work with elephants one day. • One woman is about to start a hair extension course, which has been funded through the women's resource. Her practitioner will also be linking her with the Prince's Trust to look at their business program. • One woman is keen on health and fitness and is due to start a course to become a Personal Trainer, funded by the women's resource. • One woman has 9 GCSE's and a Level 3 in Health and Social Care; Pause are supporting her to explore Open University options. • One woman who has a level of learning need would like to work towards employment, so her practitioner is currently exploring a volunteering opportunity in a charity shop for her. <p>This evidences that 39% of the women in this cohort are moving forward by gaining new skills and employment opportunities. These outcomes are particularly positive in the context of the distance travelled from the point at which they engaged with the programme until graduation.</p>
2.3	<p>Pause Progress Tool</p> <p>The radar chart below shows how women have scored themselves on different areas of their lives at different stages of the programme (0-3months, 6 months, 12 months and 18 months). The chart is based on aggregate data of 697 women's responses to Pause's progress tool across 26 Practices. Sample sizes range from 521 at baseline (Month 0-3) to 152 at final (Month 18).</p> <p>On average, women report improvements in all areas—from fun and happiness, to domestic abuse and recovery from loss. These improvements are incremental throughout the programme lifecycle and, although they may plateau for some areas, overall, they move in a positive direction.</p> <p>Women tend to give positive feedback about using the progress tool and both Practitioners and women say that the conversations that the tool generates are of equal importance as the tool itself. These conversations are then used to help women to decide their priorities for their Pause Plan.</p>

	 <p>Month 0-3 Month 6 Month 12 Month 18</p> <p>Fun and happiness</p> <p>Physical and/or mental health</p> <p>Domestic abuse</p> <p>Support network</p> <p>Housing</p> <p>Money</p> <p>Emotional well-being and resilience</p> <p>Recovery from loss</p> <p>Self-esteem</p> <p>Learning and work</p> <p>Relationship with children</p>
	<p>Pause progress tool scores at different stages of the programme</p>
2.4	<p>Impact on Children</p> <p>Pause has also had an impact on some of the children who are now in kinship care or who have been adopted. The Rotherham Pause Practice has worked closely with social work teams and reflected on the importance of ‘holding the child in mind’.</p> <p>Children who were adopted will now directly benefit from the work of Pause, as Life Story Work has been completed and they will see a record that they were loved and wanted by their birth mother. Women have also been able to engage in the Looked After Child review process and there is a record of this. Some women are now engaging with Letter Box contact for the first time.</p> <p>Children who are in kinship care are directly benefiting from the work of Pause as their birth mothers are much more engaged in their education and, in some cases have attended school events. One woman has engaged in a words and pictures exercise with her children’s social worker to explain the current circumstances.</p>
2.5	<p>Financial Impact</p> <p>The financial impact has been calculated based on the cost avoidance associated with the 20 women in Rotherham taking a pause from pregnancy for 18 months and, therefore, not having children removed into care. Pause has created a bespoke tool that summarises costs associated with the removal and support of children who are looked after away from home. It tallies typical costs associated with achieving</p>

permanence for children – including the costs associated with pre-birth risk assessments, decision making processes and the cost of accommodating the child.

The tool maps the journey of children through the child protection process and details the activities involved in their removal. It was developed by process mapping what typically happens with one of Pause's early adopter local authorities. Unit costs have been taken from the Personal Social Service Research Unit – Unit Costs of Health and Social Care 2017 (PSSRU) and the New Economy Manchester Unit Cost Database v1.4. Where possible, costs and occurrence data have been tailored with local figures supplied by Rotherham Metropolitan Borough Council.

Costs have been split into three categories:

- **Cashable costs:** relate to the procurement of additional services; costs associated with the removal of children, including legal costs; and, the placement costs that are provided by the local authority or by the private and voluntary sectors.
- **Internal costs:** comprised of local authority internal costs, for example the cost of social worker time and the cost of internal adoption processes.
- **Total costs:** this is the sum of cashable and internal costs.

The calculations detailed below relate to a pause in pregnancy during the 18 month Pause programme and the associated avoided births nine months after this i.e. a total of 27 months (on the assumption that if a woman does not get pregnant during the 18 month programme, the earliest time she could have another child is 28 months after starting the Pause programme). Pause may well continue to influence a reduction in children being removed after 27 months, however as the programme is relatively new, a longitudinal study has not yet been carried out to verify this. We have therefore excluded these potential savings from the cost avoidance modelling.

The table below shows the average birth rate of the 20 women and estimates the number of avoided pregnancies and associated births over the 27 month period.

Women in cohort	20
Birth rate	0.33
Time without pregnancy (years)	2.25
Avoided pregnancies	15

The table above has been in conjunction to forecast future costs.

Given the birth rate of 0.33 per year among the identified group of women, it can be estimated that delivering Pause to 20 women has helped avoid 15 pregnancies and associated births over a period of 27 months.

The chart below illustrates the cost avoidance associated with 20 women on the programme taking a pause from pregnancy and the associated avoided births. It shows that the immediate avoidance would be £1,292,599 with the potential for avoiding £2,088,480 over a five-year period – of which £1,631,683 would be cashable cost avoidance.

	<div><p>Cost forecast</p><table><thead><tr><th>Time Period</th><th>Total costs</th><th>Cashable costs</th></tr></thead><tbody><tr><td>1.5 years</td><td>£1,292,599</td><td>£835,802</td></tr><tr><td>3 years</td><td>£1,633,691</td><td>£1,176,894</td></tr><tr><td>5 years</td><td>£2,088,480</td><td>£1,631,683</td></tr></tbody></table><p>Note: The cashable costs make up part of the total costs (they are not additional to the total costs stated); the remainder is made up of internal costs.</p></div>	Time Period	Total costs	Cashable costs	1.5 years	£1,292,599	£835,802	3 years	£1,633,691	£1,176,894	5 years	£2,088,480	£1,631,683
Time Period	Total costs	Cashable costs											
1.5 years	£1,292,599	£835,802											
3 years	£1,633,691	£1,176,894											
5 years	£2,088,480	£1,631,683											
2.6	<p>Financial Impact Across the System</p> <p>Whilst most of the financial savings relate to the Local Authority, there are also savings to other services. The women’s journey’s identify the predicted costs to some of the partner agencies for two of the Pause women prior to taking part in the program. One of the Pause women has not had a police call out since working with Pause over a year ago, prior to this there had been 13 call outs in one year. This woman was also in a wheelchair and had needed specialist medical care on the maternity ward; these are no longer an issue for her, which demonstrates costs saved. These costs are likely to have continued without her accessing contraception and having the confidence to join Slimming World and start exercising at the gym group.</p>												
2.7	<p>Personal Impact</p> <p>The programme supports the longer-term objective of reducing the number of children who come into the care system. This programme provides women with the support to work towards change. Each woman has her own journey which has involved trauma. Having time and space is crucial in addressing what has happened to them, but also it provides them with confidence, something they all describe struggling with. The women can start to look at life more optimistically and recognise that they can have a positive future and take control of their lives.</p> <p>A Pause lady has commented:</p> <p>“... although I am still on a journey to being well again, I am feeling optimistic about life. I am building a support network with Alice’s help, so that I never get lost again....I want to keep working with Alice and the team because by the end of my time with Pause I feel I will be able to continue with the other support Alice has put in place, and become the woman I know I can be. I believe every woman with similar circumstances</p>												

	deserve the chance of help that I have got. We have all been devastated in losing the custody of our children and need support to deal with that to help us change. This support has helped me smile again, realise my self-worth and stop the cycle of pain in my life that put me in this position” Pause Woman - July 2019