

## **IMPROVING LIVES SELECT COMMISSION**

**Date and Time :-** Tuesday 6 December 2022 at 10.00 a.m.  
**Venue:-** Town Hall, Moorgate Street, Rotherham.  
**Membership:-** Councillors Pitchley (Chair), Cooksey (Vice Chair), Andrews, Atkin, Aveyard, Bacon, Barley, Bennett-Sylvester, Z Collingham, Elliott, Griffin, Haleem, Jones, Hughes, McNeely, Mills and Thompson

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**

#### **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 6 September 2022 (Pages 5 - 14)**

To consider and approve the minutes of the previous meeting held on 6 September 2022 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. Corporate Parenting Panel - Update**

To consider any updates from the Corporate Parenting Panel.

**8. Outcomes from the review of the draft Early Help Strategy (Pages 15 - 32)**

To consider the key points that arose from the discussions and recommendations that came from the ILSC meeting on 21 September 2022.

**9. OFSTED Inspection - Draft Action Plan (Pages 33 - 48)**

To consider a presentation providing context around key areas of inspection findings, linking to public inspection report, and including the draft action plan to be submitted to OFSTED.

**10. Rotherham Youth Justice Service Progress Report (Pages 49 - 126)**

To receive a progress update on Peer Review and introduction to Youth Justice Plan.

**11. Work Programme (Page 127)**

To consider and approve the Commission's Work Programme.

**12. Improving Lives Select Commission - Sub and Project Group Updates**

For the Chair/project group leads to provide an update on the activity regarding sub and project groups of the he Improving Lives Select Commission.

**13. Urgent Business**

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

**14. Date and time of the next meeting**

The next meeting of the Improving Lives Select Commission take place on 31 January 2023 commencing at 10am in Rotherham Town Hall.



Sharon Kemp,  
Chief Executive.

**IMPROVING LIVES SELECT COMMISSION  
Tuesday 6 September 2022**

Present:- Councillor Pitchley (in the Chair); Councillors Cooksey, Andrews, Aveyard, Bacon, Bennett-Sylvester, Z. Collingham, Griffin, Haleem, Hughes, Jones, McNeely and Mills.

Apologies for absence:- Apologies were received from Councillors Jones, Atkin, Barley, Elliott and Thompson.

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

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

**23. MINUTES OF THE PREVIOUS MEETING HELD ON 14 JUNE AND 26 JULY 2022**

**Resolved:** - That the Minutes of the meeting of the Improving Lives Select Commission, held on 14 June and 26 July 2022 be approved as a correct record of proceedings.

**24. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**25. EXCLUSION OF THE PRESS AND PUBLIC**

There were no items of business on the agenda that required the exclusion of the press and public from the meeting

**26. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

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

**27. COMMUNICATIONS**

The Chair welcomed attendees to the meeting and those watching virtually. She also welcomed Mr Dick Madden, a Local Government Association Peer who was observing the meeting. Mr Madden was facilitating the forthcoming development sessions "Effective Scrutiny of Children Services"

The Senior Governance Advisor outlined that further details of the sessions would be circulated by email.

**28. CORPORATE PARENTING PANEL - UPDATE**

The Chair provided an update of a recent event to celebrate the achievements of looked after children which she and the Cabinet Member for Children and Young People attended.

The Chair confirmed that the next meeting of Corporate Parenting Panel was to take place on 20 September 2022. An update would be provided to the next meeting.

**29. ROTHERHAM LOCAL AREA SPECIAL EDUCATION NEEDS AND DISABILITY - WRITTEN STATEMENT OF ACTION UPDATE.**

The Chair welcomed the Cabinet Member for Children and Young People to the meeting. Also in attendance were Nathan Heath, Assistant Director for Education and Inclusion, Helen Sweaton, Joint Assistant Director for Commissioning, Performance and Quality (representing the Integrated Care Partnership), Julie Day (Head of Service) and Ms Kayleigh Harrison from the Rotherham Parents Carers Forum (RPCF).

Councillor Cusworth introduced the report, highlighting the progress made since the 2021 joint inspection of Special Educational Needs and Disability Services. This inspection was carried out by Ofsted and the Quality Care Commission and identified areas requiring significant improvement to be addressed through a written statement of action (WSoA).

The WSoA was considered by this body in March 2022. This report provides an update on actions as of August 2022.

To oversee the WSoA delivery and accountability, a SEND Executive Board was established, which was jointly chaired by RMBC Director of Children's and Young People's Services and Integrated Care Board (ICB) Deputy Place Director, Rotherham. The Cabinet Member highlighted that a strong partnership approach had been adopted including the Integrated Care Partnership, school and college leaders, RPCF and other key stakeholders to deliver SEND improvements across the borough. Subgroups had been established in each of the areas identified for improvement which were as follows:

- The variability in the quality of Education, Health and Care Plans (EHCP),
- The effectiveness of the graduated response to identify and meet children and young people's needs, especially in key stages 1 and 2;
- The quality of provision for children and young people's preparation for and transition to, adulthood;
- Communication with all parents and carers of children and young people with SEND about the local offer, and the accessibility of the information included within the local offer.

The Cabinet Member referred to Appendix 1 which outlined the Rotherham local area WSoA and Appendix 2 which gave an overview of performance against each area of improvement. The governance and audit process for monitoring progress and evidencing impact was noted.

The Assistant Director for Education and Inclusion outlined that the WSoA was a live document which was constantly updated. He noted that external oversight and support in Rotherham was overseen by the Department for Education (DfE) and National Health Service England Improvement (NHSEI) on a quarterly basis.

It was stressed that the authority was not working alone in its improvement journey and good practice from other local authorities was shared through its relationship with the DfE lead. The Assistant Director reiterated the commitment to co-production across all key areas, noting the engagement of young people in service design and improvement.

The Assistant Director outlined risks and challenges within the SEND system. It was noted that there were anticipated changes to how SEND will work on a national, local and individual level. It was noted that RPCF had contributed to the authority's response to the recent Government Green Paper on SEND reorganisation. It was also highlighted that RPCF was part of a national working party on SEND reforms to ensure that parent's voices were heard and reflected in reforms. It highlighted that the reforms may require recalibration of current provision and operating models.

It was noted that the OFSTED inspection framework was changing and the next inspection would focus on the lived experience of children, young people, young adults, and parent/carers with SEND.

It was noted that Rotherham was one of five local authorities currently engaged of the DfE Safety Valve financial agreement. It was outlined that there was a direct correlation between the WSOA and the Safety Valve, as both were subject to direct oversight from DfE and addressed the long-term financial sustainability of high needs funding. Rotherham's engagement with safety valve arrangements meant that Rotherham was well placed to adopt many of the reforms suggested in the Green Paper.

Prior to taking questions from the meeting, the Chair invited the RPCF representative to give her perspective on what was working well and key challenges.

Ms Harrison outlined that RPCF had been involved from the initial inspection and had been consulted on key issues arising from it. She noted that the forum was involved in each of the four areas for improvement and there were further opportunities for engagement and involvement. The forum was also working nationally to ensure that Rotherham parents' voices were heard and recognised. It was observed that there was a good level of co-production and that the forum was an equal partner in the improvement journey.

Clarification was sought about how impact of the improvement plan was captured and how this was presented evidentially so that there was

confidence that actions were making a difference. It was outlined that the information outlined in the report was determined by the submission cycle to the DfE so may not fully capture progress to date. However, progress was reflected in performance scorecards which were submitted to scrutiny on a regular basis. It was also highlighted that there was an agreed reporting schedule to the DfE which would detail progress against each of the metrics. These updates could be circulated. Details of operational monitoring arrangements were shared to give assurance that robust oversight was in place.

Details of Health Partners' commitment to the WSoA was outlined and their contribution to service developments and sharing good practice. It was noted that there had been no changes to key personnel during the transition to the new Integrated Care Partnership arrangements. Further, it was outlined that operational arrangements had been strengthened to develop educational practice, provide links to therapeutic services and improve support and advice to professional who were working with children going through EHCP assessments.

It was noted that waiting lists for therapeutic services was currently at 18 weeks. Assurance was given that significant investment had been made to ensure that no-one was waiting excessively and information and resources were offered once a referral had been made. It was noted that a future meeting of the Health Select Commission would be scrutinising Child and Adolescent Mental Health Services in more depth.

Clarification was sought on the delays in the improvement measures linked to training. In response, it was highlighted that there were no significant risks attached the delay which were due to changes in contractual arrangements. Assurance was given that the Council had fulfilled necessary milestones in the implementation stage. However, ensuring that the continuous professional development elements were delivered were critical to the next stage and progress was being made.

In response to a question if there was any difference in relations between maintained and academised schools, it was outlined that there was a good, consistent relationship across the piece. It was observed that there were differences in practices, with primary schools often having more inclusive, flexible offers, however, work was underway with schools to ensure that their offer was communicated.

In response to a question relating to audit processes in place to track progress, it was outlined that an event had been planned for mid-September involving key stakeholders (including parents and carers). The purpose of the event was to take stock of the current position, to quality assure progress and outcomes and to audit a sample of EHCPs. A database was being developed and discussions were underway with schools regarding the provision required. Further assurance was given that parents and parents were actively involved in the oversight process, with the Cabinet Member having monthly meetings with the forum.

It was noted by a Committee Member that not all local groups were captured on the website and was there a risk that local provision or gaps in provision may not be fully reflected. Work was underway to map local services, although it was recognised that groups which may not be linked to formal provision may not appear. Further work had been undertaken to help parents navigate the website and simplify the information. The Assistant Director committed to looking at mapping and welcomed any information that Members may have about local provision.

Further details were sought on the nature of discussions with the DfE and NHSEI to ensure that the work undertaken by this Commission complemented this activity. It was outlined that the meetings were held on a formal basis with similar challenge being posed about the impact measures and understanding what this means for the lived experience of children and their parents/carers. It was explained that the process whilst supportive, involved rigorous scrutiny of actions with the authority and partners being held to account for delivery of improvements. The authority would be sent written updates outlining areas requiring attention or where progress had been made.

It was noted that some of actions linked to the WSoA were also influenced by other factors such as challenges in the school system and demand pressures. However, the key measure was that children and their families received the right support at the right time. It was acknowledged that post-pandemic recovery provided significant challenges particularly in respect of exclusions and children entering education. It was hoped that by having continuous personal development and system wide approaches that improvements would be seen during the academic year. It was reported that there was also activity taking place outside of the WSoA to drive inclusion. It was acknowledged that the WSoA also provided opportunities for focussed activity to develop pathways and improve joint working.

Clarification was sought about the readiness of educational settings to identify children with additional needs. It was highlighted that this was a key challenge within the education system at this time of year. An example was given of a school querying why a child who had transitioned to secondary school without an assessment. It was highlighted that the primary offer was different. The authority was challenging schools to ask them to consider how transition could look like in the future. Work was taking place with primary and secondary schools to see what can be done to ensure the right information and systems were in place to support smooth transition.

Clarification was sought that given current financial and recruitment challenges that the improvements were sustainable. It was outlined that it was anticipated that SEND budgets would not be affected significantly although inflation, pay awards and the cost-of-living crisis have been flagged as pressures. There was a clear legal expectation for schools to

provide appropriate support for SEND however there may be schools reporting budgetary pressures in the future. It was noted that the Green Paper had consulted on whether SEND budgets should be ringfenced in the future on a similar basis to the Pupil Premium.

The Chair thanked those attending for their contributions.

**Resolved:**

1. That Improving Lives Select Commission notes the update of the progress of Rotherham's Written Statement of Action and all associated information linked to SEND Improvement across the borough.
2. Continued updates on the progression and overview of the Rotherham Written Statement of Action are provided to Improving Lives Select Commission, including a further detail on how the impact of interventions are measured.
3. That performance information relating to Rotherham's Written Statement of Action and SEND Improvement across the borough is provided in updates on a regular basis, including feedback from the Department for Education and NHS improvement agency as appropriate.
4. That work is undertaken to map local provision and ensure that this is shared on the website in an easy to access format.
5. That Members of the Improving Lives Select Commission are invited to future listening events and engages with Rotherham Parent Carers Association to better understand the lived experiences of children and young people with special educational needs and disabilities and their families.
6. That a request is made to the Chair of the Health Select Commission that members of Improving Lives Select Commission are invited to the meeting focusing on Child and Adolescent Mental Health Services.

**30. LOOKED AFTER CHILDREN AND CARE LEAVERS SUFFICIENCY STRATEGY 2023 - 2027**

The Chair noted that this item has come before the committee to scrutinise and comment on the draft strategy prior to the final version being considered by Cabinet.

She welcomed the Cabinet Member for Children and Young People to the meeting, along with Helen Sweaton, the Joint Assistant Director for Commissioning, Performance and Quality and Andrew Dyson, Senior Auditor.

The Cabinet Member introduced the report and outlined that it gave an overview of the delivery of the previous strategy and the development of the new one. She gave an overview of listening events, core group meetings and benchmarking against best practice which had informed its



content. The draft strategy provided latest data trends, priorities and delivery plans. The Cabinet Member welcomed any comments and feedback on its content and direction.

The Joint Assistant Director gave a short powerpoint presentation. It was noted that local authorities had a duty to provide or procure placements for children looked after by the local authority. The legislation and guidance included Children Act 1989, Sufficiency Statutory Guidance 2010, Care Planning, Placement and Case Review Regulations 2011). The contents of the Sufficiency Strategy were informed by statutory guidance and regulated by Ofsted.

It was noted that whilst there was a duty to procure 'placements', the strategy referred to these as 'homes' as this was the stated preference of looked after children. The presentation highlighted progress made since the previous strategy was introduced and noted that some of the aspirations articulated in the previous iteration would be reflected in the update.

It was outlined that reliance on Independent Fostering Agencies had reduced but further work was needed to recruit more in-house foster carers. This aspiration was to be continued in the refreshed strategy/delivery plan. Progress had also been made to develop local residential provision and secure block-bookings for Rotherham children to achieve best value. Work was to be continued to explore opportunities for regional collaborative working arrangements. A review of Rotherham Fostering Framework had been undertaken to ensure that it continued to deliver high quality placements and value for money. A dynamic purchasing framework had been implemented to ensure that sufficiency was achieved for Rotherham care leavers. Partnership working had also been undertaken with Adult Care and Housing to ensure that sufficiency was achieved for vulnerable 16- and 17-year-olds.

The Senior Auditor outlined that based upon the results of the audit, substantial assurance could be provided that the controls articulated in the strategy were operating effectively. This opinion contributed to the production of the Council's Annual Governance Statement. The audit report made two recommendations which were accepted. In summary these were to ensure that the outcomes of the 2019-22 LAC Strategy were included in the refreshed document and to ensure the monitoring arrangements were included.

The Chair invited Members of the Commission to ask questions.

It was noted that the anticipated reduction in LAC number would provide an opportunity to look improve the quality of support. Clarification was sought on how outcome measures and aspirations related to the delivery plan, how they would be achieved and by what date. It was outlined that the measures of success could be aligned to the delivery plan. In response to a question on LAC pathways to mental health support, it was

noted that this was not currently reported on. It was suggested that the Corporate Parenting Panel could consider this further.

Details were sought if any foster carers had left the independent sector to join the authority's fostering service. It was noted that there had been limited success in doing this. Work was underway to change perceptions about the range of support available to foster carers. It was noted that this was a national issue.

Clarification was sought if consideration had been given to increasing payments to foster carers. It was confirmed that options were being developed to ensure that placements were sustainable, including consideration of Special Guardianship Orders where appropriate. It was outlined that fostering support workers worked closely with families to identify if additional support, including financial assistance, was required. The Chair requested that case studies were provided to illustrate how foster carers may access support.

It was noted that a major pillar of the strategy was the recruitment and retention of foster carers although it was recognised that this was an ongoing challenge. It was highlighted that a commitment had been made to ensuring that LAC had local homes. Recruitment and retention of foster carers had to be central to the strategy as in-house provision was the best and most cost-efficient way to help those children locally. It was noted that prospective carers were progressing to become foster carers and work was underway to retain the current cohort.

Clarification was sought on the acquisition of children's home. Market inflation around building costs had made it difficult to secure appropriate properties. Assurance was given that the authority was working at speed and with due diligence to secure properties however, market fluctuations have presented difficulties. It was noted that the current provision was 'getting it right' and had received recognition from Ofsted.

Further details were sought regarding publicising the foster care offer widely in Rotherham and if consideration had been given to recruiting more carers from ethnic minority communities. It was confirmed that this was the case, however it was noted that more needed to be done to publicise different fostering offers such as respite care or day care if people could not commit to being full-time carers. It was noted that elected members had a role in publicising the in-house foster care offer across their networks.

Clarification was sought on safeguarding concerns particularly in relation to criminal exploitation and children missing from care and services for young people with sexually harmful behaviour. It was noted that because there were very small numbers affected by these issues it was difficult to provide data. However, assurance was given that consideration was given to these factors in the service specification for children's homes and other commissioned or fostering provision.

Clarification was sought on how looked after children and care leavers views were sought to inform the strategy. It was outlined that the Assistant Director was engaging with the LAC Council shortly and their views would be incorporated prior to the submission to Cabinet. There was an ongoing dialogue with the LAC Council which was used to inform service developments.

Assurance was sought on the criteria for benchmarking arrangements. It was noted that the authorities identified as part of audit activity were sought on the basis of the challenges faced within their areas and how recently they had refreshed their strategies.

Resolved:

1. Members of the Improving Lives Select Commission note and inform the development of the new Strategy.
2. Members of the Improving Lives Select Commission note and endorse the governance arrangements for delivery of the Strategy.
3. That further work is undertaken to ensure that the impact measures referenced in the Strategy and accompanying action plan are aligned to the aspirations.
4. That the in-house foster carer offer is explicitly referenced in the Strategy.
5. That the outcomes of engagement with looked after children and care leavers on the draft strategy is shared with the committee.
6. That further consideration is given to the role of elected members in promoting foster carer recruitment and how details of the foster-care offer is shared with different communities across Rotherham, including minority ethnic communities.

### **31. WORK PROGRAMME**

The Committee considered its Work Programme.

**Resolved:** - That the Work Programme for 2022/23 be approved.

### **32. IMPROVING LIVES SELECT COMMISSION - SUB AND PROJECT GROUP UPDATES**

The Senior Governance Adviser provided an update on future activity including the forthcoming informal session to consider the draft Early Help Strategy to be held on September 21, 2022.

**Resolved:** - That the update be noted.

### **33. URGENT BUSINESS**

There was no urgent business.

**34. DATE AND TIME OF THE NEXT MEETING**

Resolved:-

That the next meeting of the Improving Lives Select Commission take place on Tuesday, 25 October 2022, commencing at 10am at Rotherham Town Hall.

Public Report  
Improving Lives Select Commission

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**Committee Name and Date of Committee Meeting**

Improving Lives Select Commission – 06 December 2022

**Report Title**

Outcomes from the review of the draft Early Help Strategy (2023 – 2028).

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

No

**Strategic Director Approving Submission of the Report**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

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**Ward(s) Affected**

Borough-Wide

**Report Summary**

On 21 September 2022, Members of Improving Lives Select Committee (ILSC) met to review the draft Early Help Strategy 2023-28 in advance of its submission to Cabinet. The aim of the ILSC meeting was to comment and influence the priorities, strategic direction and the delivery of the Early Help Strategy, as well as identifying challenges and potential solutions.

This report summarises the key points that arose from the discussions and outlines the recommendations arising from the ILSC meeting on 21 September 2022.

**Recommendations**

That Improving Lives Select Commission:

1. Notes the outcomes and recommendations of its review of the draft Early Help Strategy as outlined in the report.
2. Notes that the recommendations have been approved by Overview and Scrutiny Management Board (OSMB) and submitted to Cabinet for consideration.
3. Receives further updates on the progress and implementation of the Early Help Strategy as approved.

**List of Appendices Included**

- Appendix 1- Letter to Councillor Clark: Improving Lives Select Commission – consideration of the draft Early Help Strategy
- Appendix 2 – ILSC Draft Early Help Workshop Slides
- Appendix 3 – Summary of issues emerging from the workshop

**Background Papers**

None

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

None

**Council Approval Required.**

No

**Exempt from the Press and Public**

No

## **Outcomes from the review of the draft Early Help Strategy (2023 – 2028).**

### **1. Background**

- 1.1 Having launched RMBC's previous Early Help Strategy (2016-2019) in January 2016, RMBC's Early Help Service a new Early Help Strategy (2023-2028) is being developed by stakeholder's and partners
- 1.2 The development of this strategy is an identified activity within the Year Ahead Delivery Plan 2022:

#### *3.3. Develop and launch the refreshed Early Help Strategy*

- 1.3 Following the development of a draft Early Help Strategy, it was agreed that Members of the ILSC would attend a workshop meeting to review it. The purpose of this meeting was to provide ILSC Members with an opportunity to scrutinise and comment on the draft Early Help strategy, prior to the final version being submitted to Cabinet for decision.
- 1.4 On 21 September 2022, a cross party group of ILSC Members and a co-optee met to consider the draft Early Help Strategy. The workshop was facilitated by David McWilliams (Assistant Director of Early Help, Family Engagement & Business Support) and Susan Claydon (Head of Early Help), with support from Governance Officers
- 1.5 Following its meeting, Cllr Pitchley (Chair of ILSC) wrote to Cllr Clark (Chair of OSMB) outlining the recommendations that had arisen from the discussions and asking Cllr Clark to submit these as part of OSMB's pre-decision scrutiny role (attached as Appendix 1). These recommendations are outlined in section **2.2**.
- 1.6 To ensure that Cabinet was able to consider the workshop's conclusions on a timely basis, recommendations were submitted to OSMB on 16 November 2022.

### **2. Key Issues**

- 2.1 The session involved interactive discussions and presentations led by Early Help leads (the slides are attached for information as Appendix 2). An information pack containing the previous iteration of the strategy, the current draft and examples of other local authority early help offers was circulated in advance of the meeting.

Officers gave an overview of the draft Early Help Strategy 2023-28 and contextual information about the previous version. Officers facilitated two workshop exercises to generate feedback about the content and direction of the current draft. The participants reviewed what was working well across the Early Help service (including partnership working and information sharing) and feedback surrounding the ongoing challenges to be considered within the new strategy (for example the cost of living crisis and its impact on families).

Other issues considered included benchmarking activity across other local authorities to identify areas of good practice which could be reflected in the updated strategy. A summary of the issues raised in the discussion is attached as Appendix 3.

2.2 Drawing on the exercises and productive conversations arising from the meeting, a set of ten recommendations were made to inform the refreshed Early Help Strategy. These are outlined below:

1. That the strategy should reflect the following broad principles/priorities:
  - Children, young people & families at the heart of everything we do.
  - That early help is a shared partnership responsibility.
  - Right support, at the right time, in the right place.
  - Actions, plans, assessments and conversations should improve outcomes for the family.
  - Working in communities.
  - Early intervention.
2. That description of the Early Help offer is clear and understandable i.e what is the universal offer, what is the targeted offer?
3. That the strategy should articulate what constitutes basic needs and how this relates to the Early Help offer (referring to Maslow's Hierarchy of Needs).
4. That any supporting action plan relating to the strategy has clear milestones, timescales, responsible individuals and expectations of outcomes.
5. That a commitment is made to strengthening the links between the Early Help offer and neighbourhood working and local ward members to ensure that early help is "everyone's business".
6. That consideration is given to publicising groups/peer support in local areas linked to community hubs via easy-to-navigate web pages or applications across partnership agencies.
7. That consideration is given to maximising eligibility and take-up of free school meals.
8. That the issue of parent/infant (perinatal) mental health care is reflected in the strategy.
9. That the partnership gives consideration to the learning and development offer required to support the refreshed strategy including how this is rolled out to schools, health, voluntary sector organisations and other key partners.
10. That the document is designed for a professional audience with an easy-to-read version available for the public.



**3. Options considered and recommended proposal**

- 3.1 As an information report, there are no alternative options or proposals to consider.
- 3.2 It is recommended that Improving Lives Select Commission:
1. Notes the outcomes and recommendations of its review of the draft Early Help Strategy as outlined in the report.
  2. Notes that the recommendations have been approved by Overview and Scrutiny Management Board and submitted to Cabinet for consideration.
  3. Receives further updates on the progress and implementation of the Early Help Strategy as approved.

**4. Consultation on proposal**

- 4.1 All papers supporting this item are published on the Council's website. Whilst there is no consultation required as a result of the scrutiny activity in respect of this item, the service will continue to undertake consultation on service developments as required.

**5. Timetable and Accountability for Implementing this Decision**

- 5.1 The recommendations arising from this activity have been forwarded to the service for consideration as part of the final strategy. This will be considered by Cabinet in due course.

**6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)**

- 6.1 There are no financial implications directly arising from this item. Any recommendations which may have financial or procurement implications will be considered as part of the Cabinet decision.

**7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)**

- 7.1 There are no legal implications directly arising from this item. Any recommendations which may have legal implications will be considered as part of the Cabinet decision.

**8. Human Resources Advice and Implications**

- 8.1 Any human resources implications arising from this item will be considered as part of the Cabinet decision.

**9. Implications for Children and Young People and Vulnerable Adults**

- 9.1 The final Early Help Strategy will have a positive impact on children, young people across the Borough supporting early intervention, partnership working and best practice. The recommendations arising from ILSC's scrutiny activity will contribute to the overall content and direction of the strategy.

**10. Equalities and Human Rights Advice and Implications**

- 10.1 Any recommendations emerging from this item which have direct equalities and human rights implications will be considered as part of the Cabinet decision

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

- 11.1 There are no implications for CO<sub>2</sub> emissions or climate change.

**12. Implications for Partners**

- 12.1 Any recommendations emerging from this item which have implications for key partners will be forwarded to the relevant agency for consideration and response.

**13. Risks and Mitigation**

- 13.1 Risks and mitigations will be detailed in full as part of the Cabinet decision.

**Accountable Officer(s)**

Jo Brown, Assistant Chief Executive  
Emma Hill, Head of Democratic Services

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This report is published on the Council's [website](#).

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**26 October 2022**

**Cllr Maggi Clark, Chair of Overview and Scrutiny Management Board**

via email: [maggi.clark@rotherham.gov.uk](mailto:maggi.clark@rotherham.gov.uk)

cc Cllr Cusworth, Cabinet Member for Children and Young People's Services  
Suzy Joyner, Strategic Director, Children and Young People's Services  
David McWilliams, Assistant Director, Early Help and Family Engagement  
Susan Claydon, Head of Locality and Family Support Strategic Lead  
Emma Hill, Head of Democratic Services

Dear Cllr Clark

**Improving Lives Select Commission – consideration of the draft Early Help Strategy**

As you are aware, Members of Improving Lives Select Commission (ILSC) met on 21 September 2022 to consider the draft Early Help Strategy in advance of its submission to Cabinet. The purpose of the meeting was to comment and influence the priorities, strategic direction and the delivery of the Early Help 'offer', identifying challenges and potential solutions. As such, having an opportunity to scrutinise this important work at an earlier stage was very welcome and received positively by Members. I am grateful for your attendance and participation at the workshop and I'm sure you will agree it was a fruitful discussion.

I would like to thank David McWilliams and Susan Claydon from the Early Help and Family Engagement Service and Governance Officers for facilitating the workshop.

As you are aware, the ILSC meeting to be held on 25 October will not be considering formal business and therefore will not be able to ratify our recommendations prior to the Cabinet meeting in November. A short report summarising the key points arising from the discussions and recommendations will be submitted to the next available meeting of ILSC which is scheduled for 6 December 2022.

In order that the Cabinet is able to consider the workshop's conclusions on a timely basis, I am writing to request the following recommendations are submitted to the OSMB meeting to be held on 16 November 2022 as part of its pre-decision scrutiny role.

1. That the strategy should reflect the following broad principles/priorities:
  - Children, young people & families at the heart of everything we do.
  - That early help is a shared partnership responsibility.
  - Right support, at the right time, in the right place.
  - Actions, plans, assessments and conversations should improve outcomes for the family.
  - Working in and with communities.
  - Early intervention.
2. That the description of the Early Help offer is clear and understandable i.e what is the universal offer, what is the targeted offer?
3. That the strategy should articulate what constitutes basic needs and how this relates to the Early Help offer (referring to Maslow's Hierarchy of Needs).
4. That any supporting action plan relating to the strategy has clear milestones, timescales, responsible individuals and expectations of outcomes.
5. That a commitment is made to strengthening the links between the Early Help offer and neighbourhood working and local ward members to ensure that early help is "everyone's business".
6. That consideration is given to publicising groups/peer support in local areas linked to community hubs via easy-to-navigate web pages or applications across partnership agencies.
7. That consideration is given to maximising eligibility and take-up of free school meals.
8. That the issue of parent/infant (perinatal) mental health care is reflected in the strategy.
9. That the partnership gives consideration to the learning and development offer required to support the refreshed strategy including how this is rolled out to schools, health, voluntary sector organisations and other key partners.
10. That the document is designed for a professional audience with an easy-to-read version available for the public.

I am grateful if you can confirm that the recommendations will be included in OSMB's feedback to Cabinet. Should you have any queries, please do not hesitate to contact me or Caroline Webb, Senior Governance Advisor ([caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk)).

Thank you for your consideration.

Yours sincerely,

Cllr Lyndsay Pitchley

Cllr Lyndsay Pitchley  
**Chair of Improving Lives Select Commission**



Proud to work with Rotherham's  
children • young people • families

# Early Help Draft Strategy 23-28

21st September 2022

[www.rotherham.gov.uk](http://www.rotherham.gov.uk)

Rotherham  
Metropolitan  
Borough Council

1

## Purpose

Opportunity to inform, shape and influence the draft Early Help Strategy 2023-2028

Outcome/s:

- Appreciation of Early Help & Early Intervention
- Opportunity to inform the Principles, Priorities, and design of the Strategy

2

## What makes a good strategy?

A good strategy provides;

- Analysis or description of current situation or a problem
- A Vision
- A Roadmap
- Guiding Principles
- Priorities
- Action Plan (SMART)

“A strategy is just one element of the overall strategic direction that leaders must define for their organisation. “

- Avoid ‘fluff’
- Less is more
- Simple messages

3

## The legislative context for Early Help

*Providing Early Help is more effective in promoting the welfare of children than reacting later. Early Help means providing support **as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years.***

*Early Help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child has returned home to their family from care.’*

**Working Together 2018 HM Government**

4

## Working Together 2018 Cont.

Local authorities should work with organisations and agencies to develop **joined-up** early help services based on a clear understanding of local needs.

This requires all practitioners, including those in universal services and those providing services to adults with children, to understand their role in identifying emerging problems and to share information with other practitioners to support early identification and assessment.

5

## Early Help Strategy 2016-2019

### Phase One introduced ...

- New governance through the Children and Young people's Strategic Partnership (CYPSP), the Local Safeguarding Children Board (LSCB), the Member-led Early Help Review Board, the partner led **Early Help Steering Group**
- New systems and processes to ensure swift access to support through the Early Help Assessment (EHA) and the **first phase of integration of previously separate** professional disciplines and services into integrated Early Help locality teams

### Phase Two

- In Phase Two we delivered a **whole service redesign** developing **new job roles** and more efficient and effective ways of working to embed a shared responsibility across the partnership for meeting the needs of families earlier.
- "We will build on our achievements in phase one and refined our Early Help Offer through **further integration and service redesign** with our partners and stakeholders."

### Phase Three

- Phase three described how "we will ensure that **Rotherham's early Help offer is sustainable**"
- We described how we would "work in partnership to explore **the potential for all-age family integrated services** and look at innovative ways to reshape our existing buildings and centres into all age delivery points in localities and communities"
- "The **local authority** will **review our staffing structures** and seek to **reduce our management capacity** as the early Help offer becomes further embedded across the wider early help partnership"

6

## In January 2018 Ofsted noted

- The Early Help offer has undergone **considerable transformation** since January 2016.
- There is now a **shared strategic ownership and ambition** with partners
- Inspectors saw some **very effective work** with children and families
- Families in localities benefit from a **broad range of Early Help services** which continue to be **more integrated with social care**. This facilitates **an improved and seamless delivery of services** to children and their families
- The local authority, with its partners, **meets regularly through the Early Help Steering Group**. Adopting the Troubled Families Maturity Matrix model, the Steering Group has an Action Plan that is updated quarterly
- **Early Help locality teams are co-located** with social care and partners across the borough. This is improving communication and the delivery of responsive interventions and services in local communities
- Feedback from families, schools and partners of the local authority is routinely gathered and shared on a monthly basis.
- The evidence from Early Help Exit Surveys **consistently demonstrates that Early Help is making a difference**, and that family's feel supported at this lower level.
- **Partner agencies are now undertaking Early Help Assessments** supported demonstrating their **growing confidence in the arrangements**.
- Arrangements for **stepping cases up to social care or down to Early Help** are **robust and well embedded** in locality practice.

7

## In June 2022 Ofsted noted

- *Children are stepped up and down to the Early Help service appropriately, with managers capturing their oversight and decision-making in case records.*
- *Where required, Early Help workers co-work with social workers to provide targeted interventions to support families and children in their homes.*

8



## Vision

“All agencies working together to ensure children, young people and families have their needs identified early, so that they can receive swift access to targeted help and support”

\*Agreed by partners

9

## Governance & Oversight

### Rotherham Safeguarding Children's Partnership (RSCP)

Rotherham's Safeguarding Children's Partnership is responsible for providing strategic direction and oversight of the Early Help Strategy and monitoring the delivery of the Early Help Delivery Plan

### The Early Help Steering Group (EHSG)

The EHSG is the multi-agency partnership that reports to the Rotherham Safeguarding Children's Partnership (RSCP) & provides the coordination of the Early Help Offer in Rotherham. The EHSG has developed the early help system in Rotherham into a mature and collaborative way of working and has coproduced this draft strategy.

### Best Start & Beyond Framework Steering Group

The group is responsible for the development and implementation of the Best Start and Beyond Framework. It will produce a quarterly progress report to provide updates to Health and Wellbeing Board, Place Board and Early Help Steering Group

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## Community Support & Universal Services Targeted Early Help & Acute Support



11

## EXERCICE: Analysis of current situation

Spend 10 Minutes discussing Rotherham ...

Think: *Place – People – Partnerships*  
(Neighbourhood and Early Help Context)

- What's working well?
- What are we worried about / Challenges?

12

## Exercise

### Principles: Can we get this down to six?

- Children, young people & families at the heart of everything we do
- Early Help is everyone's business
- WE work with children, young people & families in a restorative way
- A family must give their consent for Early Help before information can be shared across agencies
- Our practice is strengths based and relational
- Right support, at the right time, in the right place
- Colocation of services and people
- Nobody should be working in isolation
- Conversations, meetings, assessments and plans should be purposeful and lead to actions to improve outcomes for the family.
- Make every contact count
- Prevention is better than intervention
- Working With communities
- Opportunities for all

13

## Exercise:

### Design: (Look & Feel)

Which strategies do you like and why?

### Content:

Is there anything missing?

What do you like about the draft strategy?

Is there anything you would want to change?

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## **Appendix 3: Summary of issues arising from the workshop discussion (21 Sept 2022)**

### **What's working well?**

- Good partnership buy-in regarding the Early Help Assessment
- Openness and accountability
- Culture of candour
- Different levels of support
- Joined up working across agencies
- Information sharing with partners
- Free school meal vouchers in holiday time – big increase in uptake
- Holistic approach to solutions
- Self-awareness

### **What are we worried about?**

- Monitoring and measuring how agencies are working together effectively
- Unsupervised children in borough
- Number of children in poverty in Rotherham
- Chasing other authorities 'best practice' rather own bespoke policy
- Families who are part of the working poor
- Cost of living impacting non-essential spend on children's clubs
- Future financing of Council services
- Budget cuts to partners finances
- Lack of early support adding to later life crisis

### **Challenges**

- Cost of living
- Diminishing resources
- Increasing levels of poverty and disadvantage
- Organisational challenges with North/Centra/South
- Alignment to communities
- Budget restrictions – partners forcing more responsibility onto Council
- Being able to meet the needs of an increasingly diverse community
- Confidentiality procedures between elected members and officers
- Covid children – behavioural changes at school
- Pre-natal – early help consideration vital

### **Solutions**

- Protocol for frontline staff with officer member relationships
- More input into neighbourhood teams so they have a better overview
- More use of school resources to develop family groups
- More outreach work
- More information gathering
- Ensure linkage back to Maslow
- Engage people in their own environment
- Use the Family Hubs across all areas.
- Peer support online
- Use of volunteers to support families once cases are 'closed'
- Break down North/South/Central to local communities

**Benchmarking feedback from other local authorities**

- The importance of making the strategy accessible
- Contextualise information with appropriate data
- Leeds, Bristol and North Yorkshire listed as good examples
- Use of pictures – with our own residents in
- Include the four cornerstones in the strategy
- Having children and family young voices shaping services
- Have a separate action plan to ensure the aspirations of the strategy are delivered
- Include 'A promise' for Rotherham families.
- Agree who is the strategy aimed at – public vs professional
- Use of clear language is essential
- List case studies and examples of when early help has made a difference

Public Report  
Improving Lives Select Commission

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**Committee Name and Date of Committee Meeting**

Improving Lives Select Commission – 06 December 2022

**Report Title**

Ofsted Inspection

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

Yes

**Strategic Director Approving Submission of the Report**

Suzanne Joyner, Strategic Director of Children and Young People's Services

**Report Author(s)**

Helen Sweatn. Assistant Director, Commissioning, Performance and Quality  
[Helen.sweaton@rotherham.gov.uk](mailto:Helen.sweaton@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report provides an update on the Ofsted inspection which took place in June and the development and delivery of the action plan to address all recommendations made.

**Recommendations**

1. Members of the Improving Lives Select Committee note the outcome of inspection and note the draft action plan.

**List of Appendices Included**

Appendix 1 The Action Plan

**Background Papers**

Inspection Report: <https://reports.ofsted.gov.uk/provider/44/80543>

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## Ofsted Inspection

### 1. Background

- 1.1 Inspections of Local Authority Children's Services are undertaken by Ofsted under the Inspection of Local Authority Children's Services framework.

Ofsted evaluate the:

- impact of leaders on social work practice with children and families
- experiences and progress of children who need help and protection
- experiences and progress of children in care and care leavers
- overall effectiveness

- 1.2 Between 27 June to 1 July 2022 Ofsted undertook a short inspection under the framework for Inspection of Local Authority Children's Services. The inspection team visited Rotherham Council Children's Services speaking to local children, young people and families about their experiences, interviewing social workers, senior staff, councillors and partner organisations and scrutinising a sample of case files.

They graded Children and Young People's services in four key areas and found:

- The impact of leaders on social work practice with children and families is GOOD
- The experiences and progress of children who need help and protection is GOOD
- The experiences and progress of children in care and care leavers is GOOD
- Overall effectiveness is GOOD

- 1.3 Inspectors said that "Children's services are a clear priority for the Council", that there was a "whole Council commitment to children and families in Rotherham" and that "a learning culture is set from the top".

The report praised the way that social workers supported vulnerable children and kept them safe. It said: "The vast majority of social work practice supporting children in need, child protection and children in care seen during this inspection is of a good quality. All the children the inspectors met reported on the high-quality support they receive from their workers. Actively listening and responding to what children say are key components of the local authority's success in helping vulnerable children to be safer and have better lives".

"Well-developed approaches to building resilience in families and supporting children in their communities appropriately ensure that only those with the highest needs are supported by statutory children's services. Children are safeguarded well. Children in care and care leavers services ensure good progress for those children for whom the council has specific responsibilities. Excellent direct work with children and the consideration of their views ensure that children are at the centre of decision-making, resulting in services that best meet their needs."



## **2. Key Issues**

- 2.1 In addition to the identification of good practice, inspections also identify areas for further improvement. There were four areas identified, which are:
- Consideration of previous history and current circumstances when responding to 'front door' contacts and child protection concerns.
  - Assessment of the identity needs of children when planning for their future.
  - The level of ambition for individual care leavers, the support for them to achieve their aspirations and the detailing of this in pathway plans.
  - The quality of individual case audits to inform wider service learning.
- 2.2 Ofsted require every Local Authority to submit an action plan in response to the areas that need to improve. The draft action plan can be found at Appendix 1. This is awaiting approval from Ofsted and is in draft until then.
- 2.3 Findings from inspections are managed as part of our improvement, planning and quality assurance processes. Progress is monitored in the Children and Young People's Services Improvement Plan and reported for review and challenge on a quarterly basis to the Directorate Leadership Team.

Actions advised as complete are submitted to the Evidence Challenge Panel where the action owner presents evidence to provide assurance that the action is complete, and the desired outcomes have been achieved. Once approved this is then submitted to the Directorate Leadership Team for formal sign off to close. Update reports will be received by Audit Committee.

## **3. Options considered and recommended proposal**

- 3.1 Recommended proposal:
1. Members of the Improving Lives Select Committee note the outcome of inspection and note the draft action plan.

## **4. Consultation on proposal**

- 4.1 The development of the action plan has involved collaborative working across Rotherham, including Looked After Children and Care Leavers, First Response, Locality Social Work, Commissioning, Performance, Early Help, Legal Services and Finance.

The key statutory partners encompassing NHS South Yorkshire, Rotherham Place and South Yorkshire Police have been consulted and will continue to be engaged in the process, jointly chairing the Evidence Challenge Panel and as part of the Rotherham Safeguarding Children Partnership.

## **5. Timetable and Accountability for Implementing this Decision**

- 5.1 The inspection report was received in August 2022. First Evidence Challenge Panel held on 14<sup>th</sup> November to approve completed actions (6). The action plan to address the four what needs to improve findings was submitted to Ofsted by the deadline of 21<sup>st</sup> November.

Implementation progress, risks and actions are reported into the Directorate Leadership Team via the Children and Young People's Services (CYPS) Improvement Plan.

Additional assurance is provided through oversight by the multi-agency Evidence Challenge Panel.

Update Reports will be received by Audit Committee.

## **6. Financial and Procurement Advice and Implications**

There are no financial implications.

There are no direct procurement implications arising from this report. Where there is a need to engage third party organisations to assist in delivery of the action plan this must be undertaken in compliance with Public Contracts Regulations 2015 (as amended) and the Council's own Financial and Procurement Procedure Rules.

## **7. Legal Advice and Implications**

- 7.1 There are no direct legal implications arising from the recommendations within this report.

## **8. Human Resources Advice and Implications**

HR are continuing to look at access to potential employment opportunities, work experience and placements within the Council and key partnerships to consider providing employment and career opportunities to our Care Leavers and Looked After Children.

## **9. Implications for Children and Young People and Vulnerable Adults**

- 9.1 The implications for children and young people are considered within the action plan (appendix 1), inspection report (background paper) and the body of this report. Improving local authority children's services will improve the experience of our most vulnerable children who require help and/ or protection.

## **10. Equalities and Human Rights Advice and Implications**

- 10.1 For Cabinet reports, append the [equality impact assessment](#) (EIA) set out any key equalities issues and mitigations identified through the EIA.

## **11. Implications for CO<sub>2</sub> Emissions and Climate Change**

N/A

## **12. Implications for Partners**

- 12.1 Education, Police and Health partners have been involved in the inspection and where appropriate, the development of the action plan. They will continue to contribute to the effective delivery of the action plan.

## **13. Risks and Mitigation**

13.1 N/A

**Accountable Officer(s)**

*Report Author: Helen Sweaton, Assistant Director, Commissioning, Performance and Quality*

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*This report is published on the Council's [website](#).*

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# **Rotherham Children and Young People's Services**

## **Action Plan Ofsted ILACS Inspection Action Plan**

**14 November 2022**



***Our Children – Resilient, Successful, Safe***

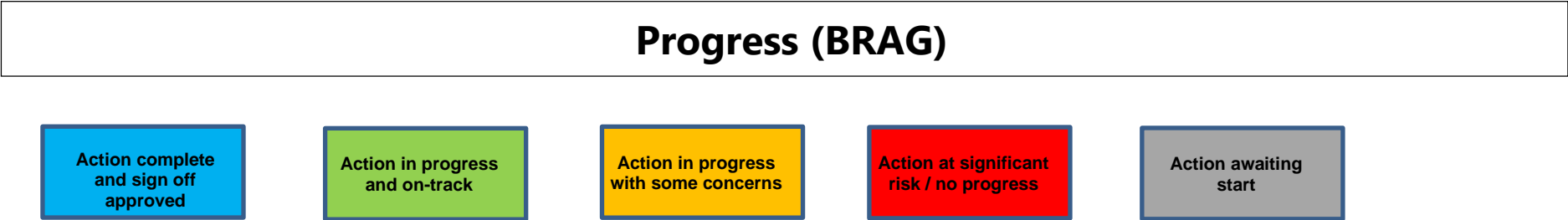
# Section 1 - Purpose of the Action Plan and Governance

This document gives an overview of the progress against each of the four 'What Needs to Improve' findings from the Ofsted ILACS Inspection in June 2022. Findings from inspections are managed as part of our improvement, planning and quality assurance processes. Progress is monitored in the Children and Young People's Services (CYPS) Improvement Plan and reported for review and challenge on a quarterly basis to the Directorate Leadership Team.

Actions advised as complete are submitted to the CYPS Evidence Challenge Panel (ECP) where the action owner presents evidence to provide assurance that the action is complete, and the desired outcomes have been achieved. Once approved this is then submitted to the CYPS Directorate Leadership Team for formal sign off to close.

Progress against actions within each priority will be rated as follows:

## Progress BRAG



## Section 3 – Action Plan

### 1. Consideration of previous history and current circumstances when responding to ‘front door’ contacts and child protection concerns

#### From the report Ofsted told us:

- During the initial screening for non-urgent situations, staff at the front door are not always fully considering previous involvement with children's social care. This resulted in a small number of children not being provided with the appropriate level of intervention at the earliest opportunity. However, no children were seen to be at risk from this (Para 2).
- The quality of child protection enquiries is generally comprehensive in considering the current situation for the child and the impact of the child's previous history and concerns. However, for a very small number of children, the investigation focused on the current concern without fully taking into consideration historic and contextual concerns (Para 7)

#### Expected Outcome

The deep dive audit demonstrates that the Front Door fully considers the child's previous history and current circumstances and that children get the right service at the right time.

Ref.	Action	Target End Date	Lead Officer	Progress
1.1	Undertake weekly dip sampling of NFA contacts to ensure that history is considered and has assisted in informing decision making.	July 2022	HoS First Response	<b>Action Complete</b> Sign off approved at the Evidence Challenge Panel on the 14 November 2022 and DLT 15 <sup>th</sup> November 2022.
1.2	Review all pre-screening activity to ensure previous history is considered.	July 2022	HoS First Response	<b>Action Complete</b> Sign off approved at the Evidence Challenge Panel on the 14 November 2022 and DLT 15 <sup>th</sup> November 2022.
1.3	Review and share MASH Practice Standards with all MASH staff.	November 2022	HoS First Response	<b>Action Complete</b> Sign off approved at the Evidence Challenge Panel on the 14 November 2022 and DLT 15 <sup>th</sup> November 2022.
1.4	Implement revised process to complete a full screen where 3 contacts have been made in a 6-month period, to consider fully the history and impact for the child. Where there is a deviation away from this process Management oversight to be recorded.	November 2022	HoS First Response	<b>In progress – on track</b>

	Undertake case files audits to ensure that this practice is embedded and leads to the right decisions for children, and present findings to the Leadership Learning Group and Performance Assurance Day. The Leadership Learning Group will ensure that relevant findings from audit activity informs practice and learning.		Head of Safeguarding & Quality Assurance	
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## 2. Assessment of the identity needs of children when planning for their future.

### From the report Ofsted told us:

- Children's care plans are mostly comprehensive. However, children's identities are not always thoroughly considered in care planning, meaning their cultural needs may not be fully understood or responded to. (Para 26)
- Unaccompanied asylum-seeking children are appropriately safeguarded by becoming looked after. Children aged 16 or over are usually placed in supported accommodation. Their cultural needs and the impact of any trauma they may have suffered are not always considered in depth, which risks their needs not being addressed. (Para 27)

### Expected Outcome

The revised audit tool and the summary report from the Practice Learning Day demonstrate that the all children's identities and cultural needs are thoroughly considered in their care planning and that their cultural needs are understood and responded to.

Ref.	Action	Target End Date	Lead Officer	Progress
2.1	Revise the placement referral form to include a section on identity and cultural needs.	September 2022	HoS Commissioning and Transformation Projects	<b>Reviewed at the Evidence Challenge Panel on the 14 November 2022 who agreed that the action was complete but requested further time for assurance that completion of the form was embedded.</b>
2.2	Develop an Aide Memoire for social care practitioners to support / promote equality, diversity and identity issues and add this to the both the induction and newly qualified programmes.	September 2022	Head of Locality Social Work and Disability Service	<b>Action Complete</b> Sign off approved at the Evidence Challenge Panel on the 14 November 2022 and DLT 15 <sup>th</sup> November 2022.
2.3	Arrange guest speaker to focus on diversity and identity in whole Service Event.	September 2022	HoS Early Help Head of Safeguarding & Quality Assurance	<b>Action Complete</b> Sign off approved at the Evidence Challenge Panel on the 14 November 2022 and DLT 15 <sup>th</sup> November 2022.
2.4	Deliver Reflective Practice Session to Early Help managers and Senior Practitioners to support supervisory focus on cultural identity	November 2022	HoS Early Help	<b>In Progress – on track</b>
2.5	Revise the current audit tool to ensure sufficient regard is given to equality diversity and identity issues.	December 2022	Head of Safeguarding & Quality Assurance	<b>In Progress – on track</b>

2.6	Ensure a child's identity is fully considered in all case discussions and a golden thread is seen through any assessment plan and intervention.	December 2022	Head of Safeguarding & Quality Assurance	In Progress – on track
2.7	Commission a be-spoke training package and development session <i>"discussing identity with children and families"</i> , to ensure practitioners have the confidence and skills to identify the holistic identity, equality and lived experience of children and families.	March 2023	Head of Safeguarding & Quality Assurance	In Progress – on track
2.8	Develop a guide for social care practitioners and partners to help support and promote equality, diversity.  Wider partners to 'launch' this in their own organisations. Progress to be tracked via the Children's Safeguarding Partnership.	March 2023	Head of Safeguarding & Quality Assurance	In Progress – on track
2.9	As part of the supervision audits, undertake dip sampling to ensure that history and identity is driven through conversations in supervision.	March 2023	Head of Safeguarding & Quality Assurance	Action awaiting start
2.10	Undertake a Practice Learning Day as assurance that cultural identity is embedded into practice and informs plans.	April 2023	Performance Manager	Action awaiting start
2.11	Develop a summary report / 'learning on a page' identifying findings from audits and the Practice Learning Day and identify any further developments required.	April 2023	Head of Safeguarding & Quality Assurance	Action awaiting start
2.12	Review the current Practice Standards to ensure that every child has information relevant to their age and understanding linked to their Assessment, Plan, and Intervention.	April 2023	Head of Safeguarding & Quality Assurance	Action awaiting start

2.13	Benchmark our practice specifically in relation to unaccompanied asylum-seeking children (UASC) against outstanding authorities that have particular strengths in equality and diversity around young people to inform Rotherham's practice and assessment planning for their future.	April 2023	HoS Children in Care	<b>Action awaiting start</b>
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### 3. The level of ambition for individual care leavers, the support for them to achieve their aspirations and the detailing of this in pathway plans.

#### From the report Ofsted told us:

- Care leavers have pathway plans that are regularly updated. Young people are actively encouraged to participate in their plans, and their wishes and feelings are clearly recorded. PAs routinely consider in care leavers' pathway plans whether the young person is in education, employment or training, and many care leavers are. However, pathway plans often reveal a lack of ambition and detail to support care leavers in achieving their specific aspirations. Some care leavers reported that their current employment did not meet their aspirations. (Para 44)

#### Expected Outcome

The deep dives of pathway plans demonstrate that plans for individual care leavers are ambitious and are they are supported to achieve their aspirations.

Ref.	Action	Target End Date	Lead Officer	Progress
3.1	Undertake a joint development session across the service linked to dynamic aspirational care and pathway planning.  Ensure aspirations are clearly documented and tracked in pathway plans.	December 2022	HoS Children in Care	In Progress – on track
3.2	Scope out a comprehensive work experience, career guidance and educational opportunity to support individual looked after children at years 9 and 10 and to be reviewed at years 11, 12 and 13.	January 2023 development of proposed pathway	HoS Children in Care	In Progress – on track
3.3	Implement monthly deep dives to track the impact of the development events and outcomes for young people and ensure feedback is embedded as part of quarterly Performance Assurance Meetings and Senior Management Team Meetings.	January 2023	HoS Children in Care	In Progress – on track
3.4	Support aspirations by raising awareness of the education, employment, and training opportunities available to children and young people in planning for their futures.	March 2023	HoS Children in Care	In Progress – on track

3.5	Undertake a deep dive to explore what is working well and how we can ensure our ambition for our care leavers is translated into meaningful pathway plan outcomes.	April 2023	HoS Children in Care	<b>In Progress – on track</b>
3.6	Support access to potential employment opportunities within the Council and key partnerships and engage local employers and businesses to consider providing employment opportunities to our CiC and LAC.	June 2023	HoS Children in Care	<b>Action awaiting start</b>
3.7	Review the work experience and career guidance process for each child and ensure this is recorded in a child's PEP.	June 2023	HoS Children in Care	<b>Action awaiting start</b>
3.8	Define what it is to be a 'Pushy Parent' and how this translates to be aspirant corporate parents for our LAC and Care Leavers.	April 2023	HoS Children in Care	<b>In Progress – on track</b>
3.9	Benchmark ourselves against outstanding authorities that have a particular strength in aspirational pathway planning and employment, education, and training destinations, to ensure we identify any potential learning to further support the aspirations of our young people.	April 2023	HoS Children in Care	<b>Action awaiting start</b>

#### 4. The quality of individual case audits to inform wider service learning.

##### **From the report Ofsted told us:**

- *There is a comprehensive programme of quality assurance. However, there is too much inconsistency in how the audits are conducted and then reported, which limits the benefits of this work. Reports from the audits focus too much on appreciation of the work undertaken rather than an evaluation of the impact on children's lives and on an identification of the further actions needed to secure best outcomes for children. (Para 56)*

##### **Expected Outcome**

The revised Audit Tool and Quality Assurance Framework provide a consistent approach to auditing and inform wider service learning.

Ref.	Action	By When	Lead Officer	Progress
4.1	Establish a Leadership Learning Group (LLG) to drive quality assurance across the service.	LLG to be established by October 2022	Head of Safeguarding & Quality Assurance	In Progress – on track
4.2	Review the audit process and tool.	December 2022	Head of Safeguarding & Quality Assurance	In Progress – on track
4.3	Establish an audit workshop and undertake a launch event to auditors, social workers, and practitioners to roll out the revised audit process and tool.	March 2023	Head of Safeguarding & Quality Assurance	In Progress – on track
4.4	Establish regular assurance meetings at service manager level to review audit findings. Ensure learning is disseminated and that impact on children is understood, tracked, and evidenced.	December 2022	Head of Safeguarding & Quality Assurance	In Progress – on track
4.5	Review the Quality Assurance Framework to consider learning from 'Outstanding' authorities and Partners in Practice.	March 2023	Head of Safeguarding & Quality Assurance	In Progress – on track
4.6	Enhance the Quarterly Quality Assurance Report to identify the findings and key themes from assurance activity, lessons learned, learning activity, and close the loop.	June 2023	Head of Safeguarding & Quality Assurance	In Progress – on track

Public Report  
Improving Lives Select Commission

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**Committee Name and Date of Committee Meeting**

Improving Lives Select Commission – 06 December 2022

**Report Title**

Rotherham Youth Justice Service Plan 2022-23

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

Yes

**Strategic Director Approving Submission of the Report**

Suzanne Joyner, Strategic Director of Children and Young People's Services

**Report Author(s)**

David McWilliams – Assistant Director, Early Help & Business Support

[David.mcwilliams@rotherham.gov.uk](mailto:David.mcwilliams@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

To update the Improving Lives Select Commission on the Youth Justice Service Plan 2022-23 Action Plan, Youth Justice Board Peer Review and Youth Justice Inspection Improvement Plan

This report provides a summary of progress made by Rotherham Youth Justice Service against,

- The action plan submitted to the Youth Justice Board (YJB) in January 2021 following the HMIP Inspection in September 2020.
- Progress against the 'areas for consideration,' from the Youth Justice Board (YJB) Sector Led Improvement Peer Review, undertaken in March 2022.
- An update on the actions within the Youth Justice Service Plan 2022-23 Action Plan.

**Recommendations**

1. That the Improving Lives Select Commission note the contents of the report and the accompanying action plans.

**List of Appendices Included**

Appendix 1: Rotherham Youth Justice Service Action Plan 2022-23  
Appendix 2: Youth Justice Service Inspection Action Plan  
Appendix 3: Youth Justice Service Peer Review Improvement Plan

Appendix 4: Rotherham Youth Justice Service Plan 22-23

Appendix 5: Rotherham Youth Justice Service Plan 22-23 – YP Version

**Background Papers**

None

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

None

**Council Approval Required**

No

**Exempt from the Press and Public**

No



## **Rotherham Youth Justice Service Plan 2022-23**

### **1. Background**

- 1.1 This report provides a summary of progress made by Rotherham Youth Justice Service against,
- The action plan submitted to the Youth Justice Board (YJB) in January 2021 following the HMIP Inspection in September 2020.
  - Progress against the 'areas for consideration,' from the Youth Justice Board (YJB) Sector Led Improvement Peer Review, undertaken in March 2022.
  - An update on the actions within the Youth Justice Service Plan 2022-23 Action Plan.

### **2. Key Issues**

#### **2.1 Rotherham Youth Justice Service Plan 2022-23**

- 2.1.1 Section 40 of the Crime and Disorder Act 1998 sets out the Youth Offending partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan, setting out:
- How youth justice services in their area are to be provided and funded
  - How the youth offending team (YOT) or equivalent service will be composed and funded
  - How it will operate
  - What functions it will carry out
- 2.1.2 The Rotherham Youth Justice Plan 2022-23 is a one-year statutory plan. It is a requirement of the Youth Justice Grant and follows a prescribed format. It was submitted to the Youth Justice Board on the 25<sup>th</sup> of July 2022. It follows the previous Youth Justice plan in adopting a child first principle.
- 2.1.3 The plan aligns with key local partnership strategies including the Safer Rotherham Partnership (SRP) Plan, Rotherham Safeguarding Children Partnership (RSCP) plan and the South Yorkshire Police and Crime Plan in seeking to achieve the same overarching outcomes as well as the Police and Crime Commissioner's priorities.
- 2.1.4 The plan has a coproduced vision for the Rotherham Youth Justice Partnership, which is:
- To work together to prevent young people entering the youth justice system and to empower and support young people to achieve their aspirations.

2.1.5 The priorities within the plan were developed over two Youth Justice Partnership Board away days and are captured across five themes,

- Voice of the Child & Family
- Early Intervention & Prevention
- Education, Training & Employment
- Health & Wellbeing
- Quality of Practice

## 2.2 Progress against the Youth Justice Plan 2022-23

2.2.1 The action plan contains 34 actions (which include the 13 'areas for consideration' from the YJB Peer Review). A summary is provided below.

Action may exceed original target date	2
Action progressing and on track	12
Action completed	12
Action planned but not started	8

## 2.3 Youth Justice Board Peer Review

2.3.1 Rotherham Youth Justice Service Peer Review took place over 3 days (29th – 31st March 2022).

2.3.2 Four Key Lines of Enquiry (KLOEs) were established prior to the review:

- Whether the partnership understands the needs of the Youth Offending Team (YOT) cohort and its role in setting the priorities for the YOT
- The role of the partnership in relation to risk management of justice involved children
- Looked after children and the disproportionate numbers in the YOT cohort
- Early help partnership working and the impact this has locally on first time entrants.

2.3.3 The review identified areas of 'strengths' and areas for 'consideration.' The Youth Justice Partnership Board welcomed the review findings and agreed an improvement plan containing 13 actions, which are being tracked through the Youth Justice Partnership Board and Rotherham Metropolitan Borough (RMBC) Audit Committee. A summary is provided below.

Action may exceed original target date	1
Action progressing and on track	2
Action completed	7
Action planned but not started	3

## 2.4 HMIP Youth Justice Inspection Report September 2020

- 2.4.1 Rotherham Youth Justice Service were inspected by HMIP in September 2020 under the Small YOT (Youth Offending Team) inspection framework. Due to COVID-19 restrictions, the inspection was conducted remotely. The Inspection report was published on 17<sup>th</sup> December 2020. The Overall judgement was Requires Improvement and HMIP report made five recommendations:
- 2.4.2 An Inspection Action Plan was produced and submitted to HMIP in January 2021. The Improvement Plan contained 46 actions to address the areas requiring improvement which included actions across the wider youth justice partnership.
- 2.4.3 At the Youth Justice Partnership Board on the 12th of January 2022, all 46 actions were signed off as completed by the Children & Young People's Services (CYPS) Evidence Challenge Panel and the Rotherham Youth Justice Partnership Board (RYJPB), one year and a day from when the Partnership Board submitted the Inspection Action Plan to the Youth Justice Board (YJB).

Action may exceed original target date	0
Action progressing and on track	0
Action completed	46
Action planned but not started	0

## 3. Options considered and recommended proposal

- 3.1 That the Safer Rotherham Partnership note the contents of the report and the accompanying action plans.

## 4. Consultation on proposal

- 4.1 N/A.

## 5. Timetable and Accountability for Implementing this Decision

- 5.1 N/A.

## 6. Financial and Procurement Advice and Implications

- 6.1 N/A.

## 7. Legal Advice and Implications

- 7.1 N/A

**8. Human Resources Advice and Implications**

8.1 N/A.

**9. Implications for Children and Young People and Vulnerable Adults**

9.1 N/A.

**10. Equalities and Human Rights Advice and Implications**

10.1 N/A.

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 N/A.

**12. Implications for Partners**

12.1 N/A.

**13. Risks and Mitigation**

13.1 N/A.

**Accountable Officer(s)**

David McWilliams

Assistant Director, Early Help & Business Support

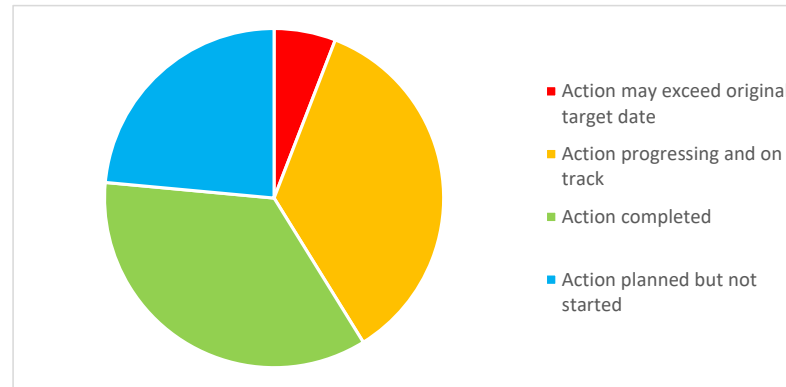
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<sup>i</sup> The Rotherham Youth Justice Partnership Board approved the name change from Youth Offending Team (YOT) to Youth Justice Service (YJS) on the 6<sup>th</sup> April 2022

## Rotherham Youth Justice Plan 2022-2023

CURRENT RAG STATUS	No. of actions:
Action may exceed original target date	2
Action progressing and on track	12
Action completed	12
Action planned but not started	8

Version 0.5, 18 November 2022



Ref:	Action/Notes:	Lead Action Owner:	By When:	Progress Update:	Status:
<b>Peer Review Areas for Consideration March 2022</b>					
PR-1	Develop a new Vision for the partnership and agree priorities going forward.	DMcWilliams	Aug-22	New vision developed and priorities agreed by Youth Justice Partnership Board on 11/07/2022.  This action was signed off as part of the Evidence Challenge Panel on 29/09/2022.	Action completed
PR-2	The Youth Justice Partners need to embed the new LAC Protocol (reducing unnecessary criminalisation of children) and consider where the operational monitoring of the strategy will be owned, tracked and reviewed.	DMcWilliams	Dec-22	The LAC Protocol was signed off by the Youth Justice Partnership Board and now forms part of the triage decision making and the outcomes panel.	Action completed
PR-3	Understand and respond to an increase in First Time Entrants (FTE).	DMcWilliams	Dec-22	Analysis of the data was presented to the Youth Justice Partnership Board in September 22. Rotherham FTE rate reduced in the period April 2021-March 2022 whilst South Yorkshire PCC area and Youth Justice family have increased.  Plans are in place with other areas to maintain a consistent approach across South Yorkshire through the VRU and Youth Justice Managers, initiated by Rotherham Youth Justice Service.	Action completed
PR-4	Explore how the partnership can expedite Health pathways and access to health and wellbeing support for children and young people open to the Youth Justice Service.  DUPLICATION WITH 2.1	Helen Sweaton	Dec-22	Progress: Commissioning now in mobilisation stage. Mobilisation meeting to take place December 2022. Tender to start on 01.04.23 Progress - Framework for Secondment within ICB agreed and currently being devised. Draft Secondment agreements to be agreed for both SaLTS and CAMHS	Action may exceed original target date
YJS AP 3.1	Commissioning of YJS Nurse (0.2FTE)	Helen Sweaton	Dec-22	Progress: Commissioning now in mobilisation stage. Mobilisation meeting to take place December 2022. Tender to start on 01.04.23	Action may exceed original target date
YJS AP 3.2	Commissioning and secondment of Speech and Communication Therapist and Child Adolocene Mental Health worker.	Helen Sweaton	Dec-22	Progress: Framework for Secondment within ICB agreed and currently being devised. Draft Secondment agreements to be agreed for both SaLTS and CAMHS	Action progressing and on track
PR-5	Strengthen the Education, Employment and Training Offer for Youth Justice young people.  DUPLICATION WITH 3.1	DMcWilliams	Dec-22	A review of providers and identification of the gaps has been undertaken and the offer to youth justice young people strengthened through direct link to early help outreach and engagement staff.	Action completed

PR-6	Develop how data is presented to the Partnership Board to ensure improvements within the youth justice system can be driven by the partnership to adopt a problem-solving approach to issues and challenges.	DMcWilliams	Mar-23	<p>Action completed ahead of timescale.</p> <p>Explored at Youth Justice Partnership Board 11/07/22 and agreed to present data in a different format to enable wider system 'problem solving' approach at September Board.</p> <p>New style presentation using info graphics and a summary page was presented to the September RYJPB.</p> <p>New agenda item 'Focussed Conversation' to enable a 'problem solving approach' now in place.</p>	Action completed
PR-7	Enhance Board oversight of effectiveness of Out of Court Disposal decision making across the partnership.	Zulfiqar Shaffi	Mar-23	This is on the forward plan for the Youth Justice Partnership Board in December 2022. ZF closing the feedback loop from SY scrutiny panel and discussed at the partnership board meeting.	Action progressing and on track
YJS AP 1.1	YJS Board members to observe and participate in Out of Court decision making panel. <i>Board members to receive final report of the work undertaken/progress and distance travelled for each young person discussed at the panel.</i>	Zulfiqar Shaffi	Mar-23	Training dates organised for January and February 2023	Action progressing and on track
YJS AP 9.1	To arrange a South Yorkshire YJS HoS meeting and invite YJB lead (Pathway) for Out of Court pathway and South Yorkshire Police.	Zulfiqar Shaffi	Mar-23	South Yorkshire YJS HoS consulted. Awaiting for YJB lead to confirm dates.	Action progressing and on track
PR-8	<b>Appoint a Vice Chair to the Youth Justice Partnership Board.</b>	DMcWilliams	Aug-22	Two Vice Chairs were nominated and approved at the Youth Justice Board on 21st September 2022.	Action completed
PR-9	Reviewing National Standards and identify and develop operational thematic leads within the Youth Justice Service.	Zulfiqar Shaffi	Mar-23	Progress - Leads have been identified and assigned to Senior Practitioners and champions within the YJS	Action progressing and on track
YJS AP 2.1	Review the Youth Justice Board National Standards	Zulfiqar Shaffi	Mar-23	Planned to start December 2022.	Action planned but not started
YJS AP 2.2	Create/develop/update Practice guide or local standards relating to YJB National standards.	Zulfiqar Shaffi	Mar-23	Planned to start December 2022.	Action planned but not started
YJS AP 2.3	Identify and Develop Operational leads within the Youth Justice Service.	Zulfiqar Shaffi	Mar-23	Progress - Leads have been identified and assigned to Senior Practitioners and champions within the YJS.	Action completed
PR-10	Strengthen current quality assurance arrangements through thematic partnership audits.	Stephanie Green	Mar-23	Audits and moderations are taking place. Remedies are now included in this process and fed into Quarterly reports for CYPS safeguarding quality and learning.	Action completed
PR-11	Review the partnership sharing and escalation processes and include in new working agreements.	Zulfiqar Shaffi	Mar-23	Progress: Current working arrangements have been reviewed. further discussions with partners regarding balance of expectations and developing exit pathways now underway.	Action progressing and on track
YJS AP 4.1	Review current partnership sharing and escalation processes.	Zulfiqar Shaffi	Mar-23	Not Started	Action planned but not started

YJS AP 4.2	Review current working arrangements and develop exit strategies/pathways in to other services.	Zulfiqar Shaffi	Mar-23	Current working arrangements have been reviewed. further discussions with partners regarding balance of expectations and developing exit pathways now underway.	Action progressing and on track
PR-12	Review the Youth Justice Service's Risk Management Policy and clarify the role of the wider partnership (for example, CAMHS, Education and the Police) and their input into child specific risk management plans	Zulfiqar Shaffi	Mar-23	Update: Interim YJ Manager appointed and started employment on 19th September 2022.	Action planned but not started
YJS AP 5.1	Review current Risk Management Policy and identify an pontential Gaps in terms of services not present.	YJS Lead Senior Practitioner	Mar-23	Not Started	Action planned but not started
YJS AP 5.2	Review attendance of current membership and escalate where appropriate. Ensure all actions are documented and are followed up.	YJS Co-ordinator	Mar-23	Review is underway.	Action progressing and on track
YJS AP 8.1	Intoduction of Local Standard, All ASSET+ to be sent for countersigning within 20 working days. Countersigners to sign off within 5 working days.	Zulfiqar Shaffi	Nov-22	Completed - New local standard in place from October 2022.	Action completed
YJS AP 8.2	Introduction of new Countersigning framework, All Assessments (Out of court or ASSET+) with Low rating across <b>ALL</b> 3 domains will be self signoff. Management Oversight to be undertaken during Case Discussions, Supervisions and Audits. Staff with Performance issues and New staff will be exempt from this process.	Zulfiqar Shaffi	31.12.22	Staff consulted. Technical discussion relating to ASSET+ completed, awaiting self signoff Asset+ switch on.	Action progressing and on track
PR-13	Workforce and partnership development including the induction for staff (including secondees), volunteers and partnership board members.	Zulfiqar Shaffi	Mar-23	Update: Interim YJ Manager appointed and started employment on 19th September 2022.	Action planned but not started
YJS AP 6.1	Development of Induction Framework and Training Plan.	YJS Co-ordinator	Mar-23	Not Started	Action planned but not started
YJS AP 7.1	10 YJS Staff to be trained in the delivery of 3 Specific programmes, Behind the Blade, Managing Anger and Crime prevention.	Zulfiqar Shaffi	Mar-23	Training dates organised for January and February 2023	Action progressing and on track
<b>Rotherham Youth Justice Service Priorities 2022/23</b>					
<b>1. Early Intervention and Prevention</b>					
1.1	Understand and respond to an increase in First Time Entrants (FTE).			DUPLICATION WITH PR-3	Action completed
1.2	Enhance Board oversight of effectiveness of Out of Court Disposal decision making across the partnership.			DUPLICATION WITH PR-7	
1.3	Work with partners to develop Serious Violence Strategy.			DUPLICATION WITH 3.3	
<b>2. Health and Wellbeing</b>					
2.1	Explore how the partnership can expedite Health pathways and access to health and wellbeing support for children and young people open to the Youth Justice Service.			DUPLICATION WITH PR-4	
2.2	Commission additional SALT and MH provision.	Helen Sweatton	Mar-23	Progress - Framework for Secondment within ICB agreed and currently being devised. Draft Secondment agreements to be agreed for both SaLTS and CAMHS	Action progressing and on track
2.3	Partnership training.	Zulfiqar Shaffi	Jan-23	Interim YJ Manager started on 19th September 2022.	Action planned but not started
<b>3. Education, Training and Employment</b>					



3.1	Explore training/employment opportunities with local businesses.			DUPLICATION WITH PR-5	Action completed
3.2	Understand the impact locally of exclusions and part time timetables.	Zulfiqar Shaffi	Jan-23		Action progressing and on track
3.3	Engage partners with Serious Violence Strategy.			DUPLICATION WITH 1.3	
4. Quality of Practice					
4.1	Self assessment of National Standards.			DUPLICATION WITH PR-9	
4.2	Workforce/Partnership development plan.			DUPLICATION WITH PR-13	
4.3	Develop how data is presented to the Partnership Board.			DUPLICATION WITH PR-6	Action completed
4.4	Partnership Board to adopt a problem solving approach to issues and challenges.	DMcWilliams	Sep-22	New approach taken at YJP Board with focussed conversation on cross cutting themes and issues.	Action completed

Action may exceed original target date	2
Action progressing and on track	12
Action completed	12
Action planned but not started	8

Acronyms	
LAC	Looked After Children
CYPS	Children & Young People's Service
SALT	Speech & Language Therapy
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Service

## HM Inspection of Probation report: Inspection of youth offending services in Rotherham: Inspection Action Plan 2021



CURRENT RAG STATUS	No. of actions:
Action may exceed original target date	0
Action progressing and on track	0
Action completed	46
Action planned but not started	0

Version 0.9, 15th July 2021



\*All dates have taken into consideration the current Government Covid guidance and the impact of the Tier requirements and current Lockdown restrictions. The Management Board reserves the right to amend deadlines if there is evidence that the planned work has been adversely affected by the pandemic.

Action may exceed original target date
Action progressing and on track
Action completed
Action planned but not started

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
<b>Recommendations</b>					
<b>1. Make sure that Board members understand the specific needs of children known to the YOT and advocate on their behalf in their own agencies.</b>					
1.1	Presentation on specific needs of YOT cohort to Board members	Chair of the YOT Management Board	Jan-21	<b>Complete</b> -Extraordinary Board Meeting took place on 20th January 2021 and information presented to the board.  EVIDENCE: Minutes of meeting and powerpoint.	Action completed
<b>2. Ensure the partnership understands the reasons for the significant number of Looked After Children known to the YOT, and reviews the</b>					
2.1	Presentation to Board Members and Corporate Parenting Board regarding looked after children known to the YOT.	Service Manager Evidence Based Hub and YOT	Mar-21	<b>Complete</b> - Extraordinary Board Meeting took place on 20th January 2021 and information presented to the board. Corporate parenting board on 2 March 2021  EVIDENCE : Minutes of meeting and powerpoint.	Action completed
2.2	Review local Authority Policy – Looked after Children and Youth Justice	Head of Service LAC	Feb-21	Policy has been revised and was agreed at Board on 21/06/2021.	Action completed
2.3	Hold workshops for staff across CYPS and partnership to update knowledge and skills	CYPS Training	Mar-21	Workshops completed.	Action completed
2.4	Provide bespoke training in Restorative Justice for staff in residential care homes and foster carers	CYPS Training	Mar-21	<b>Complete:</b> YPS training commissioned and delivered 5th January 2021. Training has now been commissioned. LAC and Placements Team part of delivery  Foster Carer sessions were run on the 16th , 17th , 18th and 19th of March 2021. 75 Foster Carers trained which is the equivalent of 52 households across the borough	Action completed
2.5	Review own agency policies and procedures to ensure that these are aligned with protocol for LAC.	Management Board	Mar-21	Presented to the Board on 21/06/2021 and added to the Board's action log. Revied at the Board on 22/09/2021.	Action completed
<b>3. Undertake a comprehensive health needs analysis of YOT children to better understand the health provision being delivered and what needs to be developed</b>					

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
3.1	Health needs analysis to be completed. - <b>SAME AS 6.1</b>	Management Board – CCG Manager	Feb-21	Screening tools shared with CCG Manager 29/12/20 SALT, MH and PH Screening completed in January across current YOT cohort.	Action completed
3.2	Review of Health Needs Analysis Findings - <b>SAME AS 6.2</b>	Management Board – CCG Manager	Mar-21	Information sharing arrangement agreed at Board on 15th March 2021. Report circulated to Board members.	Action completed
3.3	Development of Health Pathways including: CAMHS, SALT, 0-19 - <b>SAME AS 6.3</b>	Management Board – CCG Manager	Mar-21	All pathways are now completed and operational.	Action completed
3.4	Implementation of pathways - <b>SAME AS 6.4</b>	Management Board – CCG Manager	Apr-21	All pathways are now completed and operational.	Action completed
<b>4. Review the quality and accessibility of education, training and employment provision for post-16-year-old children known to the service.</b>					
4.1	Meet with stakeholders across Sheffield City Region to ensure that provision is accessible, inclusive and sufficient to meet the needs of the cohort.	Service Manager Evidence Based Hub and YOT	Apr-21	Met with post 16 providers in Rotherham regarding YOT cohort and contextual safeguarding. Confirmed there is currently no stakeholder meeting within the region. Regular meetings with YOT heads of service across South Yorkshire to ensure consistent approach and identifying and resolving any shared barriers.	Action completed
4.2	Meet with existing post 16 providers to develop pathways for YOT young people.	Service Manager Evidence Based Hub and YOT	May-21	Variety of pathways and support in place for YOT cohort.	Action completed
4.3	To attend people and skills working group. Economic recovery group to ensure YOT cohort are considered in recovery planning.	Early Help ESF Lead	Jan-21	Discussion with Jenny Lawless/ Rachel Jackson – RJ to take this action forward at next P&S Working Group. YOT cohort is considered in planning.  EVIDENCE: Minutes from P&S Working Group.	Action completed
4.4	Provide opportunities via ESF pathway. - ESF Lead to attend YOT team meeting in January 2021	Early Help ESF Lead	Feb-21	ESF lead attended YOT Team meeting 14th January 2021	Action completed
4.5	Undertake skills audit to identify gaps in provision, accessibility and/or barriers to inclusion and ensure that commissioning arrangements are in place to meet these gaps.	YJ Operations Coordinator	Mar-21	Skills audit undertaken and included in Management Board report for 15th March 2021.	Action completed
<b>5. Review the quality of risk of harm work and improve the effectiveness of management oversight in all cases.</b>					

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
5.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - <b>SAME AS 13.1 AND 21.1</b>	Service Manager Evidence Based Hub and YOT	Feb-21	Meeting took place on 13th January to develop new QA tool. Training delivered in March for YJ Coordinator and Snr Practitioners. Tool been developed and first audits took place in Jan-21, now BAU.	Action completed
5.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - <b>SAME AS 13.2 AND 21.2 BUT DIFFERENT ACTION OWNERS</b>	Service Manager Evidence Based Hub and YOT	Mar-21	QA tool has been developed. 9 audits undertaken in February and 9 in March. Summary of findings presented to YOT Board on 21st June 2021.	Action completed
5.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - <b>SAME AS 13.3 AND 21.3 BUT DIFFERENT ACTION OWNERS</b>	CYPs QPD team and Management Board	Mar-22	Meeting took place 13th January to schedule MA Audits. Review of audit tools undertaken and updated.	Action completed
5.4	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP - <b>SAME AS 13.4</b>	YJ Operations Coordinator	To commence January 2021	Training took place in January 2021.	Action completed
5.5	Mentor to be requested for YJ Operations Co-ordinator via YJSIP - <b>SAME AS 13.5</b>	Service Manager Evidence Based Hub and YOT	Apr-21	Request was signed off by YOT management board on 15th March 2021	Action completed
5.6	All YOT staff to complete refresher training on AssetPlus - <b>SAME AS 13.6 BUT DIFFERENT COMPLETION DATE</b>	Service Manager Evidence Based Hub and YOT	May-21	Training booked through Silver Bullet training company commenced in March 2021. Feedback was really positive.	Action completed
5.7	To commission a peer review through Youth Justice Sector Improvement Partnership.	Management Board	Dec-21	Request was signed off by YOT management board on 15th March 2021. Peer Review completed March 2022.	Action completed
<b>Organisational delivery</b>					
<b>6. Although health provision is available through the Early Help Service, the arrangements do not recognise the specialised needs of</b>					
6.1	Health needs analysis to be completed. - <b>SAME AS 3.1</b>	Management Board Health representative	Feb-21	See 3.1.	DUPLICATE ACTION
6.2	Review of Health Needs Analysis Findings - <b>SAME AS 3.2</b>	Management Board Health representative	Mar-21	See 3.2.	DUPLICATE ACTION
6.3	Development of Health Pathways including: CAMHS, SALT, 0-19 - <b>SAME AS 3.3</b>	Management Board Health representative	Mar-21	See 3.3.	DUPLICATE ACTION
6.4	Implementation of pathways - <b>SAME AS 3.4</b>	Management Board Health representative	Apr-21	See 3.4.	DUPLICATE ACTION
6.5	Partnership training to be delivered to YOT and Health colleagues.	Management Board Health representative	Apr-21	CAMHS attended YOT team meeting on 25th March 2021 to deliver training on pathways and service offer. YOT staff attended CAMHS team meeting on 21st April 2021 to deliver training around YOT.	Action completed
<b>7. The pathways for YOT staff to access health services, for example speech, language and communication provision, lack clarity.</b>					

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
7.1	Screening tools to be revised and pathways developed and communicated to all YOT staff.	Management Board Health representative	Apr-21	Complete. SALT forms agreed at YOT Team Meeting on 15/07/2021.	Action completed
7.2	Dip Sampling of cases bi monthly to QA referrals to health services.	Service Manager Evidence Based Hub and YOT	Apr-21	Information sharing arrangement agreed at Board on 15th March 2021.	Action completed
7.3	Management oversight of all assessments to ensure multi agency contribution to assessment and plan.	YJ Operations Coordinator	Jan-21	Completed in all cases and reinforced through Triage and Outcomes panel	Action completed
<b>8. Board members do not understand the specific needs of YOT children so cannot effectively advocate on their behalf in their own agencies.</b>					
8.1	Quarterly presentation to YOT Board regarding current cohort status – including BAME, LAC, Health, SEND, ETE, Exclusions, re-offending	YJ Operations Coordinator	Extraordinary YOT Board Meeting took place on 20th January 2021	Analysis and data presented to YOT Management Board December 2020 and Extraordinary YOT board on 20th January 2021.	Action completed
8.2	Individual Board Members to provide disproportionality analysis of own services in relation to BAME, LAC, Health, SEND, EET, Exclusions.	Management Board	Mar-21	Work progressing, awaiting final summary report with recommendations to Board on 22/09/2021. Wider conversations around disproportionality with VRU, LCJB and YOT heads of service. This is included in the delivery plan for reducing reoffending (LCJB). Will be working with the PCC's independent ethics panel to look at stop and search data.	Action completed
<b>9. The Management Board and the partnership have not focused on why so many Looked After Children are known to the YOT.</b>					
9.1	See also Recommendation 1 above.	Chair of the YOT Management Board	Jan-21	Complete - Extraordinary Board Meeting took place on 20th January 2021	DUPLICATE ACTION
9.2	Presentation to YOT Board in December and workshop in January. Presentation to Corporate Parenting Panel in March and ILSC January.	Chair of the YOT Management Board	Mar-21		Action completed
<b>10. YOT figures for post-16-year-old children who are not in education, training and employment are high, and the partnership has not</b>					
10.1	See also Recommendation 4 above.	Management Board		See also Recommendation 4 above.	DUPLICATE ACTION
10.2	Audit of YOT NEET cohort – findings presented to outreach and engagement coordinators and a specific strategy developed to meet the needs of the YOT cohort.	YJ Operations Coordinator	Feb-21	YOT NEET cohort audit complete. Feedback shared with EH Outreach and Engagement staff to inform NEET Strategy.	Action completed
<b>11. Although YOT practitioners can access the interventions that are available as part of the wider Rotherham early help offer, there is</b>					

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
11.1	Focus group arranged for January 2021 to consult with staff in YOT, EBH and EH to agree how to share good practice and obtain best outcomes for Young people.	Service Manager Evidence Based Hub and YOT	Jan-21	Fortnightly YOT team meetings take place to share learning and good practice from locality teams. Team meetings have, to date, included input from: - Outreach and Engagement teams re Children's Centre activities - Early Help Managers – Assessment, planning and TAF reviews - Evidence Based Hub – Parenting programmes - Evidence Based Hub – Young People programmes - ICON training - Participation, Voice and Influence - CCE Pathways  Focus group took place.	Action completed
11.2	YOT workers to be 'matched' to a locality team to develop a better understanding of support and services in localities and communities.	Service Manager Evidence Based Hub and YOT	Feb-21	Linked workers to locality teams.	Action completed
11.3	Future Planned Team meetings: ESF 14/1/21 SENDIASS 28/1/21	Service Manager Evidence Based Hub and YOT	Feb-21	Rachel Jackson attended ESF meeting. Kerry Taylor attended SENDIASS meeting.	Action completed
<b>12. The inspection found that management oversight is poor both for post-court orders and out-of-court disposals.</b>					
12.1	See also recommendation 5 above.	Service Manager Evidence Based Hub and YOT		See also recommendation 5 above.	DUPLICATE ACTION
12.2	Case managers to record individual discussions with Managers as management oversight to ensure this is clear in case records.	Service Manager Evidence Based Hub and YOT	Jan-21	Communicated to staff via team meeting and daily check in – reinforced through supervision of cases.  Evidence will come through audits. Monitor going forward. BAU.	Action completed
12.3	Service Manager to continue to Moderate case file Audits and review previous Audits to draw out key learning and ensure this is communicated to all staff	Service Manager Evidence Based Hub and YOT	Monthly activity – to be reviewed quarterly.	CYPS audit schedule in place, audit feedback is standing item on team meeting agenda and supervision. Audit findings presented quarterly to Management board.  Now business as usual.	Action completed
<b>Court disposals</b>					
<b>13. Assessing, delivering interventions and reviewing to keep other people safe were poor areas of practice that require improvement.</b>					
13.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - <b>SAME AS 5.1 AND 21.1</b>	Service Manager Evidence Based Hub and YOT	Feb-21	See 5.1.	DUPLICATE ACTION



No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
13.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - <b>SAME AS 5.2 AND 21.2 BUT DIFFERENT ACTION OWNERS</b>	Service Manager Evidence Based Hub and YOT	Monthly activity to be reviewed quarterly and presented to board	See 5.2.	DUPLICATE ACTION
13.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - <b>SAME AS 5.3 AND 21.3 BUT DIFFERENT ACTION OWNERS</b>	CYPS QPD team and Management Board	Mar-22	See 5.3.	DUPLICATE ACTION
13.4	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP - <b>SAME AS 5.4</b>	YJ Coordinator	Jan-21	See 5.4.	DUPLICATE ACTION
13.5	Mentor to be requested for YJ Operations Co-ordinator via YJSIP - <b>SAME AS 5.5</b>	Service Manager Evidence Based Hub and YOT	Apr-21	See 5.5	DUPLICATE ACTION
13.6	All YOT staff to complete refresher training on AssetPlus - <b>SAME AS 5.6 BUT DIFFERENT COMPLETION DATE</b>	Service Manager Evidence Based Hub and YOT	May-21	See 5.6.	DUPLICATE ACTION
<b>14. The needs and wishes of victims were not always considered, and the potential impact on victims was not adequately assessed.</b>					
14.1	Develop QA tool for Post court and out of court disposal to audit victim involvement.	Remedi manager	Feb-21	Developed and in place. BAU.	Action completed
14.2	Review victim engagement at quarterly contract reviews with Remedi.	Remedi manager	Mar-21	Contract reviews are in place and take place quarterly. BAU.	Action completed
14.3	Remedi to liaise with SYP to encourage victims to give consent to engage with services.	Remedi Manager	Mar-21	Deep dive audits being undertaken by Remedi. Issue of time taken from offence to sentencing has been escalated to the Local Criminal Justice Board and was discussed at the Complete Victim Care Meeting. Remedi are liaising with adult victim services to identify good practice in engaging victims in restorative justice.BAU.	Action completed
<b>15. A lack of health input in relevant cases meant that some children's needs were not met.</b>					
15.1	See also recommendation 4 above.	Board Members – Rotherham CCG Representative and TRFT Manager		See also recommendation 4 above.	DUPLICATE ACTION
15.2	Health services to be represented at YMARAC and Triage and Outcome Panel. - <b>SAME AS 18.2</b>	Board Members – Rotherham CCG Representative and TRFT Manager	Jan-21	<b>Complete</b> - Liaison and diversion now attending both meetings. BAU.	Action completed
<b>16. When children were discussed at multiagency meetings it was not always evident in their cases what impact this had on their level of risk and the intervention</b>					

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
16.1	Monthly Dip sampling of case files to ensure case records reflect risk levels and intervention addresses risk identified.	Service Manager Evidence Based Hub and YOT	Feb-21	Dates for dip sampling scheduled for 2021 – findings to be reported to YOT management Board quarterly.  Dip sampling commenced 25th January 2021, first report presented to Board in June 2021. BAU.	Action completed
<b>17. Although staff had received training on signs of safety and trauma-informed practice, there was limited evidence that these approaches were used with children</b>					
17.1	Refresher training TIP to be completed by all YOT staff and practice lead identified.	CYPS training and development  Service Manager Evidence Based Hub and YOT	Mar-21	Agreed with CYPS Training and development. TIP has been offered and delivered by Violence Reduction Unit in line with CYPS workforce plan.	Action completed
17.2	Refresher training in SOS to be completed by all YOT staff and practice lead identified.	CYPS training and development  Service Manager Evidence Based Hub and YOT	May-21	SoS training was delivered to YOT team in April and May 2021.  The advanced training for managers and senior practitioners also now complete.	Action completed
<b>Out-of-court disposals</b>					
<b>18. The lack of health provision in relevant cases hampered the work done to keep children safe</b>					
18.1	See also recommendation 4 above.	Board representatives – CCG Manager and TRFT Manager		See also recommendation 4 above.	DUPLICATE ACTION
18.2	Health services to be represented at YMARAC and Triage and Outcome Panel. - <b>SAME AS 15.2</b>	Board representatives – CCG Manager and TRFT Manager	Jan-21	See 15.2.	DUPLICATE ACTION
<b>19. Not all children were assessed before a disposal was delivered.</b>					
19.1	All children to be referred to the YOT for screening and initial assessment prior to outcome.	South Yorkshire Police	Mar-21	Agreed with SYP District Commander and commenced March 2021.  New pathway agreed. Review of capacity in SYP and YOT agreed on all LAC (rather than all children), and any offences committed within a child's home in order to ensure early intervention. This was rolled out on 1st March 2021. BAU.	Action completed
19.2	To establish a triage and outcomes panel to ensure Multi agency decision making regarding Domain 3 cases and PSR recommendations.	Service Manager Evidence Based Hub and YOT	Feb-21	Panel Established – TOR have been reviewed and agreed. BAU.	Action completed

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
<b>20. For out-of-court work generally, there was a capacity issue with the role of the seconded police officer, as there was insufficient resource to meet the workload</b>					
20.1	YOT Police officer to produce new pathway and identify where additional capacity is required.	South Yorkshire Police	Jan-21	<b>Completed</b> – SYP YOT Police officer now brokers support from wider police force.	Action completed
20.2	Pathway to be presented and agreed at March YOT Management board.	South Yorkshire Police	Apr-21	Pathway agreed at 15th March 2021 Board.	Action completed
<b>21. Planning and the delivery of services for a child's safety and wellbeing and for keeping other people safe were poor</b>					
21.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - <b>SAME AS 5.1 AND 13.1</b>	Service Manager Evidence Based Hub and YOT	Feb-21	See 5.1.	DUPLICATE ACTION
21.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - <b>SAME AS 5.2 AND 13.2 BUT DIFFERENT ACTION OWNERS</b>	Service Manager Evidence Based Hub and YOT	Mar-21	See 5.2.	DUPLICATE ACTION
21.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - <b>SAME AS 5.3 AND 13.3 BUT DIFFERENT ACTION OWNERS</b>	CYPS PQ Team and YOT Management Board	Mar-22	See 5.3.	DUPLICATE ACTION

Action may exceed original target date	0
Action progressing and on track	0
Action completed	46
Action planned but not started	0

Acronyms	
YOT	Youth Offending Team
LAC	Looked After Children
CYPS	Children & Young People's Service
SALT	Speech & Language Therapy
MH	Mental Health
PH	Physical Health
CAMHS	Child & Adolescent Mental Health Service
0-19	Health Service
ESF	European Social Fund
QA	Quality Assurance
MA	Multi-Agency
YJSIP	Youth Justice Sector Improvement Partnership
Asset Plus	Youth Justice Approved Assessment Tool
SEND	Special Educational Needs & Disabilities
BAME	Black, Asian and Minority Ethnicity
ETE	Education, Training & Employment
ICON	Public Health message with the ultimate purpose to reduce Shaken Baby Syndrome.
	*I – Infant crying is normal
	*C – Comforting methods can help
	*O – It's Ok to walk away
	*N – Never, ever shake a baby
ILSC	Improving Lives Select Commission
NEET	Not in Education, Employment or Training
EH	Early Help
CCE	Child Criminal Exploitation
TAF	Team Around Family
SENDIASS	Special Educational Needs & Disabilities Information Advice & Support Service
TRFT	The Rotherham Foundation Trust
YMARAC	Youth Multi Agency Risk Assessment Conference
SOS	Signs of Safety
TIP	Trauma Informed Practice
TOR	Terms of Reference
PSR	Pre-Sentence Report
SYP	South Yorkshire Police
P&Q	Performance & Quality

## Audit Committee Peer Review Tracker

Title	Date	Outstanding recommendations	Original target date for completion	Revised target date for completion	Status / progress update
<b>Children and Young People's Services</b>					
Rotherham Youth Justice Service Peer Review	March 2022	<b>Area for improvement 1.</b> Need to develop a new Vision for the partnership and agree priorities going forward.	July 2022	Completed July 2022	<b>Complete</b>  New vision developed and priorities agreed by Youth Justice Partnership Board on 11 <sup>th</sup> July 2022.  This action was signed off at the CYPS Evidence Challenge Panel in September and is awaiting formal sign off by DLT in December.
		<b>Area for improvement 2.</b> The Youth Justice Partners need to embed the new LAC Protocol (Reducing unnecessary criminalisation of children) and consider where the operational monitoring of the strategy will be owned, tracked and reviewed.	December 2022	Completed October 2022	<b>Complete</b>  The LAC Protocol was signed off by the Youth Justice Partnership Board and now forms part of the triage decision making and the Outcomes Panel where it will be owned tracked and reviewed.

		<b>Area for improvement 3.</b> Understand and respond to an increase in First Time Entrants (FTE).	December 2022	Completed September 2022	<b>Complete</b>  Analysis of the data was presented to the Youth Justice Partnership Board in September 22. Rotherham FTE rate reduced in the period April 2021-March 2022 whilst South Yorkshire PCC area and Youth Justice family have increased.  Plans are now in place with other areas to maintain a consistent approach across South Yorkshire through the VRU and Youth Justice Managers, initiated by Rotherham Youth Justice Service.
		<b>Area for improvement 4.</b> Explore how the partnership can expedite Health pathways and access to health and wellbeing support for children & young people open to the Youth Justice Service.	December 2022	n/a	<b>May exceed original target date</b>  This is being taken forward by Youth Justice Board ICB representative.  Commissioning now in mobilisation stage. Mobilisation meeting to take place December 2022. Tender to start on 01.04.23 Framework for Commissioning and secondment of Speech and Communication Therapist and Child Adolescence Mental Health worker within ICB agreed and currently being devised. Draft Secondment agreements to be agreed for both SaLTS and CAMHS  *An update will be provided at the December Youth Justice Partnership Board.
		<b>Area for improvement 5.</b> Strengthen the Education,	December 2022	Completed September 2022	<b>Complete</b>  A review of providers & identification of the gaps has been undertaken and the offer to youth justice young people strengthened

		Employment and Training Offer for Youth Justice young people.			through direct link to early help outreach & engagement staff.
		<b>Area for improvement 6.</b> Develop how data is presented to the Partnership Board to ensure improvements within the youth justice system can be driven by the partnership to adopt a problem-solving approach to issues and challenges.	March 2023	<b>Completed September 2022</b>	<b>Complete</b>  Explored at Youth Justice Partnership Board 11/07/22 and agreed to present data in different formats and styles to enable wider system 'problem solving' approach. New style presentation using info graphics and a summary page was presented to the September RYJPB.  New standing agenda item 'Focussed Conversation' in place to enable a 'problem solving approach'
		<b>Area for improvement 7.</b> Enhance Board oversight of effectiveness of Out of Court Disposal (OoCD) decision making across the partnership.	March 2023	n/a	<b>Underway</b>  This is on the forward plan for the Youth Justice Partnership Board in December 2022. OoCD decision making to feature in performance reports and Board updates.
		<b>Area for improvement 8.</b> Appoint a Vice Chair to the Youth Justice Partnership Board.	August 2022	<b>Completed September 2022</b>	<b>Complete</b>  Two Vice Chairs were nominated and approved at the Youth Justice Board on 21 <sup>st</sup> September 2022.

		<b>Area for improvement 9.</b> Reviewing National Standards and Identify and develop operational thematic leads within the Youth Justice Service.	December 2022	n/a	<b>Underway</b>  Progress - Leads have been identified and assigned to Senior Practitioners and champions within the YJS to commence in December 2022
		<b>Area for improvement 10.</b> Strengthen current quality assurance arrangements through thematic partnership audits.	March 2023	<b>Completed September 2022</b>	<b>Complete</b>  Audits and moderations are taking place. Remedi are now included in this process and fed into Quarterly reports for CYPs safeguarding quality and learning.
		<b>Area for improvement 11.</b> Review the partnership sharing and escalation processes and include in new working agreements.	December 2022	n/a	Action planned but not started
		<b>Area for improvement 12.</b> Review the Youth Justice Service's Risk Management Policy and clarify the role of the wider partnership (for example, CAMHS, Education	December 2022	n/a	Action planned but not started



		and the Police) and their input into child specific risk management plans.			
		<b>Area for improvement 13.</b> Workforce and partnership development including the induction for staff (including secondees), volunteers and partnership board members.	March 2023	n/a	Action planned but not started

Action may exceed original target date	1
Action progressing and on track	2
Action completed	7
Action planned but not started	3

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# ROTHERHAM YOUTH JUSTICE SERVICE PLAN 2022-2023



Proud to work with Rotherham's  
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Rotherham  
Metropolitan  
Borough Council



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# I. INTRODUCTION, VISION, AND STRATEGY

## Welcome to the Rotherham Youth Justice Plan 2022/23

Responding to young people that encounter the Youth Justice System as ‘children’ and not ‘offenders’ can enhance lives, reduce offending, promote safer communities and lead to fewer victims.

We have a clear **vision** for children and young people’s services in Rotherham, “*Working with Rotherham’s children, young people and families to be resilient, safe and successful*”, which aligns to our Council Plan.

Our Youth Justice Plan aligns with the key local partnership strategies including the Safer Rotherham Partnership (SRP) Plan, Rotherham Safeguarding Children Partnership (RSCP) plan and the South Yorkshire Police and Crime Plan.

**Our vision for the Rotherham Youth Justice Partnership is:**

“To work together to prevent young people entering the youth justice system and to empower and support young people to achieve their aspirations”.

The Rotherham Youth Justice Service, through the governance and direction set by the Youth Justice Partnership Board, will retain a relentless focus on preventing young people entering the youth justice system, and when they do, we will work to the ‘child first’ principles to ensure the best possible outcomes for young people and victims of crime.

**To achieve our vision, we will:**

- Ensure our young people are supported and treated fairly
- Help and support young people and their families to recognise and build on their strengths and capabilities to fulfil their potential
- Encourage young people to repair the harm to victims and restore relationships within their communities to increase public confidence and safety
- Enable young people to be listened to and their wishes and feelings to be heard and acted upon

Our Youth Justice Plan provides the detail as to how the Rotherham Youth Justice Services Partnership Board (YJPB) intends to improve outcomes for children, young people, families, and communities over the next twelve months against the Police and Crime Commissioner’s three priorities.

- Protecting Vulnerable People
- Tackling Crime and Anti-Social Behaviour
- Treating People Fairly

Following the HMIP Inspection in September 2020 we received our 2020 Inspection re-port. This contained 5 recommendations and our subsequent Action Plan, submitted in January 2021, contained 46 actions. The Youth Justice Partnership Board in Rotherham were swift to respond, and by January 2022 all 46 actions were completed.

In October 2021 we created a peer led group for young people with lived experience of the youth justice system to come together to share their views of services and the CHANCE group was created. The young people created the name which stands for Changing How Adults Notice Children’s Experiences (CHANCE) and they continue to tell us about their interactions with a wide range of services and institutions and how we can improve them.

In March 2022 we received a YJB Peer Review. The feedback and report were wel-coming, and we have taken forward 13 recommendations as part of our ongoing improvement journey to be an outstanding Youth Justice Service.

In July 2022, the following name changes were agreed to reflect or renewed focus and ambition.

**Rotherham Youth Justice Service** (formerly Rotherham Youth Offending Team, YOT).

**Rotherham Youth Justice Partnership Board** (formerly Rotherham Youth Offending Team Board, YOT Board).

Our agreed **priorities** are encapsulated across five themes,

- Voice of the Child & Family
- Early Intervention & Prevention
- Education, Training & Employment
- Health & Wellbeing
- Quality of Practice

I look forward to another effective period of partnership collaboration and improved outcomes for our young people and families and I am very pleased to introduce the Rotherham Justice Partnership Board Strategic Plan for 2022/23.



**David McWilliams**

Chair, Rotherham Youth Justice Partnership Board

Assistant Director Early Help, Family Engagement & Business Support,  
Rotherham Children's Service

## 2. LOCAL CONTEXT

Rotherham is a large minster town in South Yorkshire, England which along with its nearby settlements form the Metropolitan Borough of Rotherham, with a population of 264,984 (ONS, mid 2020)

Rotherham has 57,453 children aged under 18 representing 21.7 % of the local population (ONS, mid 2020).

We have 23 % of children live in low-income families (England 18 %).

Our Free School Meals entitlement rate is above English national average (23.8 % compared to 21.6 % at Primary, 21.4 % compared to 18.9 % at Secondary – DfE 2020/21).

We have 19.4 % of Rotherham's school age population is from BME background (England 35.1 %) (DfE 2020/21).

- Over the last ten years we have seen a significant increase in the Eastern European Roma population (from Slovakia and Czech Republic since 2004 and Romania since 2014), concentrated in a few central neighbourhoods.

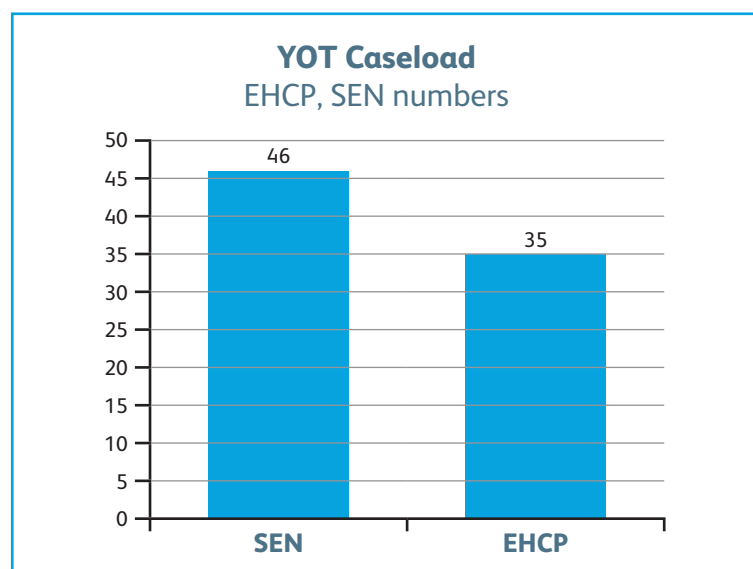
### Current number of male and female children in Rotherham Schools

The table below reflects the number of male and female children residing in Rotherham and attending Rotherham schools (based on the Rotherham School Census 2021).

	0 – 4 years	5 – 9 years	10 – 14 years	15 – 17 years
Male	2329	8258	9116	2932
Female	2216	8134	8650	3136
<b>TOTAL</b>	<b>4545</b>	<b>16392</b>	<b>17766</b>	<b>6068</b>

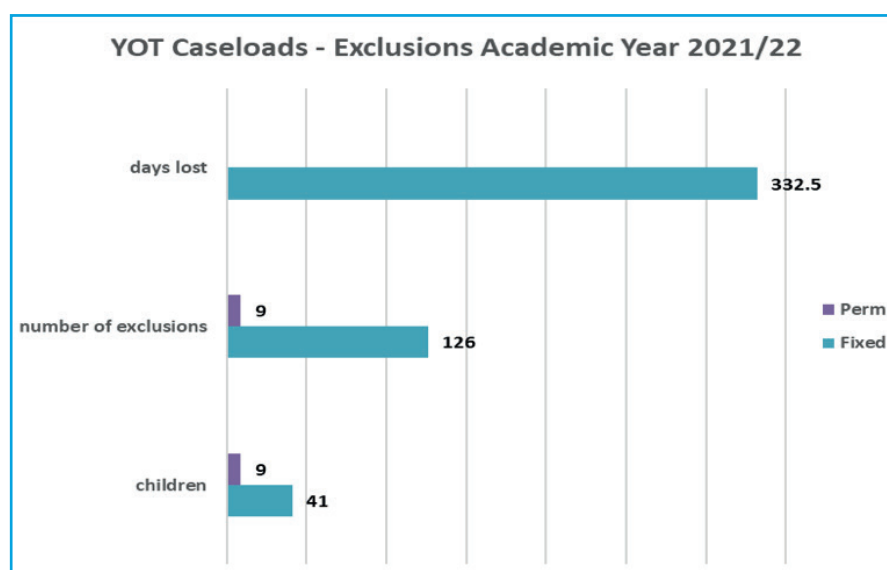
The table below shows the number of children residing in Rotherham, attending Rotherham Schools (Rotherham School Census 2021) that are currently on an Education Health & Care Plan Care Plan (EHCP), Special Educational Needs support or on No Special Educational Needs Support according to the Rotherham Schools Census 2021.

	10 – 14 years	15 – 17 years	18+ years
EHCP	919	312	52
SEN Support	2703	663	15
<b>No SEN Support</b>	<b>14144</b>	<b>5093</b>	<b>351</b>



The data for Q4 shows that 25.6 % of the whole YJS caseload has recorded SEN (an increase from Q3 at 20.3 %) with a further 19.4 % having an EHCP in place (an increase from Q3 at 18.1 %). Further analysis of the data shows that in the 42 cases (YCC and above) 13 young people (30.9 %) had recorded SEN, with 11 (26.2 %) who had an EHCP in place.

Current data (as at 30/05/2022) shows that of YPs of school years 6 - 14 1671 have EHCP's and there are a further 3992 requiring SEN support.



The Chart above shows exclusion data for 180 open Cases in Q4, 41 of these Children have received 126 fixed term exclusions (in academic year 2021/22), an average of 3.1 exclusions per child and an average of 8.1 school days lost per child.

Wider exclusion data for the borough shows that at the end of March there had been 2586 fixed term exclusions in the academic year 2021/22 for Year 6 to Year 11 young people. This figure is across a distinct group of 1065 young people giving an average of 2.4 exclusions per child (compared to 3.1 for children in YJ cohort at Q4) and an average of 4.9 days lost per child (compared to 8.1 for children in YJ cohort at Q4). 39 young people were permanently excluded from school during September - March 2022, 9 of these young people fall in the Q4 YJS cohort. The 9 permanent exclusions were all for secondary school age young people and 7 are now accessing education through Rotherham Aspire PRU, 1 is in Elective Home Education and the remaining young person was reinstated to his original mainstream school.



### 3. CHILD FIRST

#### Child First

**Prioritise the best interests of children and recognising their needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.**

Rotherham YJS are committed to the ongoing development of a trauma informed approach (TIA) following ongoing investment in organisational development, resources, training and support for staff to ensure an in-depth understanding. TIA approach has the primary task of supporting individuals to recognise/manage/recover from trauma, become more resilient and empowered to positive choices and achieve their goals.

- We ensure that everyone within the service feels and is, psychologically and physically safe. Promoting cultural/gender/identity awareness and working to identify and remove barriers to support.
- We take the time to build positive relationships, validate their experience and build trust with the practitioner and establish clear and professional boundaries.
- We utilise a strengths-based approach – what is going well, how can we build on current strengths
- We work collaboratively with the child and family, sharing responsibility for tasks to ensure that individuals have agency and are the agent of change.
- We provide young people and families with education and support to help them make informed decisions and develop problem solving skills.
- We undertake screening of all young people in relation to Speech and Language to support engagement and tailor interventions to their needs and ensure they are inclusive and developmentally appropriate.
- We have staff trained in the service who are able to provide trauma stabilisation; considers the impact traumatic experiences can have on our mind/body/life and develops practical skills to alleviate some of the distressing symptoms experienced, e.g. flashbacks, intrusive thoughts, nightmares, low-self-esteem, and depression.

**Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.**

We use strength-based assessment tools (EHA and AssetPlus) to identify strengths, goals and aspirations and we work in partnership with other agencies and utilise community resources to develop plans 'WITH' young people and families to empower them and build resilience.

We have recently undertaken refresher training in Signs of Success which provides a framework for our work with families, and we are working hard to embed this in our practice to improve the quality of assessment, planning and reviews.

We commission Remedi to deliver Restorative Justice and Victims services in Rotherham and we have recruited and trained new volunteers for Referral Orders Panels and have revised how we carry out panels to ensure that they are empowering and future focused for our young people.

We have created a pathway for support for our families to access Family Group Conferences to create stronger support networks and empower families to develop confidence and resilience.

**Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers**

Participation is fundamental to ensuring the best interests of the Child/Young person are met. As set out in Article 12 of UNCRC, children and young people have a right to be heard on all matters that affect them. According to the YJB strategy, participation, for children is 'an active, informed and voluntary process where they are able to express views and make decisions on issues that affect them.'

This process not only encourages greater motivation to engage but positive outcomes are more likely to happen. It is therefore paramount that Rotherham Youth Offending Services enable children's and young people's participation' at all stages giving young people much more say in youth justice decisions that affect them, especially in regard to planning, delivery and evaluation of youth justice services that they receive from us.

Young People that use our services have access to a wide variety of platforms, giving them the opportunity to share their wishes, feelings and views regarding

- the service they have received
- their personal life- including family and friends
- education
- things they are passionate about, these platforms include:

Rotherham YJS uses a variety of resources and tools to capture the voice of young people and work closely with Early Help Voice and Influence Team and other partners to give Children and Young People opportunities to express themselves through Creative methods. Young People have access to an industry standard music recording facility in which their voices are captured through music and lyrics. Furthermore, our young people are encouraged and referred to work with partners in other creative mediums such as dance and drama.

**Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.**

We have revised our Diversion and Out of Court Disposal Protocol with South Yorkshire police to ensure that young people are diverted from the justice system at the earliest opportunity and are working with our YJ neighbours in South Yorkshire (SY) to review the SY protocol to ensure that we have a consistent approach across the county.

We introduced a Triage and outcomes panel to ensure multi-agency decision making and work in collaboration with partners and Early Help to ensure access to the right support at the right time.

We have revised the Reducing Offending with Looked after Children Protocol and provided restorative justice training for the residential care home and foster carers to ensure that this cohort of children are not criminalised for trauma responsive behaviours.

We have delivered targeted prevention work with young people where ASB or risky behaviours have been identified which could lead to offending. We have worked in collaboration with our Outreach and engagement teams, pupil referral units and our Outdoor Learning Centre (Crowden) to deliver innovative and bespoke interventions as well as targeted outreach.

We are working with our Family Group Conference team and Evidence based hub to offer family intervention where the offending has occurred in the home. We recognise the need to assess and understand the wider factors impacting on offending and work with families to develop skills and confidence in managing behaviours without the need for police call outs.

## 4. VOICE OF THE CHILD

In October 2021 we created a peer led group for young people with lived experience of the YJS to come together to share their views of services and the CHANCE group was created – the young people created the name which means Changing How Adults Notice Children’s Experiences (CHANCE) and they told us about how the interactions they had with services influenced them. One young person told us how they experienced different teachers in school and how this made them feel/react, sharing this experience helped them to change how they interacted with the YP and as a result there were fewer school exclusions. Another YP told us how the CHANCE group helped them to develop confidence and be able to speak to other people, they have now also joined the police forum for YP and want other YP to have the opportunity to join the group, so they have created a poster and a promotional video to share with all YP to promote what CHANCE is about without the need for Case Managers to explain.

The CHANCE group is led by our Apprentice Youth Support worker who also has lived experience of the YJS and was responsible for the creation of the resettlement resource “Get out, Stay Out” which is now published on the YJB effective practice website and is widely used across the secure estate and Young Offender Institutes. The booklet is currently being evaluated externally to understand it’s impact and effectiveness.

Following the Covid pandemic, Public Health England recommended that local authorities capture the views of children and young people to establish the state of their mental health and wellbeing during lockdown. Rotherham worked alongside other local authorities in the Yorkshire & Humberside region, for the development of the first pandemic survey that would be offered to students at secondary school age. Rotherham continued with the capturing of the voice of young people around this subject. A second piece of consultation work was carried out in October 2020, to capture the views from young people around the impact of the pandemic and school closures and how these were affecting their health and wellbeing.

It was agreed that Rotherham would carry out a third consultation with students once the planning for restrictions to be lifted was announced. This would enable us to have a full picture of young people’s views from the beginning of the pandemic/lockdowns; their views 6 months into restrictions and finally their views once the vaccination programme and the planning for lifting restrictions were underway.

Prior to the launch of the third survey, the views of young people were captured around the questions in the survey and further questions were added at their request.

- What support do you feel should be available for young people to help with their mental health emotions?
- A question to establish the views of children who are looked after.
- During the pandemic/school’s closures have you received education around; Healthy Relationships; Sexual Health Education; Child Sexual Exploitation and Growing Up.

These questions, particularly those around mental health, have been incorporated into the annual lifestyle survey, which commenced in April 2022 and will be published around September 2022.

## 5. GOVERNANCE, LEADERSHIP, AND PARTNERSHIP ARRANGEMENTS

### The role of the Rotherham Youth Justice Partnership Board

The primary duty to ensure a YJS, and appropriate youth justice services are in place rests with Rotherham Metropolitan Borough Council. The Partnership Board takes responsibility for:

- leadership and oversight of youth justice services
- contributing to local multi-agency strategies and work with local and national criminal justice organisations
- safeguarding children who receive youth justice services.

#### **The role of the Rotherham Youth Justice Partnership Board is to:**

- determine how the YJS is composed and funded, how it operates and what functions it carries out and oversee the appointment of a YJS manager
- understand the performance of the YJS and any challenges to service delivery and oversee and respond appropriately to the YJS's performance
- determine how appropriate youth justice services are to be provided and funded; and oversee the YJS budget
- oversee the formulation and implementation of the Youth Justice Plan and ensure that any action plans which comprise part of the annual youth justice plan or audits of performance are carried out
- have strategic oversight of Standards for Children in the Youth Justice System (2019) by satisfying themselves that appropriate systems and policies are in place to achieve positive outcomes
- participate in HMIP inspections of the YJS and any related follow-up activity

### Our Ambition

Building on our Inspection findings from September 2020 our ambition is simple. We want to become an OUTSTANDING Youth Justice service.

The Board will ensure that there is a comprehensive range of high-quality services in place, enabling personalised and responsive provision for all children and young people.

We will develop an in-depth understanding of the characteristics of our children and young people, based upon a wide range of current and reliable information.

We will anticipate future demands and develop our understanding of the complexity and the diversity of cases, recognising the need to develop services which meet the specific needs of all children and young people.

We will ensure that there is a strong mix of targeted, specialist and mainstream services, providing the necessary range and depth of intervention to meet the full range of needs.

We will ensure there is sufficient flexibility and options to cater for those with chaotic and unstable circumstances, and the most vulnerable children and young people.

Robust evaluation and quality assurance will form an intrinsic part of service delivery, involving partners and other providers where appropriate, with a focus upon identifying good practice and aspects for improvement.

We will seek opportunities to provide integrated services and pathways of delivery, particularly for children and young people with multiple and complex needs.

We will promote understanding of the needs of our children and young people and provide advice to help other agencies and providers to make sure that their services are relevant and readily accessible.

We will ensure that there are clear and sound inter-agency protocols, referral processes and transitional arrangements, supporting a seamless approach to accessing services and that information is exchanged in a spirit of partnership.

**To achieve our ambition, the Board will be:**

- Innovative and creative
- Forward-looking and proactive
- Open and transparent
- Supportive, empowering, and inclusive
- Agile and responsive
- Collaborative and outward-looking
- Be child first and offender second in our approach

The Board will ensure that our staff within the YJS are fully empowered to deliver high-quality, personalised, and responsive service for all children and young people.

## Leadership and Governance

The Crime and Disorder Act 1998 set out the statutory requirements for the provision of Youth Offending Teams and a Governing Chief Officer Steering Group. The role and responsibilities of YJSs and their Management Boards continue to be regulated by the National Standards for YJS.

The YJS Partnership Board is fundamental in challenging and supporting the work of the Youth Justice Plan, alongside the performance and priorities of the team, ensuring that statutory partner agencies are also held to account and contributing effectively to the delivery of the outcomes. It considers not only the national youth justice strategic objectives, but also local indicators and themed reports, including benchmarking against inspection reports.

The YJS Partnership Board supports the YJS to overcome barriers and will also commission agencies and partners for bespoke work e.g., improving the voice of the child both within the YJS and the Board and since the arrangements for critical incident reporting no longer lie with the Youth Justice Board, reporting of these incidents also proceeds directly to the YJS Partnership Board.

The YJS Partnership Board is responsible for maintaining oversight of the budget, YJB Grant and any other funding, formally approving these on a quarterly basis, and seeking reassurance that the YJS complies with National Standards and information requirements for the secure estate.

The YJS is located in the Early Help Service, which forms part of the Children and Young People's Department. The Chair of the YJS Partnership Board is the Assistant Director of Early Help Services, who reports to the Director of Children's Services who, in turn, reports to the Chief Executive Officer of the Local Authority. The Chair ensures that the vital links are maintained to community safety, early intervention, and prevention, safeguarding and keeping children safe from harm via representation at key strategic boards.

A Service Manager is responsible for both the YJS and the Evidence Based Hub (EBH), which includes family group conferencing, outdoor education and oversight of the evidence-based programmes delivered borough wide. To meet the statutory requirements necessary structures and governance are in place within the Local Authority, as detailed below and shown in the structure appendices.

In Rotherham, our YJS works alongside statutory partners including Police, South Yorkshire Probation Trust, and the NHS, together with a wide range of contracted Voluntary and Community Sector organisations to achieve the national youth justice strategic objectives which are to:

- Prevent Offending – reducing first time entrants to the YJS
- Reducing the use of custody
- Reduce Re-Offending rates

Rotherham YJS is a multi-agency service comprising four statutory agencies: Police, Local Authority, Health and the National Probation Service. Each of these agencies has the statutory responsibility for resourcing and supporting the YJS Partnership Board. There are strong links with the voluntary and community sector which have significant roles in the delivery of the YJS priorities together with the strategic and operational expertise within CYPS and most importantly enabling the voice of the child to shape and influence the support and services received.

## Partnership Arrangements

The YJS has developed and maintained a number of robust partnerships with statutory and non-statutory agencies. The Service Manager for YJS and the EBH works in partnership with South Yorkshire Regional YJS managers to ensure representation on a number of strategic forums, most notably;

- Local Criminal Justice Board, (LCJB)
- Strategic MAPPA Board
- Regional Reducing Re-offending Board
- Regional Restorative Justice/Integrated Offender Management
- Violence Reduction Unit – Executive Board
- South Yorkshire Child Exploitation Partnership Forum
- Violence against Women and Girls Forum

The Service Manager for YJS and EBH is also a representative at a number of local boards, including;

- Child Sexual Exploitation Silver Group
- PREVENT Silver Group
- MATAC – High risk Domestic Abuse Perpetrators
- Rotherham Children's Safeguarding Partnership Board and sub-groups (including – Child Exploitation Delivery Group)
- Practice Standards Group.
- Serious, Violent and Organised Crime Silver Board

In addition, the YJS is a stakeholder in the South and West Yorkshire Resettlement Consortium with the Service manager attending strategic groups and the Youth Justice Operations Co-ordinator and/or lead worker attending the operational groups and practice forums feeding back to the wider team to ensure that the YJS is up to date with current trends and sharing of good practice.

The YJS has a close relationship with the voluntary sector, which is illustrated by the joint working undertaken with the Barnardo's Junction Project to assess and intervene in harmful sexual behaviours.

The boards attended by the YJS Service Manager, described previously, allow for regular check and challenge across the partnership and ensure that the YJS is aligned with wider children's services, community safety partnership, health and well-being strategy and regional commissioned services.

Partnerships maintained with statutory partners such as the Police, has resulted in joint decision making about out of court disposals based on YJS assessments and assisting in charge advice to CPS for sexually harmful offences.

Reparation and Victim Services are commissioned jointly between Rotherham, Sheffield and Barnsley YJSs. Performance and quality are reviewed quarterly by the respective YJS managers, and the service provided is good.

Rotherham YJS has a Risk Panel (YMARAC), which meets on a fortnightly basis with representatives from statutory partners; Police, Children's Social Care, Inclusion and Health and also additional agencies, as required, to ensure that internal and external controls are in place to;

- manage risk of re-offending
- manage risk of serious harm
- increase safety and wellbeing factors

To ensure the strategic and operational practice between YJS and partners, who contribute to specialist services to support children is functioning and managed effectively, the YJS reports to the YJS Partnership Board and the Safer Rotherham Partnership SRP).





## 6. RESOURCES AND SERVICES

Rotherham YJS makes effective use of the resource available, and the main resource is staffing and the YJB grant provides a core Youth Justice service, in keeping with section 39(5) of the Crime and Disorder Act 1998. This includes qualified social workers, probation case managers holding high risk cases, case managers qualified via the youth justice foundation degree, BA Hons Degree in Youth Justice, or effective practice certificate. A copy of the current staffing structure is attached at Appendix 2.

An experienced case manager oversees all court work and staff are trained in risk and vulnerability assessment, Multi-Agency Public Protection Arrangements (MAPPA), as well as child protection, thus ensuring the YJS's compliance with grant conditions.

### Workforce

The YJS's greatest resource is the staff team and we have experienced some turnover of staff in the last two years through retirement and professional development. Our recruitment process has been thorough and utilised the knowledge and skills of the partnership to appoint to the roles. These opportunities have attracted applications from professionals from a wide range of backgrounds.

We are developing our YJ Coordinator and senior practitioner through workforce development and mentoring support from the Youth Justice Sector Improvement Partnership.

There is a commitment to ensure that the nature and diversity of the workforce responds to local needs; we continue to seek opportunities to recruit and develop young people and adults with lived experience of the YJS who are essential to achieving our vision.

### Workforce Development

To support the ongoing development of our YJ workforce we have introduced the role of senior practitioner within the YJ service. These posts provide additional capacity to focus on strategic priorities and operational delivery, a clear progression route for experienced YJ workers and provide greater capacity to deliver on the vision of the YJ Service and align with wider Children's Services.

The advantage of the YJS being located within the Early Help Service is the provision of further opportunities to make effective use of resources by joint working with Early Help and other colleagues, developing exit strategies and increasing the reach of preventative interventions and Early Help services.

We currently have one YJ worker undertaking the Social Work Degree Apprenticeship, alongside a secondment to our Child Exploitation team, and supports the priority of workforce development to have a 'grow your own culture'.

The YJS is committed to continued workforce development and ensuring that new and existing staff and managers are adequately trained and experienced. Staff and managers in the YJS are encouraged to pursue professional development opportunities that enhance the service offer to children and families as well as supporting professional development and progression.

Since March 2021 Rotherham YJS has recruited 4 new YJ Workers and a YJ Social Worker, all practitioners are completing/have completed the Youth Justice Effective Practice Certificate; the qualification is endorsed by the Youth Justice Board and brings together the most up-to-date thinking, knowledge, research and evidence about what works in this field. The course is made up of six learning blocks, studied one at a time over 30 weeks. One of these workers is now undertaking the YJ Foundation Degree to further enhance their development.



## Seconded Roles

The Seconded YJ Probation Officer (0.5 FTE) started in March 2022 after a vacancy for 6 months due to the reunification of Probation services and has recently completed AssetPlus training.

The Seconded Police Officer (0.8 FTE) joined the team in March 2020, a reduction in officer time (-0.2 FTE) but has been instrumental in the redesign of the out of court disposal triage and outcomes processes.

Rotherham YJS has access to Speech and Language Therapy (SALT) and Mental Health Provision through the local service however further discussions with the Clinical Commissioning Group are currently underway to look at service specific resourcing.

Other funding (PCC) is geared towards prevention services with Youth Justice Workers based in locality teams, alongside other early help colleagues and police officers. It also resources our Evidence Based Hub (EBH) which oversees the delivery of evidence-based programmes including 'Triple P Parenting' and 'Parents as Partners' programmes and the education programmes developed specifically for young people including crime and consequences, educational sessions regarding sharing of images online (Be Share Aware) and knife crime programmes which can be delivered one to one or in groups.

Rotherham YJS has pooled resources and funding with VRU and SRP to pilot innovative targeted interventions in partnership with other agencies such as the Child Criminal Exploitation (CCE) programme which was developed and delivered with our Outdoor Learning Centre and Alternative Provision to provide education, positive activity and increase aspirations whilst reducing risk associated with CCE.

2021-22 YJS Final Outturn to March 2022				
350110 - Pooled Budget To end of March 2022				
Cat	Description	Actual Spend to end March 2022	Full Year Budget	Variance
10	Direct Employee Exps	512,685.28	499,624.00	13,061.28
14	Indirect Emp Exps	7,584.25	3,264.00	4,320.25
20	Premises	800.00	0.00	800.00
25	Transport	6,154.68	6,800.00	-645.32
30	Supplies & Services	13,048.57	17,252.00	-4,203.43
75	Other Grants Reimbts & Contrib	-241,593.00	-228,260.00	-13,333.00
	<b>Total</b>	<b>298,680</b>	<b>298,680</b>	<b>0</b>

350030 - EH YJS YJB Grant				
Cat	Description	Actual Spend to end March 2022	Full Year Budget	Variance
10	Direct Employee Exps	388,963.10	355,163.00	33,800.10
14	Indirect Emp Exps	2,447.00	15,176.00	-12,729.00
20	Premises	42.70	0.00	42.70
25	Transport	1,237.80	4,842.00	-3,604.20
30	Supplies & Services	85,995.26	99,277.00	-13,281.74
70	Government Grants	-478,686.00	-474,458.00	-4,228.00
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Extra YJB Grant Allocation of £4228 received December 2021



## 7. PROGRESS ON PREVIOUS PLAN

Priorities for 2021/22	Progress to date
Ensure that Board members understand the specific needs of children known to the YJS and advocate on their behalf in their own agencies.	<p>We have undertaken a series of development sessions with board members, provided case studies and detailed cohort data.</p> <p>We have a YJS Board member induction pack to ensure Board Members understand their role and responsibilities</p> <p>All board members are champions for youth justice in their agencies and clear on the YJS priorities, data and local issues and have an understanding across the partnership of the Rotherham YJS story and context</p> <p>We have a Youth Justice 'jargon buster' to enable board members to fully engage with board meetings.</p> <p>Presentations and case studies are routine so board members can see the impact of their work at the board and can receive restorative challenges when areas for improvement are highlighted.</p>
Ensure the partnership understands the reasons for the significant number of Looked After Children known to the YJS, and reviews the policies and practices of all agencies to minimise the possibility of children entering the criminal justice system unnecessarily	<p>We have reviewed and update the Rotherham Reducing Offending for Looked after Children (ROLAC) protocol. We have revised our Local protocol for reducing offending with LAC and also the Police diversionary pathway for children in care. A young person friendly version of the protocol was also co-produced by young people.</p> <p>We have delivered presentations to Board Members and Corporate Parenting Board regarding looked after children known to the YJS.</p> <p>We have provided bespoke training in Restorative Justice for staff in residential care homes and foster carers</p> <p>All partners understand and adopt the Rotherham ROLAC protocol and review own agency policies and procedures to ensure that these are aligned with protocol for LAC.</p> <p>Profiling individual children to ensure that there is continued understanding of the LAC cohort in Rotherham, producing quarterly reports for the partnership.</p> <p>The impact of this work is that our looked after children are less likely to be criminalised due to recent the development of the Rotherham Multi-Agency Protocol, led by the Rotherham Youth Justice Partnership Board. This ensures that our Looked After Children are not criminalised or unnecessarily enter the youth justice system. As a result, we have seen a reduction in the number of looked after children who are known to the Youth Justice Service. We continue to monitor our performance in supporting Looked After Children and reducing FTE and reoffending rates within this cohort.</p>

Priorities for 2021/22	Progress to date
Undertake a comprehensive health needs analysis of YJS children to better understand the health provision being delivered and what needs to be developed	<p>We have completed an analysis of health needs across the young people in the YJS in Rotherham and used this data to inform a revised pathway for children with improved access to SALT, CAMHS and 0-19 services. We have good relationships with specialist services such as sexual health providers and substance misuse teams.</p> <p>Working with South Yorkshire Police and Liaison and diversion services we have improved the pathway for assessment for children in police custody.</p> <p>Work in partnership with the VRU and adopt the Public Health approach re: prevention</p> <p>Ensure that YJ is a key part of Integrated Care system (South Yorkshire Bassetlaw) and ensure commissioning arrangements provide clear pathways and services for children in the YJS.</p>
Review the quality and accessibility of education, training and employment provision for post-16-year-old children known to the service.	<p>We have completed a skills audit to identify gaps in provision, accessibility and/or barriers to inclusion and ensure that commissioning arrangements are in place to meet these gaps.</p> <p>Met with existing post 16 providers to develop pathways for YJS young people.</p> <p>Undertaken Contextual Safeguarding training with post 16 providers to promote inclusion and increase desistence.</p> <p>Ensure representation at the people and skills working group to ensure YJS cohort are considered in economic recovery planning.</p> <p>Provide opportunities to YJS Cohort via ESF pathway.</p> <p>Regularly review the ETE needs of the YJS cohort in Rotherham to ensure sufficiency and barriers to engagement.</p>
Review the quality of risk of harm work and improve the effectiveness of management oversight in all cases	<p>We have successfully introduced a Youth Multi-Agency Risk Panel (YMARAC) to review and manage risk in the community and ensure the safety and wellbeing of the child.</p> <p>The YMARAC identifies any MAPPA eligible cases and ensures the process is effectively captures and records decision-making regarding level for all MAPPA eligible cases.</p> <p>HARM Matrix &amp; Signs of Safety Language Training has been provided for all staff and embed into process the use of HARM Matrix and signs of safety language</p> <p>Developed a Joint Working Protocol for YJS/Early Help &amp; Social Care Teams to provide clarity around roles and responsibilities for joint worked cases and development of plans for young people.</p> <p>Audit activity takes place monthly and shows evidence of good quality YJS practice and management oversight in all risk of harm work across YJS delivery as well as improvement in assessment, planning and reviewing.</p>

Priorities for 2021/22	Progress to date
First Time Entrants	<p>We have introduced a triage and outcomes panel to ensure multi agency decision making for out of court disposals and diversion.</p> <p>We have reviewed our diversion protocol with South Yorkshire Police to increase the number of children who are eligible are assessed for an out of court disposal.</p> <p>We continue to monitor FTE levels and scrutinise ourselves regarding decisions both internally and across South Yorkshire.</p> <p>We work with CPS to identify young people who would be suitable for diversion to identify them early and reduce unnecessary court appearances.</p> <p>Strengthen access to positive places within communities / centre-based provision with a stronger focus on outreach and delivering within communities and utilise mentoring opportunities in partnership with Levelling the playing field.</p>
Re-offending	<p>We utilise the live tracker for monitoring re-offending to ensure that the priority group are effectively supported, and that the likelihood of re-offending is managed through case management and multi-agency support.</p> <p>We utilise a range of education programmes that have been developed to encourage young people to develop consequential thinking skills and support informed decision making. Young people have told us that they have valued the education alongside the development of relationships.</p> <p>Through the triage and outcomes panel we have increased the number of parents accessing Evidence based parenting programmes and Family Group Conferencing from YJS Cohort.</p> <p>Collate and report data using the live tracker to monitor re-offending rates for diversion outcomes to enable the partnership to identify any risks or barriers which are contributing to re-offending.</p> <p>We regularly review the impact of current intervention and education programmes in relation to re-offending.</p>
Custody and resettlement	<p>We supported a young person to develop a personal booklet for YP in custody with details of services, ETE providers and health information to help with resettlement. The resource Get Out Stay Out! has been supported through the S&amp;WY Resettlement Consortium to have a wider reach and now features on the YJB Resource Hub. The initiative has been picked up nationally by HMPPS who are exploring how this can be used in the young adult custodial estate.</p> <p>We continue to monitor custody rates and produce good quality pre-sentence reports with alternative to custody proposals.</p> <p>Review of Rotherham's resettlement data through interrogation of the S&amp;W Yorkshire Resettlement consortium data sets.</p> <p>Provide training for Staff and Board Members to embed the 'identity change' work from the S&amp;W Yorkshire Resettlement consortium.</p>

Priorities for 2021/22	Progress to date
Contextual Safeguarding	<p>The Service Manager for YJS and Evidence based hub is the deputy Channel Panel chair.</p> <p>A performance scorecard has been developed by the service considering Missing activity, children at risk of CSE and CCE.</p> <p>Professionals have an ongoing level of awareness around contextual safeguarding through partnership training and events.</p> <p>Reviews of risk assessment around the high and medium risk cases take place on a three-monthly basis to ensure that the interventions offered by the Evolve, YJS and fieldwork services, in conjunction with disruption by the police, is working to reduce the risk.</p> <p>We are represented at the South Yorkshire child exploitation partnership forum to ensure a county wide approach to sharing good practice and emerging themes.</p> <p>We have implemented a single pathway for Child exploitation using best practice from HMICFRS / Safeguarding practice review report publication 'Hard to Escape' and 'Both sides of the coin' and other models of good practice to ensure our response to victims of CE is consistent, child focused and protective.</p>
Serious Youth Violence	<p>We utilise the YJB Serious Youth Violence Toolkit to understand local demographics and profile of our cohort. We work with the Violence Reduction unit to ensure the YJS is working in partnership with all agencies to prevent and respond to violence in homes, schools and communities.</p> <p>We offer the CEASE programme to young people to explore healthy relationships and carry out direct intervention with those young people who are displaying violent or abusive behaviours within a relationship.</p> <p>All high-risk domestic abuse reports to MASH are progressed to a MADA (Multi Agency Domestic Abuse) meeting by 11am on the day of receipt to ensure a safety plan is in place immediately. This will be particularly relevant where the perpetrators and victims are young people and will ensure more timely support.</p> <p>The Service Manager for Rotherham YJS and Evidence Based hub is the county YJS representative at the VRU Executive Board and there are strong links with the community safety team</p> <p>We are working with the Safer Rotherham Partnership and Violence Reduction unit to prepare and implement a Serious Violence strategy in line with the new duty.</p>

Priorities for 2021/22	Progress to date
<p>Raising factors for desistance in relation to Education, Training &amp; Employment.</p> <p>Raising aspirations, attainment, and attendance.</p>	<p>We work closely with inclusion services and Schools to ensure young people have suitable education in place to Y11. 'Barriers to learning' programme has been developed and delivered to encourage EET post 16 and is delivered by our Early Help Outreach Teams.</p> <p>We continue to review and report exclusion data to the YJS Partnership board on a quarterly basis and we work closely with the Virtual school Heads and inclusion teams and YJS attends the monthly inclusion panels for primary and secondary schools to offer alternatives and early intervention to children at risk of exclusion.</p> <p>We are ambitious for all of our children and work closely with colleagues in Early Help to offer opportunities based on the young person's skills and interests to increase participation and aspiration.</p>
Performance and Quality	<p>We have developed a detailed analysis of the cohort we work with and ensure that the board is aware of the nature of this cohort.</p> <p>We undertake multi-agency audits and learning for quality assurance of Early Help Assessments &amp; have implemented a peer audit process for AssetPlus assessments with findings and key themes presented to partnerships.</p> <p>We had a focussed Practice Learning Day in April 2021 to review the quality of provision in the YJS and the feedback was positive.</p> <p>We work alongside EH and Social Care teams to ensure a coordinated approach to intervention and prevention as well as in respect of Child Exploitation. Development of Joint Working Protocol between YJS/Early Help &amp; Social Care Teams</p> <p>We commissioned a peer review with YJSIP in March 2022 to review our progress against 5 Key Lines of Enquiry.</p>
Service User Voice	<p>We ensure that the Board understands the experiences of young people, parents and those affected by crime in Rotherham and develop improvement actions based on this feedback. We have conducted Surveys with Young people to seek their feedback and views about our service and we routinely contact families and young people through the Audit process.</p> <p>Developed a local young person focus group (CHANCE) to obtain service user feedback to influence policy and practice.</p> <p>Refreshed referral order panel processes and paperwork to ensure greater participation and future focused and recruited and trained additional volunteers enhance our panel offer.</p>



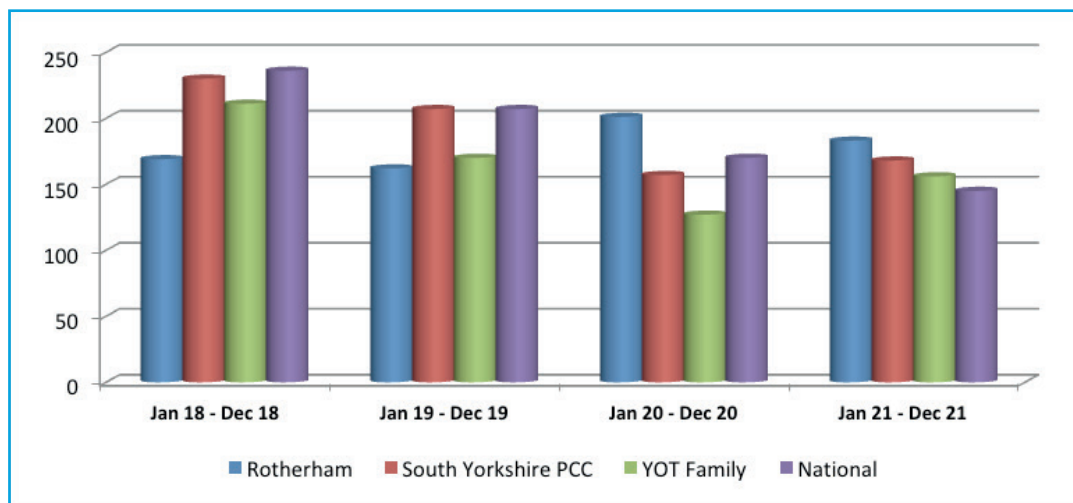
Priorities for 2021/22	Progress to date
Workforce Development	<p>We are committed to ongoing learning and development for our Workforce and training completed includes the following:</p> <ul style="list-style-type: none"> <li>• AssetPlus refresher Training for all staff and AssetPlus QA Training for Managers and Senior Practitioners</li> <li>• Signs of Success – Advance Practitioner training and Whole service training</li> <li>• AIM3 Assessment and Intervention Training</li> <li>• Trauma informed practice and trauma stabilisation workshops</li> <li>• Mentoring training through Levelling the Playing field.</li> <li>• Effective Practice Certificate in Youth Justice included in the Induction programme for new starters</li> <li>• Youth Justice Foundation Degree</li> <li>• Exploitation and County Lines training</li> <li>• YJSIP mentoring for the YJ Operations coordinator to develop skills and experience.</li> <li>• YJ Operations coordinator and Service Manager undertaking Level 7 Management qualifications</li> <li>• Additional YJS workers trained in Court following a programme of shadowing and commissioned training.</li> </ul> <p>Trauma informed Practice - continued workforce development through ongoing training and commitment to embedding this in practice.</p>





## 8. PERFORMANCE AND PRIORITIES

### Preventing young people entering the youth justice system; Reducing First Time Entrants (FTE)



Number of First time Entrants (FTE) to Criminal Justice System by Outcome Type and LAC status	Q4 (Measure – April 21/March 22)	
	Total (52 YPs)	LAC (3 YPs)
Youth Caution	10	0
Youth Conditional Caution	17	1
Referral Order	17	2
Other Outcome (Discharge, Fine etc)	8	0

The table above breaks down the outcomes for FTE for 12 months ending Q4 (based on local data), 10 (19.2%) Youth Cautions, 17 (32.7%) YCC, 17 (32.7%) Referral Orders and 8 (15.4%) other outcomes. From a detailed look at the data the prevailing offence across all outcomes were for violence against the person (55.8%).

Other offences across all FTE outcomes included 11 motoring offences/vehicle theft, 3 drugs offences, 3 criminal damage, 2 sexual offences, 1 public order, 1 robbery, 1 Arson and 1 'other' (Hoax/abusive or malicious calls).

## Outcomes/Offences 2021/22

Offences by type 2021/22		Number of disposals/substantive outcomes received by children 2021/22	489
Arson	2	Community Resolution – other agency facilitated	16
Breach of bail 2	2	Community Resolution Police facilitated	113
Breach of Statutory order	5	Community Resolution with YOT intervention	129
Criminal Damage	95	Outcome 21	87
Drugs	40	Outcome 22	67
Fraud and forgery	1	Youth Caution	11
Motoring offences	34	Youth Conditional Caution	18
Non Domestic Burglary	6	Total out of court disposals received by children	452
Other	34	Compensation Order	1
Public order	38	Conditional Discharge	6
Racially aggravated	7	Disqualified from Driving	2
Robbery	3	Fine	4
Sexual offences	108	Referral Order	23
Theft and handling of Stolen Goods	34	Youth Rehabilitation Order with ISS	1
Vehicle Theft/Unauthorised Taking	4	Total court disposals received by children	37
Violence against the person	198		
Total offences	612		

The outcomes data for 2021/22 suggests there is more work to be done to prevent children entering the formal criminal justice system.

There has been an increase in Referral Orders in comparison to 2020/21 (15) whilst Youth Rehabilitation Orders have reduced (7). We also see an increase in Out of Court Disposals in comparison to 2020/21 from 320 to 452, although numbers of those receiving Youth Cautions/Youth Conditional Cautions have reduced from 46 in 2020/21 to 29 in 2021/22.

Our priority remains to continue improving our First Time Entrant rates and will focus on whether any of the children receiving Youth Cautions or other formal Disposals could have been avoided by increased use of Youth Restorative Interventions. In relation to the cohort, 2021/22 saw an increase in cohort size (353 to 489) but a significant reduction in offences (612) in comparison to 2020/21 (1157). 2021/22 saw a slight reduction in violent offences with violence against the person accounting for 32.4% of offences in comparison to 2020/21 where this rate was 35.6%.

Since July 2019 we have aligned YJS prevention work by introducing the Early Help Assessment into the YJS for cases in a prevention arena (YRD and YC only) in order to embed a whole family approach. Every assessment includes an assessment of risk, safety and wellbeing as well as desistance factors. The new process has now been implemented. We have introduced a triage and outcomes panel to ensure there is multi agency decision making and opportunity for diversion to wider services where appropriate.

We continue to use the YJB AssetPlus assessment tool to assess young people where the disposal is YCC and above and the following chart shows detail regarding the characteristics of children subject to statutory (YCC and above) interventions in 2021/22.

<b>Children in Cohort 2021/22 Characteristics (those subject to a YCC or above)</b>	<b>42</b>
Substance Misuse Concerns	17
Mental Health Concerns	15
Speech & Language Concerns	20
Special Educational Needs identified	14
Education, Health and Care Plans	9
NEET 9	9
Children in need (current or previous)	18
Child Protection Plans (current or previous)	19
Looked after children (current or previous)	6
CCE/CSE	4

## Reducing re-offending

Nationally monitored priorities: Reducing Reoffending

Chart 2a

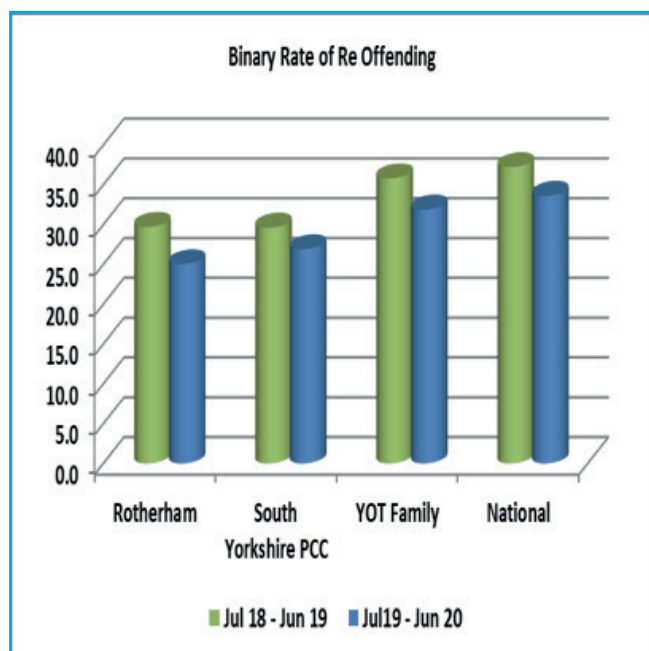


Chart 2b

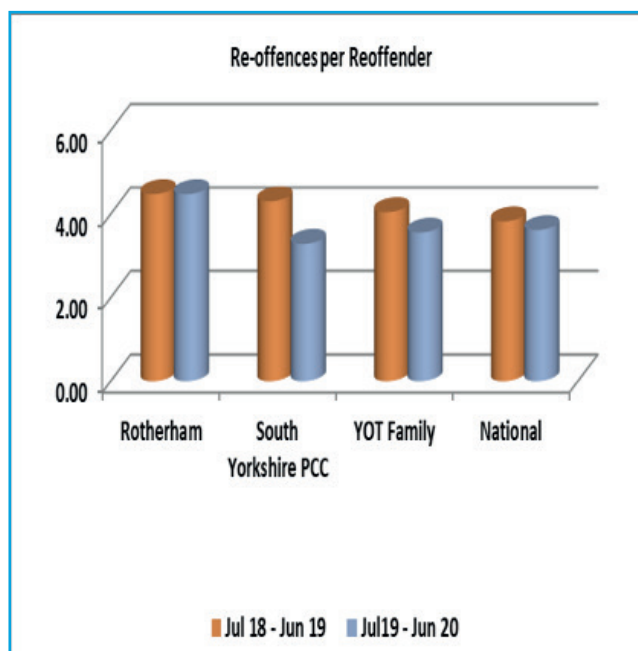


Table 2c

	Binary Rate of Reoffending		Reoffences per Reoffender	
	Jul 18 - Jun19	Jul 19 – Jun 20	Jul 18 – Jun 19	Jul 19 – Jun 20
Rotherham	29.7	25.0	4.47	4.47
South Yorkshire PCC	29.6	26.9	4.30	3.28
YOT Family	35.8	31.9	4.04	3.55
National	37.2	33.6	3.82	3.61

The latest re-offending statistics from the Quarter 4 YDS information relate to the period July 2019 to June 2020. The Charts above show that the Rotherham binary rate of re offending have reduced in line with National trends and are lower than the South Yorkshire PCC and the comparative YJS family however, the re-offences per re-offender remain static.

### Re Offending Live tracker – Cohort based on 1 April 2021 – 31 March 2022

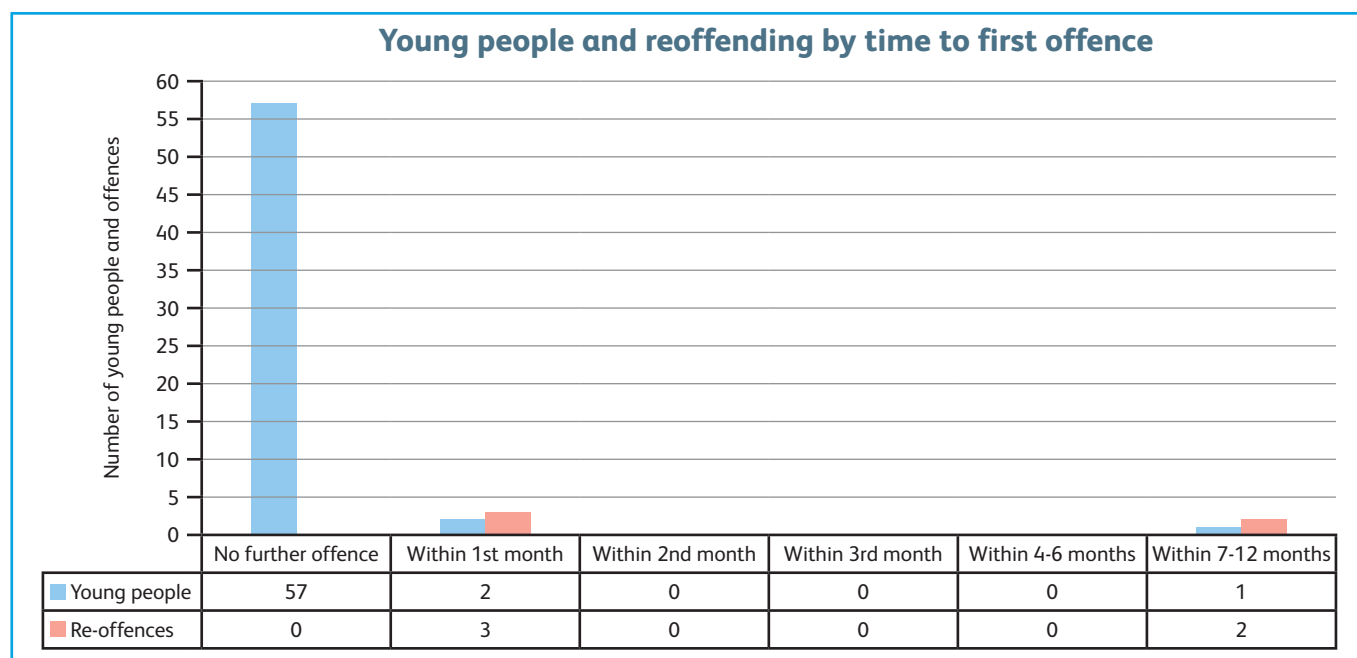


Chart 3a

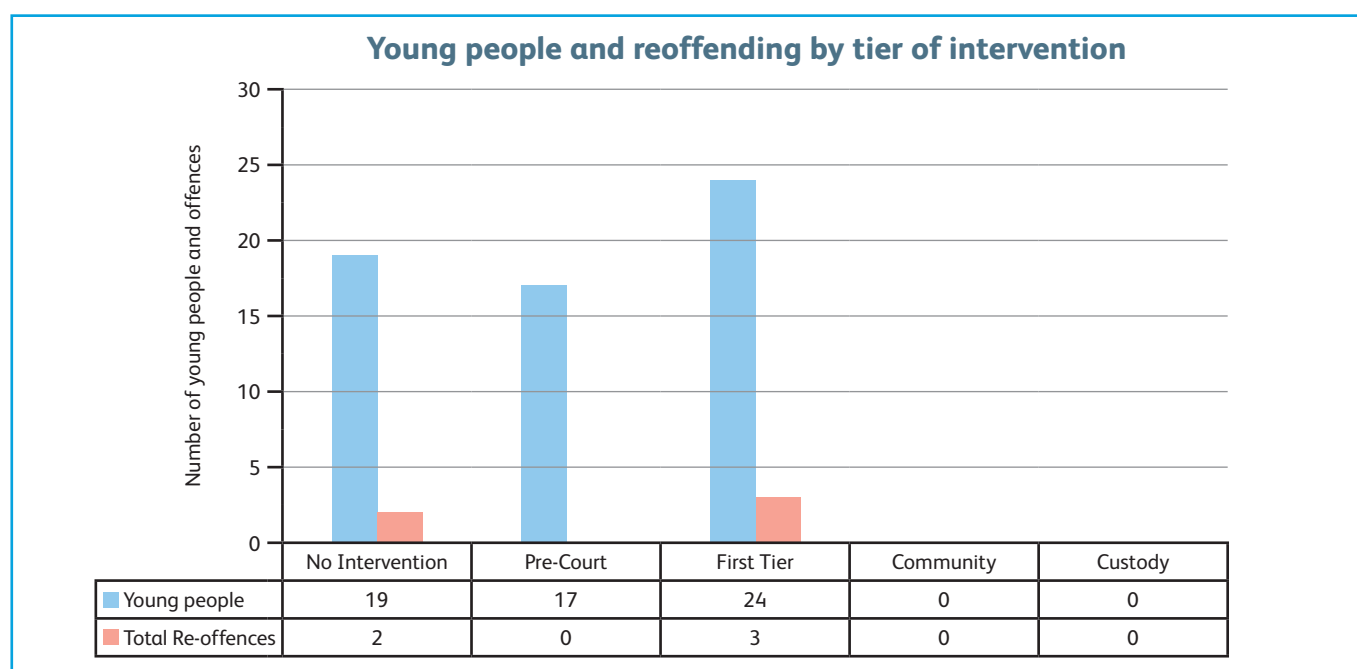


Chart 3b

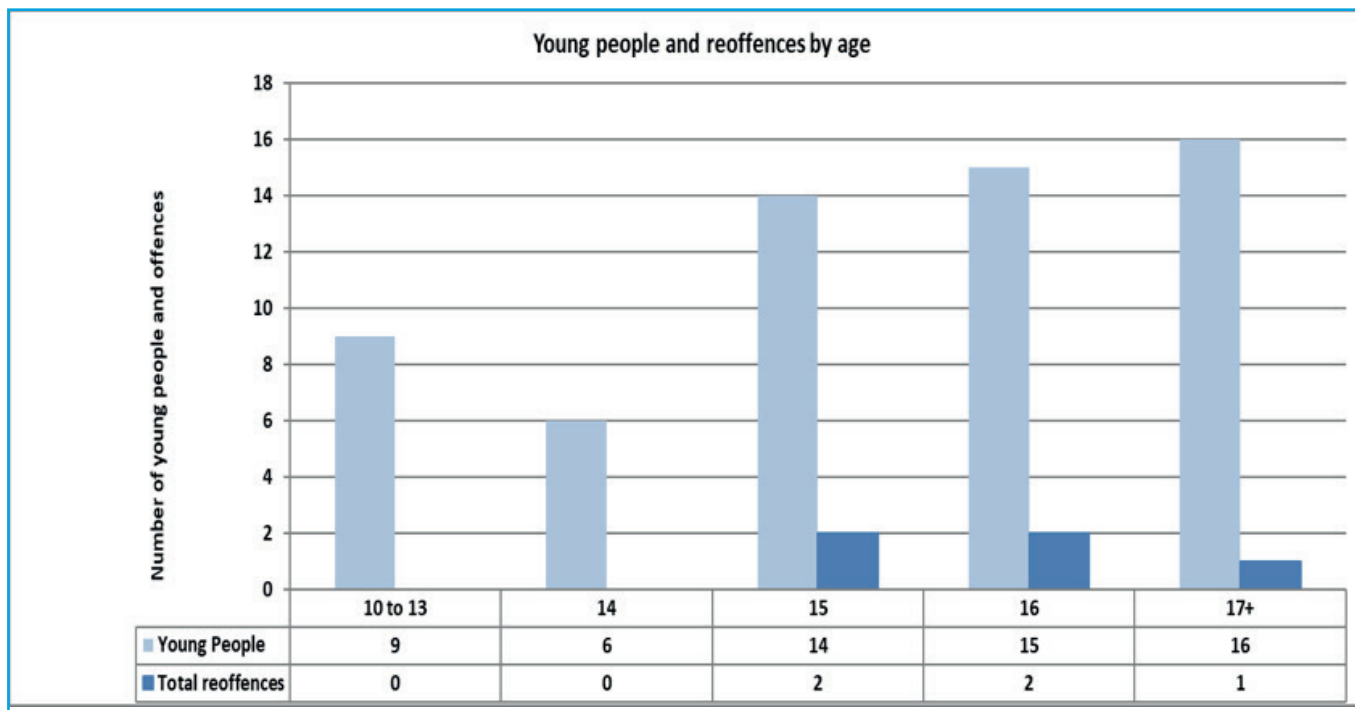


Chart 3c

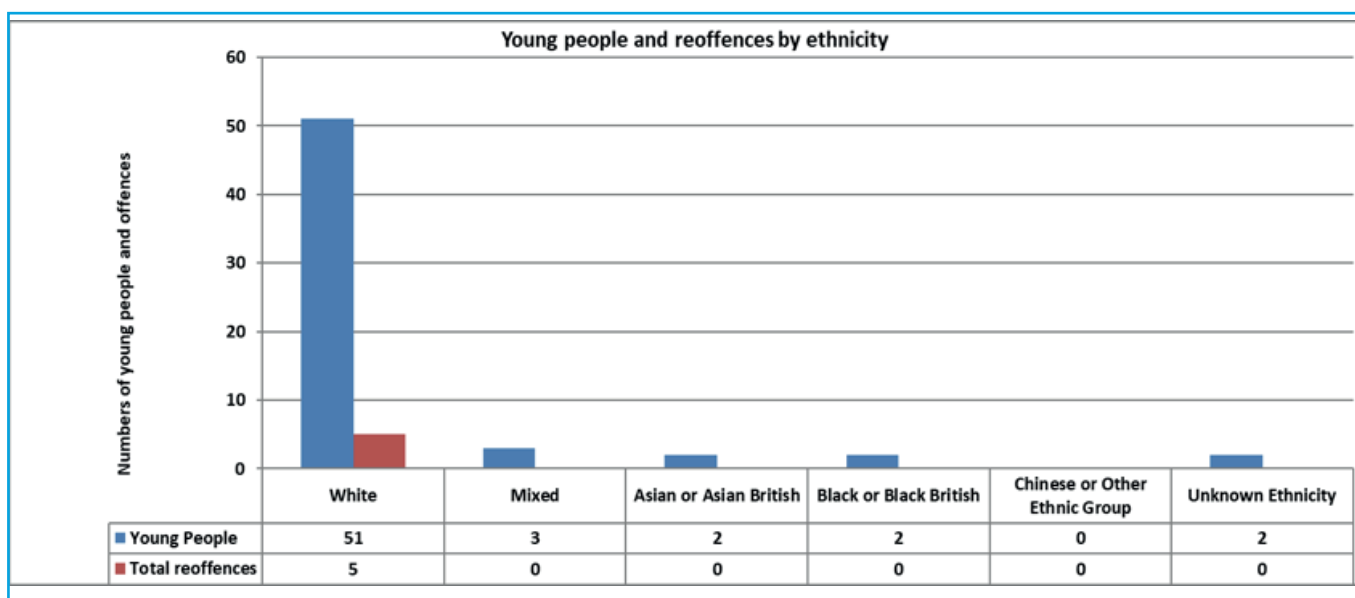


Chart 3d

From the charts displayed above (Charts 3a-3d) from our live re-offending tracker between the period 1 April 2021 – 31 March 2022 we can see that a total number of 5 re-offences (3 re-offenders) were committed during this period, and it refers to 60 young people eligible for tracking during the 12 month period.

Chart 3a shows us that of these 60 young people 57 (95.0%) had no further offences from the original offence date therefore the remaining 3 (5.0%) young people were responsible for the 5 re-offences in this time frame.

Chart 3b shows the cohort of young people by Intervention tier. The chart shows that 2 of the 5 re-offences (40.0%) during this period was committed by 1 young person who received a Youth Caution, a further 2 of the 5 re-offences were committed by 1 young person who received a Referral Order whilst the remaining 1 re-offence was committed by 1 young person whose original sentence was deferred.

The data in Chart 3c shows us that 2 of the 5 re-offences (40.0%) were carried out by a YP who 15 years was old, 2 (40.0%) were committed by 1 young person who was 16 years old with 1 (20.0%) re-offence in the 17+ year old category.

The local tracker shows us that of the 3 young people responsible for the 5 re-offences:

- 3 out of 3 are male and white
- 2 out of the 3 was currently looked after
- 2 out of the 3 committed 2 reoffences
- 1 out of the 3 committed 1 reoffence
- 3 out of the 3 committed reoffences deemed 'less serious' (gravity matrix score) than their original offences

## Nationally monitored priorities: Reducing the use of custody

Chart 4a

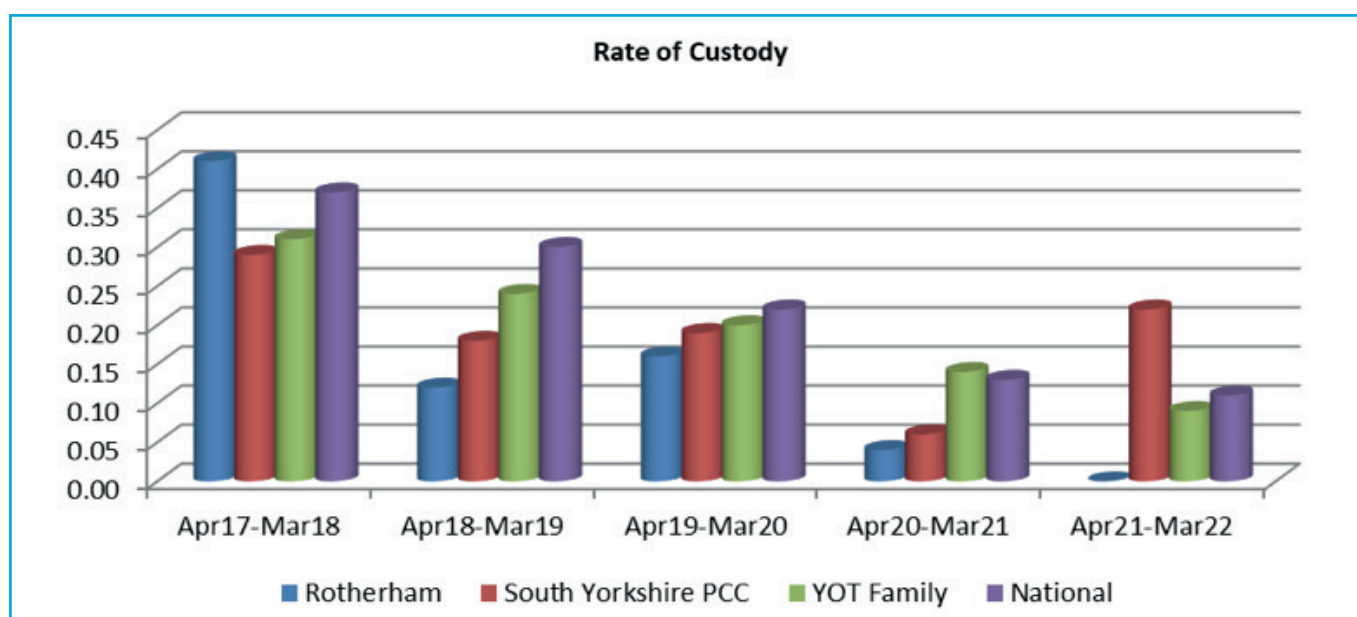


Table 4b

Rate of Custody	Apr 17-Mar 18	Apr 18-Mar 19	Apr 19-Mar 20	Apr 20-Mar 21	Apr 21-Mar 22
Rotherham	0.41	0.12	0.16	0.04	0.00
South Yorkshire PCC	0.29	0.18	0.19	0.06	0.22
YOT Family	0.31	0.24	0.20	0.14	0.09
National	0.37	0.30	0.22	0.13	0.11

Rotherham continues to have Custody rates that are well below national figures, (see Charts 4a and 4b) and, at present, have no young people in custody either sentenced or on remand.

## National standards

The New Standards for Children in the Youth Justice System were introduced by the Youth Justice Board (YJB) on the 1st of April 2019. Youth Justice Service's and their respective Management Boards were tasked with undertaking a "baseline self-assessment" that allowed a six-month period for implementation of the New Standards and a further six months for self-assessment against the New Standards.

### Our approach to the self-assessment consisted of:

- Determining whether policies were being implemented as intended.
- Assessing how often Policies, Codes of Practice are being used and how accessible/practical and up-to-date they are.
- Determining if changed circumstances e.g., new legislation are reflected within YJS documents.
- Determining Self-Assessment bandings based on the judgement criteria,
- Development of an appropriate Action Plan.

## Operational Self-Assessment – Case Sample Specification

The period of this self-assessment dates between the 1st of September 2019 and the 31st March 2020. The YJS Partnership Board and Management Team were tasked with the analysis of the quality of work and the respective case management as defined in the National Standards.

For the operational element of the self-assessment, we asked that analysis of 20 relevant cases (where possible) open during that period and where appropriate the same cases have been used across the Standards, only 3 cases met the criteria for Standard 4 and therefore all 3 were included in the sample.

The cases which were selected for each Standard can be provided upon request.

At the Extra Ordinary YJS Partnership Board meeting held on 22nd June 2020 the findings were presented and examples of good practice along with areas for development were identified. These are contained within the supporting evidence and detailed in the action plan. The grading for both aspects for the Self-Assessment were agreed by the Board and are recorded below.

Standard	Strategic Grading	Operational Grading
1 Out of Court Disposals	Good	Good
2 At Court	Good	Good
3 In the Community	Good	Good
4 In Secure Settings	Good	Good
5 On Resettlement and Transition	Good	Good

A further self-assessment will be undertaken in January 2023

## Audit Activity

In Q4 ending March 2022, a total of 18 cases were audited, including 10 Domain 2 (Post Court) cases and 8 Domain 3 (Out of Court) cases. Of the 18 cases audited the following findings were made: Overall the average grading for the YJS Case Files audited is 7 (Good) for the case file and, also when considering how confident the service is that they are responding to the child/young person in the most appropriate and effective way. The Audits scored 7 (Good) for assessment, planning, implementation, and delivery also.

Assessments sufficiently analyses how to support the child or young person's desistance, and how well the assessment of risk and safety and well-being is sufficiently analysing how to keep the young person and others safe. Planning focuses on supporting the child/young person's desistance, keeping others safe, and keeping the young person safe. Audit evidenced that regular reviews are undertaken which are well-informed, analytical, personalised and involves YP and Parent/carer.

## Learning / Action

Following audit, Partnership Managers and Senior Practitioners carry out analysis of the findings and use this to inform remedial action, personal development, wider training, and service development. There were 18 actions identified from audits (individual worker and team level), these are tracked by the service. The assurance arrangements for YJS will be considered alongside wider CYPS assurance framework to inform development of our quality assurance processes.





## 9. CHALLENGES, RISKS AND ISSUES

### Contextual Safeguarding - Child Exploitation

After reviewing our pathway using best practice from HMICFRS / Safeguarding practice review report publication 'Hard to Escape' and 'Both sides of the coin' and other models of good practice to ensure our response to victims of CE is consistent, child focused and protective we have changed the RAM (Risk Assessment Meetings) to MACE (Multi Agency Child Exploitation). This was to bring us into line with Regional and National practice and terminology. The purpose of MACE is to provide identification and assessment of children at risk of child exploitation. The meeting promotes information sharing across a variety of agencies to highlight vulnerabilities, threats, and to establish and reduce risk by increasing safety around a child/young person.

In July 2021 Rotherham YJS supported an exploitation pilot which concluded in January 2022, seconding a YJ Worker to the EVOLVE team to highlight the strength of combining sexual exploitation and criminal exploitation into one pathway and one team which has now been adopted as a permanent approach. The YJS is located with the Evolve Team, police, social workers, missing advocates and Barnardo's to support better partnership working.

The ongoing partnership work highlights that we are not complacent about CSE or CCE and recognise that given the contextual nature of the harm, there is a need to work as a team around the child and family to mitigate the risks. Any new or current cases where there are issues emerging about risk are fed into the weekly intelligence meeting to support a partnership approach to disruption and risk management as well as strategic Silver and Bronze meetings regarding Organised Crime and Serious Violence which report to the Safer Rotherham Partnership.

### Serious Youth Violence

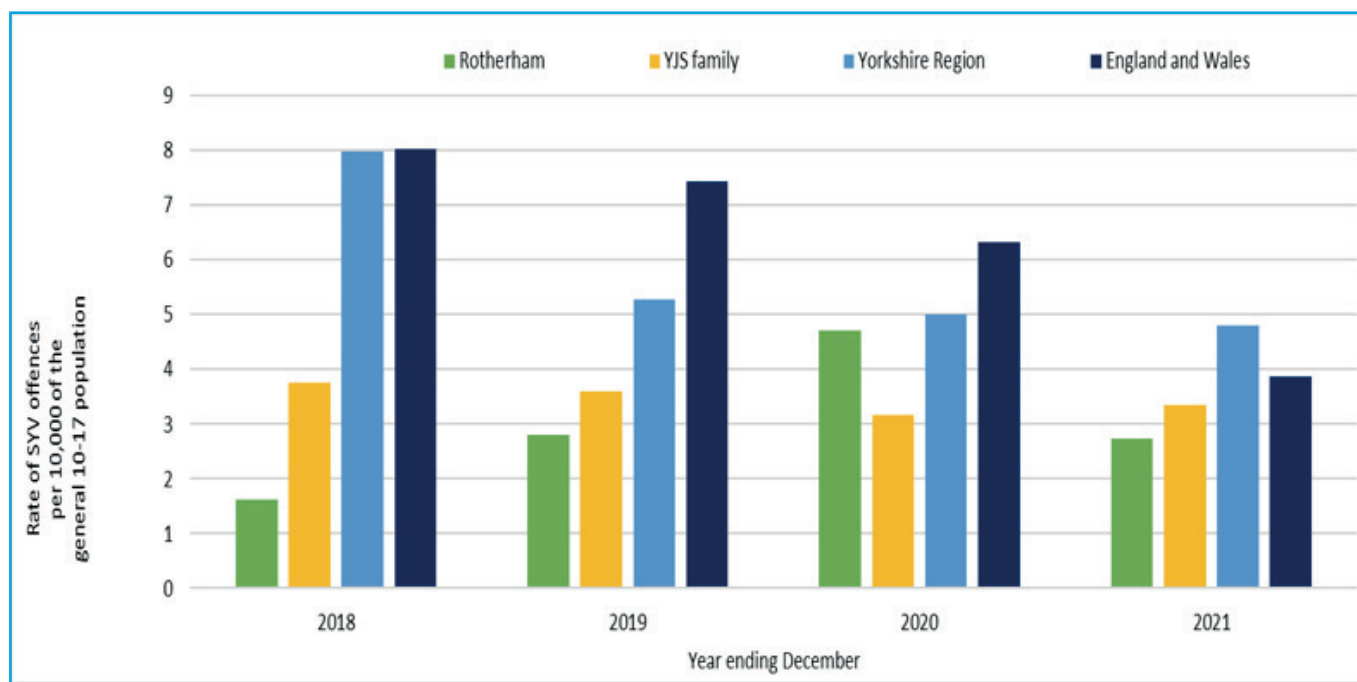
Violence is a universal problem, and the direct and indirect consequences of violence are broad, extending beyond victims and perpetrators to families and communities, it takes place within different contexts and situations and transcends culture, race and socio-economic status. Whilst the effects of violence are experienced broadly by society, there exists a range of factors that increase the risk of its occurrence in people's lives, such as living in a household with domestic abuse, adverse childhood experiences, neglect, sexual and physical abuse, poor and inadequate housing, substance abuse (including alcohol) and poor mental wellbeing.

Whilst the act of violence can be an offence in and of itself such as homicide, serious assault and knife and gun crime, violence or the threat of violence is also a by-product of an assortment of crime types such as personal robberies, kidnapping, false imprisonment and blackmail. As outlined in the 2018 national Serious Violence Strategy, too frequently young and other vulnerable groups of the population are targeted or caught up in serious organised crime and within the hidden recesses of exploitation, such as 'county lines' drug dealing where violence is a constant threat or reality for those trapped in that world.

Youth violence is broadly defined as violence that takes between individuals aged 10 to 29 years old. It can take many forms (i.e., physical and non-physical) and occurs most often in community settings between acquaintances and strangers (World Health Organisation, 2020). Youth violence is a key public health priority. It is multi-faceted and takes many forms, so it is necessary to reduce risk and promote protective factors at individual, relationship, community, and societal levels.

In Rotherham we are working with community safety partnerships and the Violence Reduction Unit (VRU) to improve partnership working, analyse the data and ensure that our strategy is based on emerging evidence of effective practice. We currently offer a range of preventive programmes to raise awareness and educate young people, professionals and families using a public health approach.

## The rate of serious youth violence offences per 10,000 children aged 10-17 by YJS, YJS family, YJS region and national average

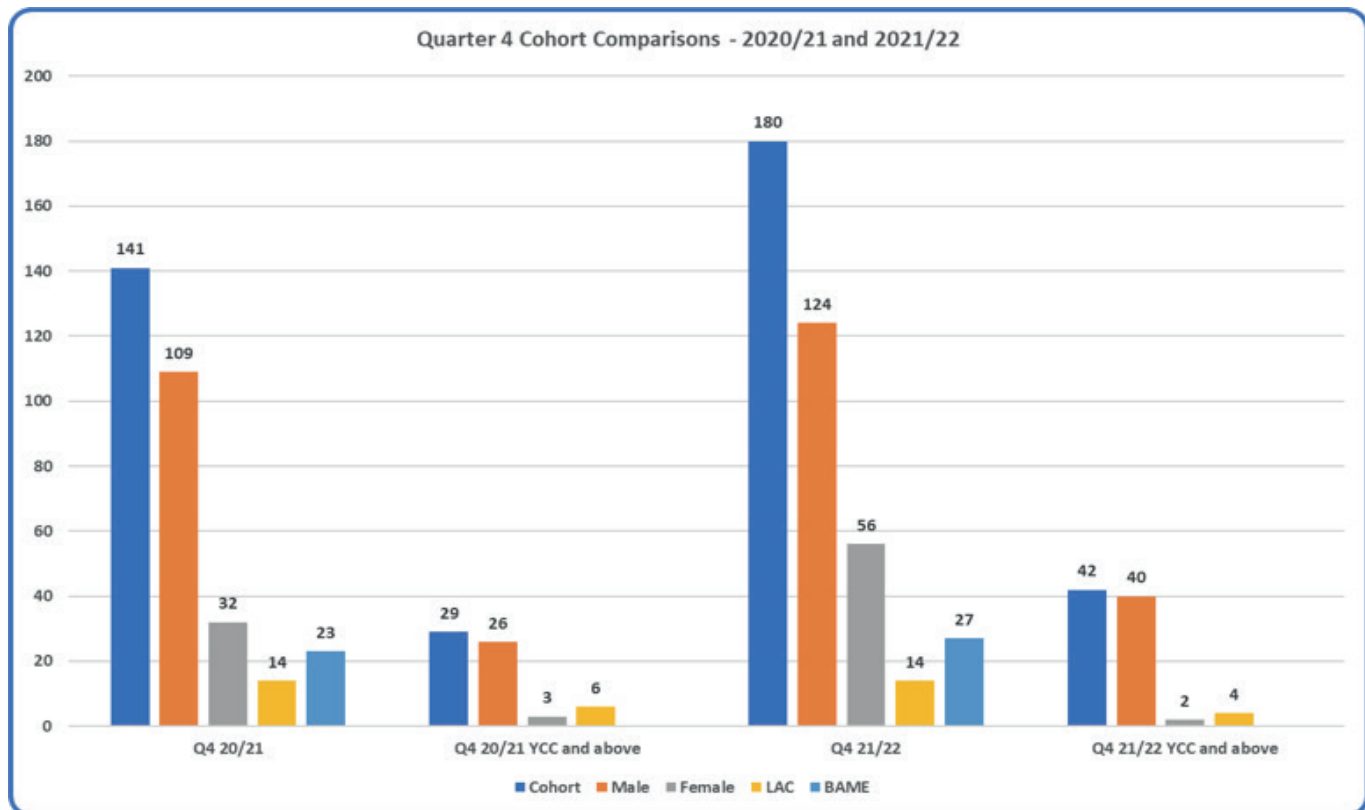


The Data outlined in the above table indicates that rates of serious youth violence incidents have increased since 2018, although, there is a reduction in the year ending December 21 and the actual numbers of serious youth violence offences by children in Rotherham are low and below YJS family, Yorkshire and National comparison numbers.

There is strong evidence that school and education-based interventions are effective in preventing youth violence and that Bystander programmes (e.g., Mentors in Violence Prevention) and relationship programmes such as CEASE, and evidence based Parenting training/education are promising.

Rotherham YJS work with partners to support Operation Keepsafe which is a multi-agency initiative that enables a proactive response to children and young adults that are at risk due to being unsupervised and/or vulnerable due to risky situations that they find themselves in. Operation Keepsafe is centred around the Local Authority, police and wider partners carrying out assertive outreach and engagement across areas identified, through intelligence, as posing a risk.

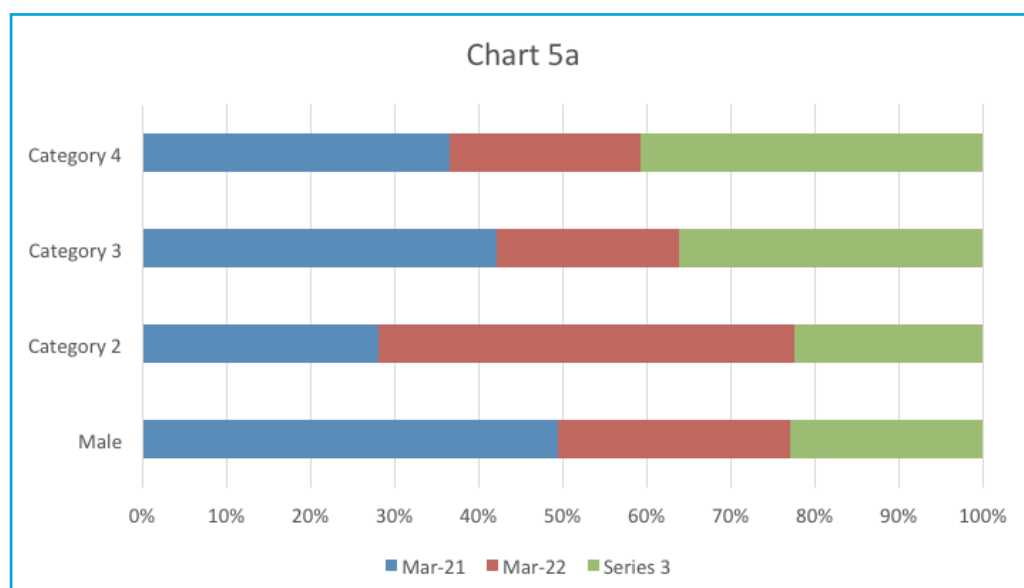
## Disproportionality – Cohort Demographics



There has been an increase of 39 Young people over the past 12 months within the cohort YJS Cohort with 180 compared to 141 for the year ending March 2021 and an increase of 2.7 % of those on YCC or above in 2022 (based on any YP on caseload during Q4 for both periods).

We have seen an increase in total outcomes for females in 2021/22 (31.1 % of the whole cohort compared to 22.7 % in 20/21) however of the 56 females in the cohort only 2 (3.6 %) were on YCC or above orders, 25 (44.6 %) were for diversionary outcomes.

We continue to monitor the outcomes for our Looked after children (LAC) and of the 12 (6.6 %) young people in this cohort only 4 (9.9 %) were on YCC or above compared with 20.7 % for the same period ending 2021. The chart above shows 14 LAC however 2 of these YP were other authority LAC, placed in Rotherham (both in the OOCd/diversion cohort)



BAME including 'Other' ethnicity = 23 (16.3 %)

The charts below show a comparison of the ethnic composition of YJS population (children who received a youth caution or court sentence) with its region and with its local 10-17 population (2011 census).

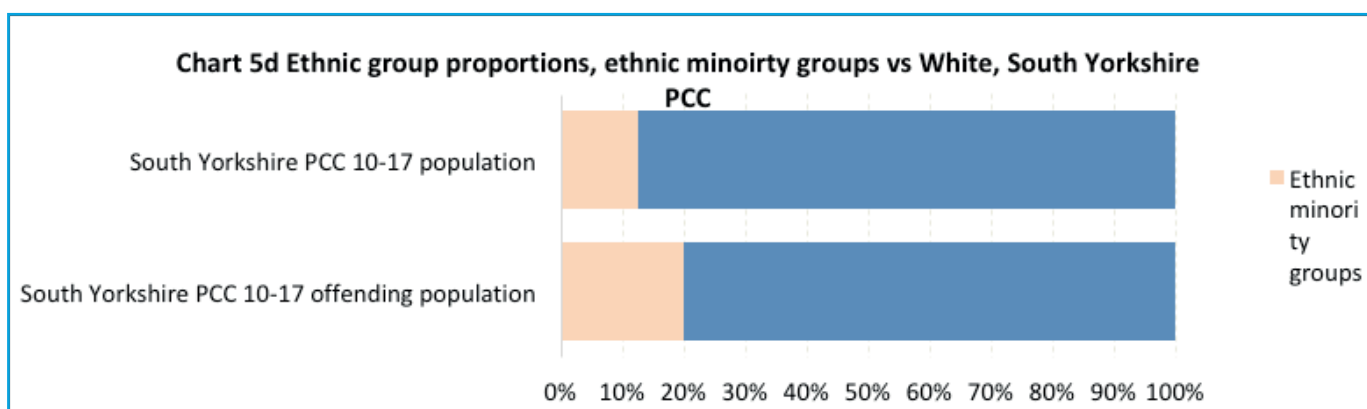
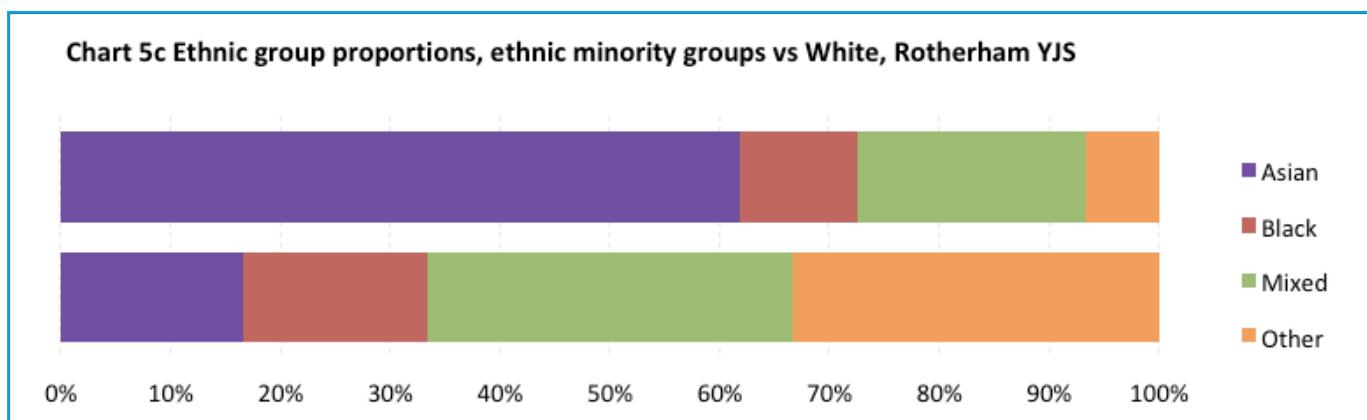
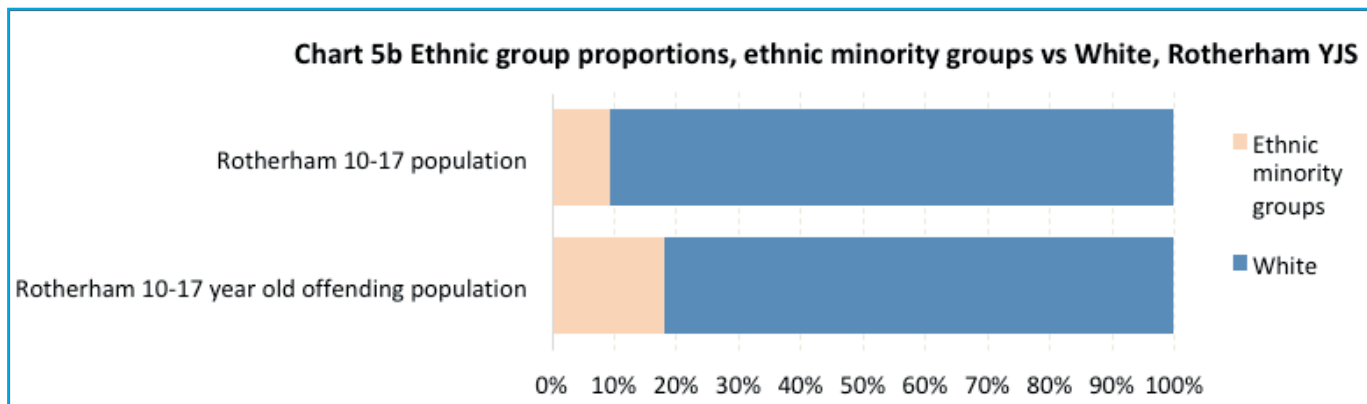


Chart 5a and 5c show a comparison between the proportion between the White ethnic group with the ethnic minority groups at the YJS and region respectively. Chart 5b shows a comparison of the ethnic groups that are used to make the ethnic minority group at Rotherham YJS and region respectively.

Please note that as the ethnic minority groups group contains data from all ethnic groups (Asian, Black, Mixed and Other).

In Rotherham YJS White children are under-represented and ethnic minority groups children are over-represented when comparing the offending population with the 10-17 population. White children make up 82 % of the offending population and 91 % of the 10-17 population (based on 2011 Census data). Ethnic minority groups children make up 18 % of the offending population and 9 % of the 10-17 population (based on 2011 Census data). The most over-represented ethnic group are Other children. They make up 6 % of the offending population and 1 % of the 10-17 population.

The levels of young people from a BAME background in the current cohort is monitored across all of the national youth justice strategic objectives. We continue to examine the data across the partnership to understand the range, quality and effectiveness of services and interventions delivered to black and mixed heritage boys, with the aim being to identify good practice and make recommendations for improvement where needed as data and research show that this group of children are significantly over-represented in the youth justice system and have poorer outcomes than their peers.

We utilised the findings from the recent HMIP BAME thematic inspection to learn from innovation and good practice across the sector. We are challenging ourselves to understand how we as the local strategic partnership are addressing the over representation of black and mixed heritage boys in the justice system? How staff within the YJS are empowered to deliver high-quality, personalised and responsive services that meet the needs of Asian, mixed heritage and other boys? How our profile of staff, managers and volunteers support the delivery of high-quality services for black and mixed heritage boys and reflect our diverse communities?

We are working with the YJB and Alliance of Sport to implement mentoring through 'Levelling the Playing Field' we have identified a number of mentors in Rotherham who will support young people in the community and are working in partnership with voluntary and community sector agencies to identify and engage young people in Early intervention.



## 10. SERVICE IMPROVEMENT PLAN

The Rotherham Youth Justice Partnership Board commissioned a YJB Peer review which took place in March 2022. Four Key Lines of Enquiry (KLOEs) were established:

- Whether the partnership understands the needs of the YJS cohort and its role in setting the priorities for the YJS
- The role of the partnership in relation to risk management of justice involved children
- Looked after children and the disproportionate numbers in the YJS cohort
- Early help partnership working and the impact this has locally on first time entrants.

Over twenty focus groups took place over the 3 days with representation from the Youth Justice staff team as well as Youth Justice Partnership Board Members, RMBC elected members, colleagues from across Rotherham Council, Early Help, Inclusion, Education, the Virtual School, Children's Social Care, Multi Agency Safeguarding Hub (MASH), South Yorkshire (SYP) Police, Voluntary & Community Sector, Housing, the Chair of the Safer Rotherham Partnership (SRP), Community Safety, the Police & Crime Commissioners (PCC) office, Resettlement Consortium, Young People's CHANCE Group, Probation, Remedi, EVOLVE, the Violence Reduction Unit (VRU), Outdoor Learning, the Clinical Commissioning Group (CCG), Outreach and Engagement (O & E), Voice & Influence and Special Education Needs Disability (SEND).

Across the four agreed KLOEs, the reviewers spoke of 'golden threads' which they felt were evident and consistent in their interactions with staff and partners. These included:

- A genuine child / young person-centred approach in Rotherham at both a strategic and operational level across all aspects of the wider youth justice system.
- A strong focus on early intervention and prevention in supporting the reduction of risk
- We found there was a clear system to support risk management through the local Youth Justice Multi-Agency Risk Assessment Conference MARAC (Y-MARAC).
- Strong integration of the Youth Justice Service into other operational areas such as inclusion panels, Evolve, practice leads, Out of Court decision making
- Joint supervision, where Early Help and Social Care are involved with children and families.
- A Culture of early intervention and keeping children out of Court
- A very real and tangible, positive, innovative, and passionate 'culture'
- Staff know the young people well and are passionate advocates
- The CHANCE Group is exceptional and something to be proud of, along with Devon our Apprentice Youth Support Worker
- Evidence of the voice of the child in shaping service
- Highly impressed with engagement and commitment of the workforce
- Cohesive values across organisational layers
- Approachable management team and visible senior leaders
- Confidence in the staffing team is evident from management and partners
- Genuine partner relations at operational and strategic levels – clear shared language and mutual respect

- A Child centred Board and children at the heart of decision making
- The reviewers were impressed with the strength of our relational partnerships and the role of elected members

The peer review team made the following recommendations which have been accepted by the Youth Partnership Board:

- Develop a new Vision for the partnership and agree priorities going forward.
- Youth Justice Partners to embed the new LAC Protocol (Reducing unnecessary criminalisation of children) and consider where the operational monitoring of the strategy will be owned, tracked and reviewed.
- Understand and respond to an increase in First Time Entrants (FTE).
- Explore how the partnership can expedite Health pathways and access to health and wellbeing support for children & young people open to the Youth Justice Service.
- Strengthen the Education, Employment and Training Offer for Youth Justice young people
- Develop how data is presented to the Partnership Board to ensure improvements within the youth justice system can be driven by the partnership to adopt a problem-solving approach to issues and challenges.
- Enhance Board oversight of effectiveness of Out of Court Disposal decision making across the partnership.
- Appoint a Vice Chair to the Youth Justice Partnership Board.
- Review National Standards and Identify and develop operational thematic leads within the Youth Justice Service.
- Strengthen current quality assurance arrangements through thematic partnership audits.
- Review the partnership sharing and escalation processes and include in new working agreements.
- Review the Youth Justice Service's Risk Management Policy and clarify the role of the wider partnership (for example, CAMHS, Education and the Police) and their input into child specific risk management plans.
- Workforce and partnership development including the induction for staff (including secondees), volunteers and partnership board members.





## II. EVIDENCE-BASED PRACTICE AND INNOVATION

**Children, young people, and families benefit from our Early Help Evidence Based Hub, which was established to strengthen existing delivery of validated group programmes.**

The Hub is designed to support children and families with validated, evidence-based programmes that we 'know' work as they are endorsed by the Early Intervention Foundation and evaluates successfully with participants. Families have access to a range of support with parenting, sleep, barriers to learning and parental conflict and they can access this online as well as in person. Families tell us that they are better off as a result and our pre and post evaluation questionnaires show positive change.

Within Early Help and the YJS we utilise restorative conferences to repair relationships and improve communication in families and we are exploring good practice in utilising family group conferencing with other Local Authorities. We have, in conjunction with the Violence Reduction Unit, commissioned Non-Violent Resistance (NVR) training for the YJS staff, residential care staff and Early Help workforce to ensure the evidence-based approach is trauma informed and consistent to de-escalate behaviours.

The evidence-based hub work with partners to coordinate and facilitate a wide range of evidence-based programmes including Triple P (0-12 and Teen), Parents as Partners and Family Links. The aim of these programmes is to develop parental confidence, improve relationships, reduce conflict and increase emotional wellbeing. We have also recently expanded our Family Group Conferencing (FGC) service to support and empower families to grow and utilise their support networks to promote safety and sustainable change Rotherham YJS work alongside our Edge of Care (EoC) team who provide support to families in Child in Need/Child Protection (CIN/CP) planning and where it is likely that care entry is imminent without intensive intervention or where it is considered safe to work with a family to reunify children after a time in local authority care.

Where Child to Parent Violence has been/is a feature, we deploy Non-Violent Resistance (A systemic approach) to support parents in understanding and non-violently challenging behaviour. Whilst all members of the EoC team are trained in NVR, most are trained to Advanced/supervisor level. NVR had been adapted to suit this particular context with generic "groups" available to all families via referral, through to individualised one to one training for families within the Edge of Care Cohort. Recognising that Trauma is a feature in family systems we have added a Psychoeducational framework of sessions to the beginning of NVR, recognising that traumatised parents often struggle to recognise/respond to the trauma of their children, this is a foundational building block to our work and will soon be developed to a standalone course. This work focuses on recognising trauma, how to regulate uncomfortable feelings and provides a means of "understanding" where behaviours may come from. We have a clinical psychologist within the EoC team who, alongside the team manager, is trained to intermediate systemic family practitioner level, in this remit we work with families where there are relational difficulties following a systemic family therapy approach, this allows families to speak openly about the issues that often lead to violence/confrontation and to reduce this over time by improving family dynamics.

Rotherham YJS is an active partner in the South and West Yorkshire Resettlement Consortium which has been in place since 2014. Its remit is to improve resettlement outcomes for the children in the nine youth offending services in the area. This has included the introduction of resettlement clinics, improved multi-agency partnership work, increased advocacy for the children in custody and an accommodation agreement standard for children. The Consortium worked to overcome the challenges presented by the pandemic including maintaining good communication with the secure settings and also providing information for children leaving custody on the potential impact of the pandemic on their release.



Originally funded through the Youth Justice Board the Consortium is now supported by the nine Youth Offending Teams in South and West Yorkshire, and the links developed, and partnerships made continue to enhance the resettlement work of the local youth justice services. The Consortium has a range of strengths, including; enabling joint working and standard setting at a strategic level, providing an operational managers forum to share effective practice and problem solve, offering a combined voice when responding to changes in national policy or consultations, enabling sharing of resources between areas for a relatively small cohort e.g. group work sessions and importantly providing an evidence base which allows data comparison through the resettlement tracker.

**The Consortium objectives are:**

- Understand the cohort and analyse need through work with key academic institutions/organisations
- Raise the standard of the 'resettlement offer' across South and West Yorkshire including improving take-up of ROTL
- Work with local, regional and national government to deliver required change
- Ensure appropriate allocation of resources in accordance with identified need and ensure best value
- Communications – provide stakeholders with timely and relevant progress updates
- Undertake performance monitoring and evaluation as required by Strategic Group
- Identify and share effective practice in the consortium and nationally
- Raise awareness of the work of the 'value added' through work undertaken in custody
- Continue to share learning from the Constructive Resettlement Pathfinder

The objectives are developed from an understanding of the issues which impact on resettlement as identified through the Consortiums Annual Cohort Analysis. Data from all nine Youth Offending Teams is collated and analysed to consider the trends and information around local resettlement issues and is shared with partners including the South Yorkshire Police and Crime Commissioner. Rotherham YJS have also analysed data at a local level to support resettlement in our local area.

The collective work of the Consortium gives a focus on a small, but complex and vulnerable cohort who could cost the public sector a considerable amount if their offending continues and also provides a platform for obtaining funding on a regional basis e.g. the SEND Department of Education work, Nuffield Research, Pathfinder Grant.

In 2019, the Consortium was awarded YJB Constructive Resettlement Pathfinder status to support other areas to develop a similar approach. A Pathfinder Co-ordinator was seconded to the Consortium to develop training programmes around Constructive Resettlement and Identity Shift. Staff are included in training and development opportunities organised by the Consortium and best practice is shared across the Consortium.

All staff from Rotherham YJS took part in the Phase 1 training offered which was an introduction to Constructive Resettlement and Identity Shift. The training introduced practitioners to the concept of Constructive Resettlement and the role Identity Shift plays in transforming a child's future. The training drew upon research undertaken by Professor Neal Hazel (Criminology and Criminal Justice at Salford University & YJB Board member) and Beyond Youth Custody (NACRO) and offered a comprehensive overview of the key principles of Constructive Resettlement and how it supports a positive Identity Shift in children. Practitioners and managers also took part in the Phase 2 training which considered how the Constructive Resettlement and Identity Shift principles can be put into practice.

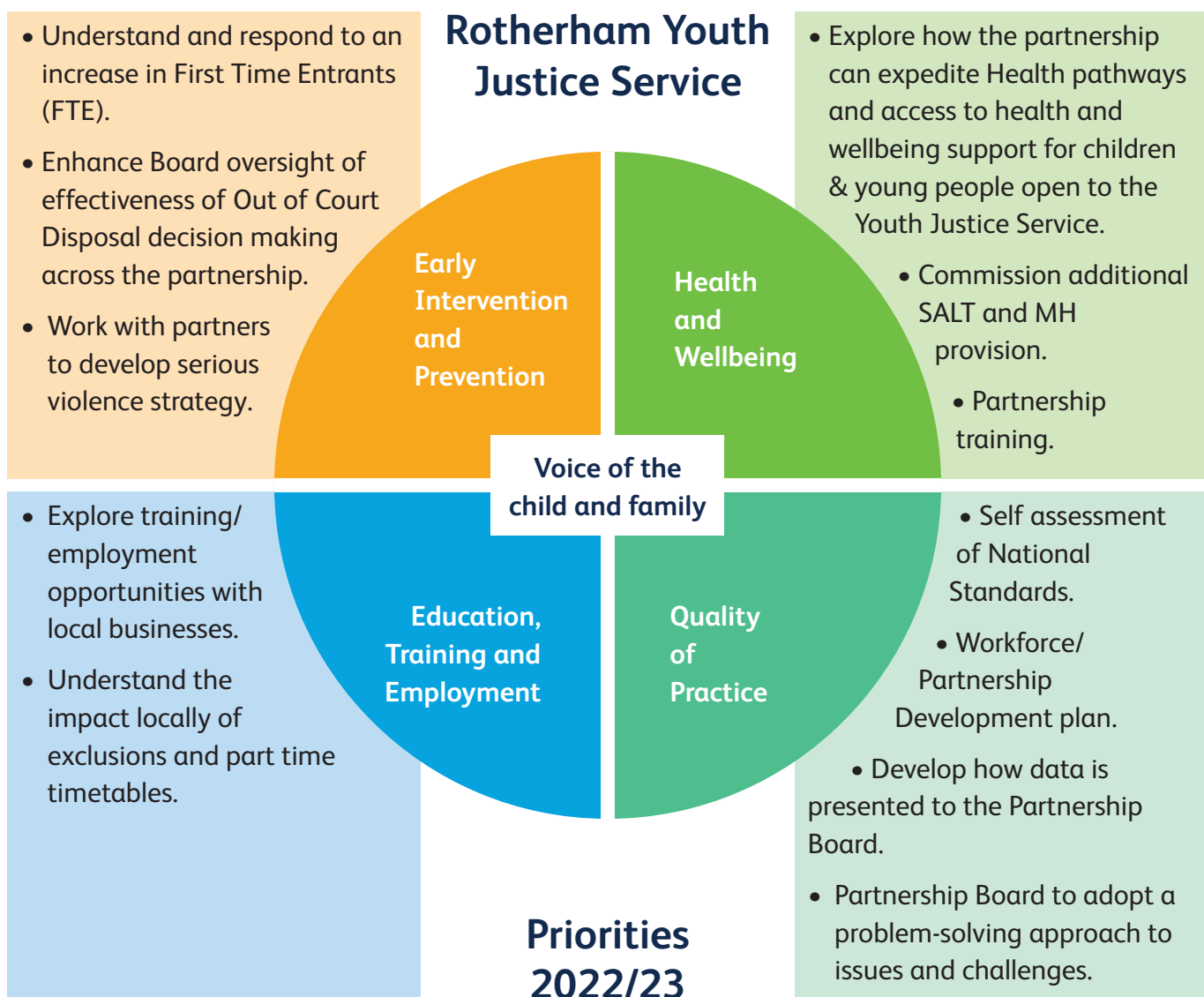
Rotherham YJS remain engaged with the work of the Consortium at both a Strategic and Operational level and are seeking to embed the resettlement principles within its work.

## 12. LOOKING FORWARD

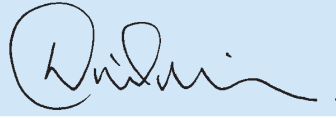
### Priorities for 2022/23

Our priorities for the year 2022/23 have derived from a series of engagement sessions with our young people, workforce, volunteers and partnership board who, together, have agreed that these will be our focus.

There will be a detailed action plan to track and monitor our progress and the plan will be reviewed quarterly by the Board.



### 13. SIGN OFF, SUBMISSION AND APPROVAL (Page 16 of the Guidance)

Chair of YJS Board	David McWilliams
Signature	
Date	14/07/2022

## **I4. APPENDIX I**

(Page 10 of the Guidance) Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1

## **I5. APPENDIX 2 – SERVICE STRUCTURE CHART**

(Page 10 of Guidance) should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.

## 16. COMMON YOUTH JUSTICE TERMS

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting

FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
RYJS	Rotherham Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
EOC	Edge of Care
FGC	Family Group Conferencing
CYPS	Children & Young People's Services
RMBC	Rotherham Metropolitan Borough Council
SYP	South Yorkshire Police

RYJPB	Rotherham Youth Justice Partnership Board
SRP	Safer Rotherham Partnership
RSCP	Rotherham Safeguarding Children Partnership
EBH	Evidence Based Hub
CHANCE	Changing How Adults Notice Children's Experience
YOI	Young offender institution

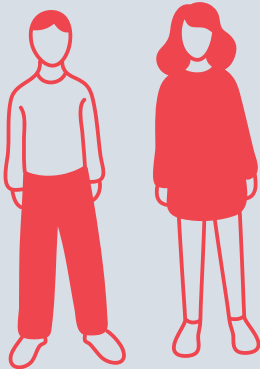
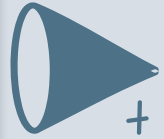
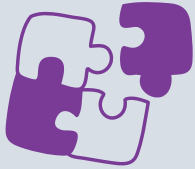
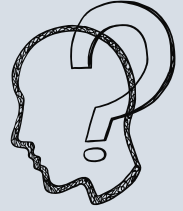
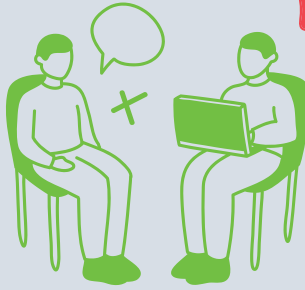
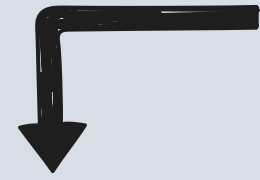
## NOTES

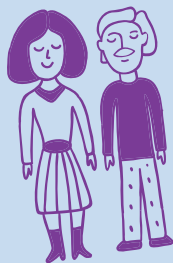






# ROTHERHAM YOUTH JUSTICE SERVICE PLAN 2022-2023





The plan sets out a vision and priorities for the work we do with you.

### **Our pledge is to:**

Ensure you are supported and treated fairly

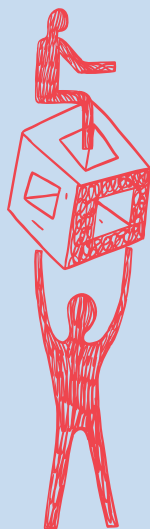
Help and support you and your family to recognise and build on strengths and capabilities to fulfil all your potential

Make sure you are listened to, and your wishes and feelings are heard and acted upon

Work with you and your families to be resilient, safe, and successful

Make sure staff are friendly and top quality, that will work effectively with you.

Have a dedicated Youth Justice partnership board all working together for you.



**A quality plan for a quality you.**

## Improving Lives Select Commission – Summary Work Programme 2022/23

Meeting Date	Agenda Item
14 June 2022	End of year performance report on Child Exploitation
26 July 2022	Adult Safeguarding
	CYPS Performance
28 July 2022	Carers Strategy/Support for Carers
Health Select Commission	
6 September 2022	Looked After Children's Care Leavers Sufficiency Strategy
	Special Educational Needs and Disability inspection Written Statement of Action
21 September 2022	Draft Early Help Strategy
25 October 2022	– LGA Workshop 2 in lieu of formal meeting
24 November 2022	Child and Adolescent Mental Health Services (CAMHS)
6 December 2022	Rotherham Youth Justice Service Progress Report
	OFSTED – Draft Action Plan
26 January 2023	Place Partners - Adult Mental Health Services
Health Select Commission	
31 January 2023	Legislation Update
	One Adoption SY
	Review Scoping: Pandemic Related Risks to Children's Development
	Update – Post Abuse Support
7 March 2023	Counter Extremism in Schools and radicalisation of Young People and extremism
9 March 2023	Intermediate Care and Reablement
Health Select Commission	
25 April 2023	TBC

**To schedule:**

Rotherham Safeguarding Children's Partnership

Adult Safeguarding

Special Educational Needs and Disability Sufficiency (Phase 4)

Young Producers Spot Light Review – January/Early February 2023

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