

**To the Chair and Members of the
Management and Oversight Committee**

Doncaster Children's Services Trust Limited Update Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Education and Skills and Lead Member for Children's Services	All	No

EXECUTIVE SUMMARY

1. This report provides an update on the financial and operational strategy of the Trust, following the 15th February 2017 Management and Oversight Committee (attached for reference at Appendix 1).

The Trust continues to make significant progress in establishing a sufficiency strategy, which reflects a clear vision and strategy for placing children in care with a focus on achieving outcomes, permanency and a controlled exit, whilst using money wisely to ensure financial sustainability. However, there continues to be significant pressure on fostering and residential provision due to local and national issues. The increase in demand for early help and statutory services that is reflected nationally means that despite an increase in the number of available in house placements the current demand exceeds the available resource.

The outturn for the financial year 2016/17 resulted in the Trust breaking even. This was achieved through a number of contract variations which reflected transfer of services, increased demand, price variation and changes to grants.

The Trust continues to have a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financial sustainability. The Trust's financial strategy considers, reducing demand, expenditure and costs, whilst improving efficiency.

The Trust uses Looked After Child (LAC) forecast planning and trend analysis to inform budgets and forecast expenditure. Finance Business Partners advise, challenge and support operational staff with regard to budget setting and monitoring of activity through the year. A monthly management account is produced and reported to the Trust Board.

Longer term the Trust is committed to safely reducing the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely

manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system.

However, it must be noted that the commitment to reducing the looked after population is set within a national context of increasing numbers of children in care. The all party parliamentary group for children (no good options 2017) identified that the numbers of looked after children had seen an increase of almost 18% between 2011 and 2016 and that this trend was expected to continue. As at March 2016 the Doncaster rate for children in care was 75 per 10,000 which, whilst higher than the national rate of 60 per 10,000 was in line with our statistical neighbours (76 per 10,000).

The Trust operating model is designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained.

EXEMPT REPORT

2. There are no exemptions.

RECOMMENDATIONS

3. That Committee gives consideration to the financial and operational strategy update report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Doncaster Children's Services Trust Limited was established on 1 October 2014 at the direction of the Secretary of State with the mandate to deliver improvements to children's social care. This report provides an update of progress achieved to date by the Trust.

BACKGROUND

5. Doncaster Children's Services Trust Limited was created by the Department for Education and works under the direction of the Secretary of State, providing children's social care services for Doncaster Metropolitan Borough Council. The council retains its statutory duty and responsibility for the children of Doncaster. The Secretary of State for Education gave their commitment to local MPs that DMBC would not be required to bear the additional cost of delivering its social care services through the Trust. These additional costs related to setup and the on-going running costs – Trust senior management, VAT etc, which are subsequently funded by DfE.
6. The Trust's aim is to transform children services within Doncaster so that they significantly improve the outcome of the most vulnerable children and are recognised in Ofsted judgements as "Good" by October 2017 and "Outstanding" by October 2019.
7. It is acknowledged that in order to achieve this, the Trust's strategic priorities are to improve the quality of practice and outcomes for children, young

people and families, whilst using money wisely to ensure financial sustainability. This is referred to as the cost of improvement and should be considered within the context of additional costs borne by DMBC and other local authorities where services to protect children have previously failed.

INTRODUCTION

8. The Trust presented to members of the Overview and Scrutiny Management Committee on 15th February 2017, explaining the financial and operational strategy of the Trust. Members welcomed the information that had been provided and felt that they now had a greater understanding of the role and responsibility of the Trust. The committee actioned an updated report from the Trust alongside the Council's own action plan to be brought back to the Council in 6 months as part of the 2017/18 work plan.

FINANCIAL OUTTURN 2016/17

9. The provisional outturn for the year shows that the Trust's income exceeded expenditure by £22.8k; this position is still subject to audit. A number of contract variations were agreed with DMBC during the year which adjusted the contract value as follows:

	Adjustment	Contract Value
Opening Value for 2016-17		42,163,110
2016-17 in-year adjustments:		
Transfer of CWD team	322,250	
Transfer of Oaklands & management recharge	542,510	
Reduction in Digital Council efficiency target	59,550	
Transfer of Staying Put grant	139,050	
Reductions in Youth Offending funding	-202,640	
Transfer of funding for Early Help Hub team manager	44,510	
Asylum seeker grant - controlling migration fund	9,800	
Oaklands lease adjustment	-7,500	
Health contribution to specialist foster care	25,250	
Additional UASC grant	161,000	
18+ restructure	26,380	
	1,120,160	
In-year funding of cost / volume variations:		
Additional funding to reflect activity levels – out of area	1,964,000	
Additional funding to reflect price variations – out of area	590,000	
Supplementary social worker resource	173,540	
Additional funding to reflect activity levels – fostering	668,000	
Additional funding to reflect price variations - fostering	78,000	
	3,473,540	
Revised Value for 2016-17		46,756,810

10. Additional funding, which sits outside of the contract sum has been agreed and relates to: Initial Improvement fund (Liquid Logic etc), Ofsted Improvement fund and Practice Improvement Programme. DMBC also agreed to fund the refurbishment of children's homes, which is separate to

the contract.

CURRENT FINANCIAL YEAR

11. The contract value for 2017-18 between the Trust and DMBC has yet to be formally agreed however, the indicative value is £46.2m. The budget reflects the full year impact of those services that transferred to the Trust during 2016-17 (children with disabilities team and Oaklands), the transfer of family support services from April 2017 and inflation factors. In addition, £1.1m of growth has been provisionally agreed to reflect increased activity and costs within the care ladder (subject to formal contract variation). There was no requirement for the Trust to contribute to DMBC's financial plan and corporate savings for 2017-18, but notice has been given for £2m of efficiency savings from the Trust in each of the years 2018-21 (three years).
12. A balanced budget for 2017-18 has been established, matching the Trust's planned expenditure to income.

FINANCIAL STRATEGY

13. The Trust continues to have a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financial sustainability. The Trust's financial strategy considers, reducing demand, expenditure and costs, whilst improving efficiency.

Reducing Demand:

14. **Early Help and Family Support:** The remaining element of the targeted family support service was successfully transferred from DMBC over to the Trust in April 2017. However, the strategic lead for early help, including universal and single agency responses has remained with the council. In order to impact on the number of referrals into the Trust's targeted family support service and statutory social care teams it is essential that the early help provision delivered by DMBC is effective.
15. An independent review was jointly commissioned by the Trust and Doncaster Children's Safeguarding Board (DCSB) to deliver an assessment of arrangements concerning the children's services 'front door' in Doncaster. The outcome of the review was broadly positive and shared many of Ofsted's recent conclusions such as the statement that the Trust knows itself well, is effectively managed and has been able to further progress the wider-agency understanding of the thresholds for social care intervention. Management decision making and the accompanying rationale has also improved, although there remain some challenges regarding the timeliness of the decision making due to the significant volumes of work being processed.
16. However, the review also identified a number of strategic challenges for both the Trust and partners in Doncaster, including DMBC who are responsible for the early help offer. The review found;
"The main issue of concern is significant delay in providing the early help support required to children and their families..... cases reviewed had delays running into several months, both in the completion of EHAs and in services planned to be provided after that time. We saw several

references to the existence of ‘waiting lists’ for EH assessments..... and we also heard from managers that such delays have been and still are a considerable issue of concern in Doncaster.”

17. An effective early help offer is critical to ensuring that children and families receive the appropriate support in a timely manner and to prevent the escalation of need. In addition, a robust early help offer will support the “step up” and “step down” of cases and therefore reduce the demand on statutory social care teams. The lack of a clear and robust early help offer is identified as an on-going challenge for Doncaster and the Trust and DMBC staff are working jointly to strengthen and improve the current arrangements.
18. **Edge of Care:** This service continues to be developed to reduce the number of children being admitted to care. To date the service have worked with 153 children to either prevent their admission to the looked after system or support their transition home. An effective edge of care service will support the broader strategy to reduce the number of looked after children within the context of a national increase of nearly 18%.

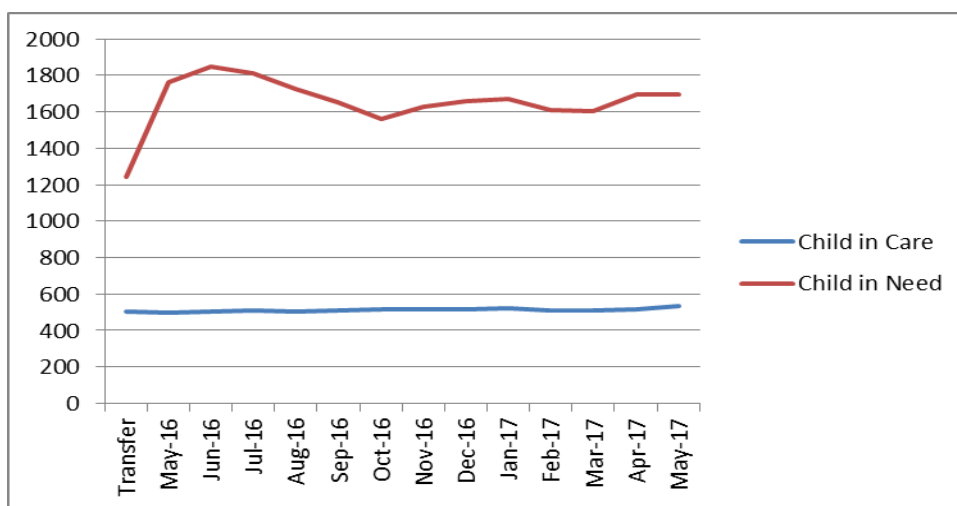
Reducing Expenditure:

19. **Procurement and Commissioning:** Approximately 50% of the Trust’s expenditure is spent externally and it is acknowledged that sound management of this expenditure is critical.
20. Effective procurement and commissioning can ensure that the services delivered by providers are in line with service users’ needs, are affordable and are of the necessary quality standard. Improved commissioning practices will assist in alleviating the immediate financial pressures and pave the way for longer term options for growth and integrated services.
21. The Trust has undertaken a review which indicated that there is an opportunity to consider the commissioning process as there is scope for improvement in terms of understanding demand, market engagement, the information available before and after procurement, the decision making process and contract management.
22. Benefits will arise predominantly from reduced placement costs and developing commissioning approaches that ensure money is spent to support the long term outcomes for each child. A strong commissioning function would also create wider economic benefits whilst there is recognition that the market for children’s services is volatile and under developed. Improved commissioning with a better understanding of future need would encourage suppliers to invest and grow the market. Improved certainty could lead to a reduction in costs which will benefit all those who purchase services.
23. The project team, led by a Trust non-executive board member, has been established which is considering the difference between procurement and commissioning, review the “end to end” process and consider procurement across Team Doncaster to provide efficiencies in both resource and costs. It is thought that it should be possible to generate 10% savings off current placement spend by 2019/20.

Reducing Costs:

PLACEMENTS

24. The overall numbers of children in care appear to have remained relatively stable since the Trust was established although the movement of children in and out of the system is masked as a result of the proper application of the care planning regulations. This means the Trust, and DMBC as the commissioner, are legally compliant with necessary regulations and children who should be afforded the protection of a looked after status are appropriately recognised within the system.
25. However, the numbers of children assessed as being in need have been volatile over the same period but have generally followed the national trend of increasing demand. As with the numbers of looked after children the national trend in relation to children in need has also seen a steady increase.
26. The graph below shows that following the transfer to the Trust and the application of appropriate thresholds the numbers of children identified as requiring social care support has risen. These children in need cases all require a suitably qualified and experienced social worker and have also contributed to increased expenditure against the staffing budget.
27. The increasing numbers of children assessed as being in need since the establishment of the Trust is as a result of a combination of factors including improved social work assessments, better identification of children with additional needs and importantly the lack of a robust early help offer. Families who require additional support are being referred through to statutory services or their needs are escalating to the point where they are deemed to be children in need. Work is being undertaken to improve the early help offer but this has not yet had a positive impact on the overall numbers.
28. Of the Child in Need cohort, 12% are identified as BME, an increase from 10% in 2015/16. This is lower than the national average, which stands around 26%. However, the population of Doncaster is less diverse than other areas, with 14% of the school population recorded as BME compared to a national figure of 30%. Therefore the BME representation within the Child in Need cohort, matches the total population of children across the Borough.
29. Within the looked after cohort, 14% are recorded as BME, again reflecting the Borough-wide cohort. This is an increase from 10% in 2015/16.



CARE LADDER

30. The contract is based upon the assumption of the care ladder, with in-house fostering offering the most cost effective option. It is the increased number of external residential placements against contract levels and the switch between in-house fostering and IFA placements that places significant pressure on the placement budget. The position as at May is:

PLACEMENT TYPE	2017-18				
	Contract	May Actual	Forecast Average	Variance f'cast to contract	Variance f'cast spend to contract £'000
OOA	21	33	29	8	1,673
Independent Fostering Agencies	197	194	182	-15	-308
In-House Fostering	154	182	188	34	317
In-House Residential	18	11	18	0	0
18+ Accommodation	34	27	32	-2	240
CIC Transition Accommodation	22	39	40	18	76
UASC	3	7	6	3	144
Secure/Remand Beds (YOS)	0	0	0	0	0
Adoption Allowances	106	97	99	-7	-88
Independent Adoption (Agencies)	11	11	11	0	0
Child Arrangement Order	149	147	149	0	45
Special Guardianship Orders	257	254	272	15	200
TOTAL	972	1,002	1,026	54	2,298

31. The remodelling of the in-house residential resource has increased the number of beds available - rising from nine beds in April 2016 to 21 by the end of July - and will ensure that the Trust looks after Doncaster children within the borough. However, the refurbishment and registration of the homes has been delayed by a combination of factors, including slippage on the building schedule and the time taken by Ofsted to register new homes. This has meant delays in returning children to Doncaster from more costly out of borough placements which has impacted on the financial projections.

32. The Trust continues to build upon its management information to assist with demand forecasting, allowing meaningful and mature discussions with DMBC with regard to contract numbers and contract price. The model takes account of children's assessed care plans and possible changes over the next financial year to better predict future costs incurred through placements, transferring out of the system through age progression, Special Guardianship and Child Arrangement Orders.
33. The Trust regularly reviews the care ladder to ensure that children and young people receive appropriate and cost effective care.

OUT OF AREA PLACEMENTS

34. There were 34 out of area placements as at the end of March, which was a higher starting point than was assumed in the financial model and reflects the approval of six new, unanticipated placements towards the end of the year. It should be noted that some are short term arrangements or the extension of existing placements beyond assumptions factored into the model. The number of out of area placements as at the end of the quarter was 33 and the forecast reflects:
- The movement of four young people into our own residential homes by the end of July;
 - Plans for four other placements to end in the first half of the year; and
 - Growth of four young people not currently in the looked after children cohort requiring out of area placements during the year.

Work is on-going to understand the threshold for health contributions and how / where the Trust submits cases to secure funding for our complex children.

INDEPENDENT FOSTERING AGENCY

35. The Trust reduced the number of young people in independent fostering placements at the end of 2016-17, through greater utilisation of in-house placements. During the year the Trust is assuming the transfer of 10 IFA placements to in-house fostering and the conversion of 10 IFA placements to permanence arrangements through Special Guardianship Orders. Growth in this area has been factored into the forecast, but this may prove to be overstated given more recent patterns of placement.

IN-HOUSE FOSTERING

36. There continues to be a national decline in the number of individuals seeking to become or remain as foster carers. However, despite this national decline the Trust continues to make progress in the recruitment of foster carers and the number of children placed with in-house foster carers rose steadily during 2016-17. The number of children with in-house foster carers at the start of the financial year was 23 higher than assumed in the financial modelling, reflecting, in the main, higher utilisation of existing carers. The forecast also reflects the assumed transfer of 10 placements from IFA arrangements and growth of four. Should the transfer of IFA placements come to fruition this would redress the balance between private and in-house fostering.

37. Recruitment of foster carers remains a high priority for the Trust; we have rebranded our approach as “Trust Fostering”, conducted a number of innovative recruitment campaigns and are expanding the Mockingbird model to ensure foster carers are appropriately supported. The number of enquiries from prospective carers continues to increase however the impact in overall numbers is offset by the loss of available carers due to the “staying put” entitlement, foster carers seeking to adopt children and deregistration due to age or quality issues.
38. A new progression scheme has now been applied with the support of DMBC, which allows the Trust to pay level 3 foster carers an enhanced allowance for more complex children and which will ensure the service is able to compete in a highly competitive market for professional experienced carers.
39. The Trust acknowledges that there is a continued need to recruit foster carers to meet the needs of children of all ages although providing placements for older children and sibling groups continues to be a challenge. Recent fostering campaigns have therefore focused on placements of sibling groups and older children/teenagers and have shown some early success.

ADOPTION

40. There are 45 children who are subject of a placement order, but who have not yet been adopted. Of these children 18 currently have adoption applications before the court and a further 9 have been matched with prospective adopters. Funding for inter-agency adoption is available but applies only to children or sibling groups where one child has been waiting to be placed with a family for 18 months or longer. Doncaster continues to offer adoptive placements to children with complex needs, older children and sibling groups. This means that there will always been a number of children with placement orders waiting to be matched with prospective adopters.
41. The Trust is the host for the South Yorkshire regionalisation of adoption agency. The Trust continues to work with Rotherham, Barnsley and Sheffield with regard to financial and performance modelling and has the support of a Department for Education coach. A report has been prepared and shared with all DCS's and the Chief Executive of the Trust with a provisional timeline for full service integration of 1 April 2018. Operational work to align services continues and all partners acknowledge early benefits from this approach. These benefits include:
 - Increased enquiries from prospective adopters as a result of the One Adoption campaign;
 - Improved early permanence offer; and
 - Improved tracking, which will drive down timescales.

CARE ORDERS

42. There are 13 children currently subject to placement with parent regulations and work has commenced to discharge the care orders. There are currently no costs attached to these placements, however until the care orders have been discharged the Trust is required to allocate qualified social workers and other support staff.

SPECIAL GUARDIANSHIP AND CHILD ARRANGEMENT ORDERS

43. Although placing children in this way is financially more cost effective, the Trust continues to see increases in numbers, above planned activity levels.

	2014/15		2015/16		2016/17		2017/18		2018/19	2019/20
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Current forecast	Forecast	Forecast
Child Arrangement	129	140	129	149	152	148	149	149	155	154
SGO	133	177	133	217	175	235	257	272	293	324
Total	262	317	262	366	327	383	406	421	448	478

44. Reviews of all children subject to SGOs and CAOs are due to take place during 2017. The re-assessment of carers' financial standing is being undertaken by DMBC and is due to be finished by end of July. Revised payment terms will then be issued accordingly. The implications of the review have been factored into the demand model and coupled with the expected transfer of IFA placements to SGO will save the Trust £340k in the first full year of operation, with a further £270k and £200k for the following two years.

RESIDENTIAL HOMES

45. The Trust continues to draw on best practice with regard to the management of our homes. The maximum capacity is 21 young people however the budget is based upon a working assumption of 85%, which equates to 18 young people. At the end of May utilisation was as follows:

	Number of young people	Utilisation
Cromwell	4	100%
Morrison	3	75%
Tickhill	6	120%
Pinewood	2	50%
Amersall	Operational July	0%
Total	15	

46. At the end of May, Tickhill had six young people in place, reflecting the urgent need to house a young person, when a private provider gave very limited notice of the termination of a placement and no alternative external provision was available. This resulted in the Trust logging a variation order with Ofsted to register an additional bed within the home. This is considered a temporary solution and a permanent solution is being sought.
47. There have been delays to the refurbishment of two residential homes which has resulted in lower utilisation than planned. Pinewood re-opened in May, however, delays in securing Ofsted registration for Amersall means that this home will not be operational until July and four young people have been identified to move into the home. The contract with DMBC is based upon 85% utilisation; current average utilisation is 69%, the Trust is aiming to bring the utilisation back in line for year end, by ensuring that the homes operate at higher utilisation levels than planned.

TRANSITION/18+

48. The numbers of young people being supported with accommodation is higher than had been anticipated during contract negotiations. This increased demand reflects the level and complexity of the young people's needs as a result of their experiences in the care system. The Trust has reviewed the responsibilities for managing transition of young people in care to independence and is taking action to ensure better preparation and planning to support young people. Work is also being carried out to ensure that young people are pursuing all appropriate benefits, including housing benefit.

NB: Please note that at the end June utilisation was 100% for all homes with Tickhill Square having 120% utilisation. 120% utilisation is only possible for a very short period in an emergency where all other options have been exhausted.

UNACCOMPANIED ASSLUYM SEEKER CHILD (UASC)

49. The Trust receives additional grant to cover UASC, however, it should be noted that current grant levels do not cover the full cost of UASC support. As at the end of May there were 7 young people whose asylum seeker status had been accepted as meeting the Home Office criteria.

PAY / RESOURCE

50. The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities, but the numbers appointed continue to show that the improved reputation of the service in Doncaster is beginning to have a positive impact.

FTE	Apr	May
Permanent	522	546
Agency	32	35
Total	553	581
Budget	633	633
Vacancy level	79	52

51. Posts recruited during April relate to:

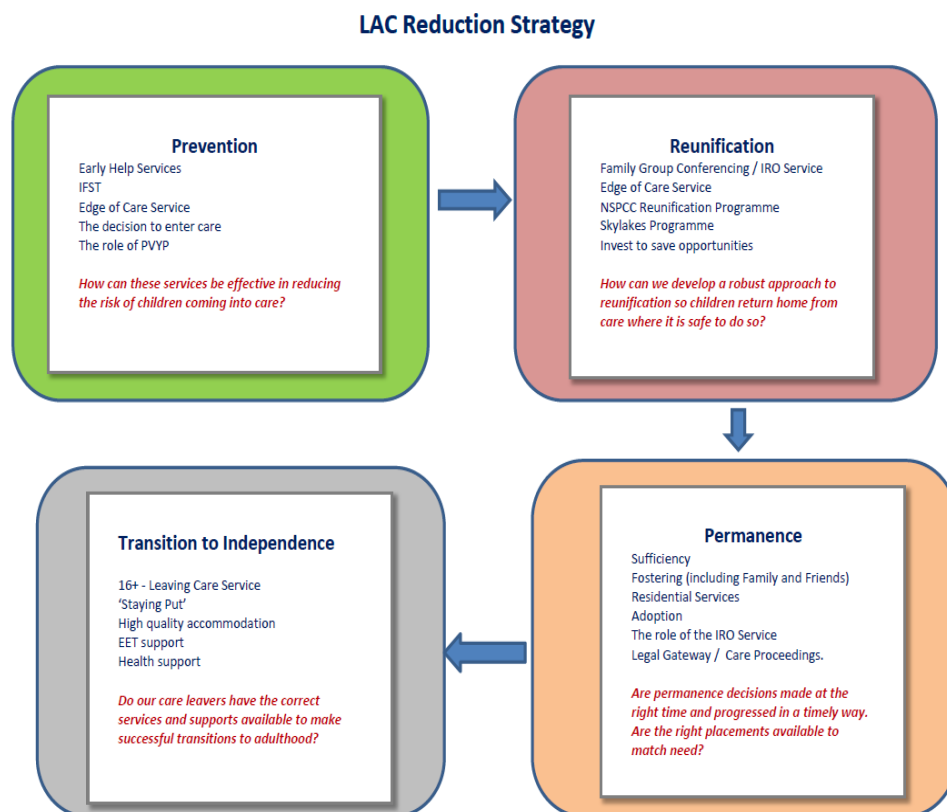
- Head of Business Development
- Practice Development Social Worker
- Team Managers
- Parenting Support Worker
- Children's homes posts
- Contact Centre Worker
- Workforce Development Officer
- Business Support posts

52. **Structure:** The current Trust operating model was designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. It provides a locality based structure with sufficient levels of management scrutiny to ensure that compliance and quality of services are

good or better. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained. Any efficiency would not be released until 2018/19 and would be premised on maintaining or reducing the current level of demand through improved partnership working, including a robust early help offer and improved social work practice.

Reducing Costs: Longer Term

53. **Re-profiling the Looked After Population:** In order to reduce the cost base of the Trust it will be necessary to safely reduce the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system. Below is an overview of the different strands of the strategy:



54. **Comprehensive Spending Review:** The annual report submitted to the Department for Education made reference to the Comprehensive Spending Review and the need to achieve a balanced budget. DMBC have therefore proposed a £2m efficiency saving target for the years 2018/19, 2019/20 and 2020/21. The level of Trust contribution to the efficiency target has not yet been agreed. A number of discussions have been held with DMBC regarding the Trust's contribution to future efficiencies and despite assurances that a formal written proposal will be provided this has not yet been received. Negotiations are to take place between the Trust's Chief Executive and DMBC's Finance Director. Any efficiency saving will need to be approved by Department for Education.

GOVERNANCE

55. Financial and Operational performance is reviewed at a number of meetings internally and between the Trust and DMBC:

Internally:

- A **management account** is produced monthly, which shows income & expenditure and risks & opportunities. Pay and placement costs are tracked month by month, with variances to budget and changes to forecast clearly explained and justified. Average annual placement costs are calculated and tracked. Analysis down to cost centre level is also produced. The management account is reviewed by the Chief Executive's Senior Leadership Team, prior to it being presented to the Trust's Finance and Infrastructure Committee, Trust Board and Executive Task Committee;
- The **Annual Report and Account** is produced in line with IFRS 102, externally audited and filed on Company's House. The Trust's Audit, Assurance and Risk Committee also review the accounts;
- The **Resource Panel** ensures all decisions about placements and resources to support children in placements are made with full consideration of all aspects of the care plan including education and health needs, resource implications, appropriate partner contributions and value for money decisions;
- The Trust's **Corporate Governance Framework and Scheme of Delegation** has been reviewed and agreed by the Trust Board. Both documents allow responsibility to be clearly delegated to senior leadership and staff of the Trust. The framework sets out the matters reserved to the Board and Members of the Trust either explicitly or implied through the Articles of Association. The Scheme of delegation defines delegated powers to specific staff and all parts of the Trust relating to such areas as: Board; Finance; Procurement & Commissioning; Property, HR; and Operational delegations; and
- **Internal Audit's** role is to provide assurance to the Accounting Officer that all key risks are being managed effectively. A forward plan is agreed and reviewed at the Trust's Audit, Risk and Assurance Committee.

With DMBC

- **The *Annual Review*** process considers funding and strategic priorities and reports to the Secretary of State for Education on progress made during the year and priorities and notifiable changes to the contract.
- ***Quarterly Monitoring Performance Meeting*** which is attended by Chief Executives from both organisations, along with representation from Trust Board, The Trust's Chief Operating Officer and Director of Performance Quality and Innovation, and Officers with Finance and Performance Management responsibility from both organisations.
- ***Monthly Financial Monitoring Group*** principally reviews the financial position of the Trust as it relates to the contract with the Council, the delivery of savings, and considers options to address budget pressures.
- ***Monthly Operational Progress Group*** details key performance indicators and is accompanied by explanatory narrative. Meetings are attended by Assistant Director: Commissioning and Opportunities (DMBC), Director of Operations (Trust) and Heads of Performance from both organisations.

OPTIONS CONSIDERED

56. Not applicable

REASONS FOR RECOMMENDED OPTION

57. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

	Priority	Implications
	<p>We will support a strong economy where businesses can locate, grow and employ local people.</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 Trust has been established with a mandate to continue delivering improvements in children's social care. The formal contract with DMBC details a requirement for future Ofsted inspection judgements to be:</p> <ul style="list-style-type: none"> - 'Requires improvement' or better by April 2016 - Good or better by October 2017 - And that overall the service should be Outstanding by October 2019 <p>The Contract with the Trust relates to the delivery of services to children in need of help and protection, and therefore has an implication for the priorities relating</p>
	<p>We will help people to 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>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</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>to safeguarding our communities.</p> <p>The Trust is also a key strategic partner in delivering children's services, and therefore an effective partnership is critical to improving outcomes for the Children and Young People of Doncaster.</p> <p>The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.</p>
	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>We will deliver modern value for money services.</p>	
	<p>We will provide strong leadership and governance, working in partnership.</p>	

RISKS AND ASSUMPTIONS

58. There are no specific risks associated with this report

LEGAL IMPLICATIONS

59. In September 2014, the Secretary of State for Education issued a Direction transferring various children's services to Doncaster Children's Trust Limited ("the Trust"). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.
60. On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that Services are being delivered correctly.

FINANCIAL IMPLICATIONS

61. See above

HUMAN RESOURCES IMPLICATIONS

62. Considered through recruitment and retention policies.

EQUALITY IMPLICATIONS

63. Ethnicity split of children in need cohort as at March 2017:

Ethnic Origin	Number	%
Asian or Asian British	52	2.04%
Black or Black British	26	1.02%
Mixed	91	3.57%
Other Ethnic groups	40	1.57%
White	2164	84.93%
Not Recorded	175	6.87%

64. Ethnicity split of children in care cohort as at March 2017:

Ethnic Origin	Number	%
Asian or Asian British	6	1.17%
Black or Black British	2	0.39%
Mixed	30	5.86%
Other Ethnic groups	9	1.76%
White	460	89.84%
Not Recorded	5	0.98%

65. Gender split of the workforce, including the Board, as at March 2017:

	Female	Male	Total
Trust Board	5	6	11
Senior Leadership Team	8	5	13
Others	479	92	571
Total Headcount	492	103	595
%	83%	17%	100%

66. Ethnic categories for the workforce, excluding the Board, as at March 2017;

Ethnic Origin	Headcount	%
Asian or Asian British	3	1%
Black or Black British	6	1%
Multiple Heritage	7	1%
Other Ethnic Group	3	1%
White	421	72%
Unknown	144	25%
Total Headcount	584	100%

CONSULTATION

67. Not applicable

BACKGROUND PAPERS

68. None.

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