

Improving Lives Summary Report

1.	Date of meeting:	5th March 2019
2.	Title:	Progress towards implementation of Phase Two and Phase Three of the Early Help Strategy 2016-2019
3.	Directorate:	Children & Young People's Services (CYPS)

1. Background

The Rotherham Early Help Offer was launched in January 2016, along with the three Year Early Help Strategy 2016-2019.

Phase one of the Early Help Strategy introduced;

New governance arrangements, new systems, evidence based practice and new processes to ensure that there is swift access to support through the Request for Support process, the Early Help Assessment (EHA) and Plan. The introduction of integrated Early Help Locality Teams followed the initial amalgamation of previously separate professional disciplines and services.

The Early Help Strategy (2016-19) describes how Phase Two and Three will:

- Build on our achievements made in Phase One and refine our Early Help Offer through further integration and service redesign with our partners and stakeholders.
- In Phase Two we will undertake a whole service delivery redesign; developing new job roles and more efficient and effective ways of working to further embed a shared responsibility across the partnership for meeting the needs of families earlier.
- In Phase Three, to ensure that our early help offer is sustainable, the Council will 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 its staffing structures and seek to reduce management capacity as the Early Help offer becomes further embedded across the wider early help partnership.'

On the 27th September 2018 an Early Help Consultation Outcomes workshop took place. The recommendations from the workshop informed the final draft Cabinet Report, Implementation of the Early Help Strategy 2016-2019: Phase Two & Phase

Three which was selected by Overview Scrutiny Management Board (OSMB) for its pre-decision scrutiny meeting on 17th October ahead of the Cabinet Meeting on 22nd October 2018.

The Improving Lives Select Commission proposed to “keep a watching brief on the implementation of Phase 2 & 3 of the Early Help Review and requested that an update is provided in March 2019 in respect of the progress in establishing Service Level Agreements (SLA’s) with schools for youth service provision and related transfer of assets.”

2. Progress Update

2.1 Staffing

The Early Help Senior Leadership Team (SLT) has worked with pace to carry out a huge logistical undertaking to implement the Phase Two and Phase Three recommendations from Cabinet in October 2018. To date;

- 193 staff have been directly affected by the restructure
- 183 Expression of Interest Forms have been received
- 140 interviews taken place

We are on track to complete the restructure by the end of February 2019 as per the Early Help Three Year Strategy implementation timeline.

The Risk Register for the implementation stage anticipated that we might experience a dip in performance given the additional recruitment activity taking place. However, the figures below demonstrate that this has not been the case;

- **Triage Timelines:** 20% improvement on the same time last years. Now at 94.9%
- **Initial Contacts:** up 30% on the same time last year. Now at 78%.
- **Early Help Assessment (EHAs):** completions up by 30%. Now at 72.6%.
- **Partner completion of EHAs:** up 16% on the same time last year. Now at 28% (YTD).

2.2 Approved Savings

The full year savings to be achieved in 2019/20 from the Early Help Strategy Phases Two & Three are £498k. This comprises of a £380k saving (£205k 18/19, £175k 19/20) from the restructuring of the service and £118k towards previously approved savings from a corporate review of land and property, linked to service reviews and localities.

The £205K savings for 2018-19 have been achieved in year due to a combination of freezing vacant posts and reducing all non-essential expenditure. The service is currently operating with a number of vacancies as the restructure progresses and it is not envisaged that any redundancy costs will be incurred.

The full £380K savings for 2019-20 have also been achieved due to the service staffing redesign and a reduction on all non-staffing expenditure budgets.

3 Buildings

3.1 Children's Centres

In October 2018 Cabinet approved the reduction of Children's Centres from 12 to 9 through the deregistration of the following sites:

- Park View (Central Locality)
- Broom Valley (Central Locality)
- Wath Victoria (North Locality)

Deregistration of a Children's Centre means that the building will no longer be used solely for children's centre services, but Early Help will still retain access to the buildings to deliver sessions for up to 10 hours per week through a Service Level Agreement (SLA). Children's Centre activity will continue in the areas but will be delivered from a range of other venues and locations.

3.2 Youth Centres

In addition, Cabinet agreed to continue to deliver a targeted youth offer for young people in localities, decant from buildings, relocate staff and surrender existing leases at;

- Herringthorpe (Central Locality)
- Treeton (South Locality)
- Kiveton (South Locality)
- Maltby Linx (South Locality)
- Swinton (North Locality)

Staff are in the process of relocating to bases in Catcliffe, Clifton, Maltby, Swinton Brookfield and Aston and a new base is being developed at Dinnington High School.

4. What's Working Well?

4.1 Children's Centre buildings and Daycare.

Discussions continue with all sites and Table One (below) summarises current status.

Table One: Progress with Deregistration and Future Children’s Centre Activity

Name of Children’s Centre	Current Position	Estimated Completion Date
Wath Victoria	Montgomery Academy Trust (JMAT) has agreed in principal to take responsibility for the building. Remedial building work being undertaken prior to transfer of building	31 st March 2019
Park View	Redscope Primary Governing Body has agreed in principal to take responsibility for the building. Final details being clarified and Service Level Agreement being produced.	31 st March 2019
Broom Valley	Broom Valley Primary Governing Body has made a decision not to take on responsibility for the building and is vacating and transferring the current 2 / 3 year old early education provision from the Children’s Centre building into the school at the end of July 2018. The building will be advertised for lease to an external provider for the delivery of early childhood services.	31 st July 2019
Thrybergh Rainbow *Daycare	Wickersley Partnership Trust has expressed an interest in taking responsibility for the existing daycare and additional community building. Information to be submitted to Trust on 14.2.19 for decision.	31 st August 2019
Dalton Willow Tree *Daycare	Thrybergh Academy has confirmed that they do not wish to take responsibility for the Dalton Willow Tree building and daycare provision. It is proposed to outsource the daycare including transfer of the existing staff to a private provider.	31 st August 2019
Coleridge *Daycare	Central Learning Partnership Trust has not yet agreed to take responsibility for the Children’s Centre building and existing daycare provision. Discussions are continuing.	TBC

4.2 Daycare Staffing

Two meetings have been held with the daycare staff at the three sites (Dalton, Thyrbergh, Coleridge, November 2018 and January 2019) to ensure that they are kept up to date on the proposals for the daycare.

5 Early Help Youth Provision

5.1 Herringthorpe Youth Centre

Whilst consultations for expressions of interest are taking place, targeted youth work (music provision) is continuing to be delivered in the building. Discussions are ongoing with Aspire and other Voluntary and Community Sector (VCS) providers regarding joint rental of the building with a view to multi agency usage and continuation of the Music Hub.

5.2 Treeton Youth Centre

Expressions of Interest were invited from internal service areas by the 4th January 2019, no responses received. External consultations with public sector partners and community organisations are now underway.

Staff are in the process of moving to the new sites, completion date of 01/03/2019. Further discussion with the Parish Council regarding the use of the Multi Use Games Area (MUGA) continues.

5.3 Swinton Youth Centre

A meeting has taken place with Swinton Academy and the Aston Community Education Trust (ACET) who are keen to continue youth work delivery and to maintain a Council IT connection in the current youth centre office for a touch-down space for staff. Open access provision has been agreed to support young people from the Swinton Area.

Staff based at Swinton School are now all located at Swinton Brookfield Centre

5.4 Maltby Linx

Relocation of Early Help staff to the Stepping Stones Children Centre, Maltby is progressing. Specification and alterations to the Stepping Stones Children Centre have been agreed, with a completion deadline for work of 22nd March 2019.

Building contractors have been appointed to undertake the building work and the proposed relocation of staff from the Maltby Linx to Maltby Stepping Stones and is scheduled for the week commencing the 25th March 2019.

Discussions have taken place with the CEO of the Maltby Learning Trust regarding the Service Level Agreement (SLA) which is being prepared by the Council Legal Team for the continued use of the Maltby Linx building in the evenings by the 0-19 Outreach and Engagement services, Chat 'n' Chill and Boost.

The staffing for these evening sessions has also been secured.

A meeting is arranged for the 15th February 2019, including the CEO for the Maltby Learning Trust to meet with the Private Nursery who also occupies a room at Maltby Linx to discuss the proposed use of the building and their continued occupation.

5.5 Kiveton Youth Club

Staff are in the process of relocating to Dinnigton High school. The IT specification has been prepared and has been sent to the Council's electrical contractor to price and action. Network management surveys were completed on the 11th February 2019 and one off costs identified to enable the Youth Club to be used by the Council have been agreed. The school are currently seeking consent from the DfE

for the proposed tenancy whilst the draft tenancy agreement is being prepared by the Council Legal Team.

The Council's Strategic Asset Team has advertised for expressions of interest for the use of Kiveton Park Youth Centre. The closing date for expressions of interest is the 28th February 2019. The Council's Strategic Asset Team are continuing to arrange meetings with other organisations who currently use the Kiveton Park Youth Club to review alternative options/locations. Further consideration is being given to Kiveton Park Library as a satellite office for the Early Help Team with the Kiveton Park and Wales Community.

A nomination application (See Appendix A) was received by the Council on the 9th January in relation to the Kiveton Park Youth and Community Centre

6. What are we Worried About?

Building handovers have been delayed at a number of sites due to the capacity of RMBC Legal to develop the relevant required agreements and the complexities of proposals taking longer than anticipated to resolve.

The continuation of provision of preschool at Maltby would present a gap if no agreement is reached with the school on a sub-lease.

Valuable provision could be lost in Kiveton, including the partnership with JADE and Adult Learning Disability Services and Red Road Music, if the building is no longer available at low cost or no cost.

7. What are we going to do about it?

The Local Authority has a duty under the Childcare Act 2006 to secure sufficient childcare for working parents and to secure early years provision for 3 and 4 year olds and the most disadvantage 2 year olds. The Local Authority should not deliver childcare directly unless no other person is willing to do so. The current childcare provision at Dalton Willow Tree, Thrybergh Rainbow and Coleridge Primary is needed to meet childcare sufficiency requirements.

Where the schools listed above do not agree to take responsibility for the building, we will pursue a lease opportunity for a private provider to deliver early childhood services.

Where the schools listed above do not agree to take responsibility for the existing daycare, including daycare staff, we will pursue options with a private provider.

Where there is no interest from a private provider to continue the daycare delivery, the local authority will look to continuing the childcare delivery for a period of 3 years, unless the childcare sufficiency position changes or delivery becomes unviable, at which point the provision would be terminated and an alternative use for the building/s sought.

Further consideration is to be given to Kiveton Park Library as a satellite office for the Early Help Team with the Kiveton Park and Wales Community.

The Assistant Director is meeting with the RMBC and Parish Council Consultation Committee (Joint Working Group) in April to look at enhancing the borough wide offer for young people.

Name and contact details / approvals

Collette Bailey, Head of Service Early Help. Collette.Bailey@Rotherham.gov.uk

Aileen Chambers, Head of Service Early Years. Aileen.Chambers@Rotherham.gov.uk

Rob Holsey, Asset Management. Rob.Holsey@Rotherham.gov.uk

Viv Ford, Principal Finance Officer. Viv.ford@Rotherham.gov.uk

APPENDIX A

In the event of a proposed sale, a process will be triggered that allows a community interest group to express an interest in bidding to purchase the property.

The process of nominating an Asset of Community Value requires the completion on an official Rotherham Council Asset of Community Value application form.

On receipt of a completed application the local authority will decide whether a property will be listed, according to a number of criteria.

A property will qualify as an Asset of “Community Value” where its current primary use furthers the social wellbeing or social interests of the local community, and where it is realistic to think that this use will continue. A property will also qualify when it has been in such use in the recent past, and this may realistically recur within the next five years (whether or not in the same way as before). Social interests include culture, recreation and sport.

In addition to providing information on the land, voluntary and community sector, applicants will have to demonstrate a local connection by showing that their activities are wholly or partly concerned with the local authority area or that of a neighbouring authority, and that any surplus they make is wholly or partly applied for the benefit of that area. They will also have a charitable or other not-for-profit status, or if unincorporated, must demonstrate a membership of at least 21 local government electors.

The local authority will make a decision within 8 weeks from receiving a complete application and will notify the community group and owner and the implications of this.

The authority to list Assets of Community Value lies with the Assistant Director of Planning, Regeneration and Transport under the existing scheme of delegation.

Asset Management are currently reviewing the existing policy and procedures in dealing with such applications.