

Public Document Pack

To all Members of the

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

AGENDA

Notice is given that a Meeting of the above Panel
is to be held as follows:

VENUE: Council Chamber - Civic Office, Waterdale, Doncaster
DATE: Friday, 24th February, 2017
TIME: 10.00 am

Members of the public are welcome to attend

Items for Discussion:

1. Apologies for absence
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes of the meeting held on 6th December, 2016. (*Pages 1 - 12*)
5. Public Statements
(A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Panel's remit, proposing action(s) which may be considered or contribute towards the future development of the Panel's work programme).

A. Items where the Public and Press may not be excluded

6. Youth Council - Introduction and Overview (*Pages 13 - 16*)

Jo Miller
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact
(01709) 515151 – Calls at the local rate

Issued on: Thursday, 16 February 2017

Scrutiny Officer
for this meeting:

Caroline Martin
Senior Governance Officer

7. Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2016/17 (*Pages 17 - 44*)
8. Doncaster Children's Services Trust Annual Report (*Pages 45 - 54*)
9. Doncaster Children's Trust Annual Complaints and Compliments report 2015/16 (*Pages 55 - 76*)
10. Effectiveness of Pupil Premium across Doncaster (*Pages 77 - 90*)
11. Doncaster Exam and Assessment Results 2016 (*Pages 91 - 96*)
12. Council's response to the Education & Skills Commission (*Pages 97 - 108*)
13. Children and Young People Overview and Scrutiny Panel Workplan 2016/17. (*Pages 109 - 118*)

MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

Chair –Councillor Neil Gethin
Vice-Chair –Councillor Nigel Ball

Councillors Nick Allen, Jessie Credland, James Hart, Mark Houlbrook, Sue McGuinness, Andrea Robinson and Sue Wilkinson.

Invitees:

Jim Board, UNISON

Education Co-optees*

John Hoare
Bernadette Nesbit

*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

Public Document Pack Agenda Item 4.

DONCASTER METROPOLITAN BOROUGH COUNCIL

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

TUESDAY, 6TH DECEMBER, 2016

A MEETING of the CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on TUESDAY, 6TH DECEMBER, 2016 at 10.00 AM

PRESENT:

Chair - Councillor Neil Gethin

Councillors Nick Allen, Jessie Credland, James Hart, Mark Houlbrook, Andrea Robinson and Sue Wilkinson

Co-optees – John Hoare (Diocese of Sheffield)

ALSO IN ATTENDANCE:

Other Members;

Councillor Nuala Fennelly - Portfolio Holder for Children, Young People and Schools
Councillor Linda Curran
Councillor John Healy

Officers;

Damian Allen – Director: Learning and Opportunities (DMBC)
Mike Rees - Senior Policy and Strategy Advisor (DMBC)
James Thomas - Head of Performance and Business Intelligence (Doncaster Childrens Services Trust)
John Harris - Independent Chair, (Doncaster Safeguarding Children Board)
Rosie Faulkner – Board Manager (Safeguarding and Standards)
Mark Douglas - Chief Operating Officer (Doncaster Childrens Services Trust)
Chris Toyne - Head of Service: Education Data, Intelligence & Performance (DMBC)

APOLOGIES:

Apologies for absence were received from Councillors Nigel Ball and Sue McGuinness

		<u>ACTION</u>
22.	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	

23.	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
24.	<u>MINUTES OF THE MEETING HELD ON 27TH SEPTEMBER, 2016.</u>	
	<u>RESOLVED</u> that the minutes of the Children and Young People Overview and Scrutiny Panel held on the 27 th September 2016, be approved as a true record and signed by the Chair.	
25.	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
26.	<u>REPORT FROM THE INDEPENDENT COMMISSION ON EDUCATION AND SKILLS IN DONCASTER - SUMMARY AND NEXT STEPS.</u>	
	<p>The Panel received a report that set out the findings and recommendations of the Independent Commission on Education and Skills in Doncaster, published on the 21st October 2016. The report outlined the process of consultation and the timeline for the Team Doncaster response.</p> <p>Members were informed that consultation seeking feedback to the report had taken place over a two month period. As part of that timeline the follow had taken place:</p> <ol style="list-style-type: none"> 1. Engagement with young people via a meeting with the Youth Council and wider groups. 2. Feedback received from Headteachers. 3. Online survey undertaken via the Team Doncaster, Council websites and Social Media. <p>The Panel fed into the Councils response by taking into consideration 30 recommendations made as part of 7 characteristics of a successful Education and Skills System for Doncaster.</p> <p>Recommendation 1 - Establish an Education and Skills Board</p> <p>A Member enquired whether there was anything in place that could be signed up to which may secure partners commitment. In response, it was commented that Team Doncaster would be expected to play their part and that any partner's commitment would be distinguished through the consultation process where a consensus would needed to be agreed. Members were informed that the resources and support needed would have to be identified. Members were assured that there was faith in the role of the board and it may be useful to learn what the board has achieved in about 18 months.</p>	

It was recognised that positive work had been achieved for Doncaster by the Sheffield City Region and acknowledged that there were a number of major projects which may provide the opportunity for educational projects to be taken forward.

It was noted that the Education Improvement Board's action plan had been signed off during Summer 2016. It was continued that there wasn't a great deal of new resources for the programme, which meant better joining up of existing resources was required. It was commented that a pathway into new jobs required improved collaborations.

It was added that the Council welcomed partner's involvement from the voluntary and communities sector as without this, it would not be possible to be successful about the whole child.

Members were informed that Team Doncaster was looking at what was currently in place in order to assess what supported was needed.

Recommendations 3 and 4 – Guaranteed experiences for all young people and the Doncaster Diploma

Members briefly reflected on what it used to be like to be a child compared to being one today. It was felt that there was reluctance for children to go out and that they had less freedom. It was recognised that things had changed significantly and the challenge would be how that difference could be addressed.

A Member felt that in terms of activities and experiences for young people, there was a great deal to be offered by organisations such as the Guides and Scouts. It was added that such establishments may need financial support in order to develop. Reference was also made to the challenges created by an increased usage of electronic devices by children.

Acknowledgment was made regarding some outstanding examples that existed which provided a framework for activities such as the Duke of Edinburgh scheme. It was recognised that society was changing and that today's youth had a different experience from that of previous generations.

Although it was seen that there was a raft of opportunities for activities and experiences available, concern was raised regarding families who were unable to access them due to limited finances. It was stated that in reality these experiences shouldn't be costly as it was about being smarter and using what was already out there.

In respect of schools priorities in preparing young people for employment, it was acknowledged that there was a national policy which could not be altered. It was believed that the demands of local businesses may steer a new debate and although control was with the

school there was an enormous amount of latitude that existed.

There was a brief discussion about how the Doncaster Children's University worked. Members stated that they were very impressed with it but expressed concern that take-up was not widespread. It was also questioned what was in place for 13 year olds and over as the Children's University was only available for 8 to 13 year olds.

Recommendation 9 – Doncaster as a University City

Members questioned how Doncaster as a University City would link in with inward investment and higher skilled jobs. They were informed that an infrastructure for learning was needed and was not just about input but about how you can retrain on the job.

In respect of engaging with key sectors within the Borough, Members were told how there was a central focus on the modern rail sector. It was stated that it was about seeing where demand was and then challenging the education system to meet this demand. It was stated that business had a role in driving this issue forward and it was acknowledged that commitments had already been made.

Members queried why there wasn't a more local offer to provide a higher education for young people. Members heard that there were proposals in place to improve and provide alternative routes that were more affordable and accessible. It was advised that building a new university within the locality required a student base, something which Doncaster only had in part. It was reported that there was evidence where a university city with a base attracts other employers.

Recommendation 10 – An independent all Age Careers information and guidance service

Members asked what evidence had been found by the Skills Commission that indicated it was failing and also questioned how issues within current services could be addressed and resolved rather than recreated. It was outlined that information had been received through a series of focus groups and interviews. Members learnt that although the Local Authority had a responsibility to provide Careers Advice and Guidance, schools were free to determine how they would provide that support. It was therefore the case that inconsistencies existed in the quality and level of what was being provided. It was suggested that this may be further assisted through the introduction of a quality kite mark.

Reference was made about the continuation of advice and guidance service for 14-19 year olds moving into adulthood. Members were advised that a Peer Review would be undertaken that would include Children in Care. It was felt that the recommendation proposed would potentially provide the substance to change the current landscape.

	<p>It was felt it would be helpful to build on the power of professional support and that Doncaster could become the place to be in respect of teacher training and recruitment.</p> <p>The Portfolio Holder for Children, Young People and Schools informed the Panel that she had attended 78 schools to speak about transition and guidance. It was emphasised that there was a need to understand what was out there and for Headteachers to join together.</p> <p>It was explained that the infrastructure of collaboration had started to build up and provided a much sharper focus of what could be achieved in a more rational and affordable way. It was stated that there was a will and commitment to work together and pick up actions and key recommendations. It was noted that leadership and direction would be incorporated into the agreed final response.</p> <p>In respect of timescales, Members were informed that this characteristic would be driven by the demands of the business sector and skills gap. It was added that there was a commitment from academies to look at what needed to be done, in order to raise attainment. This would include how the curriculum could be tailored to offer choice, a pathway and provide key support. It was stressed there were opportunities out there that should not be missed.</p> <p>Recommendation 7 and 19 – Formal Reviews</p> <p>In respect of formal reviews, Members were informed that a peer review of virtual schools for Looked After Children had concluded and provided a much wider review of the whole system by considering special education needs within mainstream schools. It had been recognised that certain provision did not meet current demographics.</p> <p>A Member commented that they would be interested to see the outcome of the post 6th form review. It was queried what the Council was going to do to focus the offer provided by academies. Members were informed that the governance and oversight was not there previously and that the skills partnership will have that oversight although they were not obliged to do so.</p> <p>Recommendation 15 and 23 - Establish a School Improvement partnership and recruit great teachers</p> <p>Members were informed that the appetite for this was now there and that preconditions were right. In addition, Members were made aware of the positive relationship that existed with the Regional Schools Commissioner which itself has statutory duties.</p> <p>It was explained that change was an ongoing factor in respect of academies and that Chief Executive Officers were being questioned</p>	<p>Director of Learning and Opportunities :CYP</p>
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	<p>about what they could progress and achieve in meeting its outcomes for children in care.</p> <p>Reference was made to the benefits of learning in the workplace, for example, Union Learning which attracts mature learning where adults can develop skills in their own time.</p> <p>RESOLVED that the Panel;</p> <ol style="list-style-type: none"> 1. Note the contents and findings of the report from the Independent Commission on the Education and Skills in Doncaster; and 2. Note the on-going consultations with relevant stakeholders to inform the formal response; and 3. Engages with the consultation process by providing its response to the Commission's report and recommendations. 4. Recommends that wider staff are included into process. 	
27.	<p><u>DONCASTER SAFEGUARDING CHILDREN BOARD A) ANNUAL REPORT B) CSE UPDATE C) OUTLINE AND FUNCTION OF THE PERFORMANCE ACCOUNT BOARD</u></p>	
	<p>Members were presented with a report that outlined three aspects of the work of the Doncaster Safeguarding Children Board which included;</p> <ol style="list-style-type: none"> A. The arrangements for its consideration of the Doncaster Safeguarding Children Board Annual Report. B. The Independent Chair of Doncaster Safeguarding Children Board (DSCB) Doncaster – update on ten key CSE assurance questions. C. An outline of the functions of the Performance Accountability Board. <p>Members were informed that the Doncaster Safeguarding Children Board Annual Report provided an update on the progress of the board and an overview of the effectiveness of each partner agency arrangements. The following key points were provided;</p> <ul style="list-style-type: none"> • That there had been good progress on the Business Plan which had built on Ofsted 2015. • That partner agencies were more aware and critical of their strengths. • That key areas of agencies were cross cutting and that safeguarding themes included domestic abuse, child sexual exploitation and participating in early help. • Evidence from reviews including Ofsted show an improved picture of the quality early help, but challenges still existed in this area. <p>Members were provided with an outline of the role and functions of the Performance Accountability Board, a new partnership board that met on a quarterly basis focussing on key issues for the partnership.</p>	

<p>Concern was raised that of the Indices of Multiple Deprivation (IMD), that Doncaster was the 4th most deprived area in the Yorkshire and Humberside region. It was explained that when looking at performance data consideration was given to the national and regional data and also other local authorities of similar size and demographic (known as comparator authorities).</p> <p>In relation to safeguarding issues of school aged children, it was reported that there were more children missing from education at primary and secondary school in Doncaster than compared with regional and national averages. It was responded that there were occasions when children were categorised as missing from school because the school had not been informed they were leaving and had not been taken off the role. In addition, some were identified as missing when they have been off the site for an extended period. It was noted that a report had been previously provided to CYPOSP which described the work being undertaken with children identified as missing. Members were informed that the Preventing Vulnerable People Group had broadened its remit to include children missing from education to ensure that this issue was more fully understood.</p> <p>Members were told that the attendance and commitment of partners had been good at board level but that there had been a low attendance from agencies, where there was only one representative from that agency or where an agency represented a number of Boards in the region. It was clarified that substitutes were not always possible. Members were reassured that the overall business process is strong.</p> <p>The report outlined a number of areas being undertaken in relation to mental health. Members were informed about the new Mental Health and Wellbeing Local Transformation Plan which was expected to address the issues identified. Members were informed that the Performance Accountability Board will be receiving a presentation about the Plan from the Chief Executive of Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH) during February 2017. Concern was raised regarding an increase in self-harm and suicide attempts. It was explained that previously it was seen that although there was direct involvement from CAMHS service, this was at a late stage. It was therefore about providing a more preventative emotional health and wellbeing model. Members shared knowledge of schools where there was good support in place although it was unknown whether this was consistent across all schools.</p> <p>Members were informed that work with Faith Groups had been slower than anticipated. As a result DCST had provided additional resources to enable the work to progress. Since then contact has been made with a number of groups and training has been provided.</p> <p>Regarding referrals from different agencies, Members were informed that the Multi-Agency Safeguarding Hub had been established and</p>

there will be a single point of contact in 2017. It was reported that there was a commitment for partners to work together and a growing confidence that children will receive the right response.

In respect of Multi-Agency Safeguarding Hub (MASH) arrangements, it was reported that 73% of cases needed no further action. It was explained that there were ongoing discussions between DCST and the police which should reduce the number of referrals. In respect of Multi-Agency thresholds, it was reported that overall thresholds were satisfactory but work will continue to ensure so that families and organisations know how to access the right support

In respect of child protection, reassurances were sought as the report identified an increased number of children subject to a child protection plan. Members were informed that this was due to a review of children known to social care when the DCST came into existence which resulted in a more robust approach being taken. On this basis positive progress had been made as quality standards had improved and children were now being identified as being at risk at an earlier stage. Members were also told that this was regularly monitored and assurances could be provided that children were in right place with the right support and were being protected.

Members were updated that DCST performance indicators were negotiated on an annual basis and reviewed as part of the annual contract review. The review will look at what performance indicators it should be measured against within the contract and this will be signed off as part of annual contract report submitted to the Department of Further Education. It was acknowledged that some indicators were ambitious to drive improvement and the majority of them were doing well. The Panel was also updated on progress against strategic priorities.

A Member questioned how many referrals were made from local football associations or the wider sports sector. Members were informed that the safeguarding board had not received any referrals and there had been no indication of any escalations. It was further explained that there was a Local Authority Designated Officer (LADO) who deals with all allegations against professionals was in place and that external validation showed that operations were robust and that referrals were dealt with vigorously. It was explained that sports organisations were aware of the arrangements and that there was a well-established link as the LADO meets with sporting organisations on a regular basis.

In respect of what could be achieved with football associations, Members were informed that the safeguarding board was being proactive and would work with football clubs to ensure that systems and processes remained robust so that victims and children were supported. It was explained that recent press articles about abuse

	<p>within football and other sports associations had only recently become a public issue. The Independent Chair stated that there was a need to ensure that systems and procedures were operating consistently and that the capacity was there. It was added that the DSCB would seek assurance in 2017 to ensure these are in place. The Chair of the Panel stated that the Panel would look forward to receiving more information within a future report.</p> <p>Concern was raised regarding a reference made within the report that work would continue with the Lesbian, Gay, Bisexual and Transgender (LGBT) community. It was felt that this statement did not take into account that many heterosexual men may also suffer from such abuse. Representation from the police clarified that this statement was included as there was a small cohort of men exploring sexuality that had come to the forefront and were currently working with the Police. It was recognised that interactions with male victims did not just exist within LGBT groups and that the Police were engaging wider and not assuming that members of the LGBT communities were just victims.</p> <p>RESOLVED that the Panel note;</p> <ol style="list-style-type: none"> 1. The arrangements for its consideration of the Doncaster Safeguarding Children's Board Annual Report; and 2. The updated assessment of the response to child sexual exploitation (CSE) in Doncaster; and 3. An outline of the functions of the Performance Accountability Board. 	Independent Chair:DSCB
28.	<u>PERFORMANCE CHALLENGE OF THE DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 2, 2016/17.</u>	
	<p>The Panel was presented with a report outlining the Performance Challenge of the Doncaster Children's Trust; Quarter 2, 2016/17. Members were reminded about the monitoring and challenge arrangements of the Trust and that the report provided a review and analysis of the Performance Challenge carried out Trust.</p> <p>Members were told how in October 2016, the second of the Ofsted monitoring visits had taken place with a focus on the quality and effectiveness of plans for children in need of help and protection.</p> <p>It was reported that there were 2 performance indicators below tolerance, of which one was A2 – Timeliness of single assessment.</p> <p>It was reported that timeliness performance has continued to decline and had been below target and tolerance for the past 3 quarters. It was noted that this had been allocated a high target and a push towards achieving it. It was questioned what percentage of agency staff used should be cause for concern. It was added that steps had been taken by the Trust to improve this indicator and added that there was a core of long serving agency staff that brought consistency to the</p>	

	<p>service. Officers were confident that children would have up-to-date cases; however, with performance at 82%, this puts Doncaster high on the scale.</p> <p>It was recognised that information presented from the report and Ofsted did not present a promising picture. It was acknowledged that it was important for the Council to understand its position before it reached the next Ofsted inspection. It was also recognised that some of the targets were set high and it was therefore good to achieve them.</p> <p>In respect of whether the Trust was headed in the right direction, Members were informed that this would not happen without an improvement on the management side although recognition was given to good quality appointments that had been made. Members were reminded that all staff had undergone appropriate learning and development around the practice improvement programme.</p> <p>Concern was also raised that the affordability and sustainability focus of the arrangements were of joint concern and Members were informed that OSMC will have sight of a financial recovery plan. It was added that it was in the mutual interest of both the Council and the Trust to improve standards and quality.</p> <p>RESOLVED that the Panel note and evaluate the headline performance information and the resultant analysis.</p>	
29.	<u>CHILDREN IN CARE VIRTUAL SCHOOL.</u>	
	<p>The purpose of the report was to provide Members with an update and overview on the work of the Children in Care Virtual School.</p> <p>An outline was provided to Members about the purpose and scope of the review. It was explained how it would hold to account the Council and Councillors on the progress of Looked After Children and Pupil Premium taking into consideration how money is spent against specific needs. Members were informed how the review would look at parts of system and make sure that Independent Reviewing Officer (IRO) was focused on Education Outcomes.</p> <p>Members were informed that there had been positive findings, in particular, regarding leadership and challenge brought to schools as well as progress made with the consistency of Personal Education Plans (PEPS). Reference was made that the strategic oversight needs to be clearer.</p> <p>Members were told that there was recognition that the progress made by the Children in Care Virtual School needed to be undertaken under direct line of sight and that an action plan will be developed.</p> <p>Members of the Panel requested that the information is published on</p>	Head of

	<p>website and circulated to Members.</p> <p>RESOLVED that the Panel note the information presented.</p>	Service: Education Data, Intelligence & Performance
30.	<u>OVERVIEW AND SCRUTINY CHILDREN AND YOUNG PEOPLE'S PANEL WORK PLAN REPORT 2016/17.</u>	
	<p>The Chair requested that in accordance with Council Procedure Rule 26.1, Council Procedure Rule 13.7.2 that this item be deferred to the next meeting.</p> <p>RESOLVED that the workplan be deferred to the next meeting of the Children and Young People Panel.</p>	

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To the Chair and Members of the Children and Young People Scrutiny Panel

Doncaster Youth Council

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an opportunity for Members to give consideration to an introduction and presentation by Doncaster's Youth Council who will give an account of the recent youth council elections, its new structure and how this will impact of future working arrangements.

EXEMPT REPORT

2. There is no exempt information contained in the report.

RECOMMENDATIONS

3. That the Scrutiny Panel notes the information presented.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

BACKGROUND

5. The Doncaster Youth Council is a diverse group of local young people (aged 11-19) who want to ensure the voices of the young people in Doncaster are heard. They work to ensure young people have a say in the decisions that are made within Doncaster and undertake the following;

1. Provide a forum for young people to have a voice on the things that matter
 2. Represent and communicate the views of young people to the decision makers and the wider community
 3. Raise the profile of young people in a positive way
 4. Encourage young people to be good citizens so they act with understanding and communicate between themselves and their communities.
 5. Highlight the issues affecting young people
6. The top 3 priorities for 2016 identified by young people across Doncaster included:
1. Transport - Make public transport cheaper, better and more accessible for all
 2. Curriculum for Life - Schools should cover topics including finance, sex and relationships and politics in the curriculum
 3. First Aid Training for all young people
7. A presentation will be provided to the Panel by members of Doncaster's Youth Council at its meeting on the 24th February 2017 that will give an account of the recent youth council elections, its new structure and how this will impact of future working arrangements.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

8. There are no alternative options within this report as the intention is to provide the Committee with an opportunity to note and consider the information presented.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>People in Doncaster benefit from a</p>	

	<p>high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS AND ASSUMPTIONS

9. There are no specific risks associated with this report.

LEGAL IMPLICATIONS

10. There are no specific legal implications arising directly from this report.

FINANCIAL IMPLICATIONS

11. There are no specific financial implications arising from the recommendations detailed in this report.

HUMAN RESOURCES IMPLICATIONS

12. There are no specific human resource implications arising directly from this report.

TECHNOLOGY IMPLICATIONS

13. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

14. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

15. There is no consultation required for this report.

BACKGROUND PAPERS

16. None

REPORT AUTHOR & CONTRIBUTORS

17. Caroline Martin
Senior Governance Officer
01302 734941
caroline.martin@doncaster.gov.uk

Damian Allen
Director Learning and Opportunities, Children and Young People

**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2016/17

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. This report provides a review and analysis of the performance challenge carried out by the Director of Learning, Opportunities and Skills of the Doncaster Children's Services Trust (the 'Trust') in Quarter 3 of 2016/17 arising from the challenge meetings held between both parties.

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to:
 - i) Note and evaluate the headline performance information and the resultant analysis;
 - ii) Question the Director of Learning, Opportunities and Skills as to the challenge which he has made of this performance and the implications this has, or may have, for the children and young people of Doncaster;
 - iii) Use the information in this report, the evidence of the Director of Learning, Opportunities and Skills and the response of the Chief Executive of the Trust to the questions posed by the Scrutiny Panel in order to draw conclusions as to the potential impact arising from performance by the Trust in its improvement journey;
 - iv) Make requests for follow up evidence in order to provide further assurance.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of the Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND AND CURRENT POSITION

5. The current arrangements for holding the Trust to account are set out in the service delivery contract between the Council and the Trust, which states: -

... 'The Council's Director for Children's Services (DCS) will report to the Council's Scrutiny Committee four times per annum each contract year in respect of the Trust's performance of its obligations under this agreement (including the provision of services) Where required by the DCS the Trust's Chief Executive (or his nominee) shall attend such Scrutiny Committee to respond to any requests for additional information made by the Scrutiny Committee in respect of the Trust's performance of its obligations under this agreement (including the provision of the services).'

6. The Trust is contracted to deliver services as specified within the contract with the Council. The current arrangements by which the Trust is held to account are extensive and far reaching, and were described in some detail in the report to the panel of 11 July 2016, and in essence take place through monthly, quarterly and annual reviews at operational, middle and senior management and at senior non – executive/senior political levels of both organisations.
7. At the July meeting, the panel agreed that a 'split screen' approach be adopted – by this arrangement there is a two phased approach. In the first phase, the Council is held to account for its monitoring of the Trust against the service delivery contract. Specifically, this means that the Council submits a report (this report) for the panel to review and question the DCS or his representatives. The second stage of this split screen is that the Trust responds to the Council's report and the specific performance issues which this has raised.
8. The overall aim of this refined approach is that:-
 - The panel achieves a much more rounded, but focused perspective of Trust performance;
 - The obligations within the contract will be properly discharged;
 - The Scrutiny Panel is able to 'add value' to the accountability process, which will no longer not duplicate or overlap with existing accountability arrangements;
 - The panel is more clearly able to identify areas of good performance and underperformance, the reasons for any under performance and request 'exception' or 'deep dive' reports, so as to become better appraised of the performance issues facing the Trust and thereby make recommendations to drive forward improvement.
9. In line with this approach, and following the approval of the report to the Children's Scrutiny Panel of 11 July 2016, the arrangements for the Scrutiny Panel's monitoring of the Trust were sharpened and revised to avoid duplication with the monitoring arrangements which are already in place and referenced above.
10. The first report of the revised arrangements was considered at the Children's Scrutiny Panel at the 27 September 2016 meeting.

EXTERNAL SCRUTINY AND MONITORING ACTIVITY

11. At the 6 December 2016 meeting of this panel, the Director of Learning, Opportunities and Skills reported that the second monitoring visit, which focused on the quality of

practice; the quality of pre – proceedings work, the application of ‘voice’ of children and the effective use of performance and Quality Assurance work had found ‘significant progress ‘in improving the quality of work since the 2015 inspection.

12. On 17 January 2017, the Director of Learning, Opportunities and Skills received a notification from Ofsted that a third monitoring visit would take place on 28 February and 1 March 2017, which would focus on the quality of assessment and care planning for looked after children. There is a specific reference to the Ofsted inspection report recommendation 9 to consider the currency of assessments and the focus of care plans, and recommendation 12 which will monitor placement commissioning, sufficiency and stability, in particular the ability to meet the complex needs of older looked after children.

PERFORMANCE CHALLENGE OF THE DONCASTER CHILDREN’S SERVICES TRUST

13. At the quarterly and monthly challenge meetings the Council holds the Trust to account for its performance during the relevant period. The review of that performance highlights areas of good performance, as well as those which represent areas of concern, or potential concern.

There are 18 performance indicators which form part of the contractual measures within the service delivery contract.

There is a further suite of 46 ‘volumetric’ measures which are not identified contractual measures, or measures of performance and which do not form part of the contractual assessment of the Trust, but which nonetheless provide important context.

14. The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 3 2016/17.

Quarter 3 2016/17				
	Outside tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	2	2	3	
Children in Care	1		4	
Youth Offending Services		1	2	
Workforce		2		1

The basket of performance measures is jointly reviewed by the Council and the Trust as part of the annual contract review in order to ensure currency and relevance against important stages within the child’s journey and where it is known that there are current pressures within that system.

PERFORMANCE HIGHLIGHTS

15. The format of presentation of performance information consists of a summary of the Council’s headline assessment of Trust performance by exception and is shown below in paragraphs 16.1 and 16.2 with indicators selected by the Council where there are

areas of good and improving performance and areas of concern and potential concern, respectively.

The format adopted is similar to that of the Council's corporate report to the Overview and Scrutiny Management Committee and is shown at Appendix 1 and Appendix 2.

Each appendix consists of two elements:-

- An Infographic overview which provides an immediately accessible illustration of the areas of performance which are good (illustrated in green), those which are of concern or potential concern (illustrated in red) and which cross reference by the index number to those itemised in paragraphs 16.1 and 16.2 and the tables in Appendix 1 and 2 respectively.
- Tables which depict how the challenge takes place for each selected performance measure in a two stage process and provides the content of that challenge which is summarised for the assistance of panel members

The first appendix depicts performance indicators where the Council has identified that the Trust is performing above target and/or where performance has improved and the Trust's response.

The second appendix illustrates where the Council has identified specific performance indicators which are below target/outside tolerance or expectations, and as such are of concern or potential concern because of the impact or potential impact of below - target performance and the explanation provided by the Trust.

16.1 Areas of Good and Improving Performance – Headline conclusions drawn by the Council

- **A4: Child protection visits in timescale** - an important barometer for safeguarding. Performance is good and has remained so, which is notable given that the Trust timescale threshold for this measure is two weeks, which is a higher expectation than most Authorities employ
- **A8: Children in need open & current plan** - This was a measure established after concerns identified in the Ofsted inspection – there is an overall expectation that all CIN should have a plan. Performance has demonstrated positive improvement and is now within tolerance, although, again the caveat is that this is one quarter's figures and therefore caution should be exercised.

The Trust have previously reported that this is a recording categorisation issue with reassessment and cleansing of files and that performance will improve when cases have been properly classified – a number have been in the assessment phase where a plan is still being developed and are draft plans which are not counted until the Trust is satisfied that these can be counted as proper plans, there have also been a number which had not been closed correctly.

The Annual Contract Review has agreed an amendment to the PI definition to include draft plans, in order to capture the reality of CIN status and a more realistic assurance as to oversight. Challenge has revealed assurance that all CIN have a plan and figures and challenge support the Trust's response that there is no drift and delay. Commendably, the Trust has set a high expectation that all open cases are

reassessed every six months, which means that CIN plans are subject to regular review and there will, therefore, be a significant number with 'draft' status.

The Trust responded that there will always be some cases in draft which are not captured. We either needed to capture these or reduce the target to reflect the true measure and it was noted that the jointly agreed redrafted measure will capture draft plans. The Council accepts that classification is the issue and the Trust assurance that no CIN are improperly omitted from plans and acknowledges the inherent lag wrought by draft plans and plans in transition.

- **A06: Child Subject CP Plan (2yrs or more)** – An important measure of drift and delay in the system where children may not be receiving proper oversight. However, there can be a valid reason why a child remains on a plan. The Trust has provided welcome reassurance to the Council that it is carefully monitoring these cases and performance is within acceptable parameters.

Doncaster's (2016) outturn performance was better than the national average but worse than regional and statistical neighbour averages, but has since fallen, albeit, this is still better than the current target.

- **A09: Child Subject CP Plan (second subsequent time)** - This measure was redefined within the contract from the national performance indicator (PI) (second or subsequent time ever) to a local measure which is more sensitive and more reflective of its fundamental objective.

Despite a fall in quarter 3, performance over the most recent four quarters is better than target. Sibling groups can and have inflated this figure. Analysis needs to be satisfied that children are not being 'de-planned' prematurely. There may otherwise be valid reasons for becoming subject to a Child Protection Plan (CPP) but less so within a short period. This measure is easily skewed by small cohorts. It should be said though, that notwithstanding those caveats, performance is good.

- **B8: Average length of care proceedings** – Performance remained better than target for the second consecutive quarter.
- **B9: Long term stability of Children in Care (CiC) placements (2 yrs or more)** – Another important indicator of stability, which is essential for this vulnerable cohort. Placement policy is an important feature of stability; need to review across the range for best results in care and financial terms. The refresh of the Placement and Sufficiency Strategy is awaited and is an important strategic document for this measure and other CiC measures. 2015 annual outturn performance (56%) was bottom quartile national and bottom in regional rankings.

The improved performance since the 2015 outturn shows that this measure is above target for the third consecutive quarter. Performance in the preceding 3 quarters has been at the national average and is now above the national average (68%) which represents a very good recover. The Trust's longer term ambition is to rely less upon 'Out of Area' placements which will bring some long term placements to a close, providing of course that this is in the child's best interests.

- **B10: Short term placement stability of CiC (children with 3 or more placements in the year)** - This is an important measure of disruption and performance remains pleasing, being at, or above target, for four of the last seven quarters and within tolerance for the remaining three quarters, which the Trust

attributes to triggers and improved monitoring. National outturn performance (2015) shows Doncaster to be in the second highest quartile and average across the region.

- **B13: Care leavers in suitable accommodation** – Despite a fall in Q3 performance, this is still a pleasing quarterly reported figure. Best practice suggests that custody and ‘sofa surfing’ should be excluded for this figure, but there is inconsistency of reporting between LA’s and commendably, the Trust adopts best practice.

At the last annual outturn (2016) Doncaster performance (76%) had fallen, noting the lack of a commonly agreed definition for this measure. Nonetheless this is a continued and welcome improvement in performance which remains above target for the third consecutive quarter.

- **F01: Youth offending services (% cohort in EET) & F03 Youth Offending Custody Rates** – These are new measures which are susceptible to being skewed by the small cohorts from what is a large national cohort. Early indications are positive but as the Trust has commented, it is too early to draw significant conclusions at this stage. The employment rate is above target for the third out of four quarters.

Custody rates have been at or around target and despite a slight fall in Q3 are well within tolerance.

16.2 Areas of concern / potential concern – headline conclusions drawn by the Council:

- **A1: Re-referrals in the last 12 months** - An important PI to demonstrate robustness of process. There can be genuine requirements for a re-referral and the Trust analyses this information, but the Council needs to be assured against the risk areas, as to impact of demand pressures and that there has been no premature ‘stepping down’ and premature de – planning on which the Council has been assured. A slight dip in performance since Q2 but still within tolerance, acknowledging that one quarter’s performance doesn’t constitute a ‘trend’; this is nonetheless an unusual, albeit, small spike.

Current performance (26%), is slightly worse than 2016 annual outturns Doncaster (23%) national average (22%), the Statistical Neighbour average (24.2%) but remains better than the regional average (30%). The Trust response is that the effectiveness of the front door has impacted on this figure – with more referrals going into Early Help, which is creating demand via raised awareness and raised expectations in the community. The Trust is also trying to ensure much more effective recording of step up / step down work which has had an impact on re-referrals. Whilst high levels of Demand impact on this measure, improved management of cases which are ‘NFA’ will assist.

- **A2: Timeliness of single assessments** - Assessment timeliness is indicative of demand pressures / caseloads and the numbers of Children within the system will have an obvious impact, the numbers of ‘assessments open and referrals had been showing increasing numbers, although not in Q3.

The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Trust states that timeliness reports are shared between teams on

a weekly basis which target work to improve performance. Caseload increase is a factor, but concentration is with closing 'No further Action' (NFA) cases which should have been closed earlier and is therefore skewing the figures. That said, it should be noted that 2016 outturn performance is better than all benchmark comparators, being better than national, regional and statistical neighbour averages.

The Council has received assurance that the Trust is addressing the issue and Q3 has shown some positive improvement albeit performance remains below target and threshold. The Council is maintaining a monitoring brief and whilst performance generally remains above the 83.4% national, regional and statistical neighbour averages, the Council will nonetheless continue to challenge this performance, should it fail to show sustained improvement. The Trust has been requested to provide the analysis of complexity impacts on timescale and the proportion of assessments which could be resolved around 20 days and which are being achieved at, or around, 55 days. The time taken to define NFA has been an issue.

The Trust acknowledged that performance is still falling short of what is an ambitious 'stretch target' and is aware of the need to focus energy to show that this is improving. The Trust is taking action to ensure that case work is undertaken earlier within the timescale and is monitoring progress against a 20-day timescale but this has not yet had an impact.

The Trust emphasised that significantly more assessments are being undertaken, this has been the case for some months during 2016, although more recent months have shown a slight fall, but performance may reflect the time lag effect of that demand feeding into the system. The Trust is confident that timeliness will improve when caseloads reduce with the full effect of new 'front door measures', 'MASH' and Triage, but that this will not be seen for some time when this feeds through to improved figures. The Trust provided reassurance that loss of Agency staff would not militate against timeliness.

- **A3 Percentage of Case File audits rated 'Requires Improvement or Better' –**
Performance has dipped this quarter with an increase in 'inadequate' cases and is now outside of tolerance:
 - 13% Inadequate
 - 60% Requires Improvement
 - 24% Good
 - 4% Outstanding

A Trust Action Plan is in place to review and address areas of poor performance. This measure is being carefully monitored as the Q2 improvement has not been sustained, that said, the recent general trajectory has been good - noting again, that one quarter's figure does not constitute a 'trend'. The Council has challenged whether these monthly and quarterly fluctuations are revealing the effect of the small sample size and the Trust has acknowledged that the sample size heavily skews the data because the Trust quite properly, targets specific case types which have potential casework deficiencies, which is part of the rationale behind effective audit. The Trust has started work internally with audit to reassess the case level thresholds.

Ofsted have stated that Trust case file grading measures are challenging. In addition, historical case file issues are affecting current gradings even when current work is effective. The Council acknowledged that the breakthrough in recent months in that some case files continue to be graded 'outstanding', which hitherto was not the case. The Trust recognised that there will always be one or two case files graded as

'requires improvement'. However, when current work is 'good' the grading should not be effected by historic errors, providing the these have been addressed and mitigated. Ofsted had rated some cases higher than the Trust's own internal audit and the Trust has planned to review thresholds.

- **B14: Care leavers in Employment, Education or Training (EET)** - This indicator is acknowledged to be a challenging one which is reflected in performance figures across the region. In order to be compliant, 'Meaningful contact' must be maintained which can be a challenge. There is a recognised need to progress employment opportunities and qualifications locally and it is an Ofsted improvement action to strengthen pathways for vulnerable children.

This is an important indicator in meeting Ofsted improvement requirements and for the Council in its role as 'corporate parent'. Performance has dipped this quarter and is now outside of tolerance. 38% is below comparator figures: - 2016 outturn Doncaster = 36% National average = 49% Statistical Neighbours = 58%. Even allowing for seasonal variations, this performance is a surprise given the degree of optimism previously expressed by the Trust. The Trust response is that this is felt to be a data issue, in that some children had been incorrectly recorded as 'looked after' and subsequently, therefore incorrectly reported as 'care leavers' and work is currently underway to correct this. The Trust has been asked to further clarify this point.

The Trust affirmed that if the 'Keys to your Future' programme becomes validated this cohort of children will automatically go onto this programme which would count as 'training'. This would put this figure to nearer 100%. Nationally, care leavers as a vulnerable cohort struggle to achieve compared with the general cohort and therefore need greater support mechanisms into further education training and employment. Opportunities are being explored by DCST and strategies implemented which have demonstrated some local improvement which will be taken forward by the newly established care leavers steering group. A series of actions have been agreed, which include emboldening existing links with employers and training agencies; innovative links via Social Enterprise and Collaboratives establishing a partnership steering group; development of a charter for Care Leavers and a Care Leavers strategy. In addition, the Council and the Trust have worked to develop the 'Talent accelerator programme' which will work with year 11 children in care to secure work experience opportunities with employers with a view to extension into potential apprenticeships.

- **C16: Frontline staff receiving supervisions** - Performance is showing improvement, remains within tolerance, but is still adrift of target. The Trust has identified recording issues and actions to address, improvements expected in the next quarter.

'Volumetric' measures

- **E1: Contacts to Social Care** – There has been a slight reduction in contacts each month since Q2. Most contacts are understood to be requests for IAG and NFAs up to 50% - demand in the community remains an issue. A high figure is not necessarily indicative of poor performance – 'appropriateness' is the key, high numbers of children on a child protection plan in Doncaster, would tend to support this hypothesis. The problem here is that there are a number of referrals which are known to be 'inappropriate'. High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery. Contacts below threshold and those which could have gone to the Early Help Hub are deemed

'inappropriate'. Inappropriate referrals which should have gone to Early Help remain at, or around 10%.

The impending combined Early Help / Social Care and MASH front door arrangements from 1 April 2017 are expected to impact positively on this measure and efficiency and cost effectiveness. Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which suggests the impact of improved awareness of thresholds among Agency partners especially from the Police which has been a drag on performance against this measure. The Council noted that this quarter shows a welcome improvement in access to the Early Help offer and systems are looking more effective. The Police appear to be beginning to use the system.

The Trust response is that this is a complex area, as more referrals go into Early Help – statutory contacts will come down but there are area increases in demand across the board. People are more aware of the service and more confident to refer. Additionally, the Trust is seeing very high level need in referrals, especially families where intervention should have occurred years ago but which have remained hidden.

As identified, the Trust is confident that the new Triage and MASH initiatives will demonstrate impact. As the foregoing identifies overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect, but the demand on social care is key and the Trust is confident that this will improve. Further analysis of NFAs would enhance understanding.

- **E20-22: Up to date Children in Care assessments (Health assessments/ dental checks / Personal Education Plans)** – There is an acknowledged problem with Dental Checks which is not unique to Doncaster but there needs to be earlier tracking. There is a national problem with older children registering with dentists, but nevertheless, performance remains disappointing. Most recent figures show a return to a more established performance for health assessments and this measure is affected by seasonal factors, 2015 average was 90%.

With regard to Health Assessments, the Trust reports that the challenge has been in accessing timely paediatric support so as to refer children more quickly. In addition, Children placed Out of Area is a challenge as the Trust has less influence and control. There is a need to tighten the referral process and this has been discussed with RDaSH. The Trust response is valid, but performance does need to improve and the Trust was asked to feedback on RDaSH action. The Trust reported that CCG has decommissioned Doncaster and Bassetlaw Trust for health assessments as they weren't able to get the paediatric time. The CCG has commissioned a GP Practice in Balby which has 4 paediatric GP's to delivery all initial and review health assessments and have built-in 250 initial health assessments a year into the contract and have retained an element of the commissioned service whereby a consultant will provide supervision and advice. There is also ongoing training with GP's to develop their expertise. Dental practice availability is being raised with CCG and the CPB, but the Trust reported that this is more of a practice issue. There will be children who are refusing to see dentists and the Trust undertook to respond further when it had discussed with the CCG.

Up to date Personal Education Plans – this is a interdependent measure jointly owned by the Council and the Trust. Currency of PEPs continues to improve with better processes in place and quality standards in that PEP sign off only where quality standard achieved. There is a disconnect between paper and electronic

systems and an ICT solution has been identified. An ICT Portal which will address the systemic weakness is being developed, trialled in December 2016, implemented in January 2017 and which should address the interface problems within the tripartite system between social workers, teachers and the virtual head within the system and thereby the problem of return rates, timeliness and quality.

- **E26-E32, SGO: Children in Care and Other Placements** – IFA numbers remain high and steadily rising. DCST foster care numbers are showing moderate increases, SGO numbers are fairly high and continue to increase. The Council challenged fostering initiatives and whether more could be achieved via regional collaboration. The Trust responded that there are 40 more children in foster care in-house placements than we had 6 months ago. There are also 16 families in the stages of being approved. The Trust is hoping to see ongoing increases in-house fostering. There is further work regarding the assessment and review of these placements, this is currently a DMBC function.

The Council checked progress with access to additional residential establishments coming on stream. The Trust reported that it was on target for children to move in 1st April. There is currently a higher demand than available places – will pick up Out of Area placements.

There were noticeable patterns of stable numbers of children in care around the average of statistical neighbours but above all other benchmark comparators. OOA residential placements have the biggest bearing on costs. There is now a better quality in-house foster care resource but it is smaller. The Trust advised that OOA placements are unlikely to reduce further because of stability considerations. The Trust is positive, in part, because a significant number of expensive placements will reduce as children transition to adulthood and leave care, although that in itself will import other cost pressures.

Consideration of plans and strategies was identified for further work to be undertaken, including the LAC Commissioning strategy and input to the White Rose Framework in pursuit of low cost volume discounts from IFAs, there was a suggested piece of joint working by the Council and Trust to improve contract monitoring and gain control of the IFA market and there is some 'soft targeting' of IFA providers underway.

17. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster's vital services 	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>

<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

RISKS AND ASSUMPTIONS

18. Adoption of the split screen approach should further reduce the risk of underperformance leading to a material detriment for children young people and families in the Borough.

LEGAL IMPLICATIONS

19. Adoption of the split screen approach enables the Council and the Trust to discharge their respective obligations under the terms of the service delivery contract between the two parties.

Adoption of the split screen enables the scrutiny panel to more effectively meet its remit to consider matters in the public interest.

FINANCIAL IMPLICATIONS

20. There are no financial implications directly arising from this report.

EQUALITY IMPLICATIONS

21. There are no equality implications directly arising from this report.

CONSULTATION

22. The Chief Executive of the Trust has been consulted on the content of this report.

ATTACHMENTS

23. 'Infographic' depiction and summary record of performance challenge of highlighted performance indicators – Appendices 1 and 2
Doncaster Children's Services Trust – Quarter 3 report – Appendix 3

CONTACT OFFICER AND REPORT AUTHOR

24. Paul Thorpe; Quality Assurance and Performance Manager, Commissioning and Business Development, Learning Opportunities and Young People's Directorate.
Telephone: 01302 862116

Background Papers

Service delivery contract between Doncaster Council and Doncaster Children's Services Trust
Report to the Director of Learning, Opportunities and Skills to the Children and Young People's Scrutiny Panel – 11th July, 2016

**Damian Allen, Director
Learning Opportunities and Skills (DCS)**

APPENDIX 1

Areas of Good and Improving Performance

AREAS PERFORMING WELL

A4

Child Protection Visits within Timescale



89%

Target 80%
Tolerance 75%

A09

Children Become Subject of Child Protection Plan

For the Second or Subsequent Time

12%

Target 16%
Tolerance 20%



A06

Children on a Child Protection Plan 2 Years or More

2.7%

Target 3%
Tolerance 5%



B13

Care Leavers (19-21 yrs) in Suitable Accommodation



95%

Target 85%
Tolerance 80%

Long Term Stability: Children in Care

B9

Percentage length of placement 2 years +



72%

Target 70%
Tolerance 60%

Short Term Placement Stability

B10

% 3 or more placements in the year

8%

Target 9%
Tolerance 12%



F01

Youth Offending: % in EET



78%

Target 75%
Tolerance 65%

Measure	DMBC Comment	Trust Response
A4 Child Protection Visits in Timescale, Child seen by Social Worker Q3 = 89% Target: 80% Tolerance: 75%	<p>Performance has remained above target since March. This measure is an important barometer for safeguarding and requires careful monitoring. Performance is good and has remained so over the past year.</p> <p>The annual contract review has agreed the reach of this measure will extend to include CIN, CPP and CIC which is required for a more complete and rounded view.</p>	<p>Remains well above target, with a sustained stability, due to daily monitoring and a focused effort by team managers to keep on top of key casework timescales. A proportion of the cases without a visit have recording issues on Liquid Logic where a visit has been either recorded without being finalised or as a non-statutory visit. Performance are identifying these visits and including them in data quality packs for teams to update on Liquid Logic. Visits for CIC and CIN are also monitored in a similar way.</p>
A06 Children on CP Plan for 2 Years or More Q3 = 2.7% Target: 3% Tolerance: 5%	<p>Performance remains better than target for the fourth consecutive quarter.</p> <p>An important measure of sterility (drift and delay) in the system where children may not be receiving proper oversight. However, there can be valid reason why a child remains on a plan.</p>	<p>Remains within target with a stable trend with very little variability. The re-assessment of all cases open for greater than 6 months is providing some immediate scrutiny and management oversight to current casework and addressing any previous issues of drift and delay.</p>
A8 Children in Need with Open & Current Plan Q3= 90% Target: 95% Tolerance:90%	<p>Performance has demonstrated positive improvement and is now within tolerance.</p> <p>The annual contract review has agreed an amendment to the PI definition to include draft plans, in order to capture the reality of CIN status and a more realistic assurance as to oversight. Q3 figures show welcome improvement, challenge has revealed assurance that all CIN have a plan and figures and challenge support the Trusts' response that there is no drift and delay.</p> <p>Showing below target but within tolerance. This PI is changing following ACR to include draft plans. There are no CIN without a plan.</p>	<p>Performance has moved within tolerance as managers ensure on a weekly basis that plans are in place. Monthly Self Evaluation Activity and dip sampling is testing for the presence of plans, to provide assurance that all cases that require a plan have one.</p> <p>There will always be some cases in draft which are not captured. We either need to capture these or reduce the target to reflect the true measure.</p>
A09 Children Subject CP Plan Second or Subsequent Time within a 2 year period Q3 = 12% Target: 16% Tolerance: 20%	<p>This measure has been redefined within the contract from the national PI (second or subsequent time ever) to a local measure which is more sensitive and more reflective of its fundamental objective.</p> <p>Despite an increase in Q3, performance remains better than target for the fourth consecutive</p>	<p>Performance remains above target with a stable picture. The number of children subject to a CPP shows low levels of variability month by month but all within target. Half of the children are part of sibling groups and this contributes towards the rise in the latest month.</p>

	<p>quarter. Sibling groups can inflate this figure. Analysis needs to be satisfied that children are not being 'de-planned' prematurely. There may otherwise be valid reasons for being subject to a Child Protection Plan but less so within a short period.</p>	
<p>B8 Average length of care proceedings (weeks)</p> <p>Q3 = 24% Target: 26% Tolerance: 30%</p>	<p>Performance remains better than target and this figure will be skewed by the relatively small number of cases involved. Ofsted cited this as an area of work for attention.</p>	<p>For this quarter we are above target with 25 cases reaching completion. There is some variability month by month, however for the last six months we were better than target. Casework is being tracked using a legal gateway/PLO tracker that provides a granular view of each case, including timeliness of reviews/meetings. Development continues in this area with further improvements to the tracker being made to ensure accurate information is available to managers.</p>
<p>B9 Long Term Stability of CiC: Placements 2 Years or More</p> <p>Q3 = 72% Target: 70% Tolerance: 60%</p>	<p>An important indicator of stability, which is essential for this vulnerable cohort, performance remains above target and the Trust is closely monitoring. Placement policy is an important ingredient of stability. There is a need to review across the range for best results in care and financial terms. Placement and Sufficiency strategy refresh is awaited and is an important strategic document for this measure and other CiC measures.</p> <p>2015 outturn figures showed Doncaster at 56%, National average at 68%, Regional average at 68% and Statistical Neighbour average at 70%. The 2016 outturn figures will be more instructive as to long term trends.</p>	<p>This measure has remained above target level for the last two quarters. The Trust's longer term ambition to rely less upon out of Borough placements will bring some long term placements to a close, providing it is in the child's best interests. To assist this teams are reviewing placements on a case by case basis.</p>
<p>B10 Stability of Placement of CiC: percentage of 3+ moves</p> <p>Q3 = 8% Target: 9% Tolerance: 12%</p>	<p>Performance has been maintained and continues to be better than target. The Trust has proactive strategies and early triggers in place to monitor. 2015 outturn performance was equal to national and regional average and only slightly above Statistical Neighbour average.</p>	<p>Performance is better than target for the last three quarters, with sustained on target performance over the last few months. The strategies in place, including early triggers after the second or unplanned moved, placements team accurate recording on Liquid Logic and IRO's having taken an increased role in monitoring placement stability has assisted this improved performance.</p>
<p>B13 Care Leavers in Suitable Accommodation (aged 19 – 21)</p> <p>Q3 = 87% Target: 85% Tolerance: 80%</p>	<p>Progress has been maintained and performance remains better than target for the third consecutive quarter. Best practice suggests that those which do not meet the criteria such as custody and 'sofa surfing' should be excluded from the figures.</p> <p>Current performance is above the</p>	<p>Performance has returned this quarter to Q1 levels. The term "suitable" relies on local interpretation (for example some LA's will determine Custody as suitable, whilst we do not), making comparison challenging. At the end of Quarter 3, six young people were recorded as being in custody which</p>

	<p>2015-2016 national average outturn of 83% and regional average of 85%. (Doncaster's outturn was 76%)</p> <p>The 2016 outturn figures will be more instructive as to long term trends.</p>	<p>will have contributed to this figure. Focussed work between Targeted Youth Support and Performance is contributing to accurate measurement of performance, through regular tracking of activity to remain in touch with this cohort. Re-profiling of the service to a 16+ Team to support young people from aged 16 aims to improve outcomes for this vulnerable group, as it will ensure a smoother and earlier transition to a service specialising in supporting young people's transition to adulthood.</p>
<p>F01 Youth Offending Services - % cohort currently EET</p> <p>Q3 = 78% Target: 75% Tolerance: 65%</p>	<p>New measure susceptible to being skewed by the small cohorts from what is a large national cohort. Early indications are positive, with three out of four quarters above target.</p>	<p>Data now available from the YJMIS system, which is the national youth justice database. This measure fluctuates in performance due to small numbers in the cohort, as is shown over the last three quarters. At the end of the quarter performance was above target for the second consecutive month in the quarter.</p>
<p>F03 Youth Offending Services: custody rates</p> <p>Q3 = 0.44 Target: 0.42 Tolerance: 0.75</p>	<p>There was a slight fall in Q3; however custody rates remain at or around target.</p>	<p>Data now available from the YJMIS System, which is the national youth justice database. Performance remains better than target for a sustained period. Available every 3 months reporting on the next 12-month period, ie in Feb 2017 will report on Jan 2016-Dec 2016. Quarterly performance data has shown an improving trend since 2014, with the current rate now comparable with Doncaster's comparator group. These rates, reported in this format, are the lowest in the Borough's history.</p>

APPENDIX 2

Areas of concern / potential Concern

AREAS FOR IMPROVEMENT

A1 Repeat Referrals into Social Care within 12 months

26%

Target 24%

Tolerance 28%



A2 Timeliness of Single Assessments

Increased Case loads



88%

Target 92%

Tolerance 90%

A3

Case File Audits – Requires Improvement or Better



87%

Target 95%

Tolerance 90%



B14

Care Leavers in Employment, Education & Training

38%

Target 45%

Tolerance 40%



Ofsted Improvement Plan Action

Contacts into Social Care

E1

Demand Pressures



1284
October 2015

Children in Care: With Up-to-date Assessments

E20-22



Health Assessments



Dental Checks



Personal Education Plans

Measure & performance	DMBC Comment	DCST Response
<p>A1 Re-referrals in the last 12 months Q3 = 26% Target: 24% Tolerance: 28%</p>	<p>A slight dip in performance since Q2 and but still within tolerance. Monitoring will continue to check the impact of high demand levels on this measure.</p> <p>Current performance (26%), is worse than the 2015-2016 national average (22%), and slightly above the Statistical Neighbour average (24.2%) but better than the regional average (30%) (based on outturns)</p> <p>The number of referrals has increased this quarter. This goes against the trend since transfer</p>	<p>Re-referral rates remain within tolerance for the quarter, but have been better than target for the previous six quarters. This demonstrates that there has been sustained performance in this area. The re-referral rate rose in October and November, but recovered in December. Greater rigour has been applied to contact and referrals, and application of thresholds, with an emerging reducing trend in referrals and assessments being initiated. This means that the profile of referrals has changed with fewer inappropriate referrals being recorded. This is likely to deliver a short to mid-term increase in re-referral rates as referring agencies respond to threshold application. The increase in re-referral rate has been compounded by a number of large sibling groups being re-referred. The HOS for Front Door continues to dip sample re-referrals that originally went to No Further Action to improve understanding of any themes. Locality Heads are also sampling recent re-referrals to identify any emerging issues, one of which is to ensure that step down to IFST workers is managed appropriately. The Trust has commissioned an external auditor to review referrals that either lead to No Further Action or Case closure, this work will take place during late January and early February.</p> <p>Effectiveness of front door has impacted this figure. More referrals are going into EH. Additionally, there are issues with the way that re-referrals are measured. Also trying to be more rigorous with step down work, this has had an impact on re-referrals. This PI recovered marginally in December.</p>
<p>A2 Timeliness of Single Assessments Q3 = 88% Target: 92% Tolerance:90%</p>	<p>Assessment timeliness is indicative of demand pressures / caseloads. The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Council has received assurance that the Trust is addressing the issue and Q3 has shown some positive improvement. The Council is maintaining a monitoring brief and whilst performance generally remains above the 83.4% national average; the Council will nonetheless continue to challenge this performance, should it fail to show sustained improvement.</p>	<p>This measure has been out of tolerance for the last four quarters, although performance improved in the latest quarter and is showing an improving trend over the last 6 months. Performance in November was within tolerance. Performance for quarter 3 would place the Trust above national, regional and statistical neighbour averages. Of those completed outside timescale, all were within 55 working days, with the majority being 3 or less days overdue. There is an improving trend of an increasing proportion of cases being completed within 20 working days, rather than the full 45. The Trust continues to reassess each case every 6 months, with 95% of CIN cases reassessed in this timescale.</p> <p>It is a habit of Social Workers to use the full 45 days rather than shorten the timescale where appropriate. DCST are putting internal</p>

	<p>The trust has been requested to provide the analysis of complexity impacts on timescale and the proportion of access which could be resolved around 20 days and which are being achieved at, or around 55 days. Time taken to define NFA has been an issue.</p> <p>This PI is still below tolerance and thresholds. At the last joint meeting DCST was undertaking some analysis about potential issues with the system. Discussions found that many NFA's were taking too long.</p> <p>Confirm there is going to be a new performance report which will have local and national comparative data.</p>	<p>systems in place to monitor a 20 day timescale but this has not had any impact yet. This is being monitored going forward.</p> <p>The figure has recovered from Q2 and is going in the right direction. Still falling short of the stretch target and DCST is aware need to focus energy so we know this is improving. Would like to see national comparative data on this within the report.</p> <p>We are undertaking significantly more assessments because of service standard – every case reviewed 6 monthly – lots more activity and still a stretch target.</p>
<p>A3 Case File Audits – Requires Improvement or Better</p> <p>Q3 = 87%</p> <p>Target: 95% Tolerance: 90%</p>	<p>Performance has dipped this quarter with an increase in 'inadequate' cases and is now outside of tolerance:</p> <ul style="list-style-type: none"> • 13% Inadequate • 60% Requires Improvement • 24% Good • 7% Outstanding <p>A Trust Action Plan is in place to review and address areas of poor performance, progress to be monitored. This measure is being carefully monitored as the Q2 improvement has not been sustained, that said the general trajectory has been good. Noting that one quarter's figure does not constitute a 'trend'</p> <p>Q3 figures show a slip which is disappointing. Is this affected by a small sample size?</p> <p>Agreed with response and noted some case files are now graded outstanding.</p>	<p>Whilst the rate of cases graded as Good or Outstanding has improved, a number of inadequate cases were identified in quarter 3, thus bringing performance down. Any case graded as inadequate is re-audited within 6 months, with any actions being addressed immediately by the case worker. Learning from audit is disseminated across the Trust through a monthly report, and practice advisors are tasked with communicating key practice messages. In recent audits, immediate remedial work was possible as deficits were due to recording rather than practice. Further information on audit themes will be provided through the quarterly audit report submitted to the Quality Performance Meeting.</p> <p>A couple of things are affecting the figure. 1. The sample size heavily affects the data. 2. We have started work internally with audit to reassess the case level thresholds. Ofsted have stated that our case file grading measures are too strict. Historical case file issues are affecting current gradings even when current work is effective.</p> <p>We will always have 1 or 2 case files graded as requires improvement. However, when current work is good the grading should not be effected by historic errors. Ofsted rated some cases higher than our own internal audit.</p>
<p>B14 Care Leavers in Employment, Education and</p>	<p>Performance has dipped this quarter and is now outside of tolerance. 38% is below comparator figures. 2016</p>	<p>Performance has fallen just below tolerance in the quarter, but this is due to performance in December only, as October and November's performance was within tolerance. The drop in</p>

<p>Training (age 19-21)</p> <p>Q3= 38%</p> <p>Target: 45% Tolerance:40%</p>	<p>outturn Doncaster = 36%, National Average = 49% Statistical Neighbour = 58%</p> <p>Opportunities are being explored by DCST and strategies implemented which have demonstrated improvement in this measure which is being taken forward by the newly established care leavers steering group. Doncaster has been among worst performers in region (albeit small cohorts which is reflected in seasonal variations)</p> <p>Outturn performance is disappointing, but the prognosis from improved engagement with partners is good. Could the Trust please update?</p> <p>Performance is below tolerance. Has performance been effected by the season variants?</p> <p>Is this a data issue?</p>	<p>December is due to a number of young people ending temporary Christmas contracts, or ending training opportunities. The 18+ service continues to work with these young people to secure new opportunities going into the New Year. It is worth noting that 15% of care leavers are NEET due to illness/disability or pregnancy/early parenthood.</p> <p>Ther Trust reports that there could be an issue with the reporting of data for the annual return which may have incorrectly captured cohorts who were not 'Care Leavers' and will report back on this point.</p> <p>This figure is different to the Head of service for this area of work which puts the percentage in low to mid 60's – it appears to be a data issue.</p> <p>Some children were captured that weren't care leavers. Work is currently underway to correct this.</p> <p>If we get the Keys to your Future programme validated these children (CL) will automatically go to this programme which would count as training. This would put this figure to near 100%.</p>
<p>C16</p> <p>% Frontline staff receiving supervisions in timescale in accordance with policy (4wks)</p> <p>Q3= 82% Target: 90% Tolerance: 80%</p>	<p>Performance although has shown slight improvement, continues to be within tolerance. Identified by the Trust as a recording issue, Trust identified action with managers in December 2016 which should feed through in early 2017?</p>	<p>Performance remains in tolerance for the quarter, with some volatility from month to month and team to team, which is being addressed. Sickness to one team manager for 2 months of the quarter presented challenges to complete all supervisions within timescale.</p> <p>This PI refers to frontline personnel supervision not case supervision.</p> <p>This is largely a recording issue as supervisions are taking place. One team has had a manager off for 2 months which has severely impacted figures this quarter.</p>
<p>E1</p> <p>Number of contacts into social care (volumetric measure)</p> <p>Q3 average = 1607 Q2 average =1669 Q1 average = 1843</p>	<p>There has been a slight reduction in contacts each month since Q2. Most understood to be requests for IAG and NFAs up to 50%; demand in the community is an issue. Contacts are now correctly counted. Inappropriate referrals which should have gone to early remain around 10%</p> <p>The impending combined Early Help/ social care and MAH front door</p>	<p>Impact of new triage and MASH to be seen in Q3/Q4 2016/17 – process is underway to challenge number of NFA's in system.</p> <p><i>This is a complex area as we received more referrals into EH – statutory contacts will come down but right now there are area increases across the board. People are more aware of the service and more confident to refer. Additionally we are seeing very high level needs coming in. Families where intervention should have been years ago but have remained hidden.</i></p> <p><i>Confirmed 1st April is target date for integrated</i></p>

	<p>arrangements are expected to impact positively on this measure and efficiency and cost effectiveness.</p> <p>Cross reference to early help contacts shows a welcome improvement in contacts to the Hub which suggests impact of improved awareness of thresholds among some Agency partners which has been a drag on performance against this measure.</p> <p>This quarter shows a welcome improvement and systems are looking more effective. All Agencies now engaging with the Early help Hub.</p>	front door.
<p>E20-22</p> <p><i>(Volumetric measures)</i></p> <p>Children in Care with up to date:</p> <p>Health assessment Q3 =81%</p> <p>Dental checks Q3 =71%</p> <p>Up to date Personal Education Plans Q3 = 82% (joint DMBC / DCST)</p>	<p>December's outturn demonstrated further decline in up to date health assessments and dental checks but up to date PEPs continues to improve with better processes in place and quality standards in that PEP sign off only where quality standard achieved.</p> <p>The Trust was meeting with RDash and undertook to raise these issues and feedback on health and dental performance, some of which is due to availability of paediatric support. Dental practice availability being raised with CCG and CPB.</p> <p>Request Trust feedback after meeting with RDASH regarding issues to be raised at CPB.</p> <p>Requested an update regarding dental checks?</p>	<p>CCG has decommissioned Doncaster and Bassetlaw Trust for health assessments as they weren't able to get the paediatric time. They have commissioned a GP Practice in Balby which has four paediatric GP's to deliver all initial and review health assessments. Have built in 250 initial health assessments a year into the contract and have retained an element of the commissioned service whereby a consultant will provide supervision and advice. There is also on-going training with further GP's.</p> <p>There is more of a practice issue. There will be children who are refusing to see dentists.</p> <p>The Trust has been requested to provide further feedback regarding dental checks.</p>
<p>E26/29/30/32/SGO</p> <p><i>(Volumetric measures)</i></p> <p>CiC Placements</p>	<p>IFA numbers remain high and steadily rising. DCST foster care numbers are fairly static. SGO numbers are fairly high and increasing.</p> <p>What is the timeline for access to residential establishments coming on stream?</p>	<p>We have 40 more children in foster care in house placements than we did 6 months ago. There are also 16 families in the latter stages of being approved. We are hoping to see on-going increases in in-house fostering.</p> <p>There is further work regarding the assessment and review of these placements, this is currently a DMBC function.</p>

	<p>Can we pursue fostering recruitment regionally – impact of new rates /</p> <p>Are the new children's homes on target to open in March?</p> <p>Finance raised a concern whether we have judicial review SGO/changed rates. This should be monitored as a potential risk.</p>	<p>On target for children to move in 1st April. There is currently a higher demand than available places.</p>
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QUARTERLY PERFORMANCE REPORT – Quarter 3 2016/17

Reporting Period 1 October 2016 to 31 December 2016

1. PURPOSE OF THE REPORT

- 1.1. To provide an overview of Doncaster Children's Services Trust's performance position for Quarter 3, 2016/17

2. SUMMARY POSITION

- 2.1. The contract indicator set was revised during the fourth quarter of 2015/16, as agreed through the first annual contract review.
- 2.2. The second annual contract review was completed during quarter 3. Revisions to the indicator set have been agreed through this process with changes to both the indicator set, and associated targets/tolerances for year 3. Now that they have been agreed, these will be introduced in time for the quarter 4 report.
- 2.3. The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 3 2016/17.

Quarter 3 2016/17				
	Outside Tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	2	2	3	
Children in Care	1		4	
Youth Offending Services		1	2	
Workforce		2		1

- 2.4. There are currently three measures that lie outside tolerance. These are discussed later within the report. One measure (staff turnover) is without a target, but demonstrates good and improving performance.
- 2.5. There is currently one "hard to shift" measure – those which have been outside tolerance for 2 or more consecutive quarters; compared to two in the last quarter. It is:

A2 - Timeliness of Single Assessment.

However, it should be noted that the current target for this measure is a challenging one, and current performance places the Trust above national, regional and statistical neighbour comparators. The measure has also shown an improving trend for the last 6 months, and is currently outside tolerance by just 2 percentage points.

2.6. **Measures at or better than Target as at end of Quarter 3 2016/17**

New - Percentage of Child Protection visits in timescale where child was seen by their Social Worker

A5 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time.

New – Percentage of children in child protection plan for 2 years or more

B8 - Average length of care proceedings (weeks)

B9 – Long term placement stability of looked after children

B10 - Stability of Placement of CiC: percentage of 3+ moves

New – Care leavers aged 19-21 in suitable accommodation

New - Youth Offending Services – %cohort currently EET

2.7. **Measures within Contract Tolerance as at end of Quarter 3 2016/17**

A1 – percentage of re-referrals in last 12 months

New – Percentage of children in need with an open and current plan

C14 - Percentage of frontline FTE posts covered by Agency Staff

NEW – Frontline staff receiving supervisions in timescale

New – Youth Offending Services – Custody Rate

New – Youth Offending Services – reoffending rate after 12 months

2.8. **Measures outside Contract Tolerance as at end of Quarter 3 2016/17**

A2 – timeliness of single assessment

A3 - Percentage of monthly case file audits rated as 'requires improvement' or better

New - Percentage of Care Leavers in Employment, Training and Education (age 19-21yrs)

2.9. **Measures with no target currently set**

New – Staff turnover. This measure is showing an improving trend over the last two quarters.

2.10. Further detail on each measure, along with trends and narrative can be found in appendix A

3. **OPERATIONAL MEASURES AND CONTEXT**

3.1. In addition to the contract performance measures, 37 operational volumetric measures are also provided. These are supplied within appendix A. A summary of the key themes emerging from this dataset is listed below

- **Contacts:** have shown a declining trend since the first quarter of 2016/17, although monthly trends need to take into account the seasonal impact of school term time. However, December's contacts are down approximately 10% on the same month in 2015. Changes to front door pathways and management have begun to reduce the conversion of contacts to referrals, as thresholds are more rigorously applied and enquiries are directed more effectively. Further improvements to early help and referral pathways are dependent upon system changes to the Early Help Module (EHM) and LiquidLogic case management systems, which has required the reconciliation of c20,000 records. This work is underway with improvement work targeted to be completed by April 2017.

Police remain the highest source of contacts (40%). Approximately 30% of contacts are converted to referrals, which continues the challenge of the service to respond to the volume of contacts coming in, when 70% lead to no statutory service.

- **Referral** rates are showing a downward trend since June 2016, but remain higher than those reported in the same quarter 2015/16. Eighty-seven percent of referrals are leading to the initiation of an assessment, which is a reduction on a previous figure of 94%.
- **Early Help:** The total number of Early Help enquiries continues to show a steady increase in the latest quarter, taking into account the anticipated drop in December when schools take a 2 week holiday. Almost one quarter come from schools, with 15% coming from MASH/R&R thus diverting statutory intervention. Over half of enquiries lead to a continuation of the Early Help pathway, with 15% leading to no further action and a similar proportion leading to a single agency response. A decreasing proportion are leading to step up to social care, supporting evidence from contacts and referrals that Front door services are beginning to direct requests for support to the most appropriate point. IFST (26%), Family Support Teams (27%) and Education settings (38%) account for 91% of lead professional roles for open early help cases. Of the 624 EH cases closed in quarter 3, 57% ended with the “action plan complete” or “all needs being met.” For the year to date, 18% of early help cases end with a step up to social care, and 15% due to the family disengaging.
- **Children in Need:** numbers remained relatively static at the end of quarter 3, compared to the second quarter, although case “turnover” remains fluid with 1084 joiners and 998 leavers to the CIN cohort in this period. Locality ACPS teams are focussing on quickly progressing cases to closure or step down; however the current referral rate means that, for the quarter, new cases outnumbered cases closed. This means that, despite an improving rate of early help enquiries and early help episodes, this is not translating into a reduction in the CIN population.
- There are 23 fewer children on a **child protection plan** at the end of the quarter than the previous one, a reduction for the second successive quarter. The rate of children on a plan for more than 2 years remains low, as do re-registration rates. Combined, this suggests that the Trust is effectively using CP procedures to safeguard children, and set plans to address risk and escalate or step down cases in an appropriate way.
- The number of **children in care** has increased in the quarter by 5, to 517. This gives a higher rate than the national and regional rates, but is comparable to the statistical neighbour rate (79 vs 76 per 10,000 children). Three of our 10 statistical neighbours have rates higher than those reported for Doncaster. Therefore, although rates are high, we do not remain an outlier.
- Sickness rates have remained around 5% for the quarter apart from December when it rose to 7%, due to an increase in infections. This is an anticipated seasonal trend, with comparable figures for the same period last year.

4. KEY EXCEPTIONS AND IMPROVEMENTS

- 4.1. Fourteen operational measures currently remain within tolerance or are performing at or above target level, and three were outside tolerance in quarter one. Outlying measures are detailed below:

A2 - Timeliness of Single Assessment

A3 – Case files audited as requires improvement or better

A8 – Care leavers in Education, Employment or Training

- 4.2. **Timeliness of Single Assessments.** Performance for quarter 3 was 88%, compared to a tolerance figure of 90%. Performance was above tolerance for one of the months within this quarter. Performance has also recovered from a lower rate of 82% in the previous quarter. As previously reported, although current performance is stated as outside tolerance, it would actually place the authority above national, regional and statistical neighbour rates and close to top quartile for all local authority areas. It is therefore arguable that this target is a challenging one that doesn't reflect available benchmarking information. A proposal to revise this target has been agreed through the annual contract review process, although it still sets an expectation to maintain a high level of performance. Weekly tracking of assessments means that any that fall outside the 45 day statutory timeframe, with all assessments completed within 55 days and the majority being less than 3 days overdue. There is an improving trend of an increasing proportion of cases being completed within 20 working days, rather than the full 45. The Trust continues to reassess each case every 6 months, with 95% of all CIN cases being reassessed in this timescale.
- 4.3. **Percentage of monthly case file audits graded as 'requires improvement' or better:** Whilst the rate of cases graded as Good or Outstanding has improved, a number of inadequate cases were identified in quarter 3, thus bringing performance down. Any case graded as inadequate is re-audited within 6 months, with any actions being addressed immediately by the case worker. Learning from audit is disseminated across the Trust through a monthly report, and practice advisors are tasked with communicating key practice messages. In recent audits, immediate remedial work was possible as deficits were due to recording rather than practice. Such issues can be easily resolved through management direction. Emerging themes from these cases reflect findings through external scrutiny by Ofsted and therefore support the approach being taken through our practice improvement work and "stop the clock" training days. Further detail on the quarterly audit activity, findings and resulting actions will be provided through the separate audit report to be tabled at the Quarterly Performance Meeting.
- 4.4. **The Proportion of Care Leavers in Education, Employment or Training (EET).** Performance has fallen just below tolerance in the quarter, but this is due to performance in December only, as October and November's performance was within tolerance. The 18+ service understands the reason for this drop in December, which is due to a number of young people ending temporary Christmas contracts, or ending training opportunities at the end of the Term. However, since the end of the quarter, six young people have returned to an EET status, which would bring performance back into tolerance.
- 4.5. The 18+ service continues to work with these young people to secure new opportunities going into the New Year. It is worth noting that 15% of care leavers are NEET due to illness/disability or pregnancy/early parenthood. In March, the profiling of the 18+ service to a 16+ Team to support young people from aged 16 aims to improve outcomes for this vulnerable group, as it will ensure a smoother and earlier transition to a service specialising in supporting young people's transition to adulthood.
- 4.6. Two additional strategies at early launch stage will provide care leavers with the skills, experience and confidence to access EET opportunities.
1. An internal training programme focussed on basic skills training and interview preparation, facilitated by IAG professionals, focussing on young people with low confidence in an interview setting.

2. The “Talent Accelerator programme, in partnership with DMBC, is set to launch with a trial in February. This will initially focus on the young people accessing the interview skills programme, and will then focus on the 16 year old care leavers (due to leave school this year) and will be the first cohort within the 16+ Service. The programme will facilitate training and work opportunities; initially with Debenhams and Network Rail, and with Next and other large chains to follow.

5. CHANGES TO THE CONTRACT INDICATOR SET FOR YEAR 3

5.1. The annual contract review process provided an opportunity to review performance for the entire second year, and revise the indicator set for the third year of the contract. These are attached in appendix 2 of this report.

5.2. In summary:

- 16 Measures have been retained. However, reporting methodology has been revised for 4 to ensure that measures are more focussed, targets and tolerances have been revised for 4 measures, based on analysis of year 2 trends and benchmarking against latest comparator data.
- 2 measures have been replaced with alternatives to extend their reach.
- 2 new measures are proposed to take into account the transfer of family support services. Definitions have not yet been finalised, as the service specification has not yet been signed off.

5.3. These measures will be reported within the quarter 4 report.

6. CONCLUSIONS

6.1. This report reflects performance against the revised contract indicator set for the third quarter of 2015/16. Although some of the initial challenges in recording and reporting have been resolved to ensure stability of measurement, further work needs to be done to improve recording of casework to ensure indicators are as accurate as possible.

6.2. The majority of measures are within tolerance or at/above target. Three social care measures currently lie outside tolerance. Reasons for this are set out in the report, as are strategies for their recovery. Assessment timeliness, although outside tolerance, still demonstrates good performance when compared to other authorities. Casefile audit is being effective in terms of identifying cases that do not meet the Trust’s high standards, and putting in place measures to address any shortfalls. Care Leaver EET status will continue to be monitored closely to ensure that recovery takes place in January, as well as the impact of the reorganisation to a service that supports those leaving care from the age of 16 onwards.

James Thomas
Head of Performance & Business Intelligence
19 January 2017

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**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

**Doncaster Children's Services Trust
Annual contract review report 1 October 2015 – 30 September 2016**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. This report provides a summary of the process and substance of the Annual Contract Review (ACR), which the Secretary of State requires the Local Authority to carry out each year on the operation of the Doncaster Children's Services Trust. ('the Trust') and the specific proposals which have been made to:-

- Transfer the Family Support function;
- Revise the basket of key performance indicators;
- Change the timing of the Annual Contract Review;
- Change the mechanism for the governance and accountability of the contract;

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to:

- Acknowledge the effective partnership working between the Council and the Trust which supported the submission of the ACR on time and in accordance with the specified scope of the review;
- Note the requests for amendment to the contract which have been made to the Secretary of State to :-
- Agree the proposed change the timing of the Annual Contract Review process;
- Agree the annual revised basket of performance indicators at local level;
- Agree the proposed changes to the Governance and accountability of the monitoring plan.
- Agree the proposed transfer of the Family support function from the Council to the Trust

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND AND CURRENT POSITION

5. The service delivery contract specifies that the Council and the Trust ('the Parties') shall carry out an Annual Review each contract year (excluding the final contract year) to assess, among other things, that the agreement is operating in the most satisfactory manner, whether the services are being delivered to the agreement standard and the contract sum payable by the Council to the Trust for the next contract year.
6. The review must be carried out in accordance with the prescribed timeline, which is that the review should commence no later than one calendar month following the expiry of twelve months from the service commencement date (that being 1 November 2015) and at subsequent anniversaries thereafter, and on or before 35 working days of that date report to the Secretary of State
7. The contract also specifies that the basket of performance indicators is reviewed annually and any proposals for change are notified to the Secretary of State
8. Any proposed changes to the substance and process prescribed within the contract are known as 'notifiable changes' and the Secretary of State is required to give her approval to any such changes. Any approval of these notifiable changes is communicated as a 'statutory direction'
9. The ACR is essentially a retrospective evaluation of the 12 months examining the progress which has been made at this stage in the improvement journey of the Trust in the preceding year, and looks forward to the outstanding challenges which the Trust faces over the next 12 months.
10. That retrospective review in 2015/16 acknowledges the progress the Trust has made over the last 12 months based on the Council's challenge mechanisms, including via its extensive and robust governance arrangements and the external evaluation provided by Ofsted in two monitoring visit reports and a number of peer challenges from, among others, the LGA and 'Achieving for Children' in respect of the 'dependency services' which include the Early Help 'offer' and the Virtual School.
11. Looking forward, the ACR recognises the outstanding risks and challenges facing the Trust, which include the continuing drive to embed quality of practice and manage demand pressures so that the contractual requirement to achieve a grading of 'Good or better' by October 2017 is achieved. Both parties have highlighted the financial pressures which each organisation faces and which impacts upon sustainability, and joint work will be carried out over the next year to provide assurance on this point.

PROPOSED CHANGES TO THE CONTRACT

Annual Contract Review process

12. Both parties have made a proposal to rationalise the Annual reporting process so as to provide more time and capacity to conduct what is an extensive and resource intensive process, with very specific contractual requirements placed on both parties as to the arrangement scheduling of the Annual Review meeting, preparation and review of documentation, exchange of documentation and further review meetings, and opportunities for amendments, points of disagreement and counter proposals.

The proposal is to amend this requirement to one of reporting to the Secretary of State by no later than 31st March in each year. which would more accurately correlate with the financial and operating systems in place and to which both parties are routinely accountable.

Contract Key Performance Indicators

13. The ACR process requires that a review of the current basket of performance indicators takes place each year, with the opportunity for revision for the following year of the contract.

The basket of performance measures is jointly reviewed by the parties as per the ACR process, but also as good practice, as this ensures currency and relevance against important stages within the child's journey through the social care and safeguarding system and the 'dependency services', where it is known that there are current pressures within that system. That review also challenges the existing targets and tolerances in the schedule of performance indicators, to reflect shifting performance by the Trust and shifts in performance against benchmark comparators.

In accordance with the requirement to continuously review the efficacy of the current basket of performance indicators, and as with the 2015 ACR, a number of changes have been proposed for approval by the Secretary of State.

14. In summary:

- 16 Measures have been retained. However, reporting methodology has been revised for 4 to ensure that measures are more focussed, targets and tolerances have been revised for 4 measures, based on analysis of year 2 trends and benchmarking against latest comparator data.
- 2 measures have been replaced with alternatives to extend their reach.
- 2 new measures are proposed to take into account the transfer of family support services. Definitions have not yet been finalised, as the service specification has not yet been signed off.

If approved, the new basket of measures will be reported within the Quarter 4 report. A schedule of the current and proposed indicators and revisions to targets and tolerances is attached at Appendix A.

15. Based on the parties' experience in operating the contract over the past 2 years, the further, more substantial proposal made is that the Secretary of State be requested to issue a direction that would amend the requirement for a notifiable change to be reported every year in relation to changes to the indicator set, and

that it be agreed that changes to KPIs are negotiated and agreed at local level on an annual basis without the requirement for a notifiable change.

The requirement placed within the contract to subject the PIs to annual review would be maintained, not least because this is good practice in reviewing the applicability of PIs and appropriateness of targets. However, the requirement to report the precise changes and seek authorisation from the Secretary of State would be removed

GOVERNANCE AND ACCOUNTABILITY FOR THE CONTRACT

16. The arrangements by which the Trust is held to account are extensive and far reaching – a point reaffirmed by Ofsted in its report on the arrangements for children in need of help and protection and children in care (September 2015).

The requirements specified in the contract (as amended) comprise:-

- A performance review meeting of operations and finance (separately) (monthly) and jointly on a quarterly basis;
- Quarterly monitoring meetings at a senior leadership level of both organisations jointly embracing finance, performance and Quality Assurance as a focus.
- A children's multi agency Improvement Partnership – the Performance Accountability Board, which is high level across the Children's Partnership and which is chaired by the Independent Chair of the Local Safeguarding Children's Board.
- A requirement placed upon the Director of Children's Services to report to the Scrutiny Committee on the Trust's performance four times per annum with the requirement for the Chief Executive of the Trust or his/her representative to attend to respond to that report.

17. In the ACR the parties voiced the opinion that the arrangements for monitoring the Trust have served their purpose well and have contributed to its improvement and pace of that improvement, not least evidencing good leadership, management and governance. However, given the more 'mature' stage in the development of the Trust in its improvement journey, and given the extensive commitment of capacity which the current arrangements require, both parties believe that it is appropriate to review the current arrangements and to rationalise these into a more proportionate model.

18. There are a range of possibilities for amending the reporting and meeting of contract compliance, but in the opinion of the two parties the two proposals which would ensure a robust but proportionate performance challenge and reporting framework, whilst ensuring effective management of risk are as follows: -

- To revert to the original contract specification, which is to maintain the monthly contract reporting from the Trust, but to amend the requirement to meet from monthly to quarterly. The caveat placed in the contract that either party may request a monthly meeting on an exception basis would be restored. There would be no amendment to the requirement for the monthly finance meetings to take place.
- To amend the reporting to the Children's Scrutiny Panel from four times per annum to three times per annum, one of which would incorporate an 'on –site' visit by members of the Children's Scrutiny Panel to the Trust;

These are the two proposals which will be made to the Secretary of State.

Transfer of the Family Support function

19. Both the Council and the Trust recognised early in 2016 that there was a fragmentation of services in relation to the family support function and a need to support and quicken the impact of the Trust's Intensive Family Support service working with children at the fringe of entering the care pathway. The effect of this change would be to deliver a more integrated delivery model, providing family support services and a comprehensive parenting programme in and through the children's centres. The service will focus on multi agency, Team around the Family activity and the development of a strong parenting training offer which is evidence based and tailored to family needs.

Next Steps

20. Since the submission of the ACR report, a scheduled meeting on funding arrangements with DfE representatives has taken place, during which the opportunity was taken to highlight the proposed aforementioned contract variations. DfE representatives were receptive to the idea of reviewing some of the contractual requirements and requested that a submission be made to the Minister by the end of February 2017, highlighting the recommended changes to the termly review of the contract; the basket of performance indicators and governance arrangements for monitoring the Trust.
- The Children's Scrutiny panel will be appraised as to the decision of the Secretary of State to these requests.

21. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: <ul style="list-style-type: none">• Mayoral priority – creating jobs and Housing• Mayoral priority: Be a strong voice for our veterans• Mayoral priority: protecting Doncaster's vital services	The Council and the Trust, as major partners in the Children and Families Partnership Board, share the Children's Plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy, and will themselves be participants in creating and sustaining the strength of the economy.
People live safe, healthy, active and independent lives: <ul style="list-style-type: none">• Mayoral priority: Safeguarding our Communities• Mayoral priority: Bringing down the cost of living	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.
People in Doncaster benefit from a high quality built and natural environment: <ul style="list-style-type: none">• Mayoral priority: creating jobs and Housing• Mayoral priority: Safeguarding our Communities• Mayoral priority: Bringing down the cost of living	Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.

Working with our partners, we will provide strong leadership and governance	Ofsted, in its inspection report, commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.
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RISKS AND ASSUMPTIONS

22. Adoption of the revised contract compliance and contract monitoring arrangements should have no material detriment for the reporting and assurance of services provided for children, young people and families in the Borough.

LEGAL IMPLICATIONS

23. Agreement by the Secretary of State to these proposals will ensure that the Council and the Trust continue to discharge their respective obligations under the terms of the service delivery contract between the two parties.

Continued reporting on the ACR process and the contract monitoring to the Scrutiny Panel enables the Panel to continue to be effective in meeting its remit to consider matters in the public interest.

FINANCIAL IMPLICATIONS

24. There are no financial implications directly arising from this report.

EQUALITY IMPLICATIONS

25. There are no equality implications directly arising from this report.

CONSULTATION

26. The Chief Executive of the Doncaster Children's Services Trust has been consulted on the content of this report.

ATTACHMENTS

27. Proposed schedule of performance indicators for year 3 of the contract.
(Appendix A)

CONTACT OFFICER AND REPORT AUTHOR

28. Paul Thorpe; Quality Assurance and Performance Manager, Commissioning and Business Development, Learning, Opportunities and Young People.
01302 862116

BACKGROUND PAPERS

Service delivery contract between Doncaster Council and Doncaster Children's Services Trust

**Damian Allen, Director
Learning Opportunities and Skills (DCS)**

Appendix A

DCST Contractual Performance Measures

CONTRACT PERFORMANCE MEASURES						
BEFORE YR2 (CURRENT MEASURES)		Target	Toler- ance	AFTER YR3 (REVISED MEASURES)	Target	Toler- ance
A1	Percentage of Re-Referrals in last 12 months	<=24%	<=28%	Percentage of Re-Referrals in last 12 months	<=22%	<=28%
A2	Timeliness of Single Assessment (within 45 days)	>=92%	>=90%	Timeliness of Single Assessments (assessments completed by children’s social care services within 45 days)	>=90%	>=88%
A3	Percentage of monthly case file audits rated as ‘requires improvement’ or better	>=95%	>=90%	Percentage of monthly case file audits rated as ‘requires improvement’ or better (with graded bandings)	>=95%	>=90%
A4	Percentage of Child Protection visits in timescale where child was seen by their Social Worker	>=80%	>=75%	Percentage of Children Seen Within Appropriate Timescales (to include CIN, CPP, CiC)	TBD	TBD
A06	Percentage of children on a Child Protection plan for 2 years or more	<=3%	<=5%	Percentage of children on a Child Protection plan for 2 years or more	<=3%	<=5%
A8	Percentage of Children in Need with an open and current Plan	>=95%	>=90%	Percentage of Children in Need with an Appropriate and Current Plan in Place	>=95%	>=90%
A09	Percentage of children becoming the subject of a Child Protection plan for a second or subsequent time within a 2 year period	<=16%	<=20%	Percentage of children becoming the subject of a Child Protection plan for a second or subsequent time within a 2 year period	<=10%	<=16%
B8	Average length of care proceedings	<=26wks	<=30wks	Percentage of Care Proceedings on Track to be Completed within 26 weeks	>=90%	>=80%
B9	Stability of Placement of CiC: % length of placement >2yrs	>=70%	>=60%	Stability of Placement of CiC: % length of placement >2yrs	>=70%	>=60%
B10	Short Term Stability of Placement of CiC: % of 3+ moves in last 12 months	<=9%	<=12%	Short Term Stability of Placement of CiC: % of 3+ moves in last 12 months	<=9%	<=12%
B13	Percentage of Care Leavers in suitable accommodation (age 19-21yrs)	>=85%	>=80%	Percentage of Care Leavers in suitable accommodation (age 19-21yrs)	>=85%	>=80%
B14	Percentage of Care Leavers in Employment, Training, Education (age 19-21 yrs)	>=45%	>=40%	Percentage of Care Leavers in Employment, Training, Education (age 19-21 yrs)	>=48%	>=42%
C14	Percentage of frontline FTE posts covered by Agency Staff	<=8%	<=12%	Percentage of frontline FTE posts covered by Agency Staff	<=8%	<=12%
C15	Staff Turnover (Leavers in month expressed % of FTE)	-	-	Staff Turnover (Leavers in month expressed % of FTE)	TBD – with HR	TBD – with HR
C16	% Front line Staff Receiving Supervisions in Timescale in accordance with policy	>=90%	>=80%	% Front line Staff Receiving Supervisions in Timescale in accordance with policy	>=90%	>=80%
F01	Youth Offending Services - % Cohort Currently EET	>=75%	>=65%	% of cohort completing the order in an EET situation	>=75%	>=65%
F02	Youth Offending Services – Reoffending Rate after 12 mths	<=32%	<=40%	Youth Offending Services – Reoffending Rate after 12 mths	<=32%	<=40%
F03	Youth Offending Services – Custody Rates	<=0.42	<=0.75	Youth Offending Services – Custody Rates	<=0.42	<=0.75

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**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

Doncaster Children's Trust Annual Complaints and Compliments report 2015/16

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. This report provides oversight and analysis of the Children's Trust annual complaints and compliments report.

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to:
 - Note and evaluate the performance information and the resultant analysis in the complaints and compliments report;
 - Question the Chief Executive of the Children's Trust on the performance and the implications this has, or may have, for the children and young people of Doncaster;
 - Use the information in this report, the areas for discussion identified at paragraph by the Director of Learning, Opportunities and Skills to support the challenge by the panel of the Children's Trust.
 - Acknowledge the compliments received and the good practice which this reflects;
 - Make requests for future further development of the report and follow up evidence where appropriate, in order to provide further assurance.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND AND CURRENT POSITION

5. Production and publication of the annual complaints report is a statutory requirement of the Local Authority Social Services Children Act 1989 representations procedure (England) regulations (2006).
6. The submission of feedback, be it a complaint, compliment or comment, is an important means by which children, young people and families can make partnership organisations aware of their concerns and experiences. By the same token, it is important to know when things have gone well so that that good experience and learning can be shared and reinforced.
7. A 'complaint' may be defined as 'an expression of dissatisfaction, however made, about the standards of service, actions or lack of action by the organisation or its staff, affecting an individual customer, or group of customers.' A 'compliment' may be defined as an 'expression of admiration or praise'. A 'comment' may be defined as 'a remark, idea or suggestion about the availability, delivery or nature of a service, which are not criticisms, but which may require a response.'
8. Most significantly, complaints and compliments are an invaluable source of learning and as an (often undervalued) performance improvement evidence base and mechanism, for challenging poor practice, policies and procedure, which should lead to service improvement. This is, therefore, an area of immense importance for service development and in meeting the needs of inspectorates, such as Ofsted. A 'good' children's service delivery organisation will not only show that it has managed complaints efficiently and effectively, but more importantly, how it has used that information appropriately to change the way in which services are planned, commissioned and delivered, so as to optimise the needs of children, young people and families.

POTENTIAL AREAS FOR DISCUSSION ARISING FROM THE DONCASTER CHILDREN'S SERVICES TRUST ANNUAL COMPLAINTS REPORT

9. The regulations prescribe a schedule of information which must be contained within the report, against which this report complies, save for the following: -
 - Which customer groups made the complaints
 - A summary of statistical data about the age, gender, disability, sexual orientation and ethnicity of complainants
 - Learning and service improvement including changes to services that have been implemented and details of any that have not been implemented;
10. It may be that the capacity constraints which the Trust has referenced have impacted on the delay in production of the report and in future years it may be that a commitment should be made to produce this report within 3 calendar months of the year end.

At Paragraph 4.7 is there a reason as to why 6 cases exceeded the 20-day time limit at quarter 4 and a higher proportion at stage 1 overall?

There is no year on year comparison of performance in the report; this may be due to the staffing changes referenced within the report. The staffing changes appear to have impacted on the completeness of the reporting for 2015/16. In addition, there appear to have been changes to the reporting methodology between this report and

the previous year's report. The Trust acknowledges that reporting was not sufficiently robust until Quarter 4 of the reporting year, however, this makes meaningful assessment of performance and any progress difficult and needs to be rectified in future reports. There is recognition in the report that this is an area for improvement.

There are no financial considerations in the report – with regard to the engagement of the Independent investigator at stage 2 and any settlements which were made to complainants, if none were made, this should be recorded.

Paragraph 7.2 identifies that there is an area for improvement at the interface between the Council's central contacts system and the Trust's own process – is this being captured by the revised service level agreement?

In paragraph 5 analyses of complaints are made, but this would benefit from more detail as to how the lessons learned have been translated in to changes to policy or practice and whether this has been embedded into supervisions and training and development with front line practitioners.

It is pleasing that the report recognises good practice in the compliments paragraph (No. 6) although there is no mention as to how good practice which is evident, is shared and embedded across the workforce and paragraph 7.10 suggests there may be some under reporting. In a similar vein, comments which are neither complimentary, or critical, of the service but which provide value as to future service development should be captured.

11. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster's vital services 	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's Plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>

Working with our partners we will provide strong leadership and governance	Ofsted, in its inspection report, commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.
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RISKS AND ASSUMPTIONS

12. Action taken to address complaints and compliments and lessons learned should further reduce the risk of underperformance leading to a material detriment for children, young people and families in the Borough.

LEGAL IMPLICATIONS

13. The production of the annual complaints and compliments report is a statutory requirement under the relevant children's legislation.
The reporting of this report to the Scrutiny panel enables the panel to consider matters in the public interest.

FINANCIAL IMPLICATIONS

14. There are no financial implications directly arising from this report.

EQUALITY IMPLICATIONS

15. There are no equality implications directly arising from this report.

CONSULTATION

16. The Chief Executive of the Trust has been consulted on the content of this report.

ATTACHMENTS

17. Doncaster Children's Services Trust annual compliments and complaints report 2015 /2016 – Appendix 1

CONTACT OFFICER AND REPORT AUTHOR

18. Paul Thorpe; Quality Assurance and Performance manger Commissioning and Business Development, Learning, Opportunities and young People. Directorate. 01302 862116

Background Papers

Service delivery contract between Doncaster Council and Doncaster Children's Services Trust

**Damian Allen, Director
Learning Opportunities and Skills (DCS)**

Complaints and Compliments

Annual Report for 2015/16

Covering the statutory complaints procedures for the Children and Young People's Service

Dawn Jones
Customer Experience Manager
19th January 2017

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Analysis of representations dealt with under the statutory complaints procedure

1.0 Background

Every local authority with a responsibility for children's social care services is required to produce an annual report outlining the complaints activity for the service. This report covers the period 1st April 2015 to 31st March 2016. The statutory complaints function transferred from Doncaster Metropolitan Borough Council to Doncaster Children's Services Trust on the 2nd February 2015.

A permanent manager with responsibility for statutory complaints (Customer Experience Manager) was in post between the 1st April 2015 and the 12th June 2015. Two interim managers covered the role from July 2015 until a permanent manager was appointed on the 11th January 2016. A business support role was created in July 2015. A member of business support staff provided administrative support to this function for approximately 10 weeks until a permanent person was appointed to provide 0.5 FTE support from the 4th January 2016.

As a result of these changes and different working practices robust recording processes were not put in place until the fourth quarter and this is reflected in this report. In the first three quarters there is a record that complaints were received and responded to in most instances but a copy of each complaint and response was not held centrally in all cases and the history of repeat complainants was not captured.

2.0 An outline of the statutory complaints procedure

The majority of representations that The Trust receives regarding the functions of Children's Social Care fall under the statutory complaints procedure. The procedure is defined in *The Children Act 1989 Representations Procedure (England) Regulations 2006*. The statutory procedure allows for children and young people "to make representations, including complaints about the actions, decisions or apparent failings of a local authority's children's social services provision; and to allow any other appropriate person to act on behalf of the child or young person concerned or make a complaint in their own right" (Getting the Best from Complaints, DfE, 2006). Not all complaints regarding Children's Social Care fall under the statutory procedure, although the majority do.

The Customer Experience Manager confirms how a representation should be handled. If a contact does not meet the threshold to be dealt with as a Stage 1 complaint in the first instance it is dealt with as a "representation".

The statutory complaints procedure has three stages once a representation has been accepted as a statutory complaint.

2.1 Stage 1 - Local Resolution

The aim is to resolve as many complaints as possible by the local team at this early stage. The local Team Manager should discuss the complaint with the complainant and attempt to address the issues as quickly as possible. They should exchange

information and thinking behind decisions and try to agree a way forward. This should take up to 10 working days, with a maximum extension of up to 20 working days for complex complaints or due to staff availability.

2.2 Stage 2 – Investigation

When a complainant is not satisfied with the outcome of Stage 1, they may request a Stage 2 investigation. The investigation is conducted by an external Investigating Officer who is accompanied by an external Independent Person, whose role is to ensure that the investigation is open, transparent and fair. Both officers complete a report following the investigation which is passed onto a senior manager within The Trust (Adjudicating Officer) for the adjudication process. The Adjudicating Officer then considers the reports and responds to the complainant on behalf of The Trust. The Stage 2 process should be completed within 25 working days, although this timescale can be extended to 65 working days for complex complaints.

2.3 Stage 3 – Review panel

Following a full Stage 2 investigation a complainant can request that their complaint is considered further by a review panel. The panel consists of two independent persons, plus an independent chair. Following a review meeting, the panel make recommendations to the Chief Operating Officer who then makes a decision on the complaint and any actions needed, and sends a final response to the complainant on behalf of The Trust. The review panel should be held within 30 working days of the request. Within 5 working days of the review panel meeting, the Independent Chair will send a letter to the Chief Operating Officer, outlining the panel's findings and recommendations and the Chief Operating Officer will then provide The Trust's final response within a further 15 working days. The whole process should take a maximum of 50 working days.

3.0 Local Government Ombudsman (LGO)

At the conclusion of the three stages of the complaints process the complainant has the right to escalate their concerns to the Local Government Ombudsman for consideration.

The Customer Experience Manager can make an early referral to the Local Government Ombudsman at any stage of the complaints procedure.

4.0 The Complaints Service

The complaints service consists of a Customer Experience Manager and a senior business support officer (0.5 FTE). The service sits within the Practice Improvement and Quality Assurance Team which is located within the Safeguarding and Standards Unit. The children's advocacy service is located within the same team.

4.1 How Complaints have been received

For the first three quarters, where complaints have been logged, they were primarily received through the DMBC Contact Centre. Details of the complaints were either

collated by contact centre workers or received via the DMBC website and forwarded to the Customer Experience Manager within The Trust.

In the fourth quarter, the majority of the complaints were received directly by The Trust through telephone calls, feedback forms, letters, emails, through children's advocates or passed through by service areas. A small number of complaints also continued to be received through the Council's Contact Centre and DMBC website. The Customer Experience Service would verify details of complaint, when necessary, directly with the complainant.

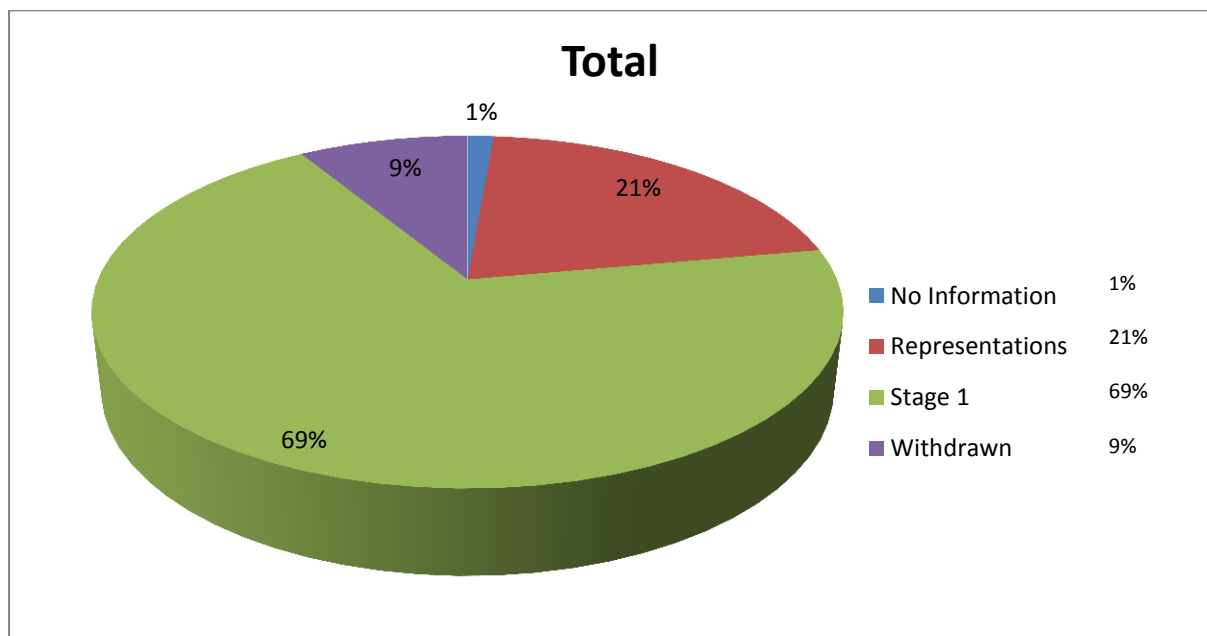
In the fourth quarter, the Customer Experience Manager has either met with complainants directly to capture their complaints or spoken to them on the telephone. On occasion, the Customer Experience Manager and the Team Manager have met with the complainant in order to seek early resolution.

4.2 Total number of individual complaints received

During the reporting year 149 contacts were logged as received. These were handled as follows:

- 103 were accepted as Stage 1 complaints (69%)
- 31 were dealt with as representations (informally) (21%)
- 13 were withdrawn (9%)
- 2 are logged as received but there is no information about how the representations were handled (1%)

Contacts Received – 1st April 2015 – 31st March 2016



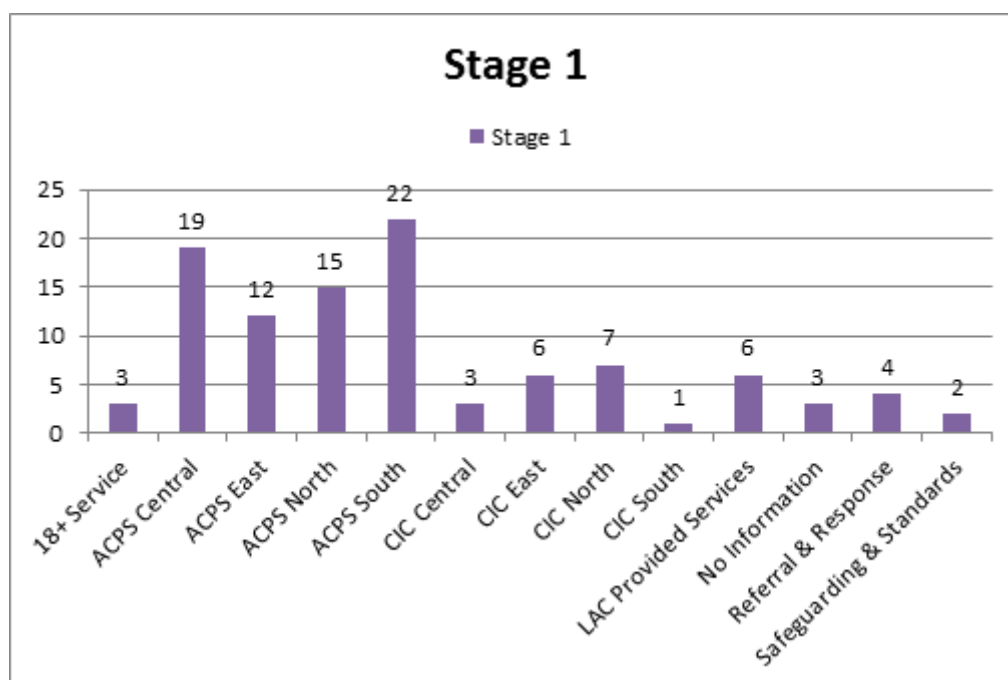
4.3 Who made complaints?

A large majority of the complaints recorded were made by adults who were expressing their dissatisfaction with the service provided by children's social care. The list of complaints for the first three quarters does not clearly identify those which were raised by children or young people.

In the fourth quarter, there were five complaints received from young people. Three were from children in care and two were from care leavers. These were made either with the support of a children's advocate or by using The Trust's feedback forms.

4.4 Breakdown of Stage 1 Complaints by Area

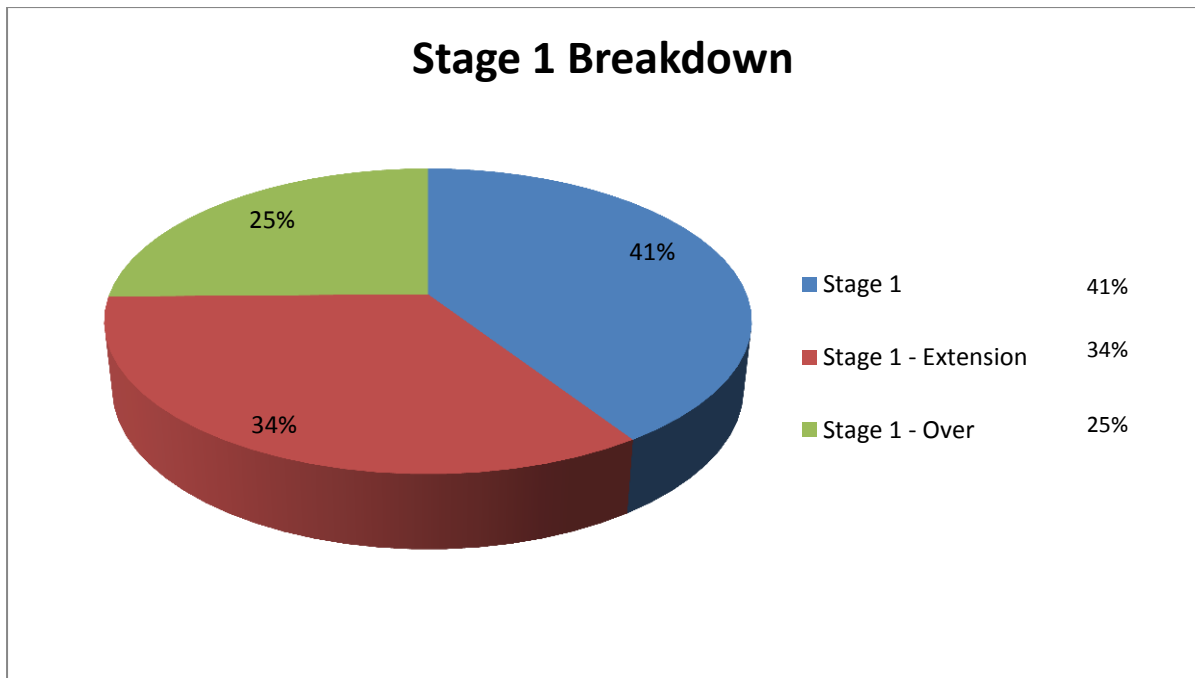
Below is a breakdown of the Stage 1 complaints received by service area:



4.5 Compliance with timescales - Stage 1

Below is a breakdown of the timescales to deal with the 103 Stage 1 complaints received between 1st April 2015 and 31st March 2016:

- Within 10 working days - 42 (41%)
- Within 20 working days - 35 (34%)
- Over 20 working days - 26 (25%)

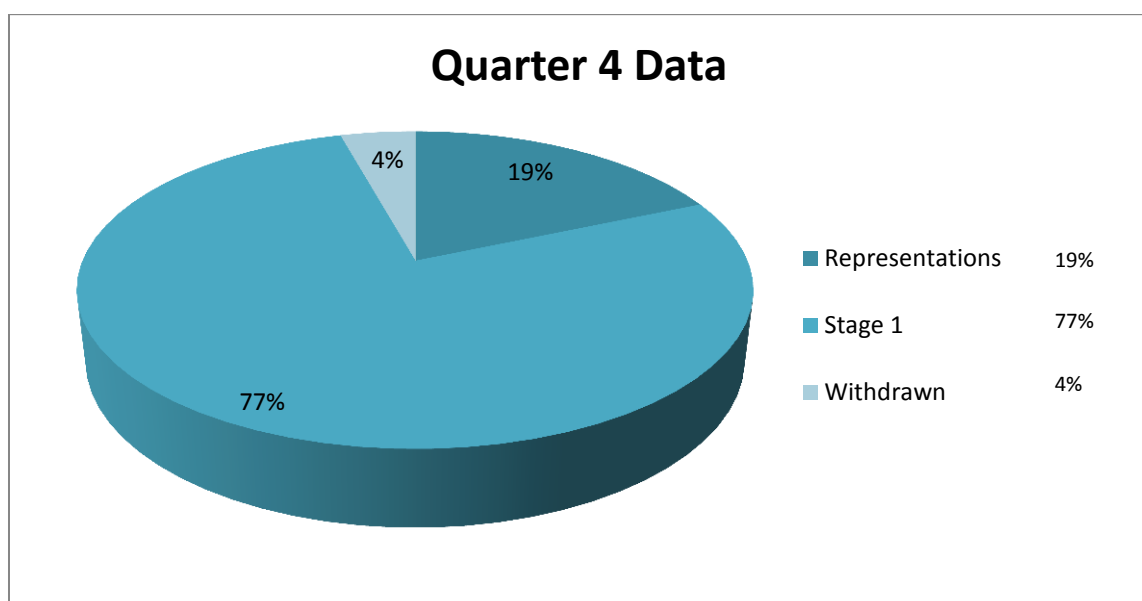


From 1st April 2015 to 31st March 2016, 75% of Stage 1 complaints were dealt with in timescale.

4.6 Quarter 4 Reporting

Of the 149 contacts received between 1st April 2015 and 31st March 2016, 70 (47%) of these were recorded in the fourth quarter when robust recording practices were put in place. These were dealt with as follows:

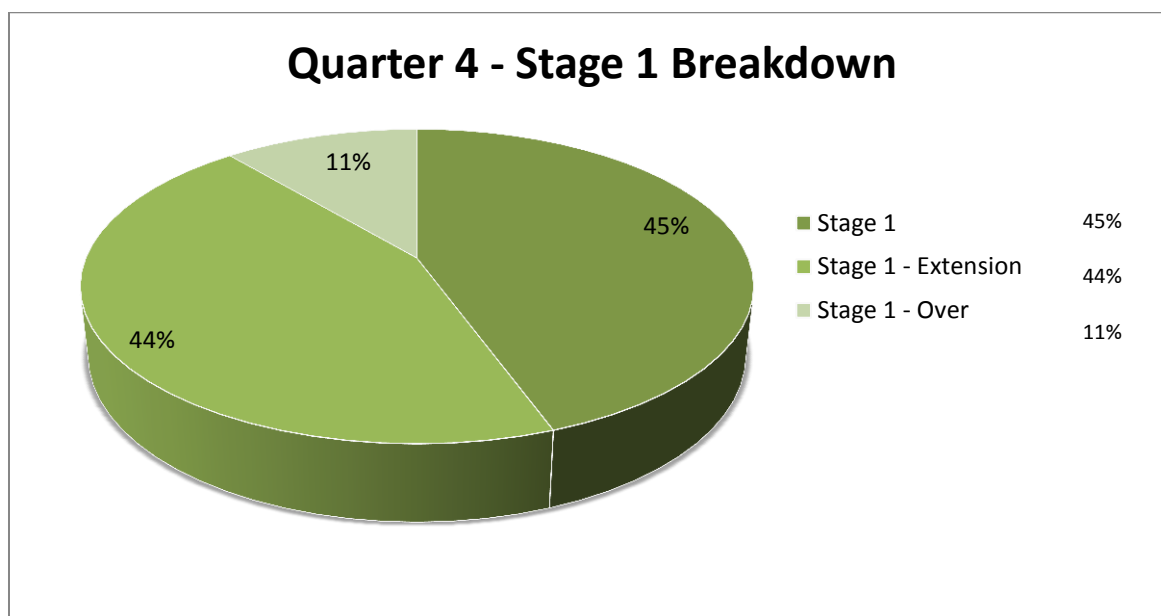
- 54 were accepted as Stage 1 complaints (77%)
- 13 were dealt with as representations (informally) (19%)
- 3 were withdrawn (4%)



4.7 Compliance with timescales - Stage 1 – Quarter 4

Below is a breakdown of the timescales to deal with the 54 Stage 1 complaints received during quarter 4.

- Within 10 working days - 24 (45%)
- Within 20 working days - 24 (44%)
- Over 20 working days - 6 (11%)



During quarter 4, 89% of Stage 1 complaints were dealt with within timescale.

4.8 Compliance with timescales, Stage 2

Six (5.8%) of the Stage 1 complaints received during the whole of the reporting period were escalated to Stage 2.

Timescales have been significantly exceeded for Stage 2 investigations during this reporting period. This has partially been caused by the need to change an Independent Person due to a conflict of interest and the personal circumstances of one investigator who was involved in a number of Stage 2 investigations as either the Investigating Officer or Independent Person. Complainants were kept informed of delays and chose to wait rather than change the person involved in investigating their complaint.

Breakdown of Timescales for Stage 2 complaints

STAGE 2 - BY AREA	Complainant	Date TOR Signed	Date of Adjudication	Date Closed	No. of Working Days
East Area	Person A	25/05/2015	31/03/2016	06/05/2016	249
East Area	Person B	14/12/2015	05/07/2016	11/07/2016	150
South Area	Person C	22/01/2016	01/04/2016	15/04/2016	60
LAC Provided Services	Person D	03/02/2016	24/07/2016	07/07/2016	99
North Area	Person E	24/02/2016	27/06/2016	14/07/2016	101
Central Area	Person F	31/03/2016	27/06/2016	05/07/2016	66

4.9 Compliance with timescales, Stage 3

There have been no Stage 3 panel reviews during this reporting period.

5.0 Analysis in relation to the reasons for complaints being made is as follows:

As there are not complete records of complaints and responses during the first three quarters an overview of the main reoccurring themes complained about at Stage 1 over the year are reported on below. It is not possible in this reporting year to be specific about which the number of Stage 1 complaints were which were evidenced. This information will be available for 2016/17.

Actions of Social Workers/Service Area

This covered a range of topics about social worker behaviour from allegations about how a social worker spoke to them, feeling misled, feeling that a social worker was bias against them and misquoting them, lack of empathy and not being supportive of parents. There were a number of requests for social workers to be changed because of these alleged behaviours or because the complainant disliked the social worker.

In the majority of cases there was no evidence to support these allegations. There were a few occasions that apologies were offered in relation to tone of voice and an acknowledgement of the need to ensure that families clearly understood information. Managers confirmed that suitable guidance would be given and that the social worker would reflect on their practice going forward.

Actions of Social Workers/Service Area – Quarter 4

There were 24 complaints made in relation to actions of social workers/service areas. Of these 7 complaints were upheld or partly upheld. This will be tracked in the next annual report to ensure lessons learnt have been implemented.

Decision Making

Complaints were received about adoption decisions, that children were placed on child protection plans inappropriately, which parent a child was placed with and

services/resources identified to support a child including placements. These complaints were not upheld.

Decision Making – Quarter 4

There were 7 complaints received on decision making during Quarter 4. As advised above – these complaints were not upheld.

Information Contained within Assessments/Reports

A number of complaints were received regarding the quality of information contained within reports. On occasion, complainants also felt that these reports were biased against them or information was inaccurate. Two of these complaints escalated to Stage 2 and the lessons learnt and actions taken as a result of this will be reported and evaluated in the next annual report.

Information Contained within Assessments/Reports/Minutes – Quarter 4

There were 6 complaints received in the quarter 4 regarding the accuracy of information held within assessments, reports and minutes. One of these complaints was upheld and one partly upheld. Suitable management guidance was provided to the workers involved to ensure lessons were learnt from this feedback.

Poor Communication

Complaints were received about telephone calls not being returned, meetings being moved at short notice and allocated workers being difficult to contact. From the information available there was evidence that on occasion communication was poor and this was accepted by the Team Manager and addressed with individual workers.

Poor Communication – Quarter 4

There were 6 complaints received in quarter 4 about staff not communicating, returning calls or not keeping service users updated on developments. Five of these complaints were evidenced or partly evidenced. In some cases, workers were no longer employed by The Trust and where staff were still employees this was addressed in supervision. The next annual report will track if repeat complaints were received about individual staff who are still employees.

Breach of Confidentiality

In the information available there were two complaints that alleged that confidentiality was breached when social workers told families who had made the referral to social care. There was no evidence to support these allegations. This matter was not complained about in quarter 4.

Breakdown of Complaint Themes – Quarter 4

Subject of Complaint	No. Received	No. Upheld/ Partly Upheld
Actions by Social Worker/Service Area	24	7
Decision Making	7	0
Information within Assessments/Reports	6	2
Poor Communication	6	5
Financial Assistance	2	1
Reports/documents not shared/returned	2	1
Delays in receiving services	2	2
Contact Arrangements	2	0
Safeguarding Issues	1	0
Inconsistent Information	1	1
Staff Turnover	1	1
Total	54	20

6.0 Compliments - Quarter 4

Quarter 4 saw the reintroduction of the gathering of compliments from across the service from service users, external professionals and internal professionals. The Trust wishes to not only learn from feedback in relation to complaints but also recognise, celebrate and learn from good practice.

During quarter 4, there were 15 compliments received. These were from the following sources:

External – Children in Care

There were three compliments received from children in care – these were as follows:

“My social worker and I have a good relationship. He works closely with my college and my foster family. He shows an interest in what I do and has not let me down.”

“To a great social worker called C - you are a queen. I have had lots of fun.”

“Dear Queen M thanks for being a great social worker you are outstanding and amazing”

External – Service Users

There were two compliments received from service users. An example of a compliment is below:

“I felt at ease They are trying hard to help my granddaughter and I hope in the future things can improve for her.”

External – Professional

There were four compliments received from external professionals. Below are some examples of these compliments.

Extract from a compliment from CAFCASS:

“I have to say that I have been very impressed by your service and the work that has been done with this family. We are seeing a real shift in social care in Doncaster.....one of the differences is that there is not a 6 week cut off for family support service but that we do the work that is necessary in the time it takes. Your hard work is very much appreciated, and please pass on to your manager the Courts appreciation of that.”

Compliment from a Judge

In the summing up the Judge "commended the good work of the Social Worker"

Internal – Professional

There were 6 compliments received from internal professionals commenting on the work of staff from different service areas. Below are examples of two.

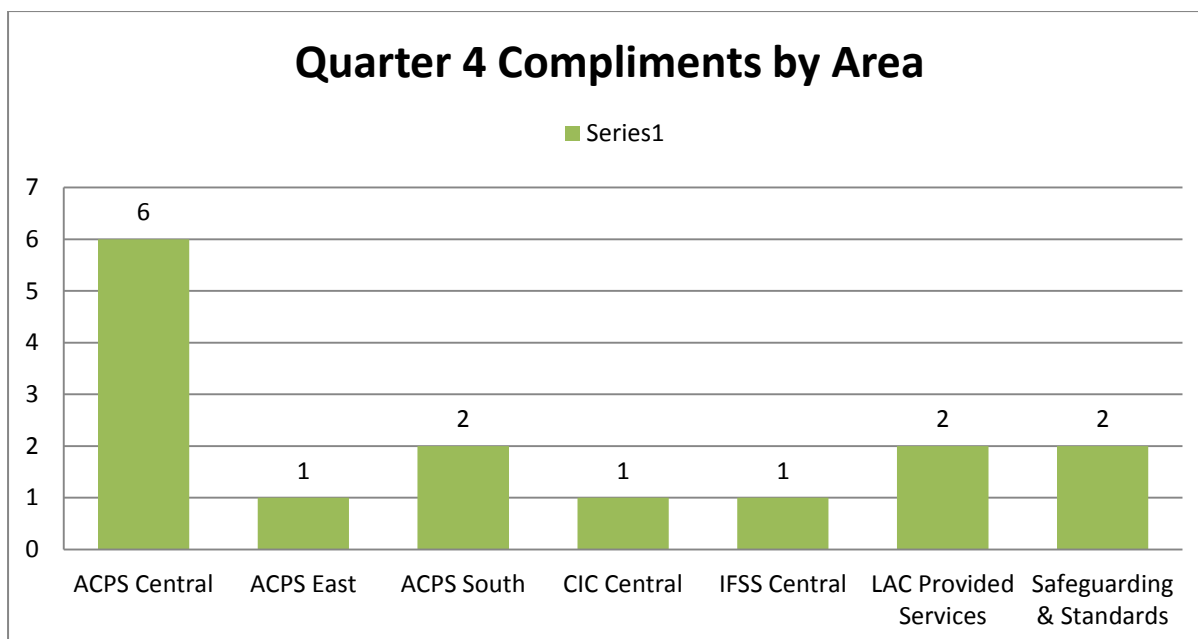
Extract from an Independent Reviewing Officer's (IRO) compliment:

“She has shown tremendous sensitivity towards him and in my opinion has really gone over and above what would normally be expected for a social worker in terms of supporting himShe has certainly gone the extra mile in trying to meet the child's needs”

Extract from a foster carer's compliment:

Foster carer reflected on the social worker's ability to “get down to the child's level” when speaking and listening to him. His patience when dealing with the child's initial difficulties in communicating and also commended the social worker for dealing with issues that arose quickly and returned her calls promptly.

Below is a breakdown of the service areas which received these compliments:



7.0 Effectiveness of the complaints function:

In the Annual Statutory Complaints Report 2014-2015 a number of points were made in relation to bring about essential improvements. These are responded to as follows:

- 1. Complaints handling; training for service areas will be delivered to better inform requirements of the statutory complaints process, enabling us to set standards in respect of dealing with complaints at Stage 1. Our hope is that by improving the quality of the responses and early resolution, a far more positive conclusion to the complaint will be achieved.**

From the fourth quarter direct support was provided to managers responding to complaints by quality assuring responses before they were sent. The practice introduced was that draft responses were submitted to the Customer Experience Manager who would reply with track changes, observations and omissions flagged up. The responding manager would then ensure that these were addressed before the response was sent. As a result of this managers are continuing to develop their skills in responding to complaints and the next annual report will identify if this has resulted in a reduction in repeat complaints or escalation.

The Customer Experience Manager supports managers by meeting with the complainant with them to encourage early resolution. Managers receive feedback on their verbal and non-verbal communication in relation to dispute resolution. Managers have been open to observing different ways of handling complaints meetings and have welcomed direct feedback on this matter.

The Customer Experience Manager undertook visits to operational team meetings across The Trust to ensure that all staff were aware of the statutory requirements in relation to dealing with complaints and representations raised by children and young people. The opportunity was also taken to talk to staff about sharing the compliments they receive to ensure that positive feedback from service users,

external agencies and internal professionals is also captured. Staff were advised that the culture of The Trust is to learn from all feedback and to ensure that good practice is also celebrated and shared.

Complaints and Representations is a standing item on The Trust's Induction. The Trust Induction is attended by all new staff.

Each time an operational manager joins The Trust they meet with the Customer Experience Manager as part of their induction.

The Customer Experience Manager provides on-going support and advice to managers on complaints and is often consulted on potential complaints.

2. A review of the way in which complaints are “gathered and monitored” by the Council’s Contact Centre, to improve the information available enabling the Trust to have a better “grip” on progressing complaints.

Discussions started in quarter 4 with the Council's Customer Service Team on how complaints are gathered and reported on. As a result of these discussions it was agreed that the functionality of the Council's recording system would be reviewed to see if it was a viable option for The Trust to use this to record details of complaints received and responded to. The progress of this option will be reported on in the next annual report.

3. The provision to teams and managers of “real time” performance information that can influence current work and behaviour rather than “historical” data.

In quarter 4, the practice of a calendar reminder was introduced in the respondent's diary ahead of the deadline to support timescales being adhered to. When a deadline is not adhered to this is brought to the attention of the line manager to support responses being sent out.

Monthly management reports were introduced in March 2016 to advise senior managers on performance data for their area. The information being provided is currently being reviewed to ensure it informs both historical and “real time” performance.

4. Improved adherence to the required timescales, reducing frustration and possibly avoiding escalation.

In quarter 4 there was clear evidence of improved adherence to required timescales. In the annual report for 2016/17 the issue of repeat complaints and the impact on complaint escalation will be covered in more detail.

From quarter 4 complainants consistently receive an acknowledgement of their complaint by either letter or email depending on how they submitted it. Complainants are advised when to expect a response to their complaint.

5. Build on the existing pool of independent investigators to carry out stage 2 investigations, resulting in a greater resource of knowledge and experience that will benefit the quality of independent reports.

There have been issues with the quality, timescales and cost of some of the Stage 2 investigations carried out in 2015/16 by the pool of independent investigators commissioned by The Trust. As a result of this, a contract was produced in quarter 4 to ensure all independent investigators work to the same required standard. The progress of this will be reported on in the annual report for 2016/17.

6. Training for Advocates in respect of complaints handling will be provided to ensure advocates better engage with children who have made a complaint.

Bespoke one to one training was provided for the advocates.

7. Recruit the appropriate level of Complaints Handling Resource

A permanent full time manager and 0.5 FTE business support officer were recruited in quarter 4.

8. A review of the governance arrangements with respect to complaints with the Doncaster Children's Services Trust.

Over the period there has been a good working relationship between the Customer Experience Team at The Trust and DMBC Complaints Team. Information has been shared to ensure that complaints received are handled by the correct organisation. Requests for information about historical complaints have been dealt with in a timely and professional manner.

Governance arrangements are in discussion as part of the service level agreement due to be reviewed.

9. Review of the processes required to highlight lessons learned and embed service improvements arising from complaints. Review of the electronic means by which children can make complaints to ensure access points to the complaints process are available for children. Work is in development for an App.

Information sharing from lessons learnt from complaints and compliments and how this feeds into service improvement is currently under discussion and will be reported on in the annual report for 2016/17.

An app called MOMO (Mind of My Own) was launched on the 1st January 2016. An evaluation of its use will be provided in the annual report for 2016/17.

10. Review the way in which compliments can be identified. At present very little is done gathering evidence of what the Trust has done well. It is just as vital that this information is gathered and lessons learnt.

Compliments have been actively gathered from quarter 4 and reported on. Staff have responded positively to this course of action.

11. Improve the way in which the complaints function engages with children. In September the complaints manager will meet with children's groups; this will enable children to be reassured that their concerns will be taken seriously and actions taken to rectify problems when they occur.

The Customer Experience Manager has been to visit the children's homes and has also attended the Children in Care Council. The Customer Experience Manager will work closely with the advocates to ensure children experience their concerns being taken seriously. The focus of the Customer Experience Manager going forward is to ensure that children feel heard and that this is evidenced to them through the matters that they complain about or provide feedback on. Every opportunity will be taken to engage with young people.

Each time a child or young person submits a feedback form to provide a feedback or a compliment they are written to and thanked for taking the time to share their feedback with us. Within responses to complaints they are also thanked for taking the time to tell us what they are unhappy with.

12. A business case is in development of the implementation of complaints management software.

Depending upon the review of the functionality of the option of adapting the Council's reporting system it is envisaged that there will not be a need for a separate reporting tool. This option would not only be cost effective but will also provide the Council with up to date information on how complaints are being handled.

13. A review of the SLA and Contract with the Council is underway; it is our intention to develop a joint protocol for dealing with historical complaints.

This was reviewed in the fourth quarter in line with the timescales for the SLA.

14. Complaints leaflets will be produced and circulated to children and adults to better advise them of our complaints process and capture concerns and compliments.

Feedback Forms (covering complaints) have been provided to all Trust reception areas and staff have been encouraged to pass these to service users when they said they wished to raise a complaint.

Each Children's Home has a stock of Feedback Forms and these are used by the young people.

Independent Reviewing Officers and Child Protection Chairs also ensured these were passed to families as required.

There has been an increase in feedback received via the Feedback Forms, demonstrating the increased use of these forms.

15. Measures have now been undertaken to ensure the inclusion of an Independent Person within Stage 2 investigations, meeting statutory requirements in the future.

For every Stage 2 investigation during 2015/16 an Independent Investigating Officer and Independent Person has been appointed and this will be included in the complaints procedure.

8.0 Summary

The development work undertaken by The Trust in the last quarter of 2015/16 and continuing into 2016/17 has ensured that systems and processes have now been put in place to ensure that going forward The Trust will be able to provide more in-depth information on complaints and representation. The next annual report will evidence lessons learnt from complaints and compliments and how these have informed improved service delivery.

Dawn Jones
Customer Experience Manager

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To the Chair and Members of the Children and Young People O&S Panel

Effectiveness of the Pupil Premium across Doncaster

Relevant Member(s)	Cabinet	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools		All	No – For information only

EXECUTIVE SUMMARY

1. The purpose of this report is to inform Members of the work being completed to support schools and early years providers in relation to their provision for disadvantaged children (from age 3 -4 up to year 11) who attract pupil premium funding. It will also inform cabinet members of the emerging outcomes for disadvantaged pupils in receipt of the pupil premium across the borough.

EXEMPT REPORT

2. This is not an exempt report.

RECOMMENDATIONS

3. That the panel considers the information presented and notes the following;
 - Due to changes in a number of assessment measures across Key Stage 1-4, trend analysis in relation to whether attainment and progress differences (of Doncaster disadvantaged pupils compared to national non-disadvantaged pupils) are diminishing have not been possible this academic year. Further analysis of the outcomes will be required over the following academic year.
 - Support and challenge in relation to the provision for disadvantaged pupils is the duty of officers and colleagues working across a range of education services including the Virtual School for Children in Care, the SEND Service, Educational Psychology, the Early Years team and the core Education Standards and Effectiveness team. This report should be read alongside those from these other services.

- Support and challenge is in place to Governing Bodies and School Leaders to improve the performance of all pupils, including disadvantaged pupils, through a range of processes, training opportunities and strategic approaches such as the Doncaster reading strategy and Doncaster Raising Aspiration and Achievement strategy.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.
5. Performance across different age groups for disadvantaged pupils in 2016 is varied with younger children in Doncaster laying stronger foundations to build on with differences to national non-disadvantaged pupils at year 1 diminishing. The task now is to build on the positive outcomes from a young age and translate them into better outcomes in the years of education that follow.

BACKGROUND

6. The pupil premium is additional funding for publicly funded schools in England to raise the attainment of disadvantaged pupils of all abilities and to close the gaps between them and their peers. Pupil premium funding is available to:
 - local-authority-maintained schools, including:
 - special schools (for children with special educational needs or disabilities)
 - pupil referral units (PRUs - for children who can't go to a mainstream school)
 - academies and free schools, including
 - special academies (for children with special educational needs or disabilities)
 - alternative provision (AP) academies (for children who can't go to a mainstream school)
 - voluntary-sector alternative provision (AP), with local authority agreement
 - non-maintained special schools (NMSS - schools for children with special educational needs that the Secretary of State for Education has approved under section 342 of the Education Act 1996)
7. Pupil premium allocations for the 2016 to 2017 financial year were based on January 2016 school census data. In the 2016 to 2017 financial year, schools will receive the following funding for each child registered as eligible for free school meals at any point in the last 6 years:
 - £1,320 for pupils in reception year to year 6
 - £935 for pupils in year 7 to year 11
8. Schools will also receive Pupil Premium Plus funding for pupils identified in the spring school census as having left local-authority care because of 1 of the following:

- adoption
- a special guardianship order
- a child arrangements order
- a residence order

If a pupil has been registered as eligible for free school meals and has also left local authority care for any of the reasons above, or have been in local authority care for 1 day or more also attract the Pupil Premium Plus funding. Funding for these pupils is managed by the virtual school head (VSH) in the local authority that supports and monitors the education for a child in care

- In addition to this funding, an additional £300 pupil premium is awarded to pupils in year groups reception to year 11 recorded as Ever 5 Service Child or in receipt of a child pension from the Ministry of Defence. However, it should be noted that pupils attracting the services pupil premium are not considered as 'disadvantaged' from a data perspective.
- In January 2016, there were 14,531 pupils eligible for pupil premium funding or Pupil Premium Plus funding.

Percentage of pupils eligible for pupil premium due to deprivation*

	2014/2015		2015/16		2016/17	
	Doncaster	National	Doncaster	National	Doncaster	National
Primary	34.7	26.7	32.9	25.9	31.6	25.1
Secondary	33.3	28.9	34.0	28.9	34.7	29.2

**Figures do not include looked after children or service children*

Pupil Premium Plus (Managed by the Virtual School Head for Children in Care)

- The Pupil Premium Plus funding is given at £1900 per pupil. In Doncaster, 74% of the Pupil Premium Plus is directed to the education setting to address the individual child's needs to promote and accelerate learning toward the expected progress and outcome measures. The individualised approach reflects national research which summarises how best to support 'children in care' to achieve in education. The funding is distributed in 2 tranches and the impact tracked via the child's Personal Education Plan (PEP), in the data tracking section and success in meeting targets related to core subjects and personal targets, for example improving attendance; reducing Fixed Term Exclusions; enabling the child to manage anxieties and settle to learn in a classroom. The second tranche of funding is not distributed if it's not clear, in the PEP, how the first tranche was used and the impact of its use.
- Centrally retained Pupil Premium Plus funding is used to target children in key year groups e.g. Year 11, where additional funding is required and also to provide interim tuition for children not accessing education for a variety of reasons such as a placement move out of area during the admission transition period.

The funding has also been used for:

- a Conference involving workshops led by schools on the impact of the work they have carried out,
 - a rolling programme of the purchase of laptops for children to support them in home learning,
 - celebrating children's successes,
 - purchase of books for the annual 'Book Day, as part of the drive to improve reading,
 - the purchase of a professional portal, which when functional will make the PEP system more efficient for all professionals involved.
13. Details of the use and impact of Pupil Premium Plus funding for Children in Care and the progress and outcome measures is detailed in the Virtual School Headteacher's Annual report (presented at the Corporate Parenting Board meeting in November 2016). Provisional outcomes and progress measures at Key Stage 2 are positive. Key Stage 4 outcomes remain a challenge, although improved outcomes at GCSE English are evident. The Virtual School is represented at the LA Pupil Premium network meeting to ensure good practice from schools and local, regional and national practice in relation to Children in Care is shared.

Early Years Pupil Premium (EYPP)

14. The EYPP is an additional £0.53 per hour per child for eligible children, which equates to £302.10 per year if a child takes up their full 570 hours free early education entitlement.

At the end of January 2015 the Department for Education (DfE) published a guide for local authorities for the implementation of the Early Years Pupil Premium (EYPP) from April 2015. The DfE also produced a model form and letter to help early years providers identify which children may be eligible for the EYPP.

15. In autumn 2015, the DfE collected actual data on the take up of the EYPP and this was used to adjust the estimated funding value for 2015/16. From January 2016, the schools census and early years census have been used to determine the EYPP allocation for each local authority. In 2015/16 (1st April 2015 to 31st March 2016) Doncaster was allocated £347,000 for the Early Years Pupil Premium. Funding released to providers in 2015/16 was £230,450 (for the summer 2015, autumn 2015 and spring 2016 terms)
16. EYPP funding must be used to improve the quality of early years education. The DfE have stated that there will no restrictions placed on providers in terms of how they do this. Although Ofsted are not imposing restrictions on how the funding should be used, through the regular inspection process they will hold providers to account for how it has been used to support their disadvantaged children.

Outcomes

17. The intention of additional pupil premium funding is that it will enable schools to fund additional provisions that will 'diminish' any differences between the outcomes of disadvantaged pupils and the national outcomes for non-disadvantaged pupils.

18. EYPP Outcomes

Outcomes for children accessing the EYPP are currently monitored through the statutory assessment undertaken at the end of the Reception year. There are currently no national figures published for the EYPP in order to make a comparative judgement. There has only been one collection of data in 2016 and the figures below indicate the outcomes.

	Pupils reaching a Good Level of Development	Achieving at least the expected level in all Early Learning Goals	Average Total Points Score
Not Pupil Premium (3,166)	72.6%	70.8%	35.1
Pupil Premium (744)	58.1%	54.6%	31.7
National (All pupils)	69.7%	67.3%	34.4

19. Year 1 Phonics Screening check

At year 1, as the assessment measure and funding criteria has remained constant, a trend analysis of the difference in outcomes for disadvantaged pupils in Doncaster compared to national non-disadvantaged pupils is possible.

From 2015 to 2016, Doncaster has started to 'diminish the difference' between the year 1 outcomes for disadvantaged pupils and national non-disadvantaged pupils in the phonics screening check.

	2014	2015	2016
National Disadvantaged	63	66	70
National Non-disadvantaged (other)	78	80	83
Doncaster Non-disadvantaged	76	75	81
Doncaster Disadvantaged	60	59	66
Difference (Doncaster Disadvantaged to National Other)	18	21	17

20. Key Stage 1

Outcomes for children at Key Stage 1 are currently monitored through a new statutory assessment undertaken at the end of year 2. As 2016 was the first year of a new assessment measure, there has only been one collection of data. This means that although a comparison can be made between Doncaster's disadvantaged pupils and national non-disadvantaged pupils, a trend analysis regarding the difference over time has not yet been established. This will be tracked over time as further assessments are completed using the new standard.

2016 KS1 Unvalidated data	Percentage of pupils achieving at least the expected standard			
	Reading	Writing	Maths	Science
Doncaster Disadvantaged	57	50	57	66
Doncaster Non-disadvantaged	75	70	76	84
National Non-disadvantaged (other)	78	70	77	85

Difference (Doncaster Disadvantaged to National Other)	-21	-20	-20	-19
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2016 KS1 Unvalidated data	Percentage of pupils achieving Higher Score / Greater Depth			
	Reading	Writing	Maths	
Doncaster Disadvantaged	10	6	9	
Doncaster Non-disadvantaged	24	14	20	
National Non-disadvantaged (other)	27	16	20	
Difference (Doncaster Disadvantaged to National Other)	-17	-10	-11	

21. There is a large disparity between disadvantaged pupils in Doncaster and non-disadvantaged pupils nationally across all measures at key stage 1. Doncaster's disadvantaged pupils perform best in measures of science and struggle most in writing at both the expected standard and at greater depth, this trend is also seen in Doncaster's non-disadvantaged pupils
22. In Doncaster, the disparity between disadvantaged pupils and national other (non-disadvantaged) is largest in reading, however improvements in all measured subjects for disadvantaged pupils at Key Stage 1 are required.

23. Key Stage 2

Outcomes for children at Key Stage 2 are similarly monitored through a new statutory assessment undertaken at the end of year 6. As 2016 was the first year of a new assessment measure, there has only been one collection of data. This means that although a comparison can be made between Doncaster's disadvantaged pupils and national non-disadvantaged pupils, a trend analysis regarding the difference over time has not yet been established. This will be tracked over time as further assessments are completed using the new standard.

2016 KS2 Unvalidated data	Percentage of pupils achieving at least the expected standard				
	Reading	Writing	Maths	GPS	Science
Doncaster Disadvantaged	43	62	51	53	69
Doncaster Non-disadvantaged	64	80	72	73	86
National Non-disadvantaged (other)	71	79	75	78	86
Difference (Doncaster Disadvantaged to National Other)	-28	-17	-24	-25	-17

2016 KS2 Unvalidated data	Percentage of pupils achieving Higher Score / Greater Depth				
	Reading	Writing	Maths	GPS	
Doncaster Disadvantaged	6	5	6	9	
Doncaster Non-disadvantaged	15	15	16	22	

National Non-disadvantaged (other)	23	18	20	22	
Difference (Doncaster Disadvantaged to National Other)	-17	-13	-14	-13	

2016 KS2 Unvalidated data	Progress		
	Reading	Writing	Maths
Doncaster Disadvantaged	-2.89	-1.36	-1.81
Doncaster Non-disadvantaged	-1.41	0.02	-0.36
National Non-disadvantaged (other)	+0.3	+0.1	+0.2
Difference (Doncaster Disadvantaged to National Other)	-3.19	-1.46	-2.01

24. There is a large disparity between disadvantaged pupils in Doncaster and national non-disadvantaged pupils, with the largest disparity seen in reading attainment and progress measures. At the expected standard, Doncaster's disadvantaged pupils achieve the best in science (69%) and worst in reading (43%), this is also seen in the non-disadvantaged pupils in Doncaster.
25. Working at greater depth, Doncaster's disadvantaged pupils achieve the best in Grammar Punctuation and Spelling (9%), this is also seen in the non-disadvantaged pupils in Doncaster. Working at greater depth, Doncaster's disadvantaged pupils achieve the worse in writing (5%).
26. The disadvantaged pupils in Doncaster do not make the progress they should in all subjects but is considerably less so in reading. The disparity between this cohort and other non-disadvantaged pupils nationally is greatest in reading progress. Improvements in progress for all measured subjects for disadvantaged pupils at Key Stage 2 are required.

27. Key Stage 4

Outcomes for children at Key Stage 4 are similarly monitored through a new statutory assessment undertaken at the end of year 11. 2016 was the first year of the new secondary accountability framework; Attainment 8 and Progress 8. For these measures, there has only been one collection of data. This means that although a comparison can be made between Doncaster's disadvantaged pupils and national non-disadvantaged pupils, a trend analysis regarding the difference over time for these measures has not yet been established. This will be tracked over time as further assessments are completed using the new measures.

Progress 8 and Attainment 8

	Progress 8	Attainment 8
Doncaster Non-disadvantaged	-0.02	50.81
Doncaster Disadvantaged	-0.61	38.08
National Non-disadvantaged (other)	+0.11	52.56
Difference (Doncaster Disadvantaged to National Other)	-0.72	-14.48

28. At Key Stage 4, Doncaster's disadvantaged pupils make less progress than they should and attain at a considerably lower rate than their national non-disadvantaged peers. The Progress 8 disadvantaged difference of -0.72 is in the bottom 10% nationally indicating a need for improved use of the pupil premium funding.
29. In 2016, the reported attainment measure relating to GCSE outcomes (5 A*-C including English and mathematics) has remained and can be used to consider a trend for disadvantaged pupils in relation to the differences to national non-disadvantaged.

KS4 - % 5+ A*-C including English & mathematics GCSE

	2014	2015	2016
Doncaster Non-disadvantaged	56	59	67
Doncaster Disadvantaged	33	28	41
National Non-disadvantaged (other)	64	63	69
Difference (Doncaster Disadvantaged to National Other)	-31	-35	-28

30. In Doncaster from 2015 to 2016, at Key Stage 4, disadvantaged pupils are diminishing the attainment difference between themselves and their national non-disadvantaged peers using the above measure. However, further improvement in attainment outcomes is needed in order to improve towards the national standard.

Additional Information

31. In relation to the 2015 outcomes for disadvantaged pupils, Warmsworth Primary school was named as a regional runner up in the National Pupil Premium Awards. The school subsequently held two training sessions for school practitioners to attend in order to share their good practice and approach to the effective use of the pupil premium funding.
32. Links to St Andrew's C of E Primary School, Hull (a 2014 regional winner of the National Pupil Premium Awards) have been established with school visits and training events organised and held.
33. Partners in Learning, the Doncaster Teaching School Alliance, are running sessions this academic year to support this agenda; *'How to Conduct a Pupil Premium Review in Your Own School'* (8th December 2016, 4th January 2017) and *'How to Become a Pupil Premium Reviewer'* (13th December 2016, 11th December 2017), *'Effective Allocation of Early Years Pupil Premium'* (15th February 2017)
34. Partners in Learning has appointed a number of Specialist Leaders of Education to support schools in 'Closing the Gap'. These specialist teachers can be commissioned by schools in Doncaster to support their leadership and improve the deployment of pupil premium funding.
35. The Director of Inclusion Reach4 Academy Trust plans to complete Pupil Premium reviews this year in all Doncaster Reach4 Academy schools. As a follow up to these reviews, Reach4 schools will be supported with the development of a Pupil Premium action plan which will be monitored at

subsequent Reach4 Inclusion monitoring visits.

36. During 2016, Doncaster Council and Partners in Learning were successful in submitting a bid for funding to the Education Endowment Foundation. Working in partnership, a development programme entitled 'Making the Best Use of Teaching Assistants' was successfully delivered to 64 schools.
37. A number of successful training sessions on the use of regular provision mapping have been delivered. Provision mapping is a method to assess the effectiveness of additional provisions and can be used to identify training requirements and to inform the deployment of resources (such as the pupil premium funding).
38. In 2015/16, Doncaster Council's Education Standards and Effectiveness service supported colleagues from Internal Audit to complete a number of pupil premium website audits on 7 identified schools / Pupil Referral Units. Internal Audit reported findings to both the schools and the Education Standards and Effectiveness Service upon completion.
39. From December 2015 to June 2016, Internal Audit completed a Pupil Premium Audit to provide the Assistant Director Learning and Achievement with an assurance opinion on the adequacy of the review and monitoring processes in place within Learning and Opportunities: Children and Young People. The completed report was published in July 2016 and reported that Internal Audit were able to provide *'limited assurance that business objectives relating to Pupil Premium Funding arrangements are likely to be achieved'*. In relation to the recommendations given, consideration needs to be made regarding the capacity to deliver these as well as in the context of the statutory guidance.
40. **Improving the use of the Pupil Premium in Doncaster**

The underperformance for disadvantaged pupils at Key Stage 1, 2 and 4 is being addressed with urgency in the following ways;

- The Education service is currently working on a Doncaster Raising Aspiration and Achievement Strategy, Reading Strategy and revised School Improvement Strategy which will incorporate a focus on improving the outcomes for all pupils, including groups of pupils.
- Outcomes and target setting in relation to groups of pupils (including the disadvantaged) are a focus of the autumn term Standards and Effectiveness Visits which are held with all Local Authority maintained Primary schools, Special Schools / Pupil Referral Units and 5 Primary academy schools. The information gained from the subsequent report that follows is used to inform the categorisation of a school in line with the Local Authority support tiers.
- Inclusion Conversations will be held with all Primary, Secondary and Special Schools (including Pupil Referral Units) in the spring term 2017. These support and challenge visits will include a focus on ensuring that the statutory requirements in relation to the school publication of a Pupil Premium Strategy are fulfilled.

- Regular communication to school leaders and governing bodies through emails, training sessions and suggested governing body agenda items will continue to inform school leaders and governors regarding changes in the statutory requirements and Ofsted guidance around the effective use of the pupil premium and assessment of the provisions for disadvantaged pupils.
- Termly Pupil Premium Coordinator networks have received positive feedback and will continue to provide local and national updates as well as the opportunity for colleagues to share good practice and network. Through these events, information relating to Pupil Premium Reviews and trained reviewers will continue to be promoted and shared with schools and settings.
- Partnership working with external organisations such as the Doncaster Teaching School Alliance, Partners in Learning, will continue to grow to provide training and development opportunities in relation to improving provision and outcomes for pupils that attract the pupil premium funding.

OPTIONS CONSIDERED

41. There are no alternative options within this report as the intention is to provide the panel with information.

REASONS FOR RECOMMENDED OPTION

42. There are no recommended options as the report is for information.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

43.

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Good education and provision (funded through the pupil premium funding) for disadvantaged pupils, enables us to prepare our children and young people for employment in the future. In turn helping the economy to grow and flourish.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>As above, a good educational provision (aided by the effective use of the pupil premium funding) supports disadvantaged pupils to live safe, healthy, active and independent lives through the provision of a varied curriculum and the development of both academic and social / emotional skills.</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting</i> 	<p>As above, a good education supports families to thrive by</p>

	<i>Doncaster's vital services</i>	preparing all children, including disadvantaged pupils for future employment.
	Council services are modern and value for money.	Checks to ensure transparency around the statutory publication of information relating to the expenditure and impact of the pupil premium funding are now completed annually.
	Working with our partners we will provide strong leadership and governance.	Focused training and network events are provided through the Local Authority and the Doncaster Teaching School Alliance. By informing and developing school leaders, governors and Pupil Premium / Disadvantaged Pupil Coordinators in this specific area, leadership in schools is strengthened.

RISKS AND ASSUMPTIONS

44. Assumptions:

- Doncaster's schools are challenged by their Governing Bodies, the Local Authority, the DFE and Ofsted about their examination and test outcomes for all groups of children, including disadvantaged pupils, at all stages. (Materials to support governors with support and challenge conversations about pupil premium funding have been shared).
- Governing Bodies are responsible for ensuring the school development plans are in place to address low attainment and progress for pupils attracting additional funding, such as disadvantaged pupils.
- Schools are responsible for the purchase of high quality training and support from a range of sources to improve the provision for disadvantaged pupils.
- The Local Authority monitors results and progress and exercises its duties in accordance with the revised Doncaster School Improvement Strategy.
- Schools will respond appropriately to issues associated with changes to examination systems, access arrangements and curriculum requirements.
- Schools will respond appropriately to the information shared regarding changes in statutory guidance around the publication of information on the pupil premium funding.

45. Risks:

- New assessment measures and standards has resulted in a lack of consistency for the 2016 pupil group analysis and this could continue until trends are established over a number of years for the majority of measures.
- At Key Stage 4, new calculations mean schools may opt to enter children for courses determined by performance tables rather than the best interests for disadvantaged students.
- School leaders and Governing Bodies may choose not to assign the role of a 'Pupil Premium / Disadvantaged Pupil Coordinator' to a specific member of staff in school and similarly may choose not to assign a named governor to the monitoring and challenge of this area. These two roles are recommended good practice but are not a statutory requirement.
- School leaders and Governing Bodies may not be accessing the full amount of pupil premium funding that pupils are eligible for. The provision of free meals for all Key Stage 1 pupils mean that schools now need to be more pro-active in obtaining permission for eligibility checks. The Local Authority has issued guidance and shared good practice to support schools in addressing this.
- Failure to improve the Ofsted school profile and overall education outcomes across Doncaster may in turn, limit the outcomes for disadvantaged pupils to a greater effect.
- The data in this report is based on unvalidated data and is subject to change.

LEGAL IMPLICATIONS

46. Section 13 of the Education Act 1996 states that a local authority shall (so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary, secondary and further education are available to meet the needs of the population in their area.
47. This duty is extended by Section 13A which requires a local authority in England to ensure that their relevant education functions and the relevant training functions are (so far as they are capable of being so exercised) exercised by the authority with a view to promoting high standards, ensuring fair access to opportunity for education and training, and promoting the fulfilment of learning potential by every person under the age of 20 and aged 20 or over but under 25 who are subject to a learning difficulty assessment.

FINANCIAL IMPLICATIONS

48. There are no specific financial implications arising from the recommendations detailed in this report.

HUMAN RESOURCES IMPLICATIONS

49. There are no specific human resource implications arising directly from this report.

TECHNOLOGY IMPLICATIONS

50. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

51. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination and promote equality of opportunity. The equality of expectation for all children, including those that disadvantaged, is a core value within all aspects of the work undertaken in education settings and underpins the support and challenge provided by officers.

CONSULTATION

52. No further consultation was undertaken for this report.

BACKGROUND PAPERS

53. None.

REPORT AUTHOR & CONTRIBUTORS

Jenni Machin, Interim Senior Education Standards and Effectiveness Officer
01302 735978
jenni.machin@doncaster.gov.uk

Damian Allen
Director, Learning Opportunities and Skills (DCS)

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**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

DONCASTER EXAM AND ASSESSMENT RESULTS SUMMARY 2016 (FINAL)

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	No

EXECUTIVE SUMMARY

1. This report informs the panel about the 2016 educational outcomes of children and young people aged 5, 7, 11 and 16 following the release of the final releases from the Department for Education.

EXEMPT INFORMATION

2. This is not an exempt report.

RECOMMENDATIONS

3. The Panel is asked to note:
 - More detail was provided to the panel on 27th September 2016 following the release of provisional data.
 - This report highlights where there have been shifts in the local authorities standing nationally and regionally
 - Challenges that are in place to the Department for Education, Governing Bodies and School Leaders to improve performance at all levels, including proposals for the growth of Multi-Academy Trusts
 - The transformational nature of school improvement support and services within Doncaster, across the region and nationally
 - That year one of the Key stage 2 Raising Achievement Initiative placed focus on writing and GPS as subjects identified as weak in 2015.
 - 2016 results have reaffirmed the need to place additional focus on reading through the Key stage 2 Raising Achievement Initiative.
 - Changes to the curriculum and assessment system.
 - That in line with the white paper 'Educational Excellence Everywhere' the next phase of current strategies and initiatives looks to build on educational performance by building character and resilience in every child.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Performance across different age groups in 2016 has varied with younger children again laying strong foundations to build on.
5. Where focus has been placed on individual subjects through various initiatives performance has improved. However, there is still a need to ensure that Doncaster children build on the positive outcomes from a young age and translate them into better outcomes in the years of education that follow.
6. In 2015, 50% of pupils achieved at least five GCSEs grades A* to C including English and mathematics. In 2016 this figure increased with 55% of pupils achieving this measure, an increase of 5 percentage points. This improvement is the 5th highest in the country.

BACKGROUND AND CURRENT POSITION

7. This report covers any changes to the provisional performance data for children and young people across the borough for the 2015/2016 academic year following the release of final data and performance tables in December 2016 and January 2017.
8. Local authorities are held to account based on the performance of children undertaking the above assessments and tests with the 2015/16 outcomes published as follows:

Stage	Age
Early Years Foundation Stage Profile	5
Phonics	6
Keys stage 1	7
Keys stage 2	11
Keys stage 4 (GCSE)	16

9. In 2016 approximately 18,000 children in Doncaster were assessed at various stages of their school life. The 2015/16 academic year saw 3,887 five year olds undertake Early Years Foundation Stage assessments, 3,760 six year olds undertook Phonics screening checks, 3,733 seven year olds were teacher assessed at the end of key stage one, 3,409 11 year olds undertook key stage two tests and assessments while 3,026 16 year olds sat their GCSE exams.
10. Early Years Foundation Stage – Good Level of Development (GLD): The percent of Doncaster children making a ‘good level of development’ in 2016 increased almost 5% to 70%. This figure is in line with national performance and sees Doncaster rank 56 out 150 nationally, 4 out of 15 regionally and 3 out of 11 when compared to statistical neighbours.
11. Year 1 - Phonics Screening Check: After seeing the gap to national widen in 2015, it has narrowed significantly in 2016 to 3%. In 2015 the gap between Doncaster children and their peers nationally was 7%.

In 2016, 78% of year one children in Doncaster are 'working at' the expected standard, a figure that places Doncaster 119 out of 150 nationally (last year 146), 9 out of 15 regionally (improved 5 places) and 9 out of 11 in comparison to statistical neighbours (10 last year)

12. Key stage 1: In 2016, pupils in Doncaster perform below national average across all subjects (reading, writing, mathematics and science). The smallest difference to national average is seen in measures of writing (2% below) with a slight increase in national rankings identified. National rankings in science and mathematics have dropped significantly, with pupils in Doncaster falling 4% and 3% below national average respectively. There is a similar disparity to national average in the percentage of pupils achieving at least the expected standard in reading (a -4% difference), with a considerable fall in national ranking.
13. The gender gap is broadly in line with the national average, with no significant pattern. The gap between pupils eligible for free school meals and their peers is broadly in line with the national average in reading, writing and maths, although they fall slightly further behind in science than is typical. Pupils with SEN support fall significantly further behind their peers in all subjects than is the typical nationally.
14. Key Stage 2: In line with previous years, pupils in Doncaster have performed best in writing and science. Pupils achieving the expected standard in writing are broadly in line with the national average (a -1% difference), although considerably fewer are assessed as working at greater depth in Doncaster than national average (-4% difference). In both maths and reading pupils in Doncaster perform noticeably better in teacher assessment than in tests.
15. Pupils in Doncaster make less progress than their national peers across reading, writing and maths. This is considerable in reading progress measures with Doncaster ranked 150 out of 150 in the national rankings. The council and schools have worked in partnership to develop a raising achievement strategy with a focus on reading.
16. Key Stage 4: The percentage of pupils achieving five or more GCSEs grades A* to C including English and mathematics has improved significantly (+5%) since 2015, with Doncaster being the fifth most improved when ranked nationally. This is especially pertinent as the national average across these two years have dropped slightly (-0.3%).
17. Attainment 8 scores in Doncaster are lower than national average by 1.6pts, despite this Doncaster's improvement of 2.7pts ranks as 13th most improved nationally (the national figure improved by 1.5pts).
18. Pupils in Doncaster also do not make as much progress as their national peers. 60% of pupils in Doncaster achieve GCSEs English and maths grades A* to C, this is below the national average of 63%.

There is a considerably lower proportion of pupils in Doncaster being entered for the English Baccalaureate than national average (12% less) with 9% fewer pupils achieving this measure than national average.

The gender gap is broadly in line with the national average across all key measures, with girls performing slightly than boys better relative to their peers on some measures. On all measures except Progress 8, pupils eligible for free school meals perform relatively better against national and other benchmarks.

4 out of 17 secondary schools in Doncaster perform below the floor standard.

IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy.	Good education enables us to prepare our children and young people for employment in the future. In turn helping the economy to grow and flourish
All families thrive	As above, a good education supports families to thrive by preparing children and young people for future employment

RISKS AND ASSUMPTIONS

19. Assumptions:

- a) Doncaster schools are challenged by their governing body, the Local Authority, the DfE and Ofsted about their examination and test outcomes for all children at all stages.
- b) Governing bodies are responsible for ensuring the school development plans are in place to address low attainment and progress
- c) Schools are responsible for the purchase of high quality training and support from a range of sources to improve teaching and learning
- d) The Local Authority is not the provider of training and support, but acts to challenge providers when the results are too low.
- e) The Local Authority and partners monitor results and progress and exercises duties in accordance with a published Doncaster School Improvement Policy.
- f) Schools, academies and partners will respond appropriately to issues associated with changes to exam systems.

20. Risks

- g) New measures and tests could result in a lack of consistency when comparing performance to previous years.

LEGAL IMPLICATIONS

- 21. Section 13 of the education act 1996 states that a local authority shall (so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary, secondary and further education are available to meet the needs of the population in their areas.
- 22. This duty is extended by Section 13A which requires a local authority in England to ensure that their relevant education functions and the relevant training functions are (so far as capable of being so exercised) exercised by the authority with a view to promoting high standards, ensuring fair access to opportunity for education and training, and promoting the fulfilment of learning potential by every person under the age of 20 and aged 20 or over but under 25 who are subject to a learning difficulty assessment.

FINANCIAL IMPLICATIONS

- 23. There are no financial implications directly arising from this report.

EQUALITY IMPLICATIONS

- 24. There are no equality implications directly arising from this report.

CONSULTATION

- 25. No further consultation was undertaken for this report

ATTACHMENTS

- 26. None

CONTACT OFFICER AND REPORT AUTHOR

- 27. Chris Toyne, Head of Service: Commissioning Performance and Quality, Tel: 01302 736659, email: christopher.toyne@doncaster.gov.uk

Damian Allen
Director Learning, Opportunities and Skills.

To the Chair and Members of the

CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL

**INDEPENDENT EDUCATION AND SKILLS COMMISSION: ONE DONCASTER
REPORT – STATEMENT OF IMPLEMENTATION**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

1. EXECUTIVE SUMMARY

After an intensive review, the Independent Doncaster Education and Skills Commission published its report on 21st October 2016.

The report has subsequently been subject to intensive consultation and came to Children and Young People's Scrutiny Panel on 6th December 2016. Views were taken from a teachers and academics; from skills and training professionals; from the business community; from parents and, perhaps most importantly, from the young people who these changes will most affect. The response has been overwhelmingly positive, and any reservations have centred around implementation, not the actions themselves. The Commission's time was well-spent as their report is considered accurate, fair and incisive – and it provides us with a platform to make a very positive change.

On 1st February 2017 Team Doncaster published its formal response to the Commission – One Doncaster: Response and Statement of Implementation - which is attached at Annex A.

Consultation indicated a re-ordering of structure and some reconfiguring of details in order to demonstrate clear intent. Team Doncaster has formally adopted the Commission's three key messages and fully accepted its' analysis of local strengths and challenges. Team Doncaster choose to adopt four of its seven characteristics, add one of its own (innovation and enterprise) with the remaining three characteristics are moved into recommendations. Consequently the number of recommendations has been reduced from thirty to five: the remainder become actions for implementation. Nothing has been lost, simply re-ordered and re-prioritised. The focus, therefore, will be on delivering the recommendations as four distinct strands of an overall programme of change. These strands are:

- Education and Skills Partnership Board (Implementation Board)
- Whole Person Whole Life Focus
- Skills for Growth
- Schools Partnership: The Professor Sir Tim Brighouse Challenge
- Reviews

2. EXEMPT INFORMATION

Not exempt.

3. RECOMMENDATIONS

The Panel is asked to endorse the 'One Doncaster: Response and Statement of Implementation' report and agree to receive further updates on progress and the impact upon young people.

4. WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

The Independent Education and Skills Commission One Doncaster Report is likely to have a long-term impact on the citizens of Doncaster, as its recommendations aim to address challenging long-standing issues, which require a co-ordinated and strategic response. Ultimately, the report aims to improve education and skills levels in the borough that will lead directly to increased employment opportunities and better chances in life, as well as raising aspiration and increasing social and cultural participation.

5. BACKGROUND AND CURRENT POSITION

The final report of the Education and Skills Commission was brought to Children and Young People's Overview and Scrutiny Panel on 6th December 2016 and the views of the panel added to the wider consultation response.

Consultation

Post launch, consultation on the report commenced at the Team Doncaster Partnership Summit on 2nd November 2016 with over 80 people from across the wider partnership in attendance. The outcome of this consultation event resulted in the wider partnership signing up to 'The Doncaster Declaration' and discussion on the individual recommendations and phased approach. Group consultation sessions and also 1:1 meetings were also held. Consultation and awareness sessions undertaken included those with: Head Teachers Partnership Consultation Workshop; Sheffield Institute of Education; and Children and Families Strategic Partnership Board. Further consultation and awareness sessions included but were not limited to young person engagement via an extended Youth Council/School Council; and a young person service design event; Multi-Academy Trust Chief Executive Officers; Regional Schools Commissioner; and the 14-25 Board. Additionally two online surveys were also developed – one for young people and a second version for adults. Both were also accessible via social media – Twitter/ Facebook.

Partners discussed the need to have a more connected approach to communicating and celebrating both achievements and activities already established in Doncaster; the role of the business community in taking forward demand led requirements and creating employment opportunities in the borough particularly in relation to adult skills and access to work experience for those furthest away from the employment market; how the report will be communicated to young people; the importance of 'learning super powers' to build confidence in our young people; and the importance of good information, advice and guidance.

Team Doncaster Response and Statement of Implementation

At its meeting held on 18th January 2017 Team Doncaster Strategic Partnership confirmed its formal adoption of the Independent Education and Skills 'One Doncaster' Report, and stated its intention to proceed to implement its recommendations.

The statement of implementation was launched by The Mayor and shared at the Ambassador Event held on 1st February 2017. Team Doncaster has provisionally appointed Joint chairs: Professor Chris Husbands, Vice Chancellor of Sheffield Hallam University will represent education; and Nigel Brewster, local businessman and current Vice Chair of the Local Enterprise Partnership. Their first task will be to help create a detailed implementation plan.

Next steps will include:

- A meeting of the Joint Chairs to agree the establishment and membership of the Education and Skills Partnership Board;
- Meeting with partners to agree a way forward on establishing a joint programme office;
- Holding early planning and scoping meetings with businesses, schools and public services; and
- Meeting with the Regional Schools' Commissioner.

The original group of Commissioners plan to return in Spring 2018 to review progress.

Social Mobility Opportunity Area

Government has recently nominated Doncaster to be a 'Social Mobility Opportunity Area' one of 12 local authority areas that will share around £72m funding. This is in its very early stages but it is clear that the Education and Skills Commission progress will be central to Doncaster's engagement with social mobility challenges and that the newly established Education and Skills Partnership Board is ideally placed to oversee this area of work.

6. IMPACT ON COUNCIL'S KEY OBJECTIVES

The Education and Skills One Doncaster Report is set around key strands: a whole person whole life focus; skills for growth; and school improvement. The impact on the Council's key outcomes are:

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none">• <i>Mayoral Priority: Creating Jobs and Housing</i>• <i>Mayoral Priority: Be a strong voice for our veterans</i>• <i>Mayoral Priority: Protecting Doncaster's vital services</i>	Good all-age education and skills systems: <ul style="list-style-type: none">• Enable us to prepare our children and young people and adults for employment in the future, in turn helping the economy to grow and flourish; and• Enable citizens to benefit from local job opportunities
People live safe, healthy, active and	

<p>independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>and enable employers to benefit from a talent bank of skilled employees supporting the creation of new jobs and safeguarding our communities by creating and maintaining opportunity in the local area.</p> <p>Good all-age education and skills systems:</p> <ul style="list-style-type: none"> • Support families to thrive by preparing children and young people and adults for future employment; and • Will provide modern, value for money services <p>Strong education and skills systems require partnership working with strong leadership and governance</p>
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

7. RISKS AND ASSUMPTIONS

The agreement to establish a Commission has emerged out of a strong partnership fostered within Team Doncaster. Consequently the assumption is that there is sufficient interest and engagement across stakeholders to work in partnership to effect ambitious change in the education and skills sectors in Doncaster. The approach of the Commission was a listening one. The risks of not consulting on its recommendations are that the wider ownership of its recommendations is diluted. The Commission's recommendations are highly ambitious and aspirational and the job of consultation is to test the local appetite for change.

8. LEGAL IMPLICATIONS

Whilst there are no legal implications arising out of this particular report, the individual recommendations that make up the report may require specific and detailed legal advice as they develop further.

9. FINANCIAL IMPLICATIONS

There are no specific financial implications relating to the recommendations in this report (which is for information purposes), however, the action plan which the Education and Skills Partnership Board proposes will require financial investment.

10. HUMAN RESOURCES IMPLICATIONS

There are no human resource implications arising from this report.

11. TECHNOLOGY IMPLICATIONS

There are no technology implications arising from this report.

12. EQUALITY IMPLICATIONS

In line with the corporate approach to compliance against the Equality Act 2011, due regard must be shown across all activity within the Council. As the Education and Skills Commission One Doncaster Report draws together a diverse range of activities at a strategic level, a due regard statement is not required. All the individual components that underpin the One Doncaster Report may require a due regard statement to be completed and reported as and when appropriate.

13. CONSULTATION

During the development of the Education and Skills Commission One Doncaster Report consultation has taken place with Doncaster MBC leaders, officers and teams; politicians including The Mayor, Cabinet Members, leaders of opposition parties and Overview and Scrutiny members; Doncaster MPs; voluntary and community organisations; young people and families; schools and education providers; higher education and training providers; and Doncaster's business community.

BACKGROUND PAPERS

One Doncaster: Response and Statement of Implementation

CONTACT OFFICER AND REPORT AUTHOR

Mike Rees
Senior Policy & Strategy Adviser
Email: mike.rees@doncaster.gov.uk

Damian Allen
Director Learning Opportunities and Skills (DCS)

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The Independent
Commission on
Education and Skills
in Doncaster



ONE DONCASTER

RESPONSE AND STATEMENT OF IMPLEMENTATION



February
2017

TD
Team Doncaster

INTRODUCTION

After an intensive review, the independent Doncaster Education and Skills Commission published its report ‘One Doncaster’ on 21st October 2016.

The report identified seven characteristics of an effective education and skills system, and made thirty recommendations to enhance, improve and strengthen our provision in the borough. The Commission also pointed out that there is a lot of great work and good practice already going on and, in many cases, Doncaster simply needs to start connecting better.

The ‘One Doncaster’ report has subsequently been subject to intensive consultation. We have asked for opinions from teachers and academics; from skills and training professionals; from the business community; from parents and, perhaps most importantly, from the young people who these changes will most affect. The response has been overwhelmingly positive, and any reservations have centred around implementation, not the actions themselves. The Commission’s time was well-spent, as its report is accurate, fair and incisive – and it provides us with a platform to make a very positive change.

In order to make good on the promise of this important document, the consultation has indicated a few changes to its structure, a reconfiguring of some of the details in order to enable us to move forward to delivery. We formally adopt the three key messages of the ‘One Doncaster’ report, and we fully accept the four strengths and challenges it identifies. We intend to adopt four of its seven characteristics and add one of our own (innovation and enterprise). The remaining three characteristics are moved into recommendations. We have also



reduced the number of recommendations from thirty to five: the remainder become actions for implementation. Nothing has been lost, simply re-ordered and re-prioritised as appropriate.

We would like to thank the Commissioners for their hard work and their insight and we are happy to state clearly that Team Doncaster

formally adopts ‘One Doncaster’, the report of the independent Doncaster Education and Skills Commission, and intends to proceed to implement its recommendations.

This document sets out some details. We are already acting upon the recommendation to create a partnership board specifically concerned with Education and Skills and we will shortly appoint a Chair. Their first task will be to help us create a detailed implementation plan, a first draft of which will be circulated in the next few weeks.

The Commission’s ‘One Doncaster’ report sets Doncaster a challenge and we will do everything we can to rise to it. As ever, the best results will be gained from us doing things the way that we do best - together.

Mayor Ros Jones
Chair of Team Doncaster Strategic Partnership
Date: 1st February 2017



CONSULTATION

For the borough to get the very best from the opportunities afforded by the ‘One Doncaster’ report, it must be a living, breathing document that we are all in agreement with and committed to.

Two online surveys were published: one for professionals, one for members of the public and children and young people. The results show that, on average, 80% of people taking the survey ‘strongly agree’ or ‘agree’ with the proposals. Where there were specific recommendations around the borough as a place, it was suggested that we did not become too insular: a strong local community is vital, but we can also learn from national and international trends and partners.

A number of meetings and interviews were conducted with key players across the sectors, and these were supplemented by presentations and a workshop. The annual Team Doncaster Partnership Summit was dominated by the report, and the Team Doncaster theme boards, covering every aspect of life and work in the borough were fully briefed and the constituent members were asked for their comments and formal commitment going forward. Across the three month consultation period, the response was overwhelmingly positive, with the vast majority of people recognising not only the hard work and vision that went into writing the report, but the sheer range of ideas and positive opportunities that it presented.

There were too many individual responses to capture fully in such a short document, but we’d like to briefly give a flavour of the sort of things that people were saying, and how these opinions have shaped the report going forward, particularly where there were reservations around specific elements. As we start to shape the work programme to take forward the ‘One Doncaster’ recommendations we intend to include those areas, which as part of the consultation responses, were identified as missed in the report. We would like to thank everyone who took the time to undertake this consultation and we aim to reply to those who provided a detailed response.

CHILDREN AND YOUNG PEOPLE

Children and young people are not just the subject of this report; they are the heart of it. Their views were of paramount importance to the Commission, and are vital to us as we move towards implementing change. From the launch event, where primary, secondary and higher education students spoke eloquently and passionately about the sort of world they wanted to grow up in; to a formal consultation with members of the Youth Parliament, children and young people have consistently let us know, in no uncertain terms, that it is not good enough

for us to inflict things upon them, we must include them at every stage. Our children and young people are incredibly ambitious – not only for themselves, but for Doncaster, and we must ensure that we use their energy and ideas to help shape what is, after all, their future.

SCHOOLS AND EDUCATION PROFESSIONALS

People working in education were already aware of the credentials of the Commission and generally felt that they had very clear insight into the borough; and what it needed to do to maximise opportunities for our children and young people. In many cases, it was pointed out that some of the recommendations were already being acted upon, but that it had not been identified. Good practice was not always shared across the borough and could be joined up better.

There were concerns, not least around the practicalities of implementing such an ambitious programme of change in what is already a very high pressure environment. We were reminded that schools and colleges have very specific challenges: performance targets, set syllabuses; and statutory duties. So they were understandably wary of committing to too many additional, perhaps even contradictory, activities. This understandable concern led directly to the thirty recommendations being changed to five key recommendations, with the rest recorded as actions.

The notion of a Professor Sir Tim Brighouse Challenge is attractive given the admiration and respect Professor Sir Tim is held in, but its additional demands must be achievable and complement the day to day elements of education.

BUSINESS

Business representatives, including the Chamber of Commerce, have played an integral role in the creation of the ‘One Doncaster’ report, and are amongst its staunchest supporters, although they did have some reservations.

Although business commends the scope and ambition of the report, it sought clarity around the exciting concept of Doncaster as a university city. Although they fully understand that learning networks and education hubs are changing, they wanted to ensure that our future University is not just virtual or conceptual, but includes a bricks and mortar offer.

Business also challenged the terms ‘the Doncaster Dispensation’ and ‘Made in Doncaster’, feeling that these were not dynamic or interesting enough to fire the imagination, and will need to be reviewed, as well as raising concerns about the capacity of resilience of the voluntary sector in supporting the changes. There was also a reminder that recommendations must be balanced against what is already happening in the borough, the ongoing policies and objectives that are having such positive results in terms of economic growth, employment and marketing Doncaster as a place to live, work, visit and do business in.

‘One Doncaster’ places great importance on the role of organisations, agencies and the community in shaping the future of education and skills in the borough, but business representatives felt that commerce was not perhaps given the prominence it deserved, or recognition of the extent that their work helps to shape aspiration and opportunity. Business also felt that the message needed to be stronger and sharper in terms of the serious skills gap that Doncaster faces. We fully accept both points and have added a characteristic – Innovation and Enterprise – to ensure that this vital area is included as an integral part of our way forward.

TEAM DONCASTER

Team Doncaster is a strategic partnership that brings together a raft of organisations in order to provide a comprehensive platform for discussing and directing where we are going as a borough. It includes representatives from the NHS, from the emergency services, from the public, private and voluntary sector. Team Doncaster’s formal response is captured in Mayor Ros Jones’ opening statement, made as the chair of Team Doncaster and the representative for this diverse group of people with diverse views.

Consultation here was perhaps at its most intense and most varied, but the response was extremely positive and very encouraging. Overall there is a genuine and urgent desire to implement positive change, to make the borough the best it can be, and to afford our children and young people, and, indeed, everyone in the borough, every chance to get the best possible education and career, and to have a happy and fulfilling life.

EDUCATION AND SKILLS PARTNERSHIP BOARD
Led by Team Doncaster Strategic Partnership
Recommendation 1: Establish an Education & Skills Partnership Board and devise a delivery plan to ensure key actions are implemented. Pg24
Recommendation 2: Benchmark ESPB progress against great practice nationally and internationally. Pg24
Recommendation 29: Establish formal protocols for partnership working. Pg40

For Doncaster’s Education and Skills System to thrive we need to:

- Demonstrate great distributed leadership
- Promote ambition and aspiration
- Foster a commitment to creativity and inclusivity
- Communicate and celebrate
- Promote innovation and enterprise.

WHOLE PERSON WHOLE LIFE FOCUS	
Led by Doncaster MBC and Public Sector Partners	
CH 2 Developing a ‘whole person whole life’ focus	
**Recommendation 3: <i>Agree a guaranteed set of experiences for all young people at key stages of their life that help broaden their ambitions, grow their confidence and realise their ambitions. This might be known as the ‘Doncaster Dispensation.’</i> Pg25 (Co-owned with Schools Partnership)	**Recommendation 9: Develop Doncaster as a university city. Pg28-29 *Development of a Learning City Infrastructure (Co-owned with Skills for Life) *The Doncaster University for Life *The Connected City – developing dynamic learning networks (Links to Skills for Growth)
*Recommendation 4: <i>Create a range of certificates ‘Doncaster Diplomas’ celebrating the talent of eleven-year olds on progressing from primary to secondary school.</i> Pg25 (Co-owned with Schools Partnership)	Recommendation 17b: Create strong and consistent messages of possibility for all young people. Pg34 (Links to Skills for Growth)
Recommendation 6: Set up a task and finish group, as part of the Education & Skills Partnership Board to address ways of removing barriers to access to Doncaster’s diverse resources. Pg27	Recommendation 18: Support parents and parental aspirations. Pg34 (Links to Schools Partnership)
Recommendation 8: Develop a Doncaster ‘Healthy Schools Healthy Workplaces’ Kitemark. Pg28	

SKILLS FOR GROWTH	
Led by Chamber of Commerce & Enterprising Doncaster	
CH 3 Create a local all age Careers and Employment guidance system	
Recommendation 5: Establish a ‘Made in Doncaster’ immersion in employment programme. Pg26	** Recommendation 24: Establish a STEAM strategy co-owned by culture and education teams. Pg39 (Co-owned with Schools Partnerships)
**Recommendation 9: Develop Doncaster as a University City. Pg28-29 *Development of a Learning City Infrastructure (Co-owned with Whole Person Whole Life)	Recommendation 26: Establish an incubator maker space in Doncaster town centre. Pg39
Recommendation 10: Establish a Doncaster wide, independent, all age careers information advice guidance service. Pg30	Recommendation 27: Establish a women and girls creative empowerment programme. Pg39
Recommendation 11: Each secondary school should seek to gain the national quality mark validated by the National Institute for Careers Education and Counselling for Independent Advice and Guidance. Pg30	Recommendation 28: Establish an informal ‘First Friday’ networking event for all education, skills and community stakeholders. Pg40
Recommendation 12: Create a schools – community - business network to enhance school access to ‘real world’ expertise and find ways to recognise young people’s experience to assist their transition to the world of work. Pg31	Recommendation 30: Establish a forum for adult skills and education providers. Pg40 (Links to Whole person Whole Life)
** Recommendation 13: Develop a ‘Doncaster Guide to Tackling Unemployment’ which clarifies responsibilities for ensuring that all young people aged 14-19 are in education, employment and training. Pg32 (Co-owned with Schools Partnership)	

STATEMENT OF IMPLEMENTATION

SCHOOLS PARTNERSHIP THE PROFESSOR SIR TIM BRIGHOUSE CHALLENGE			
Led by Doncaster Schools/ PiL with Sheffield Universities			
CH 5 Provide outstanding teacher development opportunities			
**Recommendation 3: <i>Agree a guaranteed set of experiences for all young people at key stages of their life that help broaden their ambitions, grow their confidence and realise their ambitions. This might be known as the ‘Doncaster Dispensation.’</i> Pg25 (Co-owned with Whole Person Whole Life)	*Recommendation 20: Professional Development (CPD) Kitemark. Pg36 (Links to Whole Person Whole Life)	*Recommendation 16: Establish a process of peer reviews whereby each school is peer reviewed by two leaders from others schools every two years. One of these school leaders should be from an outstanding school in similar circumstances outside of Doncaster. Pg33 (Links to Whole Person Whole Life and Skills for Growth)	Recommendation 25: Increase take-up of the National Arts Award in Doncaster Schools. Pg39
*Recommendation 4: Create a range of certificates ‘Doncaster Diplomas’ celebrating the talent of eleven-year olds on progressing from primary to secondary school. Pg25 (Co-owned with Whole Person Whole Life)	*Recommendation 21: Develop and implement a practical action plan for cross borough teacher development and peer reviews. Pg36 (Links to Whole Person Whole Life)	Recommendation 17a Establishing ‘achievement walls’. Pg34	Recommendation 29: Establish formal protocols for partnership working. Pg40
** Recommendation 13: Develop a ‘Doncaster guide to tackling unemployment’ which clarifies responsibilities for ensuring that all young people aged 14-19 are in education, employment and training. Pg32 (Co-owned with Skills for Growth)	*Recommendation 22: Tell ‘the Doncaster Story’ for Teaching. Pg37 (Links to Whole Person Whole Life)		
*Recommendation 14: Create and agree a shared language of school improvement. Pg33 (Links to Whole Person Whole Life and Skills for Growth)	*Recommendation 23: Develop innovative financial and other incentives to recruit and retain great teachers. Pg37 (Links to Whole Person Whole Life and Skills for Growth)		
*Recommendation 15: Each school and Multi Academy Trust commits to being a member of a school improvement partnership with schools within, and beyond Doncaster. Pg33 (Links to Whole Person Whole Life and Skills for Growth)	**Recommendation 24: Establish a STEAM strategy co-owned by culture and education teams. Pg39 (Co-owned with Skills for Growth)		

REVIEWS	
Led by Doncaster MBC	
CH 3 Create a local all age Careers and Employment guidance system	
Recommendation 7: Complete an Inclusion Review covering Special Educational Needs and Disabilities provision and behaviour. P27 (Links to Whole Person Whole Life)	Recommendation 19: Conduct a Doncaster wide Post-16 Review. Pg35 (Links to School Partnership Theme)



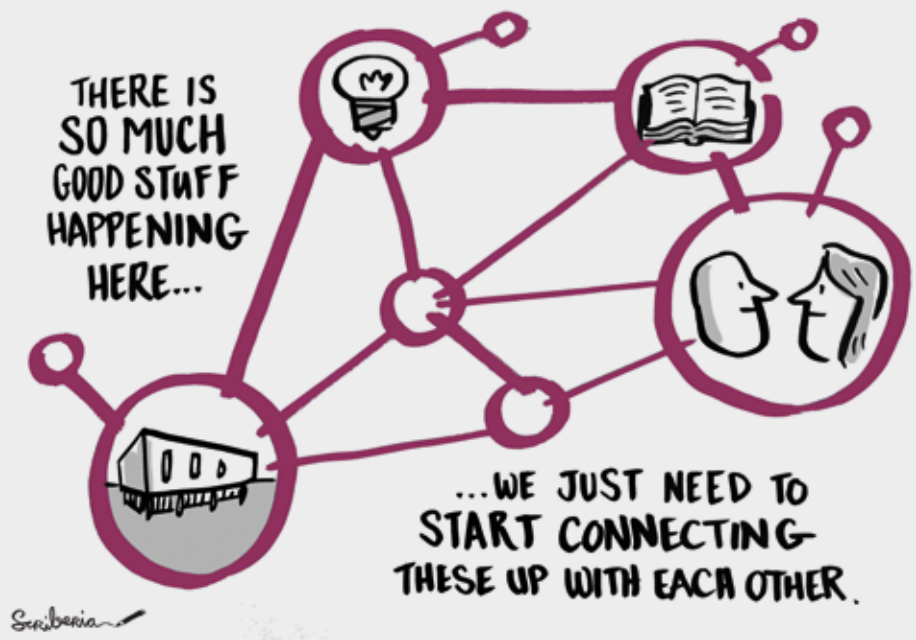
*These recommendations make up the Professor Sir Tim Brighthouse Challenge R3, R4, R14-16, R20-23
**These recommendations are co-owned by two or more themes

Further details on each recommendation can be found in the One Doncaster Report at pages 24-40

SUGGESTED PHASED APPROACH TO IMPLEMENT THE RECOMMENDATIONS

AREA OF FOCUS	Phase 1	Phase 2	Phase 3
LEADERSHIP	1. Set up an Education and Skills Partnership Board (ESPB) and devise a delivery plan		2. Benchmark ESPB progress nationally and internationally
WHOLE PERSON WHOLE LIFE	3. Establish the Doncaster Dispensation		6. Set up a task and finish group as part of the ESPB for removing barriers to access to resources
	4. Create the Doncaster Diplomas for 11 year olds		8. Develop a Doncaster 'Healthy Schools: Healthy Workplaces' Kitemark
	18. Develop 1001-day strategy		9. Develop Doncaster as a university city
			17b.Create a strong, positive, public narrative campaign with local media to promote education and skills campaign across Doncaster and use the Doncaster Diaspora, with all schools working with Future First
SKILLS FOR GROWTH	10. Establish a Doncaster wide all age Information Advice and Guidance service	5. Establish a 'Made in Doncaster' immersion in employment programme	26. Establish an 'incubator' maker space
	11. Every secondary school gains national quality mark for Information Advice and Guidance	12. Create school-community-business network for access to 'real world' expertise	
	28. Establish a regular 'First Friday' networking event for all stakeholders	13. Develop a Doncaster Guide to Tackling Unemployment	
		27. Establish a women and girls creative empowerment programme	
		30. Establish a forum for adult skills and education providers	

AREA OF FOCUS	Phase 1	Phase 2	Phase 3
SCHOOLS PARTNERSHIP	14. Agree a shared language of school improvement	16. Every school commits to peer reviews	23. Develop innovative financial and other incentives to recruit teachers
	15. Each school and Multi Academy Trust commits to a school improvement partnership	17a. Every school/provider to create an 'achievement wall'	
	20. Establish a new Continuing Professional Development (CPD) Kitemark	22. Tell the 'Doncaster Story' for teaching	
	21. Develop and implement an action plan for teacher development and peer review across the borough	25. Increase take-up of the Arts Award in Doncaster schools	
	24. Introduce the 'STEAM' curriculum across all schools and providers	29. Establish formal protocols for partnership working	
REVIEWS	19. Conduct a Doncaster-wide Post-16 review	7. Complete an Inclusion Review covering Special Educational Needs and Disabilities provision and behaviour	



ONE DONCASTER STATEMENT OF IMPLEMENTATION



ONE DONCASTER



A copy of the Independent Commission on Education and Skills in Doncaster's 'One Doncaster' Report is available
@: www.teamdoncaster.org.uk/One_Doncaster/Done_Doncaster.asp

Email: partnerships@doncaster.gov.uk
Website: www.teamdoncaster.org.uk
Twitter: [@teamdoncaster1](https://twitter.com/teamdoncaster1)



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24th February, 2017

**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY PANEL**

**OVERVIEW & SCRUTINY CHILDREN AND YOUNG PEOPLE'S PANEL WORK
PLAN REPORT 2016/17**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. The Panel is asked to note and consider the updated work plan report for 2016/2017.

EXEMPT REPORT

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to: -
 - i. Consider and review the Children and Young People Overview and Scrutiny work plan for 2016/17 and agree when items be programmed for consideration or removed.
 - ii. Note that the work plan is a living document which is subject to change and will be reviewed and updated at each meeting of the Panel to include any relevant correspondence, updates, new issues and resources available to meet additional requests;

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND

5. Members will recall that OSMC and the standing Panels held work planning sessions in May and June, 2016 with a view to identifying areas for consideration over the coming year. The work plan attached at Appendix A, approved by OSMC provides an ongoing summary of the work currently being undertaken across the whole Scrutiny function

OPTIONS CONSIDERED

6. There are no specific options to consider within this report as it provides an opportunity for Members to discuss the Panel's work plan for 2016/17.

REASONS FOR RECOMMENDED OPTION

7. This report provides the Panel with an opportunity to develop a work plan for 2016/17.

IMPACT ON COUNCIL'S KEY OBJECTIVES

	Outcomes	Implications
1.	All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none">• <i>Mayoral Priority: Creating Jobs and Housing</i>• <i>Mayoral Priority: Be a strong voice for our veterans</i>• <i>Mayoral Priority: Protecting Doncaster's vital services</i>	The Overview and Scrutiny function has the potential to impact upon all of the council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough.
2.	People live safe, healthy, active and independent lives. <ul style="list-style-type: none">• <i>Mayoral Priority: Safeguarding our Communities</i>• <i>Mayoral Priority: Bringing down the cost of living</i>	
3.	People in Doncaster benefit from a high quality built and natural environment. <ul style="list-style-type: none">• <i>Mayoral Priority: Creating Jobs and Housing</i>• <i>Mayoral Priority: Safeguarding our Communities</i>• <i>Mayoral Priority: Bringing down the cost of living</i>	

4.	All families thrive. • <i>Mayoral Priority: Protecting Doncaster's vital services</i>	
5.	Council services are modern and value for money.	
6.	Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

8. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan devised is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function.

LEGAL IMPLICATIONS

9. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
10. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

FINANCIAL IMPLICATIONS

11. The budget for the support of the Overview and Scrutiny function 2016/17 is not affected by this report however, the delivery of the work plan will need to take place within agreed budgets. There are no specific financial implications arising from the recommendations in this report. Any financial implications relating to specific reports on the work plan will be included in those reports.

HUMAN RESOURCES IMPLICATIONS

12. There are no specific human resources issues associated with this report.

TECHNOLOGY IMPLICATIONS

13. There are no specific technological implications resources issues associated with this report.

EQUALITY IMPLICATIONS

14. This report provides an overview of the work programme undertaken by Children and Young People Overview and Scrutiny. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the

Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

15. The work plan has been developed in consultation with Members and officers.

Background Papers

16. None

CONTACT OFFICER AND REPORT AUTHOR

17. Caroline Martin
Senior Governance Officer
01302 734941
caroline.martin@doncaster.gov.uk

Christine Rothwell
Senior Governance Officer
01302 735682
christine.rothwell@doncaster.gov.uk

Damien Allen
Director Learning, Opportunities and Skills

Schedule of Overview & Scrutiny Meetings

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
May	Fri, 20th May 2016, 11am – Chamber (CR)	Mon, 23rd May 2016, 2pm – Sheffield (CR)		Wed, 25th May 2016, 1:30pm Rm 209 (CM)	
	<ul style="list-style-type: none">Commission Care & Support (FP)	Regional Health Scrutiny; <ul style="list-style-type: none">Working Together Programme		<ul style="list-style-type: none">Work planning – R&H O&S	
June	Fri, 10th June 2016 at 9am – Chamber (CM)	Mon 6th June 2016, 10am - Rm 410 (CR)	Thurs 2nd June 2016, 9am – Rm 210 (CM)		Wed, 1st June 2016, 3:30pm, Rm 210 (CR)
	<ul style="list-style-type: none">Work planning - OSMC	<ul style="list-style-type: none">Work planning – HASC O&S	<ul style="list-style-type: none">Work planning – CYP O&S		<ul style="list-style-type: none">Work planning – C&E O&S
	Fri, 10^h June 2016, 10am – Chamber (CM)				
	<ul style="list-style-type: none">O&S Draft Work Plans				
	<ul style="list-style-type: none">O&S Membership				
	Mon, 27th June 2016 – Rm 209 (CR)				
<ul style="list-style-type: none">Corporate Plan (Refresh)					
July	Thurs, 7th July 2016, 10am – Chamber (CM)	Wed 6th July 2016, 10am – Rm 409 (CM)	Mon, 11th July 2016, 10am – Chamber (CR)		
	<ul style="list-style-type: none">DMBC Finance & Performance Qtr 4 15/16SLHD Finance & Performance Qtr 4 15/16Youth Justice Plan	<ul style="list-style-type: none">Intermediate Care – changes to current service	<ul style="list-style-type: none">Education White Paper Update – Implications for DoncasterAccountability ArrangementsChildrens Trust Update Qtr 4 1516		
Aug	Friday 12th August, 2016 at 10am - (CM)	Mon, 8th August, 2016– 3:30pm (CR)			Thurs 11th August 2016 – All Day, Rm 210 (CM & CR)
	<ul style="list-style-type: none">Budget discussion	Regional Health Scrutiny; <ul style="list-style-type: none">Working Together Programme (Doncaster supporting this meeting).			Domestic Abuse (one day review) 1. Strategy 2. Meet Victims 3. Meet with Partners: <ul style="list-style-type: none">Growing FuturesPerpetrator Programme – Foundation for Change

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
					<ul style="list-style-type: none"> • Changing Lives • Police (Safeguarding Adults Team) • Riverside • DMBC Officers Sandra Norburn/Bill Hotchkiss <p>4. Refuge Visit (separate session) – two members only</p> <p>Wed 17th August 2016 – 2:30pm, Council Chamber (CM)</p> <ul style="list-style-type: none"> • Isle of Axholme Strategy - including Hydraulic Modelling. Meeting with the Environment agency
Sept	Thurs, 1st Sept. 2016, 2pm – Chamber (CR)	Wed, 21st Sept. 2016, 10am – Rm 008 (CM)	Tues, 27th Sept. 2016, 10am – Chamber (CM)		
	Core annual 'define & deliver' cycle	<p>Health Inequalities. Incl.</p> <ul style="list-style-type: none"> • description of overall approach • focus on the health needs of BME populations • plans to update the assessment • Veterans <p>Information session to follow:</p> <ul style="list-style-type: none"> • Health Watch - Chair 	<ul style="list-style-type: none"> • Childrens Trust Update – Split Screen report • DFE Achievements of Children • Inspections Framework SEN • School Results (by pyramid/sub-groups) 		
Oct	Thurs, 6th October 2016, 10am – Chamber (CR)			10th October, 2016, 9am – Room 008 (CM)	Mon, 3rd October 2016, 10am – 3pm, 410 (CM)
	<ul style="list-style-type: none"> • DMBC Finance & Performance Qtr 1 16/17 • SLHD Finance & Performance Qtr 1 16/17 			<ul style="list-style-type: none"> • Economic Plan – Outline • Place Marketing – update • Additional Housing Update 	<p>Domestic Abuse Review continued:</p> <ul style="list-style-type: none"> • 10am – meeting with victims who have experienced domestic abuse and been supported.

Please note dates of meeting, rooms, support may change					
Nov	Weds, 2 nd Nov 2016, 1pm – Chamber (CM)	21 st Nov 2016, 3.30pm Oak House Junc 1 M18 (CM)		Mon, 28th November 2016, 9.30am - Room 409 (CR)	Friday 25 th November, 2016 at 9.30a, room 410 (CR)
	<ul style="list-style-type: none">Call-In	CWT Joint Scrutiny			
	Thurs, 10 th Nov 2016, 10am – Chamber (CR)	Wed, 23 rd Nov 2016, 10am – 007b (CM)			
	<ul style="list-style-type: none">Stronger Families Update	<ul style="list-style-type: none">Adult Safeguarding ReportDoncaster Immediate Care - Changes to Current Services – UpdateSTP (Sustainability and Transformation Plan)Health and Care Local Place Plan		<ul style="list-style-type: none">Homelessness across the Borough	Domestic Abuse Review - Strategy and review recommendations
Dec	13 th Dec 2016, 11am - (CM)		Tues, 6 th Dec 2016, 10am – Chamber (CM)		
	<ul style="list-style-type: none">Budget (informal)		<ul style="list-style-type: none">Childrens Trust Update (DMBC)Education & Skills Commission (Standards & Strategy)Chair Children’s Safeguarding Board: –<ul style="list-style-type: none">a) Annual reportb) CSE Updatec) Outline and Function of the Performance Account Board (PAB)CIC – Virtual School		
	Thurs, 15 th Dec 2016, 1pm – Chamber (CR)				
	<ul style="list-style-type: none">Progress on Digital CouncilChildren’s Trust Recovery PlanDMBC Finance & Performance Qtr 2 16/17SLHD Finance & Performance Qtr 2 16/17				
Jan	Thurs, 19 th Jan 2017, 10am – Chamber (CR)			Wed 18 th Jan 2017 9.30am – Council Chamber (CR)	10 th & 17 th January 2017 (CM)
	<ul style="list-style-type: none">Budget (formal)			<ul style="list-style-type: none">Homelessness Strategy<ul style="list-style-type: none">Update on Homelessness SummitProgress with the Homelessness PartnershipDetails on length of stay in temporary accommodation; andDoncaster’s and neighbouring authority homeless figures.	Domestic Abuse Review - Strategy and review recommendations

Feb	2 nd Feb 2017, 9am – Chamber (CM)	2 nd Feb 2017, 12:30pm – 007b (CR) (Was 25 th Jan)	H&ASC/CYP O&S - Invite 2 nd Feb 2017, 12:30pm – 007b (Was 25 th Jan)	R&H O&S End Feb 2017, TBA (CM or CR)	Mon, 13 th Feb 2017, 10am – 007b (CR)
	• Corporate Plan Update				
	15 th Feb 2017, 1pm – Chamber (CM)				
	• DCST Financial Recovery Plan				
		<ul style="list-style-type: none"> Transformation programme as that will cover direct payments and the development of the community led model Update on Care and Support at home Mental Health within Children's Services (invite to CYP O&S) – NHS CCG/DMBC 	CYP O&S Invite for the following; <ul style="list-style-type: none"> Mental Health within Children's Services 		
			Fri, 24th Feb 2017, 10am Chamber (CR) (Was Mon, 27th Feb) <ul style="list-style-type: none"> Children's Trust Update split screen report Children's Trust Annual report Annual Complaints - DCST Exam Results (& update on actions from E&SC) Council's response to the Education & Skills Commission Effectiveness of Pupil Premium across Doncaster Youth Council Overview 	<ul style="list-style-type: none"> Economic Plan Refresh 	<ul style="list-style-type: none"> Crime & Disorder Meeting <ul style="list-style-type: none"> Performance & Update on Priorities Community Safety Strategy Fly Tipping – Enforcement Hate Crime
Mar	Thurs, 23 rd March 2017, 10am – Chamber (CM)	15 th March 2017, 10am – 007b (CM)			H&ASC O&S - Invite 15 th March 2017, 10am – 007b - invite
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 3 16/17 SLHD Finance & Performance Qtr 3 16/17 Approach to Equalities and Future Direction – Action Plan 	<ul style="list-style-type: none"> Public Health Protection Responsibilities (annual) to include: <ul style="list-style-type: none"> Vaccinations – how is data on reactions used Air Pollution (performance targets/impact on public health) Intermediate Care – changes to current service – NHS CCG (TBC) 			C&E O&S Invite for the following; <ul style="list-style-type: none"> Public Health Protection Responsibilities (annual) : <ul style="list-style-type: none"> Air Pollution (performance targets/impact on public health)

Other potential issues to be considered and confirmed

<p><u>Ongoing annual list of Council Plans</u></p> <p>Council Plans:</p> <ul style="list-style-type: none"> Corporate Plan Refresh - 27th June 2016 and 2nd Feb 2017 <p>Statutory Plans: -</p> <ul style="list-style-type: none"> Local Transport Plan – TBC Community Safety Plan (known as Crime and Disorder Reduction Strategy – Refresh 2016/New Plan 2017) – May refer to Crime and Disorder Committee Health and Well-being Strategy - not required 2016 Local Plan (Development Plan) – TBC 2017 Maybe carried to 2017/18 work plan <p>Other:</p> <ul style="list-style-type: none"> Library/Training/Museum/Cultural Centre (FP Item) - TBC Borough Strategy (Sustainable Community Strategy no longer obliged to have as a Statutory Plan) Community Engagement Strategy – TBC Devolution (was 9th Nov) – deferred. 	<p>Transformation Programme – 7 key projects – ongoing:</p> <ul style="list-style-type: none"> IAG (Information Advice and Guidance) Community Led Support Learning Disability part of the commissioning key project Commissioning <p>Other:</p> <ul style="list-style-type: none"> Quality Accounts (annual) – when produced by partners Updates e.g. NHS England, CCG, H&WB – when approached by partners CWT Joint Scrutiny final proposals (TBC) <p>Areas to be transferred for possible consideration in 2017/18:</p> <ul style="list-style-type: none"> District Nurse Access Review - Developing an Age Friendly Doncaster 	<p>Other TBC: -</p> <ul style="list-style-type: none"> ETE Opportunities for CIC – Career Advice & Guidance (possible CYP O&S Members involvement) 	<ul style="list-style-type: none"> Economic Plan Refresh – to consult with the Panel - first meeting 10th October and to be programmed further when available. 	<p>Other TBC:-</p> <ul style="list-style-type: none"> Vol/Com Strategy – update and impacts of the new grant scheme.
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