

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: 008 - Civic Office Civic Office, Waterdale, Doncaster,
DN1 3BU

DATE: Monday, 29th February, 2016

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 8th December, 2015 (*Pages 1 - 8*)
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

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: Friday, 19 February 2016

Scrutiny Officer
for this meeting:

Christine Rothwell
Senior Governance Officer

6. CSE Assurance Update (*Pages 9 - 32*)
7. Doncaster Safeguarding Children Board (DSCB): Summative Review of Business Plan 2014-16 (*Pages 33 - 58*)
8. Annual Report of the Doncaster Children's Services Trust (*Pages 59 - 76*)
9. Quarterly Performance and Progress against OfSTED Action Plan - Trust Update Report (*Pages 77 - 106*)
10. Adoption Leadership Board (ALB) Briefing Headline Measures (*Pages 107 - 114*)
11. Developments in Trust Complaints Management Since 17 September, 2015 (*Pages 115 - 124*)
12. Overview and Scrutiny Children and Young People's Work Plan Report 2015/16 (*Pages 125 - 136*)

MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

Chair – Councillor Rachel Hodson
Vice-Chair – Councillor Neil Gethin

Councillors Nick Allen, Nigel Ball, Bev Chapman, James Hart, Alan Jones, Sue McGuinness and Sue Wilkinson

Invitees:

Mr Jim Board (UNISON)

Education Co-optees*

Damien Thorpe
John Hoare

*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, 8TH DECEMBER, 2015

A MEETING of the CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on TUESDAY, 8TH DECEMBER, 2015 at 10.00 AM

PRESENT:

Chair - Councillor Rachel Hodson
Vice Chair – Councillor Neil Gethin

Councillors Nick Allen, Nigel Ball, James Hart, Alan Jones, Sue McGuinness and Sue Wilkinson

Co-optees – Damien Thorpe and John Hoare

ALSO IN ATTENDANCE:

Mark Douglas – Chief Operating Officer (Children’s Trust)
James Thomas - Head of Performance and Business Intelligence (Children’s Trust)
Peter Featherstone - Business Manager (Learning and Opportunities: CYP)
Christopher Toyne - Head of Service: Education Data, Intelligence & Performance (Learning and Opportunities: CYP)
Kathryn Wild - Principal Standards & Effectiveness Officer (Learning and Opportunities: CYP)
Paul Thorpe - Head of Service: Performance Improvement (Learning and Opportunities: CYP)
Lianne Hornsby - Head of Business Transformation and Management Support (Learning and Opportunities: CYP)

APOLOGIES:

Apologies for absence were received from Councillors Bev Chapman

		<u>ACTION</u>
17.	<u>APOLOGIES FOR ABSENCE</u>	
	Apologies for absence were received from Councillor Bev Chapman.	
18.	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
19.	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	

	There were no declarations of interest made.	
20.	<u>MINUTES OF THE MEETING HELD ON 17TH SEPTEMBER 2015</u>	
	The minutes were agreed and approved as a true record.	
21.	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
22.	<u>QUARTERLY PERFORMANCE TRUST UPDATE REPORT</u>	
	<p>The Chair welcomed Mark Douglas, Chief Operating Officer and James Thomas, Head of Performance and Business Intelligence from the Doncaster Children’s Trust to the meeting to provide an overview of the Quarterly Performance Trust Update and respond to questions.</p> <p>The Panel was reminded of the monitoring arrangements of Governance Assurance being undertaken within the Children’s Trust, which included: -</p> <ul style="list-style-type: none"> • Quarterly Performance Meetings • Monthly Operational Progress Group • Monthly Financial Monitoring Group • Annual Review <p>Members were told that there was an intention to bring the Monthly Operational Progress and Financial Monitoring Group meeting closer together to establish links and develop a better understanding. It was added that the Annual Review had nearly been completed looking at issues such as the Trust’s monitoring arrangements and performance indicators.</p> <p>Members were informed that at the end of the Quarter 2 (which marked the first 12 months of the Trust’s operation) there were 11 at or above target and 4 outside tolerance. These included the time taken to complete assessments when children were referred to as a child in need, case file auditing activity and two relating to financial monitoring and forecasted projected spend against budget.</p> <p><u>Case File Auditing:</u> - It was explained that the Trust had improved consistency and introduced more rigour and challenge to its case file auditing activity, with Managers having received additional training and deployment of a new audit tool. It was expected that this performance indicator should improve by the next quarter.</p> <p><u>Stability of Placements:</u> - A Member asked about the stability of placements (for placement breakdowns of 3 or more moves), which had reported as having a rise at Corporate Parenting Board meetings.</p>	

Members expressed their concern about the effect of less stable placements on children in care outcomes such as education. Members were informed that this had shown a slight increase during the last couple of months and was now being measured and monitored for specific trends. It was added that further work would be undertaken on the reasons behind the increase although no specific local research was available in respect of educational outcomes.

Foster Change Project – Members were told that a regional lead had been recruited and that any delay in progress had not been caused from within the Trust.

Single Assessments Completed in Timescale – Members were informed that this was due to a combination of increased referral rates, a small number of short term vacancies (which had temporarily increased demand on services), the speed at which workers were able to complete assessments and finally an increased challenge to staff to complete high level quality assessments. Members were also told that there had been a reallocation of case files, rewriting of scheduling reports, support provided to Managers and use of agency staff. As a result of these steps, the performance indicator was now back up to tolerance levels and back on track.

Careers Information Advice and Guidance (CIAG) of Children in Care: – Members were informed about what was in place to provide CIAG to children in care, this included signposting to routes such as apprenticeships schemes, full-time education and organisations such as A2E. It was also added that every looked after child has a Personal Education Plan completed in partnership with the school and provider. It was acknowledged that this was a challenge and a Member commented that CIAG needs to be impartial and independent. Members expressed an interest in looking at this issue in more detail as part of the Panel's workplan.

Regarding Average Social Caseworker Load, Members were advised that information reported on average numbers of caseloads might not present a clear and realistic picture. It was explained that some Social Workers might have more complex assessments than others and it was expected that Managers would effectively manage the team's caseloads accordingly.

Measures relating to workforce: - In respect of staff supervision, Members were informed that this will be looked at through the annual review and a new suite of indicators will be agreed and reported on. In terms of staff satisfaction, Members were informed that there were a number of routes that could be used for staff to contribute through a two way conversation that had resulted in good outcomes. These routes had included;

- STEP Engagement Forum

- Staff surveys and appraisals
- Ofsted – opportunity to engage during the 4 week process

Measures in relating to finance - Regarding overspends, Members were informed that the cost of children in care placements was due to the reliance of relying on individual foster agencies. It was explained that steps had been taken to bolster in-house provision, overhauling residential homes and utilising capacity better. In relation to children in care, Members were told how Doncaster was unable to provide care for those with more complex specific needs. It was explained that there was a focus on more preventative care, to be able to provide more alternative in-house provision and for foster carers to be able to meet demand. It was advised that this would be included in the annual review of setting the budget for next year.

Members were told that the Trust had no capital budget and as part of capital proposals submitted to Council, the Trust needed to complete a sound business case. Members were informed that in respect of any potential legal challenge to the Council, the problem would only lie when placements in-house were done first without consultation with other options.

Measures relating to Children in Care and Care Leavers – in relation to episodes of children in care missing for 24 hours, in rolling 3 months, Members were informed that there was a return interview process now in place which had experienced a good uptake of children taking part. It was explained that there was a set format dependent upon the level of engagement required and amount of detail the child was willing to provide. It was noted that the forms were well completed and provided meaningful data.

Ofsted Inspection of Services for Children In Need Of Help and Protection, Children Looked After and Care Leavers

A presentation was provided which updated the Panel on the recent Ofsted inspection including recommendations made within the Ofsted report and next steps including the Action Plan. Members were informed that there would need to be some external assurance of progress to ensure it was robust and had some validity. Members were informed of a review being undertaken for Care Leavers.

Members were informed that as part of the next steps, the Children's Trust will be looking to improve their performance management framework and upskill staff to drive this forward and ensure that there was a clear vision to be cascaded down.

THE PANEL RESOLVED to: -

- Note the Quarterly Performance Trust Update report.
- Receive an update on a review of services for Care Leavers at

	<p>the Panel's meeting on the 29th February 2016.</p> <p>iii. Review Action Plan at the Panel's meeting on the 29th February 2016.</p> <p>iv. Include Career Information Advice and Guidance for children in care to the CYP O&S Workplan.</p>	
23.	<p><u>LOCAL AUTHORITY DONCASTER EDUCATION ATTAINMENT SUMMARY 2015 AND SCHOOL IMPROVEMENT STRATEGY/KEY STAGE 2 STRATEGY AND PROGRESS REPORT</u></p>	
	<p>The Panel received a report that provided information on the 2015 Doncaster Attainment Summary for children and young people aged 5, 7, 11 and 16 and School Improvement Strategy/Key Stage 2 Strategy and Progress Report. The Panel discussed the following areas: -</p> <p><u>Early Years Foundation Stage:</u> – Members were informed that the Early Help offer would make an impact in this area and that a Senior School Standards Officer had been appointed that would link with Early Help to carry out work alongside the Commissioning Service.</p> <p><u>Phonics Testing at ages 6 and 7:</u> – Further to the report detailing that the performance of Doncaster's 6 year old children was 7% lower than the national average; Members were informed that there was a Phonics Action Plan in place and initiatives were being introduced which included the delivery of training and phonics leads within schools.</p> <p><u>Key Stage 1 Attainment (Children aged 7)</u> – Members were informed that this presented a more positive picture. In relation to pupils with Special Educational Needs (SEN) support, Members were told that all academies Education Standards and Effectiveness provided a particular focus on SEN children.</p> <p><u>Key Stage 2 Attainment (Children aged 11)</u> – Members were concerned that for Key Stage 2 children aged 11 and over, it had not been a positive year for results, in particular for Maths (top at KS1 and bottom at KS2). It was explained that part of the reason behind this was in relation to a mismatch between teacher assessments and outcomes. In respect of the Maths results, it was explained that what was happening in Doncaster mirrored national results and international research that children were being pushed too soon before truly understanding the depth of the subject. Members were informed that at Key Stage 2 the Rapid Improvement initiative had been launched which would collect live data to enable issues to be identified.</p> <p>Other actions being taken to address issues at Key Stage 2 included: -</p> <ul style="list-style-type: none"> • Pyramid Plans – data being used to supply and improve outcomes. • Procuring Tracking Systems – target setting 	

- Data Sharing Agreement – circulated data to schools

It was also noted that Rapid Response was needed to address issues and included: -

1. Securing accuracy of teacher assessment mismatch to test outcomes.
2. Accelerating progress of schools under pressure to deliver new curriculum.
3. Securing high quality leadership – look at how it impacts on teaching and learning and undertaking effective monitoring and evaluation.

Key Stage 4 Attainment Summary (children aged 16) – Members were informed that the educational performance of children in care for Key Stage 4 with 5 + A*-C including English and Maths was at 9% and had bucked the national trend which had dropped by 1%. It was added that one of Ofsted’s recommendation was to ‘improve outcomes for Children in Care through the Virtual School’ which was in place.

In respect of Data Protected Characteristics it was asked why there were no Children in Care included. Members were informed that this would be released later this year and would be shared with the Panel.

It was questioned whether exam routes were suitable for all children who may be more suited to other routes for learning.

Schools becoming academies: - In relation to the local authority encouraging primary school governing bodies to become academies, Members were informed that from a local authority perspective the decision sits with individual schools to make a decision of where they want to be within that agenda. It was outlined that consultation was being undertaken and that schools were being encouraged to consider the direction of travel. It was added that schools were being provided with a number of incentives.

Concern was raised that governing bodies didn’t understand where to look in regards to this agenda and also that they didn’t like what they saw. Reference was made to the Department of Further Education’s view that large academy chains were impacting on outcomes and it was questioned whether this was happening in Doncaster. In terms of the capacity of schools to deliver, Members were informed that there had been little evidence to suggest that academies were an effective solution. It was recognised that becoming an academy was time consuming and required investment. It was commented that those schools that had become academies may not have the time to support other schools. It was added that it was about building capacity to support a number of schools. It was confirmed that work was being undertaken with the Diocese to agree the work forward as well as a dialogue currently underway at Director level.

	<p><u>Newly Qualified Teachers (NQT's):</u> - It was commented that the Key Stage 2 Raising Achievement strategy was a worthy ambition. Concern was raised that one of the challenges governing bodies face was making good appointments of teaching staff, especially where experience was sought. It was raised that there were many NQTs who although showed promise, needed help and leadership. In relation to what the Local Authority was doing to attract good teachers to Doncaster, Members were told that this was one of the key strands within the Local Authority Rapid Assessment Plan. Members were told about a recent proposal to undertake a recruitment campaign that had received 100% backing from the Schools Forum. It was added that this had then been rejected by the DFE due to an inappropriate use of funds. It was explained that recruitment campaigns although essential needed resourcing.</p> <p><u>Role of School Governors:</u> - There was a conversation around the changing role of School Governors and that support that was offered in terms of providing additional information, data and training courses. It was recognised that governing bodies had been weakened by governors who had chosen to resign in view of changing expectations. It was added that the Local Authority had stepped in for those schools not deemed as good and where governors had not appropriately challenged.</p> <p>RESOLVED that the Panel: -</p> <ul style="list-style-type: none"> i. Notes that in response to declined performance at KS2 the Local Authority has implemented a robust 'Key Stage 2 Rapid Improvement Strategy' requiring all schools to participate in bespoke and general initiatives to boost performance. ii. Notes the challenges that are in place to the DFE, Governing Bodies and School Leaders to improve performance at all levels, including proposals for the growth of Multi-Academy Trusts. iii. Agreed to maintain an overview of progress to improve Educational Attainment through the Panels workplan. 	
24.	<p><u>CHILDREN AND YOUNG OVERVIEW AND SCRUTINY PEOPLE'S PANEL WORK PLAN REPORT 2015/16</u></p>	
	<p>The Senior Governance Officer presented the current Overview and Scrutiny work plan highlighting areas of work undertaken by the Scrutiny Panels since the last meeting including an update on the Disabilities review.</p> <p>The Senior Governance Officer also presented the recommendations from the Joint Children and Young People/Health and Adult Social Care Overview and Scrutiny Panel informal meeting on Sexual Health -</p>	

	<p>Signposting for Young People/Partnership Working.</p> <p><u>RESOLVED</u> that:</p> <ul style="list-style-type: none">i. the 2015/2016 Overview and Scrutiny workplan, be notedii. the recommendations from the Joint Children and Young People/Health and Adult Social Care Overview and Scrutiny Panel informal meeting on Sexual Health - Signposting For Young People/Partnership Working, be agreed.	
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29th February 2016

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

CSE ASSURANCE UPDATE

Relevant Member(s)	Cabinet	Wards Affected	Key Decision
Councillor Nuala Fennelly lead Member for Children's Services		All	None

EXECUTIVE SUMMARY

1. This report provides the Independent Chair of Doncaster Safeguarding Children Board's (DSCB) updated assessment of the response to child sexual exploitation (CSE) in Doncaster. The Independent Chair's first assessment was published in December 2014. This update report addresses the Chair's ten key CSE assurance questions, focusing in particular on progress in relation to the areas for development identified in the December 2014 report. (See [Appendix 1](#).)
2. Good progress has been made in implementing the DSCB CSE Action Plan. Interim progress with that plan was considered by the Panel at its meeting on April 2nd 2015. A summary report on the CSE Action Plan is provided at [Appendix 2](#). The Board is refreshing the CSE Action Plan for 2016-17. The new priorities can be found in section 12 of [Appendix 1](#).
3. OFSTED's review of the DSCB, published in November 2015 found that '**there has been good coordination by agencies in order to tackle child sexual exploitation in Doncaster....a child sexual exploitation sub-group and workstream chaired by a Police Superintendant coordinates well the operational partnership working**'.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. The Panel is asked to:
 - (a) consider and comment on the analysis of progress against the DSCB CSE Assurance Questions;
 - (b) consider and comment on the summative report on the CSE Action Plan 2015-16;

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. 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

7. John Harris the independent Chair of the Doncaster Safeguarding Children Board, presented *Responding to CSE in Doncaster – an Assurance Report* at the meeting of the Panel on 9th December 2014. His report concluded that, although there was significant progress in responding to CSE in Doncaster, there remained a number of areas for improvement: better quality intelligence and performance information about the incidence of CSE; more targeted outreach work with minority ethnic communities; strengthening of management oversight of the multi-agency CSE team; more effective long-term interventions with victims and those at risk; a more strategic approach to protecting looked after children (LAC) at risk of CSE; more robust arrangements for the care and support of children missing from home and care. These areas for development were addressed in short-term action plan, which was considered in detail by the Panel.
8. The Independent Chair's report was considered at a meeting of Full Council on March 3rd 2015. The Council resolved to raise awareness about CSE and work in partnership with other organisations and the wider community to protect children and young people. It requested that regular reports about progress in responding to CSE be made available to elected members.
9. A progress report on the CSE Action Plan was considered by the Panel at its meeting on April 2nd 2015. Members were reassured that the framework developed and reported to the Panel at its meeting in December, 2014 continued to be effective

OPTIONS CONSIDERED

10. There are no specific options to consider within this report as it provides an opportunity for the Panel to consider and comment on the Independent Chair’s updated assessment of the effectiveness of the response to CSE in Doncaster.

REASONS FOR RECOMMENDED OPTION

11. There are no specific options to consider within this report

IMPACT ON COUNCIL’S KEY OUTCOMES

	Outcomes	Implications
1	<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 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.</p> <p>Responding to CSE is a key aspect of effective safeguarding of children and young people by the council and partner agencies. CSE can have a devastating impact on social integration, economic well-being and life chances of young people. It is also has a profoundly damaging effect on families and communities.</p>
2	<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> 	
3	<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> 	
4	<p>All families thrive.</p>	

	<ul style="list-style-type: none"> • <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.	Responding to CSE is a key area where effective partnership working is required.

LEGAL IMPLICATIONS

12. There are no specific legal implications arising from this report.

FINANCIAL IMPLICATIONS

13. There are no specific financial implications arising from this report.

HUMAN RESOURCES IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

15. There are no specific technology implications arising from this report.

EQUALITY IMPLICATIONS

16. Section 149 Equality Act 2010 contains the Public Sector Equality Duty (PSED). This obliges public authorities, when exercising their functions, to have 'due regard' to the need to:
- Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
 - Advance equality of opportunity;
 - Foster good relations between people who share relevant protected characteristics and those who do not.
17. The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination. The relevant characteristics in to the issues in this report are sex, age and race.
18. The CSE Action Plan includes commitments to more direct and more frequent engagement with women and men from minority ethnic communities on the issue

of CSE and other forms of abuse. It also seeks to address the under-reporting of sexual exploitation and abuse in minority ethnic communities.

CONSULTATION

19. No specific consultation has taken place in relation to this report.

BACKGROUND PAPERS

Responding to Child Sexual Exploitation in Doncaster – Assurance Report by the Independent Chair of Doncaster Safeguarding Children Board.

Schools, Children and Young People Scrutiny Panel, 9th December 2015

CSE Action Plan Update Report Schools, Children and Young People Scrutiny Panel April 2nd 2015

CONTACT OFFICER AND REPORT AUTHOR

20. John Harris, Independent Chair, Doncaster Safeguarding Children Board

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Damian Allen
Director, Learning and Opportunities: Children and Young People

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Appendix 1

UPDATE REPORT ON THE DONCASTER SAFEGUARDING CHILDREN BOARD CHILD SEXUAL EXPLOITATION (CSE) ACTION PLAN

1. Introduction

- 1.1 This update report has been prepared by the Independent Chair of the Doncaster Safeguarding Children Board (DSCB). It informs the Panel about the progress and impact of the DSCB CSE Action Plan. The plan was first presented to the Panel at its meeting on December 2014 and again in April 2015, together with an assurance reports by the Independent Chair of DSCB.
- 1.2 This report provides an update against the 10 key assurance questions raised by the DSCB Chair to ensure CSE is being effectively addressed in Doncaster. A copy of the updated CSE Action Plan, with summary comments on progress is attached as [Appendix 2](#).

2. The Ten Key assurance questions

2.1. How well do we understand the nature and scale of CSE in Doncaster

The last year has seen Doncaster move forward its coordinated response to CSE. In October 2015 Ofsted stated:

“There has been good coordination of agencies in order to tackle child sexual exploitation in Doncaster” Ofsted 2015.

- 2.2 The CSE team is now permanently staffed with a single CSE Coordinator in place to manage the Team. A raft of awareness raising sessions has been provided to ensure all agencies understand the risks of CSE and the thresholds for referral to the CSE team.
- 2.3 The development of the dataset has begun to give greater assurance to the DSCB of progress. Audit work has been undertaken to provide assurance of the quality of the work being undertaken and that thresholds are understood.
- 2.4 Good work has been undertaken with ethnic minority groups and outreach work has been undertaken across the industry sector to ensure a greater understanding of the risks of CSE.
- 2.5 A National initiative is underway to develop a local problem profiles. Locally the Children Missing and CSE Operational Group and the Police THRIVE meetings are

enabling information to be shared effectively to ensure vulnerable children and young people are supported and that offender behaviour is disrupted.

3. How reliable is our data?

- 3.1 Much work has taken place over the last year to ensure the DSCB has a reliable dataset providing good intelligence on the nature and scale of CSE in Doncaster. A data-analyst has been appointed by the Doncaster Children Services Trust and South Yorkshire Police have enabled access to their data however to date training has not been provided to allow this to happen. A Task and Finish group has developed the multi-agency dataset and an initial report has been provided to the CSE Subgroup. This provides data on the number of referrals where CSE is a concern, by outcome and source, the number of intelligence reports and prosecutions of perpetrators. It provides information on the amount of training and awareness and publicity campaigns undertaken to raise awareness and improve practice in CSE.
- 3.2 The data has enabled a clearer picture of CSE in Doncaster to be developed and of the progress being made specifically in regards to the protection and support of victims and the disruption and prosecution of perpetrators. The challenge for the next phase of the work is to ensure there is detailed analysis of the data to help us understand where our priorities for the future lay and to broaden the information to include more details on support for victims and children who go missing.
- 3.3 Gathering the information has not been an easy task with information held on a range of systems and some only just beginning to be collected. Much time has to be taken cleansing the data to ensure its accuracy. Future commissioning of the Children's Social Care system will improve data collection, accuracy and analysis.
- 3.4 An initial Problem Profile was supplied by South Yorkshire Police however the limited resources have prevented this from being updated and developed. Arrangements are now in place for a national approach to be taken, the Home Office have provided funding to recruit a network of 10 analysts and 10 coordinators, based in regional crime units across England and Wales. Their role is to provide a CSE problem profile for the region bridging the gap between national and local understanding of the issue and seeking to collect partnership information where possible. The DSCB is currently collating information to contribute to the development of the regional profile.
- 3.5 In the coming months the CSE subgroup will build and extend the core data to develop a balanced score card to incorporate more qualitative information with regards to practice, workforce and feedback from victims.

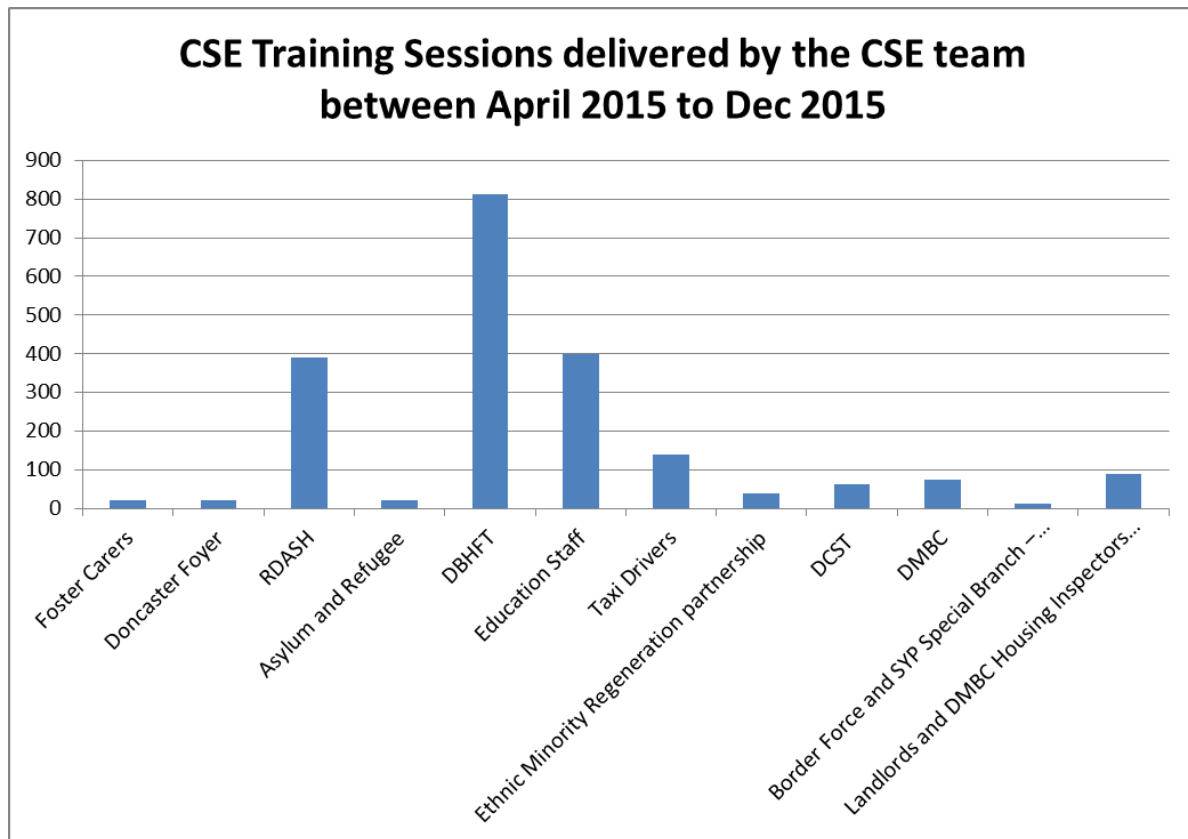
4. How effective is our preventative work with children and families?

- 4.1 A wide range of awareness raising activity has already been undertaken mainly by the CSE team to ensure that professionals across the partnership know the signs of CSE, understand the risks involved and know what to do about it. Sessions have also been provided in schools to children and young people, to some parents and to sections of the community most likely to come across CSE in their work, such as taxi drivers, and fast-food outlets. The CSE team also participate in outreach work, identifying venues where young people are likely to congregate and attempting to discuss this issue with them in those settings.

In its recent review of DSCB Ofsted noted:

“there are good links with businesses in Doncaster and, as a result of the work of the subgroup, all local hotels and bed and breakfasts have been visited and made aware of the indicators of child sexual exploitation”. (Ofsted 2015)

- 4.2 The CSE Sub Group has developed a multi-agency communications strategy and detailed action plan to be used across all agencies in Doncaster. A specific programme will be developed over the forthcoming year that will target schools and education, care homes and foster carers, young people, parents and the public. The programme will then move onto target hotels and taxi drivers, the late night economy, health establishments and finally home educated children and hard to reach communities. This will enhance the awareness-raising sessions already received by some of these groups.
- 4.3 Progress has been hampered due to the lack of a Communication lead. It is now agreed that the Police Superintendent will take on this role. The CSE Communications Strategy will ensure a more coordinated approach, identifying gaps and providing clarity about the type of communications to be made. The plan will be managed by the CSE Communications Group and will use materials devised by South Yorkshire Police under the Spot the Signs campaign.



4.4 The Faith and Culture Sub-group has led the work to link with wider communities. It has made good progress in engaging with a broad range of Faith groups and providing training and advice on a range of safeguarding issues including safe guarding policies and safer recruitment. Training has been provided in some communities on CSE and further training is planned. Other training has been requested such as Prevent.

4.5 The plans for the future are to broaden out the work of the group to ensure key sections of the community are provided with advice and information on safeguarding issues and to ensure that the impact of the work is evaluated.

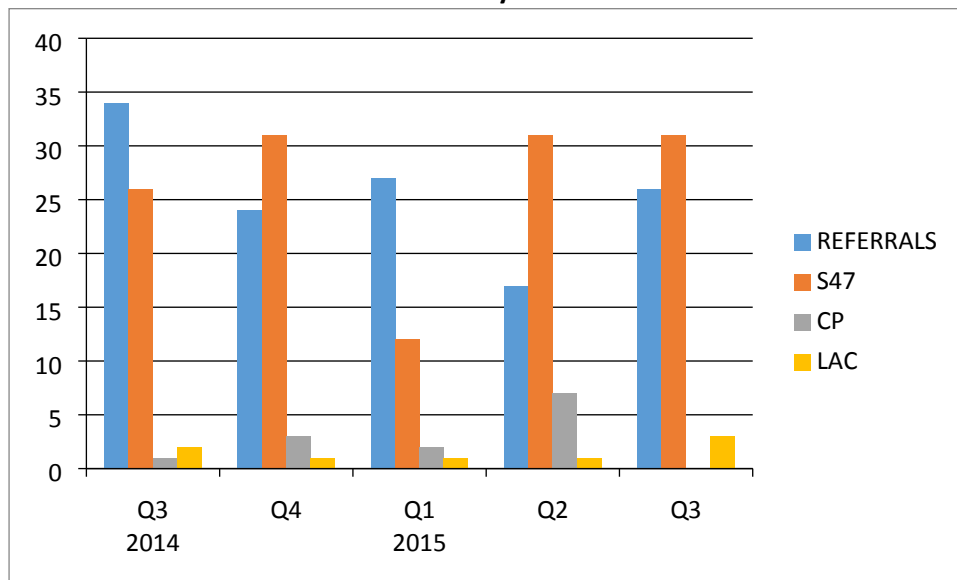
5. How far are we providing timely, appropriate and effective support to victims and those at risk?

5.1 The CSE team in Doncaster is now an established multi-agency team consisting of 4 social work posts, one health, one education and a Barnardos worker, as well as specialist police officer colleagues. The team is also part of the Hub and Spoke innovation, which provides an additional part time worker and an additional part time trainer (effectively 1 day each).

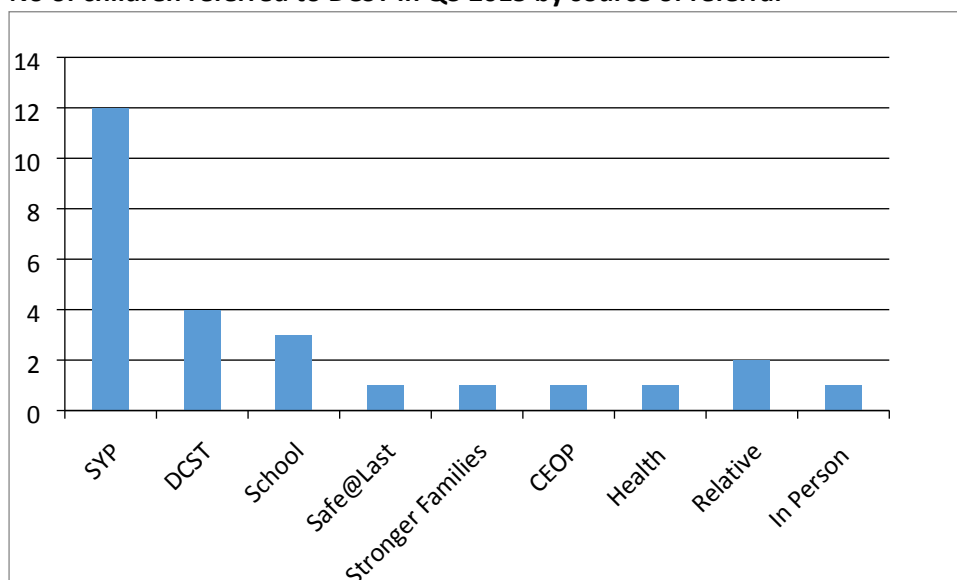
5.2 Every referral relating to possible CSE is triaged through the Mash process within 24 hours. Each case will be risk assessed and allocated accordingly. Assessments and plans are completed as standard process and staff will continue to work with young people until these risk factors have been mitigated. If the referral does not require involvement from statutory services, these will be closed only after any ongoing support needs have been identified and cases referred into the correct service.

- 5.3 The Doncaster Children’s Services Trust now implements a policy of re-assessing all cases every six months, which ensures reviewed planning and risk assessments, which should ensure that the work we carry out with young people and their families is robust. Across South Yorkshire, a single risk assessment process is being developed.
- 5.4 DCST is also part of the Empower and Protect innovation project, aimed at working with young people who are at risk of CSE – this is both to manage fostering placements for those young people for whom living in the family home is not appropriate, and to work with young people in the community. The project has a whole systems approach to working with young people who remain in the community.
- 5.6 With partner agencies we review our missing/CSE young people on a monthly basis. The effectiveness of this meeting (CMOG) is currently being reviewed in order to make it a much more directive group than the current practice.

No. of children where CSE is a concern by status



No of children referred to DCST in Q3 2015 by source of referral



6. How far do partner agencies have the capability and capacity to respond to CSE?

- 6.1 Since the completion of the self-assurance report in November 2014, partners have continued to keep CSE as a high priority. Attendance at the CSE Subgroup has been consistently high with all partners well engaged. The subgroup has developed four task and finish groups to take forward key aspects of the CSE action plan, these are:
- a) the Industry sector group
 - b) the pathway through services group
 - c) the Children Missing and CSE Operational Group (CMOG)
 - d) the Communications group
- 6.2 With the exception of the Communications Group (see section 3 above) good progress has been made by all groups and excellent partnership working has taken place. Evidence suggests that partners are confident, capable and have the capacity to ensure CSE work continues to be secure

7. How effective is our work in disrupting and prosecuting perpetrators?

- 7.1 Disruption is achieved at a number of levels. At a tactical level South Yorkshire Police collates intelligence on perpetrators both internally from police officers and PCSOs' as well as intelligence submissions from partner agencies and Crimestoppers.
- 7.2 In order to facilitate this flow of intelligence Doncaster Police host what is termed a THRIVE meeting every fortnight. THRIVE stands for Threat, Harm, Risk, Investigation, Vulnerability & Engagement. The meeting is a partnership meeting designed to allow partners to exchange information on both victims, locations and perpetrators. Whilst this exchange exists under stringent data protection procedures it does allow a wider net of intelligence gathering to be used. The meeting is also used as a tactic to disrupt offenders whose details and method of operating are shared with partners.
- 7.3 High risk offenders are managed, disrupted and arrested/prosecuted where necessary through our Integrated Offender Management Programme. Alongside this the CMOG group manages children who are missing from home with a high risk of CSE vulnerability. This group is currently under review with the desire to make the group more focussed on the most at risk and vulnerable children in the area and will challenge each agency that plays a part in a child's care programme. In doing so this is an additional tool in disrupting our offenders and gathering important intelligence on them.

	Doncaster
	1st January 2015 - 31st January 2015
NIRS submitted under Op ASAFE	213
Abduction Notices Issued	39
Charges/Summoned to Court	16
Simple Caution	3
Youth Caution	1

8. How effective is our information sharing?

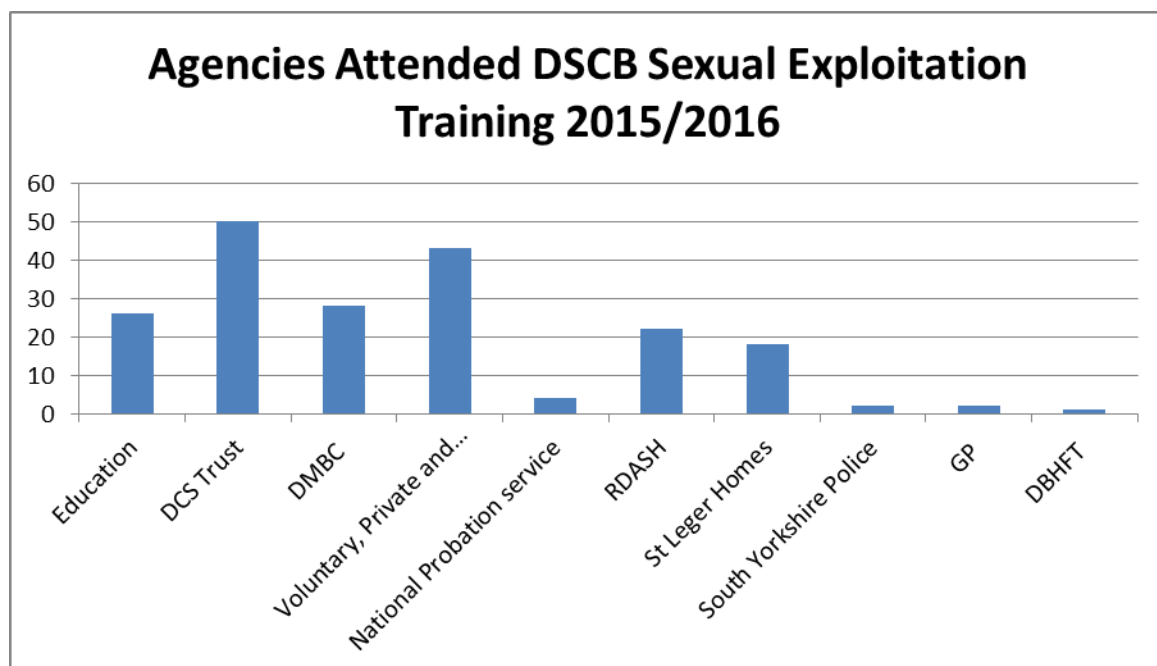
8.1 Information sharing between partners on specific incidents has been facilitated through the creation of the MASH and the CSE Team. (see section 4 above). In addition the DSCB CSE sub-group ensure partners work together to ensure that work around CSE is effectively coordinated. The CSE Sub-group has established a number of task and finish groups to undertake this work, in particular :

- a) CSE and Children Missing Operational group shares information on the children who are giving agencies the most concern and ensuring there is a coordinated multi-agency response.
- b) The THRIVE meeting will undertake a similar role regarding perpetrator information and intelligence on possible CSE 'hotspots'.

9. How effective is our multi-agency training for responding to CSE?

9.1 A large amount of training and awareness raising (see section 3 above) has been undertaken across all sectors of the work force and community. The multi-agency CSE training for professionals takes place on a monthly basis.

9.2 The focus in the last period is to evaluate the impact of the training on frontline practice. Outcome based evaluation forms and reflective logs are being used to assess the difference the training has made to practice and these will be used to review the training provided to ensure it continues to drive up practice. From the evaluation forms show that 100% of those attending the CSE course stated that their knowledge and skills in dealing with Sexual Exploitation had improved or increased as a result of the course.



10. How effective are our quality assurance arrangements?

- 10.1 Quality assurance arrangements have progressed well and provide robust oversight of the quality of the work undertaken. The DSCB has developed a number of quality assurance processes and has also sought assurance from partners in relation to the effectiveness of their work with CSE.
- 10.2 In December 2014 the DSCB undertook a multi-agency audit of the work of the CSE team. As a result an action plan was developed to improve practice. This action plan has been implemented and to ensure changes have been embedded DSCB is currently undertaking a re-audit of cases. Additionally an audit of children who go missing was recently undertaken to ensure the multi-agency arrangements were working effectively.
- 10.3 In November 2014 the DSCB undertook a series of challenges to partners using a format developed by Sheffield LSCB. Each agency presented information on how effectively it was dealing with CSE and developed action plans as a result to improve their agency response. A review of this work will take place to ensure actions have been completed.(see section 5 above)
- 10.4 The work of the CSE sub-group is reported to the DSCB Chairs group and by exception to the DSCB. The sub-group meets on a monthly basis to monitor the progress of the task and finish groups and to ensure the action plan is progressing.

11. How effective is the strategic leadership of Doncaster's response to CSE?

- 11.1 It was noted in the recent Review of DSCB by Ofsted (October 2015) that 'there has been good coordination by agencies to tackle child sexual exploitation'(p. 44). The DSCB has good oversight of Doncaster's response to CSE. There is a network of multi-agency groups in place to coordinate operational and strategic action. Partners have worked effectively together to create the MASH and the multi-agency CSE Team as the frontline response for victims of CSE. The THRIVE and CMOG work ensures that there is a strategic approach to perpetrators and to geographical and industry hotspots. There is an excellent range of training and awareness provided to professionals, families and communities.

The main challenges for the future have been addressed in the CSE sub-groups new strategic plan.

12. Next Steps

- 12.1 The CSE group has revised its strategic priorities for the coming year. The main emphasis for the coming year will be to ensure the impact of the work is evidenced either through practitioner confidence, improved practice and ultimately feedback from children young people and their families on the service they have received. In addition to this the CSE sub-group will be widening its dataset and ensuring improved analysis of the data.
- 12.2 The high level priorities identified for work in the coming year are:

- Establishing an integrated offender management regime around CSE offenders that includes management of the tier that sit below the Integrated Offender Management cohort
- Build and extend the core a dataset to develop a balance score card to incorporate more qualitative information relating to practice, workforce and feedback from victims.
- Implement the Communications strategy that builds on the principles of the overarching strategy and includes a calendar of events utilising Spot the Signs
- Continue to develop links to industry include links into the retail sector
- Expand the work with black, ethnic and minority ethnic groups, targeting those not linked in through faith groups
- Enhance current CMOG to provide more robust support for those young people at the highest risk due to going missing from home or CSE.
- Develop mechanisms to ensure that children and young people who are persistently absent from education are appropriately safeguarded

Doncaster Safeguarding Children Board Sexual Exploitation (CSE) Sub- Group

Action Plan 2015/16 – progress update February 2016



Chair: Superintendent Neil Thomas, South Yorkshire Police



R Action Behind Schedule

A Action Partially Completed or on schedule



G Action Completed

	Strategic objective	Owner	Date due	Action taken to achieve the objective	Where is the evidence recorded of progress to date?		
1.	To develop an agreed performance framework that enables the CSE sub group to monitor progress on outcomes and strategic priorities;	Alison Tomes DCST	Done	<p>An initial performance framework that contains outputs and outcomes has been agreed by all partner agencies.</p> <p>A monthly performance report is now being produced (as of September 2015) that informs the DSCB and the CSE sub-group of progress to date.</p> <p>The report is a living document and subject to on-going review and evaluation.</p>	DSCB document library		
a.	to ensure the agreed data set is used appropriately to aid the analysis of performance			<p>A primary data set has been agreed with key partner agencies and data is being sent through on a regular basis.</p> <p>A new monthly 'CSE Cross Agency Dataset Report' is now produced for the information of the DSCB and CSE sub-group. This is subject to on-going review and evaluation as above.</p>	Within the monthly CSE Cross Agency Dataset Report		
b.	to identify a definitive set of outputs and outcomes that show we are making a difference			The initial set of outputs and outcomes have been identified and are contained within the 'CSE Cross Agency Dataset Report'. Initial thoughts are that these are sufficient, but again, are subject to on-going review and evaluation.	Within the monthly CSE Cross Agency Dataset Report		

R Action Behind
Schedule

A Action Partially
Completed or on
schedule

G Action Completed

c.	to provide analysis of data relating to ethnicity to gain greater understanding whether there is under-reporting from particular sectors of the community and to ensure issues of race and ethnicity inform future operations			<p>An analyst has been appointed by the Children’s Trust to assist in providing a meaningful commentary on the dataset results.</p> <p>Equality and Diversity are standing items on the CSE sub-group agenda and this action point is also covered within the agenda of the Faith & Culture sub-group.</p> <p>Initial findings are recorded within the ‘CSE Cross Agency Dataset Report’ and continue to be monitored. No adverse issues to currently report.</p>	Within the monthly CSE Cross Agency Dataset Report		
2.	<p>To develop and Implement a communications strategy that enables agencies to;</p> <p>Create a dedicated communications channel incorporating multi-agency intelligence; activity, resource and progress to help ensure partner agencies within Doncaster stay fully informed and equipped to tackle CSE.</p> <p>Devise and implement a communications action plan which</p> <ul style="list-style-type: none"> • listens, informs and responds to children and young people, • promotes and publicises 	Isabel Manning DCST - Comms	31.1. 2016	<p>A comprehensive communications strategy has been written in consultation with all members/partner agencies involved with the CSE sub-group. It addresses all the action points within this section and will shortly be ready for implementation. Final draft circulated for comment in September, copy submitted to DSCB for information at next board meeting under AOB.</p> <p>Communications sub-group created and contains a cross section of statutory and voluntary agency partners.</p> <p><u>Implementation commenced 1 December 2015</u> but still work to do to meet all the requirements. <i>In the interim, the SYP ‘Spot the Signs’ CSE campaign has been re-launched by all partners.</i></p>	DSCB document library		



R Action Behind Schedule

A Action Partially Completed or on schedule



G Action Completed

	<p>progress, and</p> <ul style="list-style-type: none"> informs the Doncaster public about tackling CSE. Identify and equip those working with emerging and minority communities with the resources to raising awareness of CSE 						
a.	share information and intelligence regarding specific young people and multi-agency operational priorities			Agreed - to launch a CSE information bulletin for Doncaster professionals that incorporate multi-agency updates, including summary of the quarterly performance report, media coverage, training progress, evaluations, etc.	Within the agreed communications strategy		
b.	ensure information regarding CSE for both the public and professionals is shared in a timely and appropriate manner			Agreed - to create a PR calendar of activity (underpinned by social media) which promotes and publicises multi-agency activity, including awareness raising, information on how to spot the signs, the extent and impact of training programmes, how to report concerns, the penalty for perpetrators and the support for victims.	Within the agreed communications strategy		
c.	include communicating with young people to ensure their views influence the delivery of services			Agreed - to focus on preferred channels and messaging as outlined above, map out partner agency activity with children and young people. Identify lead agencies per activity and ensure each has access to a toolkit of resources to enable effective awareness raising across their platforms and channels. This will be supported through Voice of Child strategy	Within the agreed communications strategy		

R Action Behind
Schedule

A Action Partially
Completed or on
schedule

G Action Completed

				<p>Agreed - to embed consultation via engagement with young people as mapped via activities above, using e.g. focus group and surveys to inform maximum impact across anti-CSE activities. Identify lead agency to compile, consolidate and share findings via (a) above. Ensure findings inform improvements.</p> <p>Agreed - to create / publicise a toolkit of resources to target priority audiences as listed above and to furnish the PR activity and direct marketing on and offline.</p>			
d.	engage effectively with Eastern European, Black, Asian and minority ethnic groups to ensure they understand the risks relating to CSE			<p>Agreed - to tailor the PR plan and toolkit to reach and resonate with minority communities; identify and support lead agencies and individuals who can best engage with these communities. This demands competence training for agency staff in cultural issues and perspectives to help improve mutual understanding and therefore break down barriers.</p> <p>Proposal to create / publicise a toolkit of resources to target priority audiences as listed above and to furnish the PR activity and direct marketing on and offline through work of Faith and Culture group.</p>	Within the agreed communications strategy		
3.	To identify, develop and communicate pathways through services for CSE;	Anne Chester-Walsh DCST	Done	A chart and supporting documentation that clearly identify and communicate the available pathways through the full range of services for CSE has been completed. This was circulated for consultation across partner agencies and has been fully agreed.	DSCB document library		



R Action Behind Schedule

A Action Partially Completed or on schedule



G Action Completed

a.	articulate and disseminate a clear pathway for those at risk of CSE ensuring appropriate services exist for early intervention (including victims and their families)			Completed as above	DSCB document library		
b.	develop procedures and embed in practice where a young person in the care of the Local Authority is in placement in another LA area			Completed as above	DSCB document library		
c.	ensure a clear set of CSE thresholds exist which are clearly articulated to all agencies to ensure those at risk are identified at an early stage, information is shared and plans are put in place to minimize threat, harm and risk			Completed as above	DSCB document library		
4.	To develop and implement a strategy for ensuring industry sectors that come into regular contact with CSE have an awareness of and understand their role in relation to CSE are supported to provide a safe service for young people including:	Bill Hotchkiss DMBC	Done	The sub-group has developed a strategy to liaise with various industry sectors including; the Doncaster Chamber of Commerce, SME (small medium enterprises), micro-organisations, hoteliers, taxi drivers, food establishments, public transport and any other sectors that may come into contact with CSE. Minutes taken and action scheduled.	DSCB document library		
a.	an effective approach to licensing, (Particularly, taxis, off-licences, takeaways and restaurants)			Formal CSE training has been delivered to 400 of the 800 licensed Doncaster taxi drivers during November 2015. This is being coordinated with the assistance of DMBC taxi-licensing and Rochdale Council who have devised and delivered their own training	DSCB document library		

R Action Behind
Schedule

A Action Partially
Completed or on
schedule

G Action Completed

				<p>package during 2014. Further training to be delivered in January 2016 to the remaining taxi drivers.</p> <p>A further training package is also currently being delivered to all hotels, bed and breakfast establishments, food outlets and restaurants across the DMBC area. This is in conjunction with Police Sergeant Katherine Wallis, lead officer for SYP Operation Makesafe, which is taking place across South Yorkshire.</p> <p>All hotels and all bed and breakfast have now been visited and training delivered to all staff.</p>			
b.	training to people in relevant occupations such as taxi drivers, waiters, shop assistants as well as making it a condition of granting/renewing a licence			<p>Agreement reached with DMBC taxi licensing and The Mayor that attendance at the CSE training event should be mandatory and subject to a condition of their taxi licence.</p> <p>Training to people in other relevant occupations continues to be delivered and grows at pace. Training numbers will be included in future CSE Cross Agency Dataset Reports.</p>	DSCB document library		
5.	To ensure that the Safer Stronger Doncaster Partnership has an effective intelligence-led disruption capability with distinct focus upon prevention, enforcement and information sharing culture;	Superintendent Peter Norman SYP	Done	A monthly 'threat, harm and risk' meeting involving police representatives and partner agencies now meets to address effective intelligence-led disruption capability with distinct focus upon prevention, enforcement as part of the Child Missing Operations Group (CMOG), jointly chaired with Ann Chester-Walsh of DCST. Minutes taken and action	DSCB document library		



DONCASTER SAFEGUARDING CHILDREN BOARD – CSE & RUNAWAY CHILDREN ACTION PLAN 2015/16 – Updated September 2015

R Action Behind Schedule

A Action Partially Completed or on schedule

G Action Completed

				scheduled. Subject to ongoing review and evaluation.			
a.	ensure information is shared on perpetrator activity to identify linked cases and 'hotspots' in order that strategies can be employed to disrupt CSE activity			Completed as above. Forms part of the meeting.	DSCB document library		
b.	cross-reference children missing education with missing person reports to ensure those most at risk are identified and action plans are in place to protect them			Completed as above. Forms part of the meeting.	DSCB document library		

R Action Behind
Schedule

A Action Partially
Completed or on
schedule

G Action Completed

This year's action plan will be used to address the Ten Key assurance questions to scrutinise and appropriately challenge the individual action owners and the Child Sexual Exploitation (CSE) & Runaway Children sub-group.

1. How well do we understand the nature and scale of CSE in Doncaster?
2. How reliable is our data?
3. How effective is our preventative work with children and families?
4. How far are we providing timely, appropriate and effective support to victims and those at risk?
5. How far do partner agencies have the capability and capacity to respond to CSE?
6. How effective is our work in disrupting and prosecuting perpetrators?
7. How effective is our information sharing?
8. How effective is our multi-agency training for responding to CSE?
9. How effective are our quality assurance arrangements?
10. How effective is the strategic leadership of Doncaster's response to CSE?

Date: 29th February 2016

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

Doncaster Safeguarding Children Board (DSCB): Summative Review of Business Plan 2014-16

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly lead Member for Children’s Services	All	None

EXECUTIVE SUMMARY

1. At its meeting on 17th September 2015 the Panel considered the draft Doncaster Safeguarding Children Board (DSCB) Annual Report 2015. The draft report included an interim progress report on the Board’s Business Plan 2014-2016 as one of its appendices. The Panel noted that the progress report as presented in the appendix was recording a number of actions that were incomplete or off track and therefore requested an updated Business Plan report to be presented at the February meeting of the Panel. Good progress has been made in almost all aspects of the Plan. A summative report on the DSCB Business Plan is presented at [Appendix 1](#). A more detailed commentary on each of the sub-priorities in the Plan is provided at [Appendix 2](#).
2. OFSTED reviewed the work of the DSCB in October 2015. The Board had previously been assessed as ‘inadequate’ and not meeting its statutory duties in an inspection by OFSTED in October 2012. The DSCB Business Plan 2014-16 was focused on tackling the weaknesses identified in the 2012 inspection. OFSTED’s report in 2015 assessed the DSCB as ‘requires improvement’, acknowledging the very significant progress over the past two years in tackling the previous serious failures in the Board’s work. A progress report on the Board’s response to OFSTED’s review is also included in this report at [Appendix 3](#).
3. The report includes an overview of the Board’s Strategic Priorities for 2016-17. These priorities reflect the current safeguarding challenges in Doncaster and incorporate the Board’s response to the recommendations from the OFSTED review. The DSCB 2016-17 ‘Plan on a Page’ is included at [Appendix 4](#).

EXEMPT INFORMATION

- 4 Not exempt.

RECOMMENDATIONS

- 5 The Panel is asked to consider and comment on:
 - a) the Summative Report on the DSCB Business Plan 2014-2016;
 - b) the DSCB progress report on the response to the recommendations in OFSTED's review of the Board published in November 2015;
 - c) the DSCB Strategic Priorities for 2016-17.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 6 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

- 7 The DSCB Business Plan 2014-16 was published in April 2014 following a strategic review of the work of the Board led by the new Independent Chair in January 2014. At that point the Board's performance was inadequate and it was not meeting its statutory duties. The focus of the Business Plan was to ensure that the Board could tackle key weaknesses in its effectiveness, meet statutory duties, and contribute to the wider improvement of safeguarding in Doncaster. Good progress has been made in delivering the Plan. This is reflected in OFSTED's report on the work of the Board that was published in November 2015: ***'Serious failures were identified in the functioning of the DSCB at the time of the last inspection of Children's Services in 2012. Agency cooperation and joint planning continued to deteriorate following the inspection; recommendations made were not responded to in full, nor in the timescale, set by OFSTED. At the time of this inspection, most of those recommendations are now implemented.'***
- 8 The Board's Business Plan for 2016-17 focuses on the next stage of the Board's development, with a greater emphasis on effective challenge, evidence of impact and raising the profile of the Board across all communities. Action on the recommendations made by OFSTED in the November 2015 report (all of which had been identified by the Board in its self-assessment) are incorporated into the 2016-17 Business Plan.

OPTIONS CONSIDERED

9. There are no specific options to consider within this report as it provides an opportunity for the Panel to discuss the Safeguarding Children Board Summative Report.

REASONS FOR RECOMMENDED OPTION

10. There are no specific options to consider in relation to this report.

IMPACT ON COUNCIL’S KEY OBJECTIVES

	Priority	Implications
1	<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 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.</p> <p>The work of the DSCB has a direct impact on helping children live safe, healthily and active in a safe environment,</p>
2	<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> 	
3	<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> 	
4	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting</i> 	

	<i>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.	

LEGAL IMPLICATIONS

11. There are no specific legal implications arising from this report.

FINANCIAL IMPLICATIONS

12. There are no specific financial implications arising from this report.

HUMAN RESOURCES IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

14. There are no specific technology implications arising from this report

EQUALITY IMPLICATIONS

15. Section 149 Equality Act 2010 contains the Public Sector Equality Duty (PSED). This obliges public authorities, when exercising their functions, to have 'due regard' to the need to:
- a. Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
 - b. Advance equality of opportunity;
 - c. Foster good relations between people who share relevant protected characteristics and those who do not.
16. The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination. The relevant characteristics in to the issues in this report are sex, age and race.
17. The DSCB Business Plan includes action to improve the engagement with faith and minority ethnic communities on key safeguarding issues.

18. **CONSULTATION**

No specific consultations have been undertaken in respect of this report

BACKGROUND PAPERS

OFSTED Review of the Effectiveness of the Local Safeguarding Children Board – November 2015

http://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/doncaster/054_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

CONTACT OFFICER AND REPORT AUTHOR

19. John Harris, Independent Chair, Doncaster Safeguarding Children Board

Damian Allen

Director, Learning and Opportunities: Children and Young People

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DONCASTER SAFEGUARDING CHILDREN BOARD: SUMMATIVE REVIEW OF BUSINESS PLAN 2014-16

1. Context

- 1.1 In September 2015 John Harris, Independent Chair of the Doncaster Safeguarding Children Board (DSCB), presented the draft DSCB Annual Report to Scrutiny Panel for its consideration. At the request of the Scrutiny Panel the Chair was asked to provide an updated position on the progress of the DSCB Business Plan 2014-16 for its February meeting.
- 1.2 In 2012 Ofsted judged the Doncaster Safeguarding Children Board to be inadequate and not meeting its statutory duties. They noted that serious failures were identified in the functioning of the Board. Things continued to deteriorate after 2012. The strategic priorities and actions in the DSCB Business Plan 2014-16 were focused on tackling these serious failures. Since the presentation of the Annual Report in October 2015 the DSCB was reviewed by Ofsted and judged as 'Requires Improvement', suggesting that good progress has been made in implementing the Business Plan and that it has had an impact.

2 The DSCB Strategic priorities 2014- 2016

- 2.1 The Board has made good progress against all its strategic priorities and is now moving to the next stage of its development, focussing more on effective challenge, evidence of impact and raising the profile of the Board across all communities. It has developed greater clarity of purpose and confidence in the last year. A detailed commentary against each strategic priority is included at [Appendix 2](#).

Strategic priority 1

- 2.2 The Board has improved its links with other strategic groups such as the Health and Wellbeing Board, Safer Stronger Doncaster and Doncaster Safeguarding Adults Board (DSAB). A Task and Finish group has been established to develop work on the effects of parental substance misuse on children (known as Hidden Harm) and the joint self-assessment process undertaken with DSAB is now complete. The creation of the Performance Accountability Board, chaired by the DSCB chair and attended by chief executives across the partnership will ensure that shared priorities are identified and prioritised with clear leadership from the strategic groups.
- 2.3 The Board's 'Learning and Improvement Framework' is functioning well with evidence of learning being drawn from a range of sources including audit, self-assessment, case reviews, complaints, data and the Annual Report. Learning from front-line practice and

children and young people is still in its early stages and plans are in place to progress this quickly in 2016.

Strategic priority 2

- 2.4 The Board has received an increased level of performance reporting this year which has enabled it to better evaluate the effectiveness of safeguarding. This information now needs to be more analytical and have a greater focus on impact. A new reporting format has been developed and will be used from April 2016 in parallel with the old format to ensure continuity of data until the new format is embedded. The need for more robust performance data was noted by Ofsted.
- 2.5 In October Ofsted found that the number and quality of audits was poor. Since that time the Board has completed its timetable of audits for 2015 and commenced with its 2016 audit programme. The quality of audits has steadily improved and covers a larger number of cases. A more coordinated approach has been adopted to ensure single agency audit information is included in the Board's timetable, providing a more robust sample and approach to audit work.
- 2.6 Performance data and information from case reviews suggested that early help arrangements were still not providing services early enough and that many families were needlessly referred to Doncaster Children's Services Trust. The slow progress with early help was also raised by Ofsted. Since the publication of the DSCB Annual Report the Multi-Agency Safeguarding Hub (MASH) has been implemented as have new arrangements at the Children's Services 'front-door'. This, linked with the establishment of a more systematic early help provision is beginning to provide a more effective response to families. The DSCB continues to receive progress reports on these developments to ensure their effectiveness.

Strategic priority 3

- 2.7 The DSCB Performance Report highlighted the high number of children and young people admitted to hospital for self-harm and attempted suicide. This was also noted in the Ofsted review. As a result a performance challenge session focussing on young people's mental health has been held. The findings from this challenge will be presented at the DSCB Learning and Improvement group where actions arising from it will be monitored. A new service pathway has been introduced by the Clinical Commissioning Group through RDaSH. The Board will review the impact of the new commissioning arrangements in respect of Child and Adolescent Mental Health services to ensure they meet young people's needs.
- 2.8 There has been a strong and purposeful approach to CSE, with robust plans being taken forward by a number of task and finish groups. The Board was commended by Ofsted for having good coordination across agencies in place. The development of the Faith and Culture group has enabled us make more effective links with community groups and the work of the Industry Sector group has provided strong links to industry to ensure there is greater awareness of the risks of CSE. The workforce group has also identified a need for greater professional confidence in working with diverse communities and has included it in its priorities for the coming year.

Strategic priority 4

- 2.9 The key gap for the Board is the development of a Communications Strategy. This was noted by Ofsted and has been included in the priorities for 2016. A draft Communications Strategy has now been developed and is awaiting sign-off by the Board. The lack of a Communications Strategy is also reflected in a related aspect of the CSE Action Plan where much work has been undertaken to provide awareness raising, but a more coordinated approach to communications is needed. The CSE Communications Strategy will ensure a more coordinated approach, identifying gaps and providing clarity about the type of communications which the DSCB should be leading on.
- 2.10 Activity has already taken place to engage with front-line practitioners, children and young people. A series of events are planned to enable Board members to link more closely with front-line practitioners such as the 'Floor walking' exercise undertaken this month and multi-agency audits carried out by Board members. Good links have been made with Doncaster College to provide leaflets for young people on safeguarding and to provide a workshop at the Board's Spring Conference. Members of the Youth Parliament attended the Chairs Group to agree how to ensure their voice impacts upon the work of the Board.

Conclusion

- 2.11 In conclusion the period 2014/16 has seen the Board put down good foundations for taking forward its priorities. Ofsted confirms that '***the Board has a good understanding of the local child protection services, mirroring the findings of this Ofsted inspection***' (p45). The role of the Board in the coming year is to ensure that the planned initiatives and those already implemented have an impact on the performance and effectiveness of safeguarding services in Doncaster.



APPENDIX 2

Business Plan 2014 – 2016 Progress Report February 2016

Priority	Progress So Far
<p>Strategic Priority 1 Doncaster has an effective Safeguarding Children Board which meets its statutory responsibilities, promoting a culture of challenge, accountability and shared learning</p> <p><i>‘the annual business plan now includes as the key priorities of the Board and the sub-groups have realistic plans’ Ofsted 2015</i></p>	
<p>1. The governance arrangements enable LSCB partners (including the Health and Well-Being Board and the CSIPB) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children. Arrangements include effectiveness of meetings with opportunities to challenge</p>	<ul style="list-style-type: none"> • Sub-groups restructured to reflect the strategic needs of the DSCB • Terms of reference for sub-groups revised • Membership and chairing arrangement of groups reviewed • Development of Chairs group to ensure the strategic direction of the DSCB reflects local priorities • Clear reporting structure in place for work of sub-groups to be communicated to DSCB • Chair established links with strategic partnerships • Strategic priorities agreed and evident in ‘plan on a page’ • Work undertaken to join adult and children S11 audits – new self-assurance process completed • DSCB has held Development Day and reviewed priorities for coming year • Board members have undertaken individual reviews • Workshops provided for DSAB and DSCB members on how to make effective challenge • All sub-groups have undertaken Development Days and developed action plans for 2015 and underway for 2016. • CSE challenge meetings taken place with most partners • Challenge log and risk log • Review of thresholds and Early help undertaken and work ongoing to meet priorities • Peer review undertaken in June 2015

	<ul style="list-style-type: none"> • Work with Health and Wellbeing Board on Hidden Harm progressing through Task and Finish group
<p>2. The LSCB effectively prioritises according to local issues and there is evidence of clear improvement priorities, incorporated into specific delivery plans to improve outcomes.</p>	<ul style="list-style-type: none"> • Strategic plan agreed by all members which reflects local priorities and new plan for 2016 developed • CSE sub-group has clear action plan and has established task and finish groups to take forward work of group • Learning and Improvement (L&I) Group has timetable of multi-agency audits based on local priorities which have been completed and a new timetable developed for 2016 • L&I has schedule of work based on learning lessons from case reviews • Quarterly Performance report is now regularly provided with improving analysis enabling a picture to develop of practice in Doncaster. New format to be implemented in April 2016 • All DSCB sub-groups have developed new action plans to meet Boards priorities. • CDOP identified local issues which are addressed through L&I group action plan • Focus on evidencing impact is included in all sub-groups priorities for 2016
<p>3. Through its annual report the LSCB provides a rigorous and transparent assessment of the performance and effectiveness of local services and can evidence challenge. The report includes lessons from management reviews, serious case reviews and child deaths.</p>	<ul style="list-style-type: none"> • 2013/4 Annual report completed • Budget for 2015/6 agreed by Board with additional contribution from some partners to enable strategic priorities to be met • 2014/5 annual report completed which included sections from key partners on their progress, information from data and audit and challenges enabling the Board to have good oversight of safeguarding in Doncaster

<p>4. The LSCB has a local learning and improvement framework with statutory partners.</p>	<ul style="list-style-type: none"> • Learning and Improvement Framework in place • Programme of audits completed and new programme agreed for 2016 • DSCB has received assurance reports from key agencies and feedback from inspections and complaints. • A learning lessons review has been completed and SCR. Case review group considers other cases of concern and good practice • Good links made between L&I group, CDOP and Workforce group to ensure lessons are disseminated
<p>5. The LSCB ensures that high-quality & effective policies and procedures are in place.</p>	<ul style="list-style-type: none"> • A comprehensive online procedures manual is in place, provided by Tri-X • Updates to procedures are completed by task and finish groups on a case by case basis, supported by the Business Unit. • Rapid response process reviewed and amended to ensure schools are contacted swiftly if a school child has died • FGM task and finish group established, new procedures in draft and action plan developed to raise awareness of new responsibilities
<p>6. Review business support unit and structure to enhance Board effectiveness</p>	<ul style="list-style-type: none"> • BU staffing structured reviewed. • All posts are now permanent • Clear roles and responsibilities within the unit with defined teams principles of good practice and striving for excellence

7. Review DSCB membership to ensure the right agencies at the right managerial level are members of the board and are held to account for their agencies engagement with the board and attendance at board meetings and groups

- Review of Membership of DSCB completed
- Monitoring of attendance taking place. Attendance at DSCB has improved and no current concerns.
- Individual member reviews completed
- Regular 1 -1 meetings take place with Board members and Chair and with Board members and Business manager
- S11 self assessment forms all returned and challenge meetings now completed

<p>Strategic Priority 2 Doncaster has highly effective safeguarding systems and practice</p> <p><i>“The Learning and Improvement subgroup appropriately looks at a wide range of material including serious case reviews, audits and performance data.” Ofsted 2015</i></p>	
<p>1. The DSCB have a robust Quality, Performance Assurance Framework which gives a whole view of children’s and families experience.</p>	<ul style="list-style-type: none"> • Learning and Improvement Framework in place and action plan developed for coming year which includes local priorities identified through CDOP • Data set agreed, full years data now been presented at the group. performance report produced. Agencies now providing more detailed analysis • Meetings taken place with DSCT teams to raise profile of Board • Chair of Board has undertaken floor walking in DBHFT and RDASH • Common Room developed to enable practitioners to share views • Floor walking activity arranged for February to enable Board members to have clearer line of sight to frontline practice • Multi-agency audit for Board members in arranged • Action plan for work with children and young people progressing with pace • Partner meetings to share good practice in engaging with c&yp taken place and shared actions agreed • Links established with Youth Council to meet with Chair of Board • Work to improve and update DSCB website has commenced • Communications strategy developed in draft awaiting Board sign-off

<p>2. The DSCB has an effective single and multi-agency audit system, which has the capacity and process to undertake enhanced assurance inspections (deep dive)</p>	<ul style="list-style-type: none"> • Learning and Improvement Framework identifies programme of multi-agency audits • Single agency audits are standing item on the L&I Group's agenda • Multi-agency audits of CSE, neglect, S47 and missing children have been completed • Re- audit of CSE underway • Audit timetable for 2016 agreed
<p>3. The DSCB has created a learning improvement culture, learning from best practice, research, SCR/LLR and Serious Incidents Together which directly influence and shape practice.</p>	<ul style="list-style-type: none"> • Programme of work developed through the L&I group looking at learning lessons reviews includes cases of concern from single agencies and from multi-agency work • Composite action plan developed to ensure work has been signed off • LLR is completed, action plan being developed • SCR completed, action plan developed • workforce development strategy in place and action plan developed for workforce development • DSCB website now including articles and developments in safeguarding • Common Room provides opportunity to discuss current issues in safeguarding • multi-agency training pool providing a range of training opportunities include substance misuse and FGM. Programme of lunchtime seminars being extended to provide greater flexibility for workers • Development of outcome-based evaluation forms and reflective log for all courses, linked to capability framework • Neglect training implemented and programme arranged for 2016

Strategic Priority 3
Doncaster has effective arrangements for responding to key safeguarding risks (particularly child sexual exploitation, missing children, and neglect), promoting early identification & support to prevent escalation of risk to keep children safe

“A child sexual exploitation subgroup and work stream chaired by a Police Superintendent coordinates well the operational partnership working”. Ofsted 2015

<p>1. To reduce the likelihood of children and young people being sexually exploited and also to protect those who are involved by disrupting and bringing to account those who commit this form of child abuse.</p>	<ul style="list-style-type: none"> • CSE sub group meets regularly and has a dynamic action plan • Findings of Rotherham Review, Coffey Report etc. incorporated into Doncaster action plan • HMIC report discussed at DSCB and police action plan to be reviewed at future meetings • CSE strategy in place • Multi-agency CSE awareness training taking place on regular basis • Task and finish groups reviewed in development day and new groups established to address new priorities • Multi-agency audit of CSE completed and re-audit planned • Data analyst in post funded by DCST, who has access to SYP and DCST data. Dataset is partially populated and presented to group • Development day taken place in 2015 and 2016 to review priorities and set new plan • Problem profile provided but regional profile now being developed • Manager of CSE team in place to undertake Coordinator role • Communications strategy agreed and being implemented • Joint work taken place regarding children in custody to ensure alternative accommodation is provided where appropriate
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<p>2. To reduce the likelihood of children and young people going missing from home and care.</p>	<ul style="list-style-type: none"> • Children Missing Operational group established to ensure coordinated response to those most at risk through CSE and going missing • SY missing protocol signed off and showing impact on numbers identified as missing • Tendering process completed for the post-missing support work. As part of this tender the expectations of the successful provider are more well-defined and include the provision of thematic reports identifying common risks and issues across the 4 local authorities. Youth Service currently undertaking return interviews • Audit of missing children undertaken and action plan implemented
<p>3. Effective pathways to respond to children and young people who are missing education.</p>	<ul style="list-style-type: none"> • Children Missing Operational Group developed linking together children missing from care and education
<p>4. To ensure and embed effective arrangements to respond to early signs of neglect; including for unborn children.</p>	<ul style="list-style-type: none"> • The pregnancy liaison meetings are going well with representation from health visiting, midwifery, social care and early help will be joining the next meeting. • As far as an actual pathway is concerned the system is still evolving so a formal pathway hasn't been agreed yet. It will be reviewed after 6 months with a view to formalising the pathway. • The numbers going through the meeting have increased to 30 per month and is very time consuming to process. • Multi-agency neglect audit completed, action plan being implemented • Training course provided which was well evaluated, incorporating lessons from neglect audit. further programme of courses planned

5. To ensure effective arrangements to support the recognition, notification and safeguarding of privately fostered children and young people.

- Comprehensive Report considered by Board in July 2015
- Self-assurance challenge undertaken to ensure all agencies are aware of and are undertaking their responsibilities with regards to private fostering

<p>Strategic Priority 4 Doncaster SCB is visible and influential through effective engagement with other multi-agency partnerships, partner agencies, frontline practitioners, parents, carers, children and young people <i>'The chair and DSCB significantly challenged all of the partner agencies over the poor early help services in Doncaster' Ofsted 2015</i></p>	
<p>1. Implement a Communication Strategy to ensure clear, effective and plain communication of DSCB messages.</p>	<ul style="list-style-type: none"> • Draft Communications Strategy developed, awaiting sign-off by DSCB. • Faith and Culture group established to improve links with local communities • Launch event taken place to encourage membership of the wider group and enable key messages for safeguarding children and young people to be implemented amongst the faith and ethnic minority groups.
<p>2. DSCB develops a mechanism for front line practitioners led by principal social worker and designated professionals to come together to provide a voice to the DSCB.</p>	<ul style="list-style-type: none"> • Terms of reference agreed for practitioner forum • 3 DSCB Conferences successfully held in last 18 months and a fourth planned for April 2016 • Programme of seminars held to provide more accessibility to training for practitioners • 'Common room' developed to enable practitioners to have a discussion forum • Business Unit undertaken visits to DCST frontline teams and attended Schools safeguarding Leads meetings • Board members to undertake floor walking planned for February to gain feedback from frontline workers
<p>3. DSCB will review and relaunch the Threshold document.</p>	<ul style="list-style-type: none"> • New thresholds document launched in conjunction with Early Help Strategy • Updates on EH strategy provided at DSCB conference • Review of Thresholds and early help concluded. Actions are now being taken forward by key partners. • Completed strategy presented at the October Board meeting • Programme of EH Road shows undertaken

- Training reviewed and updated to include new strategy, hand book and thresholds



Doncaster Safeguarding Children Board: Progress against Ofsted Recommendations February 2016

The following report provides an updated position against the recommendations for action proposed by Ofsted in their Review of the DSCB in October 2015. Overall there were nine recommendations for the DSCB. Good progress has been made against all of them. The Neglect Strategy, Communications strategy and Children and Young People's strategy have been drafted and are now in the consultation stage. Actions against these strategies and other actions have already commenced; however evidence of impact in general will take time to accumulate. For this reason some of the timescales in the action plan are longer term.

147. Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.

Since the DSCB commissioned its independent review of the Early Help and thresholds in July 2015 much work has been undertaken by the partnership to implement the new early help strategy, handbook and thresholds document. The DSCB has put on a large number of awareness raising sessions to ensure frontline practitioners understand the changes and know what their role is in the process.

Over 500 practitioners attended the 'Early Help Road Shows' during November and December and further sessions are scheduled in the spring. Numerous training sessions have been provided for practitioners who will be undertaking the Early Help Assessment and Lead Practitioner role and the number of Early Help Module sessions (eCAF) have been doubled to ensure practitioners are able to access these. Work is underway by the Workforce development sub-group to evaluate the impact of these sessions. The key indicator will be whether there is an increased number of Early Help Assessments being undertaken across the partnership.

The Board receives a regular update on progress from the Early Help Implementation Group and the DSCB performance report includes a summary of the Early Help dataset. The Early Help pathway has been established including the Early Help Hub which receives early help referrals and provides advice and information to practitioners across the partnership.

The DCST and DMBC have commissioned a further review of Early Help. This will be shared in order that the Board can assure itself of the quality of the assessments being undertaken as well as providing assurance that the Early Help Strategy is having an impact.

148. Monitor partner agencies understanding and application of thresholds for referral to children’s social care by case audit and the scrutiny of performance data.

The training and awareness sessions outlined above (147) include information on the thresholds. Work has commenced on analysis of the post course Evaluation and further work will be undertaken on the impact of the training on practitioner understanding of thresholds. The Early Help Review is expected to include reviewing the application of thresholds and performance data will be provided to the Board in its quarterly performance report from the Early Help Score Card. Monthly audits of the DCST ‘front door are taking place to ensure the thresholds are appropriately applied.

149. Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.

The Board receives quarterly performance data through its Learning and Improvement group. It has now received a year’s worth of data and partners have provided some analysis of the data allowing the Board to identify key themes. The quarter 3 performance report identified the high number of children and young people accessing A&E as a result of self-harm and attempted suicide. As a result the Board has developed an action plan to explore this issue.

In order to improve the performance data received by the Board a new format has been developed using an outcome-based accountability approach. The data will be grouped into themes with a greater focus on the meaning of the data for the Board. This report is expected to be in place by April 2016, in the meantime the current format will continue to be used.

150. Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.

A timetable of multi-agency audit activity, led by the DSCB is in place. In January a re-audit of CSE took place, following on from the audit undertaken a year ago. The findings of this audit will be presented to the next Learning and Improvement sub-group in April 2016. An audit of children in secure accommodation and custody is scheduled to take place in April and an audit of the mental health of children and young people is scheduled for June. There will be a re-audit of neglect in September. In addition to the quarterly multi-agency audits, monthly audits take place on the thresholds and the front-door. A timetable of single agency audits has been collated, the findings of which will be shared with the Learning and Improvement Group.

151. Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.

The DSCB keeps an updated Challenge Log which is presented at every Board meeting. The Challenge log identifies areas of concern raised through inspection reports, performance reports, sub-groups, and from escalated cases that provide a 'window on the system'. In order to improve the use and recording of challenges two training sessions were provided for Board members on Effective Challenge. From these a set of principles for respectful and effective challenge have agreed.

In order to increase the number of challenges undertaken it is proposed to draw up a list of guidelines identifying what constitutes a 'challenge', this will include challenges made across the sub-groups and those made outside the Board structures regarding individual cases.

To improve Board members' confidence in making challenges the information provided to the Board will be more robust, providing a summary of key issues from data and audits. The new performance report format has been agreed and summary information has been provided to Board. Reports are brought to Board to provide assurance on the effectiveness of work. Evidence of these is identified in meeting minutes. Challenge meetings have been undertaken with individual agencies on Child Sexual Exploitation, Voice of the Child and self-assessment under S11 Children Act 2004.

152. Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.

A performance challenge process is planned for February to scrutinise the data relating to children and young people's mental health. This will include data from admissions to acute wards, CAMHs referrals and conversions to assessment and will involve contributions from the key agencies working with young people with mental health issues. A further audit of cases is planned for June 2016. These two processes will enable a clearer picture of young people's mental health needs. A review of mental health pathways is underway and a representative of the DSCB Business Unit has recently joined the Suicide Prevention Group. This group has undertaken an audit of adult suicides which will be shared with the DSCB to ensure any lessons will be included in future action plans. The group also has a Suicide Prevention Strategy which will be amended to include findings from the children's review of attempted suicides and self-harm.

153. Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities

The changes being made to the DSCB performance report will ensure a greater focus on impact. The new format is currently being populated and will be presented to the Learning and Improvement group in April.

The Children and Young People's Participation Strategy is now in draft and will be signed off by the Board in April 2016. In the meantime a great deal of work is underway to ensure that the experience of the child is at the centre of partnership working. Arrangements are in place for representatives of the Youth Parliament to meet with the Chairs group to discuss how best to engage with the Board. A member of the DSCB Business Unit is attending the Children in Care Council to ask them how they would like their feedback to be provided to the Board. Work is underway with Doncaster College to develop an interactive leaflet to inform young people of the work of the DSCB and for College students to provide a workshop at the DSCB Conference on communicating with young people.

154. Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.

The Workforce Development group has developed outcome-based evaluation forms which enable a focus on the outcomes of the training for the practitioner. These are currently being used on Level 3 Training and Neglect Training and have shown significant increase in scores post-course. There is a system of reflective logs to enable workers to reflect on their learning and how this has impacted on the practice post-course. The Workforce group has developed its priorities for the coming year which include undertaking telephone surveys of previous course participants and the use of 'survey monkey' to understand the impact of training on practice.

155. Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster.

A draft Communications Strategy is in place and will be ratified by the Board at its April meeting. The CSE sub-group has a communications task and finish group which has agreed the communications plan on CSE and will be implementing the plan in the coming months. A Children and Young People Participation strategy has been developed as part of the Communications Strategy and work has already commenced on this (see 6.2). The Board currently provides two Conferences per year and a newsletter is produced to coincide with these.



Business Plan and Strategic Priorities 2016-17

DSCB Vision

In Doncaster safeguarding children effectively is everyone's business: Understanding the needs and views of children is at the centre of all we do.

Statutory responsibilities of DSCB include:

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

The structure of the Board is:

- Board
- Chairs Group
- Performance Accountability Board

The on-going activity of DSCB is undertaken by the following sub groups:

- Learning and Improvement (includes Case Review Panel)
- Child Death Overview Panel
- Workforce Development
- CSE and Missing Children
- Health
- Faith & culture
- Education

And working/task groups (time limited)

- Policies and procedures
- Female Genital Mutilation
- Hidden Harm
- Voice of the Child
- Childrens Missing Operations Group
- CSE Industry Sector

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

Strategic Priority 1

SP 1 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community(including minority groups and faith groups) are able to influence the Board's work.

- a) Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done
- b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work
- c) Develop mechanisms to ensure practitioners' views influence the work of the Board
- d) DSCB develops clear links with the wider community through the work of its Faith and Culture group, improving cultural competency and can evidence how safeguarding practice has improved as a result
- e) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders

Strategic Priority

SP2 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.

- a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

Strategic Priority 3

SP3 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities

- a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people
- b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

Strategic Priority 4

SP4 DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken

- a) DSCB develops a forum whereby there is a coordinated approach to priority issues which have cross-cutting agendas, such as Prevent, Domestic abuse, Female Genital Mutilation, Modern Slavery, Hidden Harm.
- b) DSCB promotes opportunities for working across geographical areas where this would provide a more cost-effective response or improvement to current working arrangements

Annual reports: DSCB receive Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people. These reports include:

- LADO (Allegations) Annual Reports
- CDOP
- Private Fostering
- Children Missing from Home and Care
- IRO/CPA Annual Report



Date: 29/02/2016

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

**ANNUAL REPORT OF THE
DONCASTER CHILDREN'S SERVICES TRUST**

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. It is a requirement arising from the Service Delivery Contract, that an Annual Report is submitted to the Secretary of State.
2. The format of the report has been approved by the Department for Education and it has been agreed for the Council to submit the Report by 29th January 2016.
3. Sign-off for the report has been agreed by both Council and Trust co-signatories to the Report.
4. Copies of the final reports will be circulated once these have been agreed by the Chief Executive of the Council.
5. Two of the agreed proposed changes to the Service Delivery Contract are 'Notifiable Changes' that will require approval from the Secretary of State to take formal effect.

EXEMPT REPORT

6. This is not an exempt report.

RECOMMENDATIONS

7. To note the Annual Report submitted to the Secretary of State.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

8. The submission of an Annual Report to the Secretary of State is a requirement detailed within the Service Delivery Contract that was agreed with the Department for Education at the establishment of the Trust

BACKGROUND

Requirement to develop an Annual Report

9. The requirement to produce an Annual Report and for that report to be submitted to the Secretary of State for consideration is detailed within Schedule 3 of the Service Delivery Contract.
10. It is the responsibility of the Council to develop the Annual Report, and for the content of the final report to be agreed by the Trust. In the event of disagreement, the Council and the Trust would otherwise need to follow the agreed Dispute Resolution Process.
11. The Annual Report needs to include:
 - A summary of the Trust's performance against the Performance Indicators and budget in the preceding Contract Year;
 - a summary of any Changes to the Agreement agreed between the Parties during the preceding Contract Year pursuant to the Change Control Procedure;
 - confirmation in principle of the budget (subject to Council approval) that will be made available to the Trust by the Council for the next Contract Year;
 - a summary of the agreed strategic priorities and outcomes relevant to the Services in the next Contract Year, and in outline for the two (2) subsequent Contract Years;
 - a revised draft of the proposed Services Specification, Financial Mechanism and/or Performance Indicators (if applicable) for the next Contract Year and an explanation for the revisions included in that draft; and
 - any proposed changes to the Agreement as a result of the Annual Review.
12. The timeline for development of the Annual Report is also determined within the Schedule:
 - 4.1 The Council and the Trust shall conduct an Annual Review no later than one calendar month after the anniversary of the commencement of the Trust (that being 1st November 2015);

- 4.2 Within 20 Working Days of the Annual Review the Council shall provide to the Trust a draft written report;
- 4.3 Within 10 Working Days of receipt by the Trust of the Draft Annual Report, the Trust shall respond to the Council stating that it either:
 - Accepts the Draft Annual Report;
 - requires amendments; or
 - rejects the Draft Annual Report.
- 4.4 In the event of amendments being required or a rejection of the Report, within five Working Days of receipt of the Counter Notice by the Council to discuss the matter in good faith and to agree any required amendments to the Draft Annual Report; and that
- 4.5 Within five Working Days of such agreement, the Council shall submit the Final Annual Report to the Secretary of State for consideration stating whether the Trust has agreed to the content of the Final Annual Report or where it has been determined in accordance with the Dispute Resolution Procedure - identifying the amendments which the Trust required and the comments the Trust made and which were not accepted and the reasons for the Trust requiring such amendments and making such comments.

CURRENT PROGRESS

Annual Report Development and Submission to the Secretary of State

13. The Ofsted 'Inspection of services for children in need of help and protection, children looked after and care leavers' was conducted during the period 14th September to 8th October, with the final report published on 27th November 2015.
14. As a consequence, it was agreed, with the agreement of the Secretary of State, to defer the Annual Review and for the Annual Report to be submitted by 29th January 2016.
15. The Annual Review was conducted over a course of three meetings, with the final meeting being held on 16th December 2015. Consequently, it has been necessary to compress the timeline for development of the Annual Report from that stipulated within the Service Delivery Contract, and for the process of development to be that of co-production.
16. Noting that the Annual Report is the first of a Children's Services Trust within the country, there was no guidance or template to follow in regard to report content or expected level of detail. Following discussion with the Department for Education (DfE), it was agreed to submit both a detailed report, together with a brief summary report (the Abridged Report). The Abridged Report would indicate /annotate where to locate the corresponding paragraph(s) within the detailed report – this would allow the Secretary of State to easily find any

further detail that may be required within the substantive report. The team at the DfE would also use the substantive report to prepare notes for the Secretary of State.

17. The Annual Report and the Abridged Annual Report have been developed accordingly, based primarily upon reports that were presented across the three Annual Contract Review meetings that were held during November and December 2015, with not inconsiderable dialogue between the Council and the Trust to ensure agreed content.
18. Whilst the Reports are presented to the Secretary of State and signed by the Chief Executive of the Council, the reports list the following co-signatories:
 - Elected Mayor, DMBC
 - Lead Member for Children’s Services, DMBC
 - Director of Children’s Services, DMBC
 - Chair, DCST
 - Chief Executive, DCST
19. The Annual Report and the Abridged Annual Report were reviewed and the content agreed by the co-signatories, and accordingly submitted to the Secretary of State on 29th January 2015.

NEXT STEPS

20. The Annual Report details three proposed changes to the Service Delivery Contract, of which two are considered as ‘Notifiable Changes’.

- a. Performance Indicator Basket

Whilst agreement in principle has been reached by the Council and the Trust regarding the proposed Performance Indicator Basket, from one of the definitions of a ‘Notifiable Change’ (as detailed within the Service delivery Contract) is one that “could have a material impact on the Trust’s ability to comply with the Services Specification and/or the **Performance Indicators**”. Therefore, on a legal technicality, agreement to formally effect the change will be required from the Secretary of State. Upon approval, a Contract Variation will be developed for sign-off by the Council and the Trust at the following Quarterly Monitoring Performance Meeting.

- b. Children with Disabilities Service

The transfer of the Children With Disabilities (CWD) social work team and the Oaklands Short Break Unit to the Trust is also considered to be a ‘Notifiable Change’ as it “is inconsistent with the Purpose and/or the (existing) Directions”. To effect the service transfer, the Secretary of State is required to issue a further Statutory Direction. In the meanwhile, a CWD transfer project team has been established that will start to progress the necessary activities to prepare to transfer the service.

OPTIONS CONSIDERED

21. Not applicable

REASONS FOR RECOMMENDED OPTION

22. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

23.

	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 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>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>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 to safeguarding our communities.</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>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>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.</p>

	Council services are modern and value for money.	
	Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

24. There are no specific risks associated with this report

LEGAL IMPLICATIONS

25. 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.

26. 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

27. Not applicable.

HUMAN RESOURCES IMPLICATIONS

28. Not applicable

TECHNOLOGY IMPLICATIONS

29. Not applicable

EQUALITY IMPLICATIONS

30. Not applicable

CONSULTATION

31. The Doncaster Children’s Services Trust has been consulted in the development of this report.

BACKGROUND PAPERS

19. None.

REPORT AUTHOR

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Paul Moffatt
Chief Executive, Doncaster Children's Services Trust

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The Rt Hon Nicky Morgan MP
Secretary of State for Education
Sanctuary Buildings
Great Smith Street
LONDON
SW1P 3BT

Contact: Jo Miller
Tel: 01302 862230
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Date: 29 January 2016

Annual Report of the Doncaster Children's Services Trust (1 October 2014 – 30 September 2015)

Dear Secretary of State,

The establishment of the Doncaster Children's Services Trust, the first of its kind in the country, has created much interest within the children's social care sector itself and local authorities nationally. There has been no blueprint to follow and, as such, the past year has been a period of learning for all – the Council, the Trust, and our partners. It has been characterised by an increased focus on improving services for children and young people, innovative practice, and the strengthening of partnership working, not only between the Council and the Trust, but also across the wider partnership of Team Doncaster.

Over the past twelve months, there have been thirteen inspections by regulatory bodies across the range of service areas delivered by the Trust, where inspectors have reported evidence of the progress made, such that we can confidently state that:

“Services for children and young people in Doncaster are improving”

However, the Council and the Trust recognise the areas where progress has been slower and practice needs to strengthen, and are resolute in their determination that further improvements are realised in order that children's services meets the performance directions according to the timeframe set out within the Service Delivery Contract. Our assessment of performance indicates that we are on track to reach the Ofsted judgement of 'Requires Improvement' milestone by April 2016, and that a number of areas are already making clear progress towards 'Good' and 'Outstanding' judgements.

The success that has been realised to date has been achieved through the experience, determination and leadership provided by the management teams and supporting staff in the Council and the Trust, together with members of the Trust Board who have provided the Trust with valuable expertise, assistance and

challenge. We also recognise the support provided by the Doncaster Safeguarding Children Board, partners in both the private and voluntary sector, and external agencies – from directly supporting service delivery through to providing independent challenge and peer review – that has enabled these improvements to take shape.

Over the past year, the Council and the Trust have welcomed a series of external observations and reviews in regard to the functioning of the Trust. These have included a joint visit by Alan Wood and Professor Julian Legrand, a visit by Safelives to examine work on Domestic Abuse and some ‘deep dive’ activity by the improvement partner appointed by the Department for Education, Achieving for Children, which has focused primarily around Early Help.

The key priority for the forthcoming year is to build upon these firm foundations so that we can develop, together with the Trust as our strategic partner, the necessary systems leadership and further innovative practice to continue to improve outcomes for our children, young people, and their families within the borough of Doncaster, whilst recognising the challenges that may arise from devolution and other changes to local government.

Yours sincerely

Jo Miller

Counter-signatories:

Ros Jones, Elected Mayor, DMBC

Cllr Nuala Fennelly, Lead Member for Children’s Services, DMBC

Damian Allen, Director of Children’s Services, DMBC

Colin Hilton, Chair, DCST

Paul Moffat, Chief Executive, DCST

Summary of the Trust's performance against Performance Indicators in the preceding Contract Year

The Council can report that performance across almost all key indicators is showing improvement or stability, and that trends are largely positive. Of particular note:

14 - 16
Appendix A

- A review and strengthening of the Response and Referral service, including Front Door arrangements has led to a reduction in the re-referral rate from 38% at the point of transfer of children's services from the local authority, to 23% after 12 months operation by the Trust - This figure is now better than national and regional performance; 17
- similarly, a reduction in the number of children and young people becoming subject to a Child Protection Plan for second or subsequent time from 16% to 13% - placing Trust performance close to top quartile, based on latest available national data; and 17
- a reduction in the number of children experiencing three or more moves in a year from 11% to 7% in quarter. 17

In regard to early help performance, upon transfer to the Trust, referral rates were almost twice as high as the national average. Changes to management of the response and referral service, coupled with improved recording procedures brought this rate closer to national average for the reporting period April 14 to March 15 (latest available data).

20-21

The improvement in performance has been underpinned by improved staff stability, with the reliance on frontline agency staff reducing from 18% to 10%, and turnover rates falling from 29% to 18%.

17

Over the past twelve months, there have been a total of thirteen regulatory inspections of children's services provided by the Trust, that have reported clear improvements to services provided to children, young people and their families.

- The Trust has been judged as Good both as an Independent Fostering Agency and also as a Voluntary Adoption Agency. 3, 32
- All four children's homes have been inspected during the first year of operation by the Trust - Three are now judged to be Good and one as Outstanding. 3, 31
- The recent multi-agency inspection of Youth Offending Work in Doncaster identified four unsatisfactory areas of performance, one poor and one satisfactory. The Youth Justice Board is satisfied with the progress being made by the Trust Youth Offending Service against its improvement targets and it is expected that all changes will be embedded and evidenced within practice by April 2016. 3, 33

At the recent Ofsted inspection of 'services for children in need of help and protection, children looked after and care leavers', whilst the overall judgement was Inadequate, significant improvements were reported to areas that, under a different framework, had all previously been judged as inadequate: 3, 28

- Children who need help and protection: Inadequate
- Children looked after and achieving permanence: Requires Improvement
- Adoption performance: Good
- Experience and progress of care leavers: Requires Improvement
- Leadership, management and governance: Requires Improvement

A shared action plan was developed by the Trust immediately post-inspection aligned to the 20 recommendations within the Inspection Report, with robust arrangements in place to ensure pace in relation to progress in preparation for further external review or inspection, that is ultimately overseen by a Joint Council and Trust Strategic Inspection Group. 29

The Trust has performed well across its suite of innovation projects, achieving particular national acclaim for its work on the 'Growing Futures' and 'Pause' Department for Education (DfE) funded innovation projects. The Growing Futures work has been particularly effective in driving strategic engagement of partners in tackling domestic abuse, including the development of new interventions and ways of working, workforce reforms and new accredited learning programmes each of which show potential for being scaled up for use at national level. 25

Recent external scrutiny through Ofsted inspection of the Trust's activities clearly recognises the progress that has been made, whilst also confirming what is needed to secure the continuous improvement required to achieve the Trust's and Councils' ambition for services to be Outstanding by October 2019. 22, 34

The Council's assessment of performance indicates that the Trust is on track to reach the Ofsted judgement of 'Requires Improvement' milestone by April 2016, as determined in the Service Delivery Contract.

Summary of the Trust's performance against budget in the preceding Contract Year

Since establishment, the Trust have been developing their financial management role, gaining a better understanding of the Council's requirements, improving reporting and the general the provision of information. The Council is satisfied with the financial information provided from the Trust, but have recognised that financial performance measures set out in the contract require amendment to ensure they are more relevant and fit for purpose. 38

The Trust's Annual Report and Accounts, for the period 6th December 2014 to 31st March 2015, was submitted to the Council for noting, as per the contract requirement. The final outturn was, after the risk share mechanism adjustment, a surplus of £49k. 36 - 37

The Trust's quarter 2 financial monitoring report for 2015/16 presented a forecast outturn overspend of £348k, including funding from DfE, with the key pressure continuing to be costs of children placed in care. The Trust is addressing the pressure on placement costs in conjunction with the Council and a contract variation will be raised reflecting the increased activity in line with the contract. As such, the Trust is working towards ensuring that a balanced budget exists at year end.

40

Confirmation in principle of the budget (subject to Council approval) that will be made available to the Trust by the Council for the next Contract Year

The Council and the Trust have worked together to agree the indicative budget of £42.2m, a net reduction of £111k. The discussions have addressed the items listed under the Contract in Schedule 3 'Annual Review' including uplifts for pay and price inflation, any changes in law, demand for services and a contribution towards the Council's savings targets.

41-45

The budget is considered by the Council to be sufficient to enable the Trust to deliver the level of services required, but recognises the challenge facing public services generally and the Council specifically in meeting its reduced funding base.

Agreed strategic priorities and outcomes relevant to the Services in the next Contract Year

The Trust's first business plan set out a range of strategic and operational priorities, many of which were linked to establishing the new organisation. They have been kept under review as the year progressed, in consultation with staff and young people. The Trust Board has held a series of discussions and workshops to review priorities and set the future ambitions of the Trust.

Strategic priorities have been agreed that focus on:

46-47

- Improving quality of practice;
- reforming the Early Help system;
- development of a locality based delivery model;
- delivery phase of innovation projects;
- leading the sub-regional adoption agency project;
- further developing strengthened strategic relationships; and
- establishing continuum of collaboration with local partners up to and including joint provision

Years 2 & 3
– 48-49

The Trust will also explore new opportunities relating to joint commissioning, joint budgets, and shared opportunities to learn from innovations to support re-design.

Proposed changes to the Agreement as a result of the Annual Review

At the Annual Contract Review, three proposed changes to the Service Delivery Contract were agreed in principle:

1. To transfer the Children with Disability (CWD) service to the Trust

However, both the Council and the Trust recognise that closer alignment between the CWD team, the Referral and Response team, and the locality social work teams are required to improve recognition and responses to children with disabilities. This was supported by the recent Ofsted 'Inspection of services for children in need of help and protection, children looked after and care leavers' (November 2015) that indicated that children with disabilities are under-represented in child protection work and that there are too few skilled practitioners with a knowledge of safeguarding children with a disability issues at the point of referral.

55-59

By transferring the CWD service to the Trust:

62-63

- Safeguarding provision for children with disabilities will be strengthened.
- Continuous professional development for CWD social workers will be strengthened by becoming part of the Trust. This is especially relevant in terms of the requirements of the registering body and the anticipated changes arising from the full roll out of assessment and accreditation of social workers.

Both the Council and the Trust consider this to be a Notifiable Change because the proposal is inconsistent with the Statutory Direction that was issued to support the establishment of the Trust.

The issue of a further Statutory Direction will ensure that the proposed transfer of the CWD service complies with Council procurement regulations, and will mitigate against Trust VAT liabilities.

2. To transfer the management oversight of the Early Help Hub to the Trust

The responsibility for the Early Help Strategy and how partnership services are delivered remain a priority for the Council. There is a need to inject pace and urgency in the delivery of the strategy and plans for 2016/17 that will transform not only the Council Early Help services but also provide the necessary infrastructure support to deliver the strategy across the partnership.

64-66

The Early Help Hub (the Hub) was established in Oct 2015 following extensive development work with the Trust. The Hub is a key element of the Early Help Strategy as it provides individual practitioners with the infrastructure to support:

- The practical aspects of identifying needs of children, young people and their families;
- gathering and sharing information;
- completing an early help assessment;
- supporting the provision of a multi-agency response to identified 'additional' needs; and
- a review process to measure the outcomes for families and contribution of services to these.

In October 2015, Ofsted inspectors recognised the Hub development, along with new threshold guidance and the early help strategy but noted they were yet to show impact. They also stated that 'the early help offer is fragmented and too many children and young people are referred for statutory services whose needs could be met at a lower level'.

67-70

It recognised that the Hub arrangements would benefit from co-location and management with the Trust's Referral and Response and MASH arrangements. This would provide consistent practice in relation to assessment, decision-making and appropriate pathways to services based on presenting needs.

The Council in discussion with the Trust also believes this would provide opportunities for greater economies of scale through a shared service response across the two 'front door' arrangements.

3. To introduced a revised Performance Indicator basket

The partnership Quarterly Performance Monitoring Group was directed by senior officers to review the performance framework as part of the Annual Contract Review process.

12, 51-54

It was felt that, whilst the existing suite of Performance Indicators had served a useful purpose for the first year of establishment of the Trust, some of these measures were no longer relevant or of reduced importance when reporting the progress being made in the delivery of children's services. The performance indicator set also required further development to ensure that the measures capture the totality of services delivered by the Trust and be comprehensive enough to avoid being skewed by small numbers.

Proposed changes to the performance indicators and an explanation for the reasons are detailed within the Notifiable Change Request (Appendix C), together with the Target Performance levels and tolerances that have been agreed in consultation with the Trust following a review of the Contract Baseline and updated Statistical Neighbour data.

Areas of Joint Focus

Both parties have agreed to three areas of joint focus over the coming year:

1. To introduce a joint commissioning approach to placements in partnership between the Council, the Trust and Doncaster Clinical Commissioning Group (CCG).

73-75

It is recognised that the current decision-making arrangements regarding the commissioning of packages of care for children and young people with complex needs can be improved through closer alignment of commissioning arrangements.

There is consensus between partner agencies (including the Council, the Trust and Doncaster CCG) to streamline systems and processes, and recognition of the need to clarify supporting budgets. This work will be overseen by the Joint Commissioning Executive group.

2. The transfer of operational lead responsibility for the Corporate Parenting Board to the Trust.

81 -83

The recent Ofsted inspection acknowledged that the Council has revised the terms of reference for the Corporate Parenting Board and has appointed a new Chair, and noted that whilst these changes are positive, they are too recent to evidence any impact

Both the Council and the Trust recognise the further work that needs to be undertaken to develop a robust Corporate Parenting Board and have already started joint work to improve functioning of and reporting to the Board.

3. Recognising the better educational outcomes that are needed for Looked After Children (LAC), the Virtual School is an area for closer joint working between the Council and the Trust as strategic partners.

76-78

The recent inspection of services for 'children in need of help and protection, children looked after and care leavers' in October 2015 recognised some areas of strength within the virtual school, including the attendance of looked after children, the absence of any permanent exclusions, arrangements for tackling children missing education and the quality assurance of providers. However, it also raised concerns including:

- The proportion of children looked after who attend a school that is good or better is too low at 63%.
- The quality of Personal Education Plans is too variable, and too

many lack the detail and clarity necessary to help drive the progress of children and young people.

- Educational attainment for children in care is too variable and the gap between these children and their peers is not consistently reducing year on year.

Although a joint working protocol is in place between the Council and the Trust in regard to educational standards and effectiveness for looked after children, outcomes for children and young people could be further improved by closer and more visible joint working. Specific areas for further collaboration include:

79-80

- Improved information sharing and decision making at strategic and operational levels
 - Pupil Premium Plus
 - Personal Education Plans
 - Tracking of progression
- Joint training including social care, school and education staff and carers.
- Engagement with head teacher groups and individual schools

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

**QUARTERLY PERFORMANCE AND PROGRESS AGAINST OFSTED ACTION
PLAN – TRUST 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 Contract performance monitoring arrangements, along with a summary of the latest Quarterly monitoring performance meeting.

The Trust is showing improvement or stability across the majority of contract measures. Since the last quarter there has been a further increase in the number of measures within tolerance or at/above target. Trends are largely positive, and strategies are in place to address declining performance trends. Only one operational measure is outside tolerance; the Trust is clear about the reasons for this and the steps being taken to address this.

The Trust and Council have now completed their first annual contract review, which provided an opportunity to review and revise the performance indicator set. The new indicator set has now been agreed and will be reported from quarter 4 onwards.

Since the last report, there has been significant progress made against the Council/Trust shared Ofsted Action Plan, as preparations are made in anticipation of future progress checks and external review.

EXEMPT REPORT

2. There are no exemptions.

RECOMMENDATIONS

3. That Panel gives consideration to the Quarterly Performance Trust Update report.
4. That Panel gives consideration to the Ofsted Action Plan and progress made against it, to provide assurance that both Council and Trust will be in a position to satisfy, through external scrutiny, that outcomes are improving for

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. Doncaster Children's Services Trust 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.
6. An external, public and independent measure of the progress made by Children's Services is through Ofsted Inspections. The recent inspection judgements, document and recommendations have now been published. Therefore, both Council and Trust are required to work in partnership to deliver the recommendations and make the progress required in anticipation for next inspection.

BACKGROUND

7. Monitoring of the Service Delivery Contract – Governance Assurance

Summary of meetings / activities since last Scrutiny report

Quarterly Monitoring Performance Meeting

- 7.1 The Quarterly Monitoring Performance meeting is attended by Chief Executives from both organisations, along with representation from Trust Board, and Officers with Performance Management responsibility. The most recent meeting was 2nd February 2016.

Monthly Operational Progress Group

- 7.2 The Trust Contract Performance Monitoring Report presented at the 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. The most recent meeting of this group was 7th January 2016, the focus of which was a review of the current contract performance framework and revisions for year 2 of contract delivery.

Monthly Financial Monitoring Group

- 7.3 The 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. The most recent meetings of this group were 26th November, 16th December and 19th January.

Annual Review

- 7.4 The Annual Review process of the Contract and monitoring arrangements commenced on 19th November and ended on 29th January 2016 with a submission to the Secretary of State for Education that included progress made during year 1 budget and priorities for year 2 and two notifiable changes to the contract. The review process has included a number of meetings in addition to the routine monthly monitoring activity. The two notifiable changes were:
- 1) The transfer of the Children with Disabilities social work team, and Oaklands Short Break Unit from Council to Trust.
 - 2) Revisions to the contract performance indicator set to better reflect Trust activity. These are covered later in the report.
- 7.5 The Trust produces a number of internal performance management reports on a daily, weekly and monthly basis. This includes a monthly Corporate Scorecard, shared with Trust Board. A copy of the latest scorecard is provided in Appendix A.

7.6 Quarter 3 2015/16 Performance Summary – Performance Assurance

Progress on indicators, projects and other related matters

- 7.6.1 The latest full dataset is for Quarter 3 of 2015/16, October to December 2015. This was shared in the quarterly performance meeting on 2nd February 2016, attended by Lead Member for Children’s Services, Director of Childrens Services, C/Exec of the Trust and senior leaders representing both organisations. Minutes of this meeting and the preceding monthly performance monitoring meeting are held within the Council and will provide evidence of challenge provided by the Council when considering the Trust’s performance.
- 7.6.2 The dataset contains 23 key performance measures and a further 37 operational measures. These are supplied each month, with the exception of financial measures that are delivered quarterly. Performance narrative is supplied for each of the performance measures to provide further detail of the Trust’s understanding of the current position. The measures cover:
- 1) social care pathway for children in need,
 - 2) outcomes for children in care and care leavers,
 - 3) the workforce, and
 - 4) finance.

These measures are listed in appendix B, along with performance position against target at the end of Quarter 3 2016/17.

7.6.3 As at Quarter 3 Doncaster Children's Trust showed sustained performance; with the majority of measures within contract tolerance or at/exceeding target performance. Three measures were reported as being outside contract tolerance. These are covered in more detail later in the report. The Trust has enhanced its integrated approach to performance management and management oversight. This, coupled with restructure of operational services, is giving a sharper focus and accountability for performance.

7.6.4 At the end of Quarter 3 there were nine measures at or exceeding target performance. These measures covered all 4 areas of the indicator set. Headline performance figures for these measures were:

- The percentage of children that were being re-referred as a child in need continues to remain low, and has been better than target for three successive quarters. This is despite the revised Early Help Offer not being fully established or embedded during this period. As the Early Help Offer is established, recognised and adopted across the Borough, it is anticipated that referrals will reduce, and therefore re-referrals, as children and families access help before a need for statutory services.
- Children are allocated to a social worker that is qualified to meet their needs
- Children are spending less time on a child protection plan
- The time taken to complete care proceedings is reducing
- More care leavers are in suitable accommodation.
- Turnover rates remain low, leading to a more stable workforce.

7.6.5 Performance remains within contract performance tolerance for a further seven measures. These include an increase in the proportion of children in care remaining in long-term placements, timeliness of single assessments following a referral. The proportion of children in care experiencing three or more moves in a year remains within tolerance, as do the proportion of care leavers in education, employment and training.

Actions to address performance measures outside tolerance

7.6.6 Three measures lay outside tolerance in quarter 3, although they had previously demonstrated performance within tolerance.

7.6.7 The one operational measure that sits outside contract tolerance in quarter 3 is the qualitative measure of case file quality: A3 - Monthly casefile audits rated as "requires improvement" or better. Performance improved from quarter 2 (81%) to quarter 3 (87%). Performance for the last month of the quarter was 97% case files rated as "requires improvement" or better. This actually constitutes a month on month increase since August 2015. Activity over the summer of 2015 effectively changed the thresholds of each grading and also the rigour of how they were applied. This means that audits became more consistent from September onwards. The Trust begins a 6 month Practice Improvement Programme from January 2016, designed to improve practice through skills analysis, training and mentoring of delivery

staff and managers. The impact of this programme will be measured through the regular and thematic audit activity undertaken by the Trust.

7.6.8 The Trust's thematic audit calendar sets out additional focussed audit work undertaken throughout the year to complement the routine quality work undertaken by operational managers. This activity, learning and subsequent practice changes will be reported back through the quarterly performance review meetings.

7.6.9 Two inter-related financial measures remain outside tolerance, both relate to forecast expenditure against budget. The overspend forecast is still predominantly made up of an overspend on placement costs offset by an underspend on staffing. The pressures within Placements continue to be within Out of Authority (OOA) and Independent Fostering (IFA) placements, where numbers have increased since last reported, however two placements were court directed. There is also an increase in the number of allowances payable in respect of Special Guardianship Orders, which is a national trend. Although the Trust has been successful in reducing reliance on agency staff, there are still a number of vacancies filled through this route, with the associated additional costs. Financial risk is currently shared between Trust and Council, in accordance with the Contract.

7.6.11 The contract review has provided an opportunity to consider historic budget/spend against placement costs and the first year of activity for the Trust. This has included a review of previous year's budget and actual spend, which has indicated that budgets at the point of transfer to Trust did not accurately reflect the profile of placements at the time and therefore underestimated the total spend.

7.6.12 Within the contract discussions a model of describing and quantifying the costs of placements for children in care was agreed. This has been expressed as a "care ladder," which summarises numbers of children by placement type and associated costs. Projections for future years have been used to predict demand for placements and form strategies for managing this, including increased use of the Trust's children's homes. Both DMBC and the Trust have agreed to develop this model further in order to have a shared reliable view of future demand and how it can be met through a Placement Sufficiency Strategy. Continued effort and innovation will be applied to recruit and maintain foster carers in what is a challenging market place.

7.6.13 The service is currently projecting to receive more income than anticipated, predominantly from Health as contributions to OOA placements and within adoption.

7.7 Ofsted Action Plan

7.7.1 Ofsted published their report on the inspection of services for children in need of help and protection, children looked after and care leavers on 27th November. The report contained 20 recommendations based on findings from the inspection.

- 7.7.2 The published report, clearly differentiates between services delivered by the Trust, by the Council and those shared by both organisations. Each recommendation within the report clearly states responsibility. Of the 20 recommendations, 13 are specifically directed at the Trust, one is directed at the Council with the remaining 6 recommendations are directed at both organisations. However, as the Council currently retains management of statutory services to Children with Disabilities, many of the Trust-directed recommendations are in reality shared with the Council as they relate to improving practice for all children in need.
- 7.7.3 A summary of the recommendations is attached as Appendix C.
- 7.7.4 There is a requirement for the Local Authority to respond to the Inspection report with an action plan within 70 working days of its publication. The Trust's action plan will form the basis of this response, and we will work with our council colleagues to deliver a plan that to assure Ofsted of our continuous improvement. We intend to submit our action plan, and progress against it earlier than required, during the first week of February.
- 7.7.5 The Trust left no time in drawing up a draft action plan after the inspection period, in light of the verbal feedback given by inspectors. This plan was then refined and mapped to the 20 Ofsted recommendations once the draft report was published. The action plan is shared with DMBC and also contains actions for partner agencies such as South Yorkshire Police, DSCB and RDaSH. To ensure that there is progress against each action, a lead for the Trust has been identified for these actions, in order to maintain the pace and hold partners to account.
- 7.7.6 As the inspection ran alongside an inspection of the effectiveness of the Local Safeguarding Board, which also produced recommendations, the LSCB action plan has been shared with the Trust so that common/shared themes are progressed, and progress can be reported and evidenced consistently.
- 7.7.7 As the majority of the recommendations relate to children in need and child protection case work, specific locality action plans have been prepared providing finer detail of the practice improvements required to meet each recommendation. A locality action plan is held by each of the four locality Heads of Service. These are updated with a progress summary and RAG rating against each action, and submitted each fortnight.
- 7.7.8 As of 4th February there are 183 specific actions recorded against the Main Action Plan, 151 of which are owned in full or in part by the Trust. There are 38 actions within each of the Locality Action Plans.
- 7.7.9 A Practice Improvement Programme (PIP) has been developed, scoped and secured. It will run from January to July 2016 with the aim of bringing additional pace to the improvements required. It is anticipated that the successful implementation of the PIP will meet the majority of the recommendations made in the inspection report. The PIP forms a key foundation of the post inspection action plan. The anticipated improvement will enhance the Trust's capacity to improve inspection outcomes and therefore its reputation nationally. It will contain four elements

- A. An intensive teaching and learning programme for practitioners and managers
- B. Skills Gap Analysis – An organisational and individual assessment of strength, development areas, behaviours and performance.
- C. Coaching and Mentoring – Development support for recipients targeted on the outcomes from the Skills Gap Analysis and triangulated with Inspection findings, the Improvement Plan and DCST service objectives.
- D. Practice Advisors – To provide peer to peer Social Work practice, advice, support and mentoring. This will also include additional capacity support in terms of case work.

7.7.10 The teaching elements have been agreed with Research in Practice and the remaining elements have been procured through an independent provider, iPeople. The Council has provided additional funding to support the PIP.

Monitoring Arrangements

7.7.11 A Joint Strategic Inspection Group meets each month, attended by Trust and DMBC to ensure that shared recommendations are being progressed and to provide assurance that both organisations are progressing their actions. The most recent meeting was held on 11th January, where the action plan will be signed off and governance arrangements for the Action Plan were agreed.

7.7.12 Within the Trust, the monthly Continuous Improvement Board will be the responsible group for ensuring progress against actions and recommendations owned by the Trust. The last meeting was 5th February, where the majority of actions were agreed in terms ownership, timescales and dependencies.

7.7.13 Weekly Getting to Good meetings have taken place since December 2015, chaired by the Chief Executive of the Trust. These regular meetings are in place to maintain the pace of improvement, through the Ofsted Action Plan and Locality Action Plans. Head of Service attend each meeting to provide an update on progress against their plans/actions. The Council's CWD service attends these meetings to ensure that actions relating to practice are being consistently applied across all social work teams.

7.7.13 The multi-agency Performance Accountability Board meets for the first time on 18th January 2016. This Board is chaired by the Chair of the LSCB and attended at Chief Executive level by representatives of DMBC, the Trust, South Yorkshire Police, Doncaster CCG, RDaSH, and NHS foundation trust. The purpose of the Board is to oversee improvement in children's services, focusing on cross-cutting issues that require effective interdependent working from partner agencies. The Board will meet quarterly and will provide an additional forum to consider recent inspections of services and ensure that shared recommendations are progressed.

7.7.14 Locality Heads of Service have been given a template Locality SEF to complete and maintain. These SEFs have a specific focus on Management oversight and practice quality – two key areas for improvement if the Trust is to achieve a grade of Requires Improvement or better. Locality Heads are expected to submit their version each month to provide assurance that

management oversight of practice is secure and improving. These documents will also be of value for any subsequent re-inspection as evidence of increased grip of performance in the locality teams.

7.8 Any other assurance activity since last report

- 7.8.1 Since the last Scrutiny meeting a children’s home has received an interim inspection, in line with the 6 monthly inspection framework. The home is currently rated as “Good,” and the interim inspection Ofsted reported “improved effectiveness.”
- 7.8.2 The Trust also contributed to the recent review of Early Help Services, conducted by the Council’s improvement partner, Achieving for Children. The summary report has not yet been published.

7.9 Forward plan

7.9.1 Key areas of activity over the next quarter are:

- Provision of the new contract performance indicator (Appendix D) set from January onwards
- Preparation for the transfer of services to Children with Disabilities into the Trust.
- Action plan shared with Ofsted.
- It is likely that a number of our children’s homes are inspected as part of the routine inspection programme.
- Chair of Trust Board’s letter to Secretary of State on Trust progress will be submitted in January, alongside a progress update from the DfE’s Improvement Advisor, *Achieving for Children*.

OPTIONS CONSIDERED

8. Not applicable

REASONS FOR RECOMMENDED OPTION

9. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

10.

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</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>

<i>Doncaster's vital services</i>	- 'Requires improvement' or better by April 2016
People live safe, healthy, active and independent lives.	- Good or better by October 2017
<ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	- And that overall the service should be Outstanding by October 2019
People in Doncaster benefit from a high quality built and natural environment.	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 to safeguarding our communities.
<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> 	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.
All families thrive.	The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.
<ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

11. There are no specific risks associated with this report

LEGAL IMPLICATIONS

12. 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.
13. 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

14. See items 7.6.9 to 7.6.13

HUMAN RESOURCES IMPLICATIONS (*Insert where applicable – see guidance*)

15. Not applicable

TECHNOLOGY IMPLICATIONS (*Insert where applicable – see guidance*)

16. Not applicable

EQUALITY IMPLICATIONS

17. Not applicable

CONSULTATION

18. The Doncaster Children's Services Trust has been consulted in the development of this report.

BACKGROUND PAPERS

19. None.

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For

Paul Moffatt

Chief Executive, Doncaster Children's Services Trust

Appendix A

List of current key performance indicators for the Contract with Doncaster Children's Services Trust, along with position against contract target

Measures relating to the social care pathway for Children in Need

A1 – percentage of re-referrals in last 12 months, ON TARGET

A2 – timeliness of single assessment, IN TOLERANCE

A3 - Monthly case file audits rated as “requires improvement” or better, OFF TARGET

A4 - Percentage of young people with CP Plans where 2 weekly visits have not taken place, IN TOLERANCE

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

A6 - Child Protection Plans ended lasting 2 years or more, ON TARGET

A7 – Children with Child Protection Plan or Looked After with an allocated qualified social worker, ON TARGET

Measures relating to Children in Care and Care Leavers

B8 – Average length of care proceedings, ON TARGET

B9 - Stability of Placement of Children in Care: percentage of children living in the same placement for 2 or more years, IN TOLERANCE

B10 – Stability of Placement of Children in Care – percentage of children with 3 or more moves in 12 months, IN TOLERANCE

B11 – Percentage of Care Leavers in suitable accommodation, ON TARGET

B12 – Percentage of Care Leavers in Employment, Education or Training, IN TOLERANCE

Measures relating to workforce

C14 - Percentage of frontline FTE posts covered by Agency Staff, IN TOLERANCE

C15 - Of the Permanent Staff that left, how many left within 2 years of starting, ON TARGET

C16 - Percentage of staff with up-to-date 6 weekly supervisions, NO TARGET SET

Measures relating to finance

D17a – Gross Expenditure vs Plan, OFF TARGET

D17b – Forecast Plan vs Budgeted Income, ON TARGET

D17c – Forecast Operational Expenditure, OFF TARGET

D17d – Trust Liquidity, ON TARGET

D17e – Current Assets cover compared to current liabilities, ON TARGET

D19 – Capital Expenditure/Income vs. Plan, NO TARGET SET

D21 – Progress against savings in plan, NO TARGET SET

Key:

ON TARGET: performance is equal to or better than the target set within the contract.

IN TOLERANCE: performance is not at target but is within the tolerance range specified within the contract.

OFF TARGET: performance is outside the target and tolerance set within the contract.

NO TARGET SET: No target was set within the contract, so position cannot be described.

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Corporate Scorecard for month:

Dec-15

Our Vision is to become an OUTSTANDING partner and provider of services for Children, Young People & Families

High quality services for Children, Young People and Families

Measure (© denotes a contract measure)	Baseline ¹		2014/15		2015/16		Latest	Target	6mth Trend
	Rank ²	Fig.	Qtr3	Qtr4	Qtr1	Qtr2	Dec-15		
Children in Need per 10,000 population	B	346	333	357	379	387	376		↔
Referral Rate per 10,000 population	48	87	28	67	76	67	44		↔
%Re-Referrals ©	D	37%	35%	30%	24%	23%	23%	25%	↔
Single Assessments completed in timescale ©	82%	-	89%	91%	93%	74%	88%	95%	↑
CPP per 10,000 population	42	51	60	46	49	48	68		↑
Child Protection Visits within Timescale ©	58%	-	89%	91%	97%	97%	93%	95%	↓
%Children subject to a CPP for a second time ©	C	17.6%	12%	17%	23%	13%	15%	15%	↑
Children on CPP for more than 2 years ©	C	2.7%	15%	5%	6%	4%	14%	10%	↔
Cases open to the CSE Team	-	-	new measure		33	23	29		
Episodes of Children missing for >24 hours in rolling 3 months	-	-	-	53	63	45	46		
Quality of Case Files audited as Requires Improvement or better ©	-	-	75%	88%	94%	81%	97%	99%	↑
Young Offenders in EET (quarterly figure)	-	76%	73%	69%	89%	87%	93%		

Measure (© denotes a contract measure)	Baseline ¹		2014/15		2015/16		Latest	Target	6mth Trend	
	Rank ²	Fig.	Qtr3	Qtr4	Qtr1	Qtr2	Dec-15			
LAC per 10,000 population	60	77	73	75	75	77	76		↑	
LAC visits within Timescale	-	-	89%	92%	88%	93%	- ⁴			
Episodes of CIC missing for >24 hours, in rolling 3 months	-	-	-	31	22	13	19			
LAC Stability - 2 years in same placement ©	D	54%	62%	63%	65%	67%	68%	70%	↑	
LAC Stability - 3 placement changes in year ©	C	12%	10%	9%	8%	7%	10%	9%	↑	
Timeliness of LAC Reviews	-	-	88%	89%	92%	94%	100%		↔	
Participation of LAC in their Reviews	-	-	90%	94%	99%	94%	92%		↔	
LAC with a plan for Permanence	-	-	under development							
Time taken from child entering care to being placed with adopters ³	C	632	561	617	461	546	542	547	↔	
Average Length of Care Proceedings (weeks) ©	-	34	34	27	27	28	23	26	↓	
%Care Leavers in EET ©	D	28%	51%	48%	64%	54%	54%	55%	↔	
%Care Leavers in Suitable Accommodation ©	D	64%	98%	92%	98%	96%	100%	90%	↑	

Learning, Growth and Workforce

Measure (© denotes a contract measure)	Baseline		2014/15		2015/16		Latest	6mth Trend
	Rank ²	Fig.	Qtr3	Qtr4	Qtr1	Qtr2	Dec-15	
Average Social Worker Caseload	B	16.0	14.2	14.3	15.8	16.7	16.0	↔
Average days lost to sickness	-	7.0	14.0	12.9	7.6	7.1	7.6	↔
%Permanent Staff that left within 2 years ©	-	50%	0%	0%	0%	0%	0%	↔
Percentage of frontline FTE posts covered by Agency Staff ©	D	30%	13%	12%	11%	10%	12%	↔
%Staff Satisfaction - UNDER DEVELOPMENT	-	-	-	-	-	-	-	
Live Conduct/Capability/Suspensions case work	-	3	-	-	9	10	17*	
Live Grievances (inc. Bullying & Harassment)	-	1	-	-	2	1	5	
*16 relate to sickness, one to discipline	I	RI	G	O				
Quality of Cases Audited		3%	87%	10%	0%			

Effective Governance, Resource & Risk Management

Measure (© denotes a contract measure)	2015/16		31-Dec	
	Budget	Forecast	Forecast	Forecast
Budget Spend and Forecast ©	£42.3M	£43.1M	+£917K	
Cost of CIC Placements	£18.9M	+£21.4M	+£2.47M	
Cost of staff pay	£20.5M	£20.0M	-£514K	
Progress against Efficiency Plan ©		66%		
Internal Audit analysis (see key below)	NA	LA	Rea	Sub
	0	2	0	4
				2

Key: No Assurance, Limited Assurance, Reasonable Assurance, Substantial Assurance

Other Headlines/Key Activity

Project	Progress (RAG)	Forecast Variance	Status
Growing Futures - Domestic Violence Project	G	G	Recent practitioner event, to ensure that universal services are engaged in the early intervention/whole family approach to DVA, was well attended by over 200 people, pilot training programme and Award accredited by the University of Central Lancashire for practitioners will commence on 4th Feb with 29 nominees. Nominations for 8 social workers have been received and these will be trained in the model used with the DANs. From 01st March they will work DVA cases and mentor peer and locality colleagues, increasing DAN capacity. Current DANs are now involved with 80 families providing therapeutic support to 169 children
PAUSE - supporting mothers at risk of losing children to Care	G	G	Stable cohort of 21 women achieved. Pause is working with these women for a minimum period of 12 months. Pathways/service level agreements have been established with sexual health and the women's centre. Work is on going to establish the mental health and housing pathways.
Empower and Protect (South Yorkshire CSE Innovation Project)	A	G	5 foster carers assessed and trained to take young people at risk or subject to CSE, with a further 3 planned to join. The next phase of placing or planning to place children with these carers is now underway. Further work is required to increase awareness and therefore referrals to the service. A delay in appointing a regional project manager has effectively delayed this project by approximately 6 months
Mockingbird - recruitment, training & resilience of Foster Carers	G	G	Both hub carers have established carer cohorts with positive feedback. The scheme has been selected from the 8 pilots for intensive evaluation due to the progress made. Formal evaluation will be completed by 31st March 2016

1: Baseline is based on latest Nationally Comparative data, and is not available for local measures. If rank isn't appropriate the National average is provided

2: Rank: A-Top Quartile > D - Bottom Quartile, based on National Rank

Arrow denotes direction of travel, colour denotes whether this is better (Green) or Worse (Red)

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Appendix B

List of current key performance indicators for the Contract with Doncaster Children's Services Trust, along with position against contract target

Measures relating to the social care pathway for Children in Need

A1 – percentage of re-referrals in last 12 months, ON TARGET

A2 – timeliness of single assessment, IN TOLERANCE

A3 - Monthly case file audits rated as “requires improvement” or better, OFF TARGET

A4 - Percentage of young people with CP Plans where 2 weekly visits have not taken place, IN TOLERANCE

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

A6 - Child Protection Plans ended lasting 2 years or more, ON TARGET

A7 – Children with Child Protection Plan or Looked After with an allocated qualified social worker, ON TARGET

Measures relating to Children in Care and Care Leavers

B8 – Average length of care proceedings, ON TARGET

B9 - Stability of Placement of Children in Care: percentage of children living in the same placement for 2 or more years, IN TOLERANCE

B10 – Stability of Placement of Children in Care – percentage of children with 3 or more moves in 12 months, IN TOLERANCE

B11 – Percentage of Care Leavers in suitable accommodation, ON TARGET

B12 – Percentage of Care Leavers in Employment, Education or Training, IN TOLERANCE

Measures relating to workforce

C14 - Percentage of frontline FTE posts covered by Agency Staff, IN TOLERANCE

C15 - Of the Permanent Staff that left, how many left within 2 years of starting, ON TARGET

C16 - Percentage of staff with up-to-date 6 weekly supervisions, NO TARGET SET

Measures relating to finance

D17a – Gross Expenditure vs Plan, OFF TARGET

D17b – Forecast Plan vs Budgeted Income, ON TARGET

D17c – Forecast Operational Expenditure, OFF TARGET

D17d – Trust Liquidity, ON TARGET

D17e – Current Assets cover compared to current liabilities, ON TARGET

D19 – Capital Expenditure/Income vs. Plan, NO TARGET SET

D21 – Progress against savings in plan, NO TARGET SET

Key:

ON TARGET: performance is equal to or better than the target set within the contract.

IN TOLERANCE: performance is not at target but is within the tolerance range specified within the contract.

OFF TARGET: performance is outside the target and tolerance set within the contract.

NO TARGET SET: No target was set within the contract, so position cannot be described.

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Appendix D: List of Recommendations

1. The **trust** should ensure that qualified social workers, in line with statutory guidance, undertake assessments in the response and referral team
2. The **trust** should ensure that joint child protection work with South Yorkshire Police and other partner agencies is robust, timely, coordinated and compliant with the requirements of Working Together to Safeguard Children, 2015.
3. The **trust** should ensure that all children and young people assessed as in need have a child in need plan.
4. The **trust** should ensure that assessments for children in need of help and protection, children in care and care leavers are of a consistently good quality, are holistic, include relevant history, identify risk and reflect children's individual needs, wishes and feeling.
5. The **council and the trust** should ensure that services to disabled children are equitable and robust and that expertise is available at the point of contact with children's social care to identify early indicators of risk and need.
6. The **trust** should ensure that children are seen and seen alone during statutory visits and that this is consistently recorded on their case file so that the visiting frequency is subject to regular case audit.
7. The **council and the trust** should ensure that all plans for any child or young person receiving a service focus on reducing risk identify the needs of all children in the family and are easily understood by parents and young people. They should ensure that plans are SMART (specific, measurable, assignable, realistic, time-bound) and reviewed regularly.
8. The **trust** should ensure there is robust management oversight of the use of Public Law Outline (PLO) at the pre-proceedings stage to ensure that decisions are made in a timely way and that progress is monitored by senior managers.
9. The **council and the trust** should ensure that there is rigorous management oversight of children's plans, including appropriate challenge to reduce drift and delay, and that there is a clear focus on securing timely permanent placements for children and young people.
10. The **council and the trust** should ensure that practitioners across all services receive regular reflective supervision in line with the council and the trust's supervision policies.
11. The **council and the trust** should monitor the offer and take-up of return interviews when children are missing from care or home. They should ensure analysis of these interviews informs individual and strategic planning to keep children safe.
12. The **trust** should undertake an analysis of the needs of the cohort of older young people who have complex needs and are subject to frequent moves to ensure that appropriate care plans are in place to meet their needs.
13. The **council** should ensure that the virtual school has the capacity to support children and young people, including those living out of the borough, to reach their potential through effective monitoring of their progress and to provide additional support where required.

14. The trust should ensure that there is sufficient capacity in the independent visitor service so that all children who need an independent visitor have one.
15. The trust should ensure that the child's social worker undertakes statutory visits to children placed for adoption.
16. The trust should ensure that all care leavers are suitably prepared for independent living and that accommodation is tailored to their specific assessed and changing needs.
17. The trust should improve the identification of risk for all care leavers who go missing or who are at risk of sexual exploitation.
18. Where 16- and 17-year-olds are assessed as a result of becoming homeless, the trust should ensure that they are made fully aware of their legal entitlements and the range of support options available to them. The trust should ensure that all care leavers have access to clear written information about their entitlements.
19. The trust should ensure that care leavers as well as young people in care have the opportunity to participate in the design and delivery of services and that the new arrangements for the corporate parenting board are effective.
20. Ensure that there are robust processes in place that enable the trust and the council to be assured that new arrangements to improve services are working well, for example the establishment of the early help service, and the restructure of the ACPS teams.

Contract Measures – overview of changes for year 2 reporting period

Ref	Contract Performance Measure	Proposal	Replacement
A1	%Re-Referrals in last 12 months	Retain	n/a
A2	Timeliness of Single Assessment	Retain	n/a
A3	%case file audits <u>rated</u> as 'RI' or better	Retain	n/a – provide breakdown for each category
A4	%CP Plans where 2 weekly visits have not taken place	Replace	%CP visits in timescale where child was seen by their Social Worker
A5	%subject of Child Protection Plan for a second or subsequent time	Revise	% becoming the subject of CPP for a second or subsequent time within 2yr
A6	%Child Protection Plans ended lasting 2 years or more	Revise	%children currently on CPP for 2 years or longer
A7	%Children on CP & CiC with allocated QSW	Drop	n/a
B8	Average length of care proceeding	Revise	Same measure – report quarterly
B9	Stability of Placement of CiC: % length of placement >2yrs	Retain	n/a
B10	Stability of Placement of CiC: % of 3+ moves	Retain	n/a
B11	% of Care Leavers in suitable accommodation (age 19)	Replace	% of Care Leavers in suitable accommodation (age 19-21)
B12	% of Care Leavers in Employment, Training and Education (age 19)	Replace	% of Care Leavers in Employment, Training and Education (age 19-21)
C14	% of frontline FTE posts covered by Agency Staff	Retain	n/a
C15	Of the Permanent Staff that left, %left within 2 years of starting	Replace	Staff turnover (leavers in month expressed as % of FTE)
C16	% of staff with up-to-date 6wkly supervisions	Replace	% front line staff receiving supervisions in timescale in accordance with policy (policy is 4 weeks for majority of staff)
D17a	Year-end forecast –Income and Expenditure Account against plan	Retain	n/a
D17b	Forecast Income vs. budgeted Income	Drop	n/a
D17c	Forecast Operational Expenditure vs. plan	Drop	
D17d	Liquidity	Replace	Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract
D17e	Current assets cover compared to current liabilities	Drop	n/a
D19	Forecast Operational Expenditure vs Plan	Replace	Separate spend against plan figure for each funding streams additional to annual contract agreement
D21	Progress against savings in Improvement Plan	Drop	n/a
NEW		New	%Children in Need with a current and open Plan
NEW	Measures specified by contract	New	Youth Offending Services – %cohort currently EET
NEW	Measures specified by contract	New	Youth Offending Services – reoffending rate after 12 months
NEW	Measures specified by contract	New	Youth Offending Services – custody rates
NEW		New	“Care Ladder” – quarterly report identifying number, budget & spend of

			children in the following placement types: Out of Authority Residential Home, Internal Residential Childrens Home, Independent Fostering Agency, With Trust Foster Carers, Special Guardianship Order.
	Measures specified by contract: Involvement and participation of Children and families – QA measure	Alternative approach	Standing item on each quarterly performance review meeting to cover activity and performance relating to involvement and participation of Children, Young People and Families. This will include (not exclusively) information on participation of children in reviews, contribution to recruitment activity, Children in Care council, analysis of audit, results of any survey activity
	Measures specified by contract: Competency of social work staff – QA measure	Alternative approach	Standing item on each quarterly performance review meeting to cover activity and performance relating to staff competency. This will include (not exclusively) information on PDR completion rates, results of any skills analyses and audits, staff capability.

Contract Measures for Year 2

Contract Performance Measure	Frequency	RAG - thresholds			Notes
		Green	Amber	Red	
%Re-Referrals in last 12 months	Monthly	<=24%	<=28%	>28%	
Timeliness of Single Assessment	Monthly	>=92%	>=90%	<90%	
%case file audits <u>rated</u> as 'RI' or better	Monthly	>=95%	>=90%	<90%	provide breakdown for each category
%CP visits in timescale where child seen	Monthly	>=80%	>=75%	<75%	
% becoming the subject of CPP for a second or subsequent time within 2yr	Monthly	<=16%	<=20%	>20%	
%children currently on CPP for 2 years or longer	Monthly	<=3%	<=5%	>5%	
Average length of care proceeding	Quarterly	<=26wks	<=30wks	>30wks	
Stability of Placement of CiC: % length of placement >2yrs	Monthly	>=70%	>=60%	<60%	
Stability of Placement of CiC: % of 3+ moves	Monthly	<=9%	<=12%	>12%	
% of Care Leavers in suitable accommodation (age 19-21)	Monthly	>=85%	>=80%	<80%	
% of Care Leavers in Employment, Training and Education (age 19-21)	Monthly	>=45%	>=40%	<40%	
%FTE posts covered by Agency Staff	Monthly	<=8%	<=12%	>12%	
Staff turnover (leavers in month expressed as % of FTE)	Monthly	TBC with HR	TBC with HR	TBC with HR	
% front line staff receiving supervisions in timescale in accordance with policy	Monthly	>=90%	>=80%	<80%	
Year-end forecast –Income and Expenditure Account against plan	Quarterly	>=1%	>=-1%	<-1%	
Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract	Quarterly	TBC	TBC	TBC	
Separate spend against plan figure for each funding streams additional to annual contract agreement	Quarterly	>=1%	>=-1%	<-1%	Line against each funding stream
%Children in Need with an open Plan	Monthly	>=95%	>=90%	<90%	
Youth Offending Services – %cohort currently EET	Monthly	>=75%	>=65%	<65%	
Youth Offending Services – reoffending rate after 12 months	Monthly	<=32%	<=40%	>40%	
Youth Offending Services – custody rates	Monthly	<=0.42	<=0.75	>0.75	
“Care Ladder” – quarterly report identifying number and budget/forecast of children in the following placement types: Out of Authority Residential Home, Internal Residential Childrens Home, Independent Fostering Agency, With Trust Foster Carers, Special Guardianship Order.	Quarterly	No target set, report will be against budget			

Indicator Review and Rationale for Change

Operational Performance Measures

Measure	A1:Percentage of Re-Referrals in last 12 months				
Target	<25%	Tolerance	<30%	Performance First year	23%
Numerator	Of the numerator, those referrals that were a repeat referral				
Denominator	Total number of referrals opened in last 12 months				
Relevance	Measure of effectiveness of practice through prevention of children being subject to a referral for a second or subsequent time. Prior performance for Doncaster has been poor.				
Reliability	Repeatable measure, based on large numbers.				
Proposal	Retain as effective pulse measure of effective step down arrangements, application of thresholds and front door arrangements				
Proposed Target and Tolerance	Target 24% - being the national average and above median performance Tolerance 28%				

Measure	A2:Timeliness of Single Assessment (within 45 days)				
Target	<95%	Tolerance	<90%	Performance First year	87% Max: 95%
Numerator	Of the denominator, those that were completed within 45 working days				
Denominator	All assessments completed in the calendar month				
Relevance	Measure of Trust's ability to complete timely assessments in order to identify needs of a child and how to meet them. Does not identify those assessments that can quickly be closed with NFA. Performance not yet consistently within target range and is influenced by referral rates and staffing numbers.				
Reliability	Repeatable measure, based on large numbers.				
Proposal	Retain as performance not yet sustained, and also to ensure move to locality teams has positive impact on meeting this statutory deadline.				
Proposed Target and Tolerance	Target 92% - would place Trust in top quartile performance, and was achieved for 4 months in 2014/15 Tolerance 90%				

Measure	A3:Percentage of monthly case file audits rated as 'requires improvement' or better				
Target	<95%	Tolerance	<90%	Performance First year	88%
Numerator	Of the denominator, those with an overall grading of requires improvement or better				
Denominator	Number of case file audits completed each calendar month as part of routine auditing activity by managers				
Relevance	Single measure of quality within indicator set. Performance not yet sustained and has revised due to improved training and consistent application of audit thresholds.				
Reliability	Dependent upon audit numbers completed each week. As with any quality judgement relies upon consistent application of standards. Reliability improved through training and external moderation				
Proposal	Retain as measure of quality, but also supplying breakdown in each grade band.				

	Supplemented by reporting on audit activity and findings through monthly/quarterly challenge meetings.
Proposed Target and Tolerance	Target %RI or better: 95% retain current target and tolerance Tolerance: 90%

Measure	A4:Percentage of young people with CP Plans where 2 weekly visits have not taken place				
Target	<5%	Tolerance	<10%	Performance	3%
Numerator	Of the denominator, those who have had a visit within last 2 weeks of report date.				
Denominator	Number of children who have been subject to a CPP as at month end, who had been subject of a CP for more than 28 days.				
Relevance	There is no statutory expectation of visits to take place each 2 weeks, although it is a current expectation of the service. It is an Ofsted recommendation that children are seen and seen alone.				
Reliability	Repeatable measure, based on large numbers.				
Proposal	Revise measure to become positive and to include the element of child being seen: %visits in timescale where child seen”				
Proposed Target and Tolerance	Target: 80% Tolerance: 75%				

Measure	A5:Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time				
Target	<15%	Tolerance	Between 5 and 20%	Performance	13%
Numerator	Of the denominator, those that had previously subject to a child protection plan, irrespective of time				
Denominator	Number of children starting a child protection plan in the calendar month				
Relevance	Measure of effectiveness of practice through prevention of children being subject to a CPP for a second or subsequent time. Prior performance for Doncaster has been poor. Measures appropriate thresholds for starting and ending the CP process				
Reliability	Numbers of children beginning a plan fluctuate between months, meaning the denominator can be low, thus skewing performance. Measure can sometimes be influenced by two plans many years apart				
Proposal	Revise to reflect national measure of Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time within 2 years.				
Proposed Target and Tolerance	Target: 16% Tolerance: 20%				

Measure	A6:Child Protection Plans ended lasting 2 years or more				
Target	<10%	Tolerance	<15%	Performance	4%
Numerator	Of the children in the denominator, the number who had been the subject of a Child Protection Plan continuously for two years or longer (i.e. for more than 729 calendar days including days of cessation).				
Denominator	The number of children ceasing to be the subject of a Child Protection Plan during the calendar month. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the month.				

Relevance	Measure of effectiveness of practices through prevention of drift on CP cases. Good performance is typified by a lower percentage. However It is recognise that some children will need child protection plans for longer than 2 years.
Reliability	Numbers of children plans ceasing fluctuate between months, meaning the denominator can be low, thus skewing performance.
Proposal	To change to %children currently on CPP for 2 years or longer.
Proposed Target and Tolerance	Target: 3% Tolerance: 5%

Measure	A7:Children on CP & CiC with allocated QSW				
Target	99%	Tolerance	99%	Performance	100%
Numerator	Of the denominator those allocated a qualified social worker				
Denominator	Children currently identified as being either being in care or subject to a child protection plan at the point of the report				
Relevance	Demonstrates that Trust has appropriate complement of staff and that children have a social worker. However does not reflect on caseload.				
Reliability	Reliable as pulled direct from Liquid Logic. All staff have an appropriate job title that is checked.				
Proposal	Drop as performance is routinely at 100% and at target.				

Measure	B8:Average length of care proceedings (weeks)				
Target	<26 weeks	Tolerance	<30 weeks	Performance	28 weeks
Numerator	Of those in the Denominator total number of weeks the care proceedings have taken to complete				
Denominator	Number of care proceedings completed in previous calendar month				
Relevance	Demonstrates timeliness of care proceedings as a counter indicator of drift/delay.				
Reliability	Figures have to be reported with a month delay due to delay in court system being updated. Averages can be based on very small numbers (<10 in one month).				
Proposal	Drift/Delay remains an issue as identified in Ofsted report so retain. However, consider moving to quarterly.				
Proposed Target and Tolerance	Target: <26 weeks Tolerance: <30 weeks				

Measure	B9: Stability of placements of looked after children: length of placement				
Target	>70%	Tolerance	>60%	Performance	67%
Numerator	All children in the denominator who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years				
Denominator	All children aged under than 16 on last day of the month who had been looked after for 2.5 years. Exclude children who had been looked after at any time during the 2.5 year period under an agreed series of short term-placements				
Relevance	Gives good indication of whether the decision making with regards suitable of placement is robust and considers the needs of the child. Generally the higher the % the better, although performance should never reach 100% as some placement change is necessary.				

Reliability	Drawn from Liquid logic so dependent upon timely recording of placement changes. This may have an associated lag but insufficient to substantially affect impact
Proposal	Retain. Key measure of LAC wellbeing and effective strategy for provision. Performance not yet at desired level.
Proposed Target and Tolerance	Target: 70% Tolerance: 60%

Measure	B10: Stability of placements of looked after children: number of placements				
Target	<9%	Tolerance	<12%	Performance	7%
Numerator	<p>Of the children looked after in the denominator, the number who had three or more separate placements during the last 12 months. All placements of 24 hours or more are counted, regardless of duration. Any placements that were already open on 1 April at the beginning of the year, and any which were open on 31 March at the end of the year are included.</p> <p>All placements regarded as temporary are included, the only exceptions being the following special cases:</p> <ul style="list-style-type: none"> • temporary periods on holiday or in hospital; • where a foster carer goes on holiday for 21 days or less and the child temporarily stays with another carer during this time (only two such breaks allowed in any one year); <p>Other temporary absences of seven consecutive days or less, where the child then returned as planned to the previous placement.</p>				
Denominator	The total number of children who were looked after at month end, excluding any children who were looked after on that date under an agreed series of short term-placements				
Relevance	Gives good indication of whether the decision making with regards suitable of placement is robust and considers the needs of the child. Good performance is typified by a lower percentage, although performance should never reach 0% as some placement change is appropriate for the needs of the child.				
Reliability	Drawn from Liquid logic so dependent upon timely recording of placement changes. This may have an associated lag but insufficient to substantially affect impact.				
Proposal	Retain. Key measure of LAC wellbeing and effective strategy for provision. Performance not yet stable at desired level.				
Proposed Target and Tolerance	Target: 9% Tolerance: 12%				

Measure	B11: Percentage of Care Leavers in suitable accommodation (age 19yrs)				
Target	>90%	Tolerance	>85%	Performance	96%
Numerator	Of those and who were in suitable accommodation on or nearest to 19 th birthday. (3 months before and one month after the young person's birthday)				
Denominator	The total number of young people aged 19 who were looked after under any legal status (other than V3 or V4) on 1 April in their 17th year.				
Relevance	Good performance is typified by a higher percentage,				
Reliability	The use of the criteria of suitable is subjective and is open to different interpretations, particularly between Authorities. However, as an internal measure it should be a reliable measure of whether or not care leavers are living in suitable accommodation				

Proposal	Extend to 19-21 year old cohort to reflect national measure and accurately reflect 18+ service activity. This will mean some revision of targets and tolerances due to the extension of the age group
Proposed Target and Tolerance	Target: 85% (to reflect broader age range) Tolerance: 80%

Measure	B12:Percentage of Care Leavers in Employment, Training and Education (age 19yrs)				
Target	>55%	Tolerance	>50%	Performance	54%
Numerator	Of those in the denominator who were 'In education, employment or training': Engaged either full (at least 16 hrs per week) or part-time (less than 16 hrs per week) in one of the following: Higher education, Education other than higher or Training or employment on or nearest to 19 th birthday. (3 months before and one month after the young person's birthday)				
Denominator	The total number of young people aged 19 who were looked after under any legal status (other than V3 or V4) on 1 April in their 17th year.				
Relevance	Good performance is typified by a higher percentage				
Reliability	Measure is reliable as 18+ service routinely record activity during their casework and tracking. Some care leavers refuse a service, however it is still appropriate to ensure that the Service understands their current situation. This is a nationally recorded and reported indicator so will allow for benchmarking.				
Proposal	Extend to 19-21 year old cohort to reflect national measure and accurately reflect 18+ service activity. This will mean some revision of targets and tolerances due to the extension of the age group				
Proposed Target and Tolerance	Target: 45% (to reflect broader age range) Tolerance: 40%				

HR Measures

Measure	C14:Percentage of frontline FTE posts covered by Agency Staff				
Target	<8%	Tolerance	<12%	Performance	10%
Numerator	Of the number of FTE posts, count of those currently filled by an agency worker				
Denominator	Number of FTE posts identified as frontline through title (social worker, etc)				
Relevance	Doncaster started with a high reliance on Agency Staff and has successfully managed to reduce this. However, the labour market for social work remains volatile with neighbouring authorities offering different salaries and packages to attract social workers. There is an additional cost associated with employing agency staff, although the Trust will continue to use Agency staff in order to meet demand and ensure children receive a good service.				
Reliability	Nationally reported measure although there are different interpretations of the requirement so benchmarking should be treated with caution. Internal reporting should be reliable.				
Proposal	Retain as an indicator of establishment rates.				
Proposed Target and Tolerance	Target: 8% Tolerance: 12%				

Measure	C15:Of the Permanent Staff that left, how many left within 2 years of starting				
Target	<25%	Tolerance	<35%	Performance	0%
Numerator	Of the denominator, those that had less than 2 years' service within the Trust/LA				
Denominator	The number of staff that leave the organisation in the month				
Relevance	Introduced as a proxy for turnover and staff satisfaction.				
Reliability	Numbers of leavers are low each month, making the monthly figure unreliable. So far performance reported against this measure has not given any indicator of satisfaction and is not a reliable measure of overall turnover rates.				
Proposal	Drop and replace with turnover measure, aligned to the annual Social Care workforce return to DFE. However, turnover to be reported for all staff not just those that are caseholding.				

Measure	C16:Percentage of staff with up-to-date 6wklly supervisions				
Target	TBC	Tolerance	TBC	Performance	76%
Numerator	Of the denominator, those that received a supervision in the last 6 weeks.				
Denominator	Number of caseholding staff employed by the Trust at the end of the calendar month				
Relevance	Supervisions were identified as an issue within recent Ofsted Inspection and Trust accepts it did not have a routine and reliable method for recording and reporting supervisions of staff.				
Reliability	Routine method for all front line staff supervisions now in place. This can be used to report against this measure.				
Proposal	Amend the indicator so that it reports the percentage of front line staff receiving supervisions in timescale in accordance with policy. Expectation is that all staff receive at least a monthly supervision, with some exceptions that can be factored in.				
Proposed Target and Tolerance	Target: 90% Tolerance: 80%				

Finance Measures

(reviewed and agreed through Finance to Finance Meetings as part of the annual contract review)

Measure	D17a - Year-end forecast –Income and Expenditure Account against plan				
Target	>0	Tolerance	<0	Performance	£0.35M Adverse
Numerator	Forecasted year end spend and income against plan				
Denominator					
Relevance	Measure of Trust's financial management against budget, taking into account any income. DMBC provides majority of funding to Trust and therefore a relevant measure of performance against spend.				
Reliability	Reliable as part of monthly management account activity.				
Proposal	Retain measure but change target/tolerance so that they are reported as +/-1% with (positive) = green and (negative) = red				

Measure	D17b - Forecast Income vs. budgeted Income				
Target	99.5%	Tolerance	>99%	Performance	255%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				

Measure	D17c - Forecast Operational Expenditure (before tax, depreciation etc.) vs. plan (excluding agreed adjustments)				
Target	99.5%	Tolerance	>99.5%	Performance	98%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				

Measure	D17d - Liquidity				
Target	>30d	Tolerance	<15d	Performance	55d
Numerator	Cash availability				
Denominator	Average daily expenditure				
Relevance	Not a relevant measure of Trust viability, and does not recognise the Trust's ability to drawdown according to contract				
Reliability					
Proposal	Replace with Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract				

Measure	D17e - Current assets cover compared to current liabilities				
Target	>2	Tolerance	<1	Performance	2
Numerator					
Denominator					

Relevance	Trust assets remain low and therefore a simple count is not an effective performance measure. More appropriate for this to be discussed on an individual basis through monthly finance to finance meetings.
Reliability	
Proposal	Drop

Measure	D19 - Capital expenditure/Income vs. Plan				
Target	<0	Tolerance	0	Performance	Nil
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Replace with a specific measure that reports funding streams additional to annual contract agreement (for example projects, capital) spend against plan. Each additional funding stream to be reported separately				

Measure	D21 - Progress against savings in Improvement Plan				
Target	-	Tolerance	-	Performance	66%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				

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

ADOPTION LEADERSHIP BOARD (ALB) BRIEFING HEADLINE MEASURES

Relevant Member(s)	Cabinet	Wards Affected	Key Decision
Councillor Nuala Fennelly lead Member for Children's Services		All	No

EXECUTIVE SUMMARY

1. Information on the adoption process, derived from the quarterly adoption leadership board (ALB) Adoption survey is provided at local level where available. It shows performance against the four headline measures used by the ALB to monitor performance. All regional and Local Authority level data relates to Local Authority activity only.
2. Doncaster continues to have twice the number of children waiting per 10,000 than the England, Statistical Neighbour and Yorkshire and Humber averages. This figure shows an increasing trend, whilst the Yorkshire and Humber and England averages show a decreasing trend. Information from our regional consortia indicates that whilst Doncaster has continued to maintain a high number of placement orders: locally and nationally the number of placement orders made has reduced considerably.
3. Adopter availability is twice that of our local region and statistical neighbours and over 8 times the England average. England and Yorkshire and Humber averages show a slight decrease. Doncaster has maintained availability levels.
4. Some delays in timeliness of adoption for children have been noted in 2014/15 to date. This was a national trend as courts responded to the B-S (children) 2013 judgement. The impact of this case law precedent as set out by the President of the Family Courts, Sir James Munby, was to place greater responsibility on social workers as to why adoption was the *best* option for the child rather than the only option left by process of elimination. Despite further clarification as to intent by Sir James Munby court timeliness continues to be affected by the judgement
5. In terms of timeliness of approval of adopters: Doncaster has been performing below the national and regional averages. This has been due to delays in obtaining adopter medical advisor comment. This issue has now been resolved with a new commissioned service providing comment within strict timescales.

EXEMPT REPORT

6. Not applicable

RECOMMENDATIONS

7. The Children and Young People Overview and Scrutiny Panel accepts the report and note the efforts being made to improve service effectiveness

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. Children in Doncaster who require adoptive families will be appropriately matched with families without undue delay. Prospective adopters in Doncaster will be assessed and matched to children without undue delay

BACKGROUND

Adoption Leadership Board: Headline Measures Statistical Briefing Quarter 2 (July to September) 2015-16

Introduction

9. Information on the adoption process, derived from the quarterly Adoption Leadership Board (ALB) adoption survey is provided at a local level where available. It shows performance against the four headline measures used by the ALB to monitor performance. All regional and Local Authority level data in this pack relate to Local Authority activity only. Adopter information relates to adopter families.

Changes to Quarter 1

10. Quarter 1's figures have been revised in the latest publication and replace the previous figures reported. A common reason for the amendment is the placement order date which may have occurred during the previous quarter but had not filtered through from the courts by the time of the data collection.
11. It is important to note that figures when published are rounded to the nearest 5 and may mean the change is smaller than reported; for example the actual number of children waiting has reduced from 48 to 47, which when rounded to the nearest 5, went from 50 down to 45.
12. In addition, following Local Government reorganisation there has been a change to the statistical (nearest) neighbours which previously included St Helens for Doncaster and now includes Telford & Wrekin.
13. Figures relating to timeliness cover the average across the first two quarters of 2014-15 rather than individual quarters to minimise suppression.

Summary of Key Findings at Quarter 2 2015-16

Children waiting: The number of children with a placement order waiting to be placed with an adoptive family

14. National and regional levels continue to show improvement with a reduction in numbers since the previous quarter. In Doncaster performance is still below the national average and the 17% increase in children waiting since quarter 4 shows it remains a key area of priority. This higher number of children waiting

is indicative of higher numbers of children being granted a placement order (the order which enables children to be placed for adoption) rather than children waiting longer for adoption as can be evidenced by the adopter timeliness information below. Doncaster continues to successfully find adoptive placements for harder to place children and although this is undoubtedly positive it does increase overall numbers waiting.

Adopter gap: The difference between the ‘number of adopters needed for children with a placement order waiting to be placed’ and the ‘number of adopters waiting to be matched

15. Based on the number of approvers not yet matched performance in Yorkshire and Humber has declined slightly but in Doncaster has remained consistent. This indicates performance slightly above regional and National averages.

Child Timeliness: The average time between a child entering care and moving in with their adopted family

16. Nationally there has been no improvement in child timeliness levels since quarter 4. The national average for the first half of the year is 547 days. Performance in Doncaster is currently one day below the national average at 546 days and slightly above the regional average of 544 days.

This is a decline in performance from a 522 day average in quarter 4. This decline in performance is due to a number of hard to place children who had waited significant time for adoption being placed in Q2 and does not reflect an overall decline in performance.

Adopter Timeliness: The average time between an adoption agency receiving an application from a potential adopter to a child matched

17. Performance of adopter timeliness has improved nationally since the previous year’s quarter 4 returns when the national average for the first half of the year was 363 days. The current Q2 return average is 248 days nationally and 230 regionally. The Doncaster adopter average is 2674 days, considerably above regional and national averages. This is largely due to delays in adopter medical advisor comments. The adult medical advisor role has been re-commissioned by the CCG with clear contractual performance indicators on timeliness of response.

Performance Data

18. Counts have been rounded to the nearest 5 at LA level or 10 at national and regional level. Average times are rounded to the nearest day.

The following symbols were used:

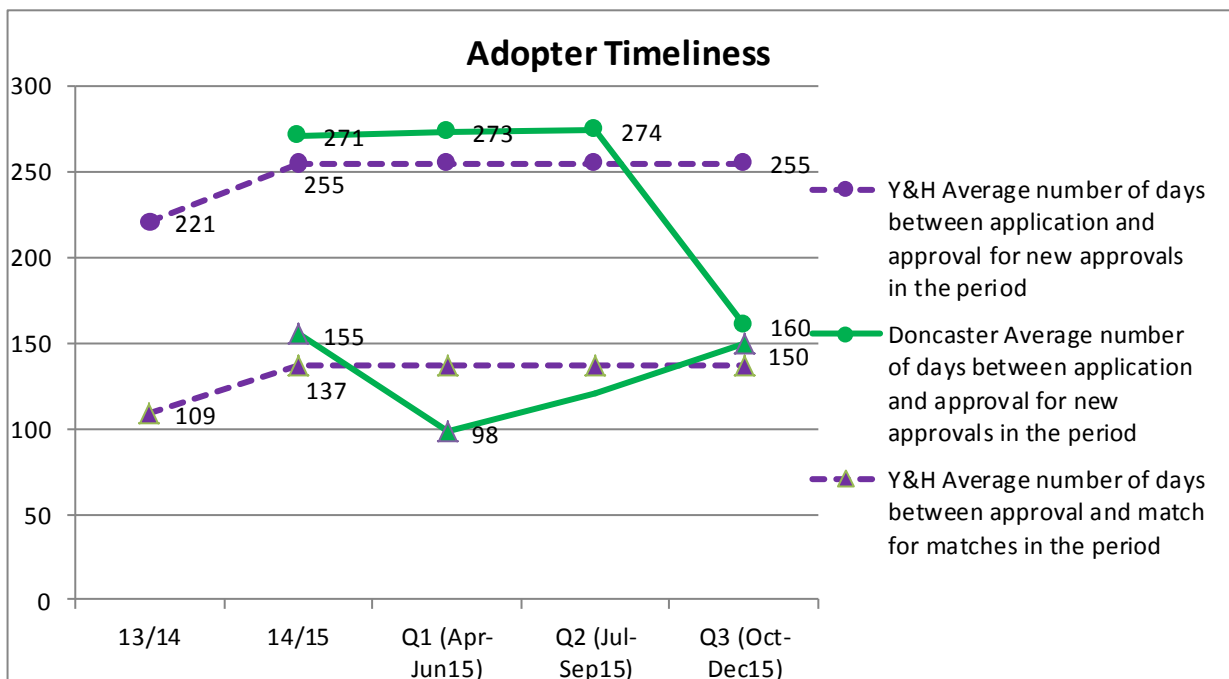
x	Suppressed due to low numbers – where a count is 5 or fewer, or times and percentages are based on a count of 10 or fewer
0	Where any number is shown as zero (0), the original figure submitted was zero.
..	Data not returned – note that some items have been returned but suppressed due to data quality concerns

.	Not applicable
-	Negligible – used to represent a percentage below 0.5%

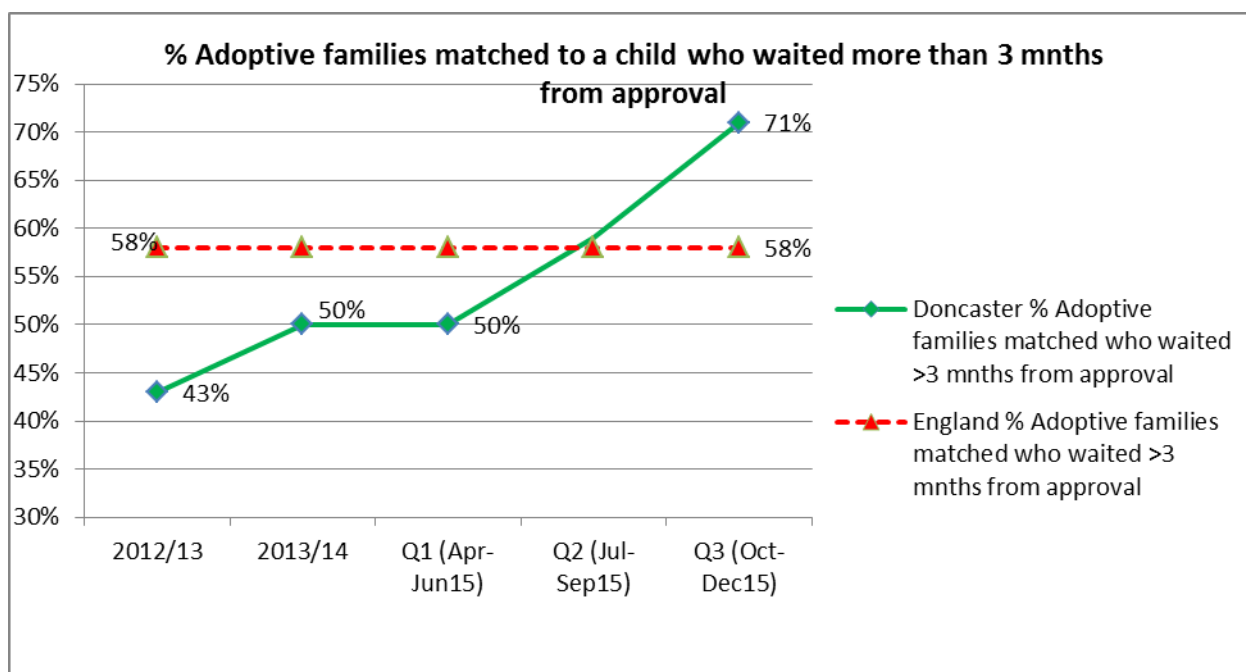
AREA COMPARISON	Population Estimates Under 18 Years (ONS)	HEADLINE MEASURES										
		1. Children (with Placement Order but not placed) waiting							2. Approved Adopters (Approved Adoptive families waiting to be matched)			
		Q4 (2014-15)		Q1 (2015-16)		Q2 (2015-16)		% Change since Q4	Q4 (2014-15)	Q1 (2015-16)	Q2 (2015-16)	% Change since Q4
		Total	Per 10,000	Total	per 10,000	Total	per 10,000					
England	11,591,700	3,060	2.64	2540	2.19	2030	1.75	-34%	3350	2,810	3180	-5%
Yorkshire and the Humber	1,141,000	303	2.65	283	2.48	261	2.28	-14%	299	280	291	-3%
Doncaster	65,200	24	3.68	30	4.60	28	4.29	17%	18	15	18	0%

AREA COMPARISON	HEADLINE MEASURES									
	3. Child timeliness (days between entering care & placed with family) Scorecard Indicator A1					4. Adopter timeliness (days between application & approval)				
	Q4 (2014-15)	Q1 (2015-16)	Q2 (2015-16)	% Change since Q4		Q4 (2014-15)	Q1 (2015-16)	Q2 (2015-16)	% Change since Q4	
England	547	523	547	0%		233	254	248	6%	
Yorkshire and The Humber	536	567	544	2%		255	232	230	-10%	
Doncaster	522	461	546	5%		271	273	274	1%	

Adopter Timeliness

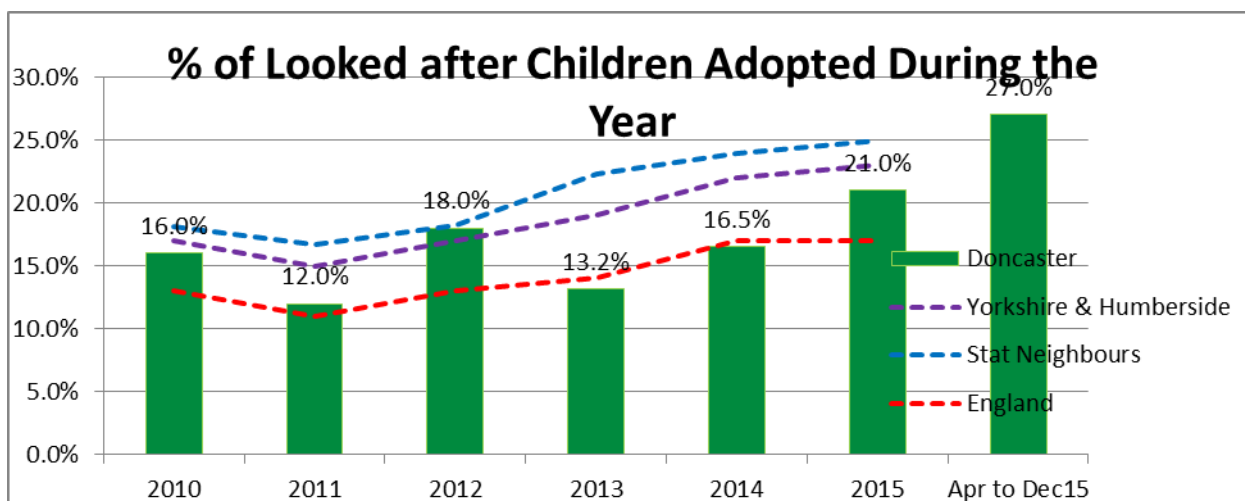


19. There has only been one new approval during Quarter 3. A total of 14 new approvals for Q1, Q2 & Q3. Approvals have taken an average of 160 days from application to approval in Q3. The 1 adoptive family approved during Q3 is a second time adopter family. These approvals go straight to Stage 2, hence timeliness at 160 days during this quarter
20. The overall numbers of adopters approved has reduced as we have sufficient adopters waiting to meet the needs of all children who are under two and have limited additional complexity. We have therefore focussed on approval of adopters who are willing to adopt older children, children with complex needs and sibling groups.



21. There were 7 matches during Quarter 3 (October to December 15). 4 matches were made during Q1 and 0 for Q2. 5 (71%) of the matches made waited longer than three months from approval to matching. This apparent deterioration in timeliness is due to a number of placements made of children who are hard to place and who have been waiting for some time.

							Q1 (Apr-Jun15)	Q2 (Jul-Sep15)	Q3 (Oct-Dec15)	Q4 (all data 15/16)	
Children in the Adoption System											
% Children who wait less than 18 mnths between entering care and being placed (those adopted & placed & those in adoption system) (Adoption Scorecard 3)							59.3%	63.8%	58.3%		
Data from Adoption Leadership Board (ALB)											
Yearly Adoption Figures											
	12/13	13/14	14/15	Apr to Dec15			Quarterly Adoption Figures				
No. of Children Adopted	27	37	37	35			Q1	Q2	Q3	Q4	Total
% of Children Adopted (Adoption 1 Indicator)	13.2%	16.5%	21%	27.0%			7	19	9		35
% of Looked After Children who ceased to be looked after who were adopted (Adoption 1)											
	2010	2011	2012	2013	2014	2015	Apr to Dec15				
Doncaster	16.0%	12.0%	18.0%	13.2%	16.5%	21.0%					
Yorkshire & Humberside	17.0%	15.0%	17.0%	19.0%	22.0%	23.0%					
Stat Neighbours	18.1%	16.7%	18.2%	22.3%	23.9%	25.0%					
England	13.0%	11.0%	13.0%	14.0%	17.0%	17.0%					



Doncaster is out performing all regional and England averages in terms of the percentage of looked after children adopted during the year.

This performance shows continuous improvement from 2010.

20. OPTIONS CONSIDERED

Not applicable

21. REASONS FOR THE RECOMMENDED OPTION

Not applicable

22. IMPACT ON THE COUNCILS KEY OUTCOMES

	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>Those Doncaster children who cannot live with their own families live with loving and supportive adoptive families wherever possible</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>Adopted children have the right support to access good healthcare and address any health concerns</p>
	<p>People in Doncaster benefit from a high quality built and natural</p>	<p>Adopted children live in good</p>

	<p>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>quality homes which meet their needs</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Adopted children live in thriving families</p>
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>The adoption service has been graded as good in both the Voluntary Adoption Agency assessment and the Single Inspection</p>

23. RISKS AND ASSUMPTIONS

The Adoption team has performed well in recent Voluntary Adoption inspection and the Single inspection, with a grading of 'Good' in both inspections. The service has had success in placement of hard to place children and this brings financial benefits as well as improved outcomes for children. The underlying rate of looked after children per 10,000 is however high and improvements are needed in the early help service in order to assist in the reduction of numbers of looked after children overall.

24. LEGAL IMPLICATIONS

There are no corporate legal implications.

25. FINANCIAL IMPLICATIONS

Adoption is financial benefit as well as improved outcomes as the service does not have to continue to pay fostering allowances or provide on-going social work support. The service continues to purchase placements of children who cannot live in Doncaster or who have complex needs, just as we sell placements with Doncaster assessed adopters. The government has recently made available a fund to purchase of external placements of hard to place children and we make full use of this. Currently 5 placements have been funded in this way.

26. HUMAN RESOURCES IMPLICATIONS

None

27. TECHNOLOGY IMPLICATIONS

None

28. EQUALITY IMPLICATIONS

None

29. CONSULTATION

None

30. BACKGROUND PAPERS

None

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Mark Douglas
Chief Operating Officer



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

**DEVELOPMENTS IN TRUST COMPLAINTS MANAGEMENT SINCE 17TH
SEPTEMBER 2015**

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. Following on from the Annual Complaints Report presented to this Committee in September 2015, this report sets out the actions taken by the Trust to improve the effectiveness and efficiency of complaints management.

Actions have been taken in 14 out of the 15 areas highlighted in the September report and action is planned to address the outstanding area.

EXEMPT REPORT

2. This is not an exempt report

RECOMMENDATIONS

3. That the Committee notes the content of this report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Citizens of Doncaster can note that the Trust is taking measures to maximise the potential learning from complaints in order to drive further service improvements as well as working in close partnership with the council to ensure that complainants are responded to fairly and effectively and in line with statutory guidelines.

BACKGROUND

5. The Annual Complaints Report for Doncaster Children's Services Trust was presented to the Committee at its meeting on 17th September 2015. The Committee resolved that an update should be brought back on the fifteen improvements proposed in the report. Appendix A to this report gives the update on each of these proposed improvements.

OPTIONS CONSIDERED

6. Not applicable.

REASONS FOR RECOMMENDED OPTION

7. Not applicable.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

8.

	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 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>Through establishing robust complaints management the Trust will be better able to understand current service performance and implement change to improve service quality.</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 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. Should complaints not be managed in line with statutory requirements there are both financial and reputational risks to the council as well as the risk that opportunities to improve practice are missed.

LEGAL IMPLICATIONS

10. Complaints about the provision of Trust services must be managed in line with:
- The Children Act (1989)
 - Representations Procedure (England) Regulations (2006)
 - The Children and Adoption Act (2002)
 - Children (Leaving Care) Act (2000)
 - Getting the Best from Complaints (DfES, 2006)

FINANCIAL IMPLICATIONS

11. The Trust has allocated the following pay budget for the Complaints service:
- 1 x Grade 9 Customer Experience Manager (responsible for complaints)
 - 1 x part time Grade 7 Admin Support

The Trust also has to engage an independent person to review for all stage 2 complaints, this is an additional cost (not reflected in the Contract) to the Trust. The forecast outturn for the year is approximately £21k.

The DMBC system will be assessed to see if it can meet the reporting needs of the Trust either in its current format or with development. If this is not possible then a business case will be prepared to supply a complaints monitoring system for the Trust, estimated costs are £20k. The business case will need to be approved by DMBC IGB. Funding for this project would be met through the Trust's overall budget.

HUMAN RESOURCES IMPLICATIONS

12. None

TECHNOLOGY IMPLICATIONS

13. None

EQUALITY IMPLICATIONS

14. None

CONSULTATION

15. This report has significant implications in terms of the following:

Procurement		Crime & Disorder	
Human Resources		Human Rights & Equalities	
Buildings, Land and Occupiers		Environment & Sustainability	
ICT		Capital Programme	

BACKGROUND PAPERS

39. Appendix 1 Developments in Trust Complaints Management Since 17th September 2015 – attached

REPORT AUTHOR & CONTRIBUTORS

Dawn Jones, Customer Experience Manager
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Paul Moffat
Chief Executive

Developments in Trust Complaints Management since 17th September 2015

Introduction:

Fifteen separate improvements to the management of complaints were proposed in the report to the Children and Young Peoples Overview and Scrutiny Committee on 17th September 2015.

There has been action against fourteen of these proposals and work is planned for the one outstanding proposal.

Details of developments are set out in the remainder of this report.

Issues:

Proposed improvement action:

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.

Developments:

- All Managers and Heads of Service have been provided with training by the Interim Complaints Manager.
- All Team Managers have been written to and offered one to one support to deal with existing complaints.
- Customer Experience Manager provides quality assurance feedback to Team Managers on draft Stage 1 responses.
- Complaint Training is included for all staff at Induction
- Visits are planned to every team meeting over the next 8 weeks to discuss complaints.

Proposed improvement action:

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.

Developments:

- New scripts and recording formats to be used by contact centre staff have been developed jointly by the council and the Trust. This has resulted in better quality information being gathered by the contact centre which enables complaints to be appropriately prioritised, monitored and addressed by the Trust.

Proposed improvement action:

The provision to teams and managers of 'real time' performance information

that can influence current work and behaviour rather than 'historical' data.

Developments:

- Whilst consideration is given to a new IT complaints management system an interim tracking sheet has been introduced. This contains a breakdown of every element of each complaint, validity of complaint, themes and lessons learnt. This is a live document and updated as each complaint is received. This information is broken down by service area and provided monthly to Heads of Service for dissemination to managers. It should be noted that this level of detail is only available from 1st January 2016 onwards.

Proposed improvement action:

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

Developments:

- Since January 2016 tracking is in place to support complaints being dealt acknowledged and responded to in timescale. This will enable accurate reporting on complaint handling going forward. This will significantly reduce the risk of complaints escalating due to timescales not being adhered to.
- Team Managers are supported by being sent a briefing document on each complaint received detailing actions that have been taken together with a calendar prompt to advise them of deadlines. Quality assurance on draft Stage 1 responses is scheduled into these deadlines. The Customer Experience Manager also speaks to Team Managers directly to advise them that a complaint is being sent to them.
- The Customer Experience Manager monitors adherence to timescales and reminds accountable managers of required actions. To date Team Managers have responded positively to the new processes and are working with the Customer Experience Manager to respond to complaints in timescale. If Team Managers do not respond in timescale the procedure is to escalate the matter to the Head of Service.

Proposed improvement action:

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.

Developments:

- Three new investigators have been recruited.
- One more has been appointed subject to required checks being satisfactory.
- Due to the number of Stage 2 complaints and current lack of availability of internal investigators two independent providers are also being used to provide investigators. This will enable statutory timescales to be met. The service of these two providers will be carefully managed to assure quality and value for

money.

- Discussions are being held with Commissioning to plan how to ensure sufficient investigators will always be available to the Trust.
- The aim is to reduce the numbers of investigators that will be required by reducing the proportion of Stage 1 complaints that escalate to Stage 2.

Proposed improvement action:

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

Developments:

- Two new members of staff have been appointed as advocates. This role includes complaints advocacy. Both have received thorough training in the requirements of the role.

Proposed improvement action:

Recruit the appropriate level of Complaints Handling resource.

Developments:

- The Customer Experience Manager (Complaints Manager) started with DCST on the 11th January 2016 in a full time position. In addition the post is supported with a 0.5 FTE Business Support member of staff who started on the 4th January 2016.

Proposed improvement action:

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

Developments:

- A review of how complaints fit within Trust governance arrangement is underway and recommendations will be made by April 2016.

Proposed improvement action:

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.

Developments:

- The tracking spreadsheet introduced in January 2016 highlights lessons learnt and ensures that these are shared with senior managers, line managers and operational staff. Lessons learned will also be shared with the Practice Improvement and Quality Assurance team and Workforce Development, to

ensure these influence the development of policies and procedures.

- The Trust has commissioned the MOMO app which enables children and young people to make formal complaints and raise other issues via their mobile phone, tablet or PC.

Proposed improvement action:

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 learned.

Developments:

- During the visits to individual teams the importance of gathering evidence of good practice will be discussed and staff will be encouraged to share compliments that they receive. Staff will be asked to seek permission to share thank you cards and letters with their managers so that these can also be anonymised and captured.
- Compliments and themes will be covered in the monthly management report produced by the Customer Experience Manager.
- Good practice will be shared with the Practice Improvement and Quality Assurance team and Workforce Development to ensure lessons learned influence the development of policies and procedures.

Proposed improvement action:

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.

Developments:

- This has not yet happened.
- It is now a priority for the Customer Experience Manager who will meet with Children in Care Council and Fostering Voices group by April 2016.

Proposed improvement action:

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

Developments:

- The Customer Experience Manager is due to be trained on the DMBC system and will then assess whether or not this can meet the reporting needs of the Trust.
- A business case for the implementation of an alternative complaints management system will only be developed if it is clear that the current DMBC system cannot meet the Trust's needs.

Proposed improvement action:

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.

Developments:

- Draft changes to the SLA have been proposed and are under consideration by the council.
- An updated SLA will be agreed and implemented by April 2016.

Proposed improvement action:

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

Developments:

- Complaints Leaflets have been produced and circulated to teams. These will also be taken to teams during the upcoming visits.
- Leaflets will be brought to all trust children's homes and discussions will be had with the LAC service about how best to ensure they are given to all children in care. Advocates also have complaints leaflets that can be shared with children and young people as necessary.

Proposed improvement action:

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

Developments:

- All Stage 2 investigations have an Independent Person.

Ombudsman finding

Further to the recent finding by the Ombudsman in relation to a homelessness issue of a 17 year old, intensive work has since taken place to wholly review the arrangements for dealing with homelessness in 16/17 year olds.

Senior officers from the Trust and ST Leger Homes have worked together to review the joint protocol in the light of statutory guidance and recent case law. Advice has been given from St Basil's Trust, a national organisation which delivers a range of homelessness services and which acts in an advisory capacity to government departments. Consultation had taken place with local advocacy agencies to ensure that young people's rights are fully reflected in the protocol and its implementation. The new joint protocol is currently at its final draft stage and will be presented for final sign off in March. The new protocol establishes the roles and responsibilities of different agencies towards homeless and or potentially homeless 16 and 17 year olds. It outlines the respective statutory responsibilities of DCST,

Appendix A

DMBC and SLHD. In addition, it details the practical joint working arrangements between them and other agencies which can assist with the housing and support of homeless 16 and 17 year olds in the Borough. The key areas which have been clarified in the protocol are:

- Clarification of joint and single agency powers and duties under current legislation, guidance and case law,
- A clear referral pathway which ensures a joint assessment response and an assumption of S17 responsibilities upon assessment, and S20 where applicable,
- Clarification over young people with additional needs,
- Clarification over advocacy requirements
- Clarification that the previous requirement for a young person to have been 'Ordinarily resident' in the Borough prior to becoming homeless in order to qualify for an assessment of need **is no longer applicable.**

A series of supporting materials for practitioners is being created, including clarity around the referral pathway. Training events are place for April once the protocol has been formally adopted. However, in the interim, guidance has been given in terms of ongoing cases around the need to disregard the former advice around ordinary residence and the requirement that all assessments must be jointly conducted. This advice is supported by the agreement that a housing options officer will be located in the Early Help Hub.

29th February, 2016

**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 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 an update on the Panel's work plan.

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to:
 - i) Consider and comment on the revised work plan attached at Appendix A.
 - ii) Receive an update on the Children with Disabilities Social Care Review.
 - ii) Receive and comment on the correspondence made following its meeting held on the 8th December, 2015 in Appendix B.

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 ISSUES FOR CONSIDERATION

5. As Members will be aware the Scrutiny Panels will continue to focus on review work with OSMC taking a lead business role. Members will recall that OSMC and the standing Panels held work planning sessions in June 2015 with a view to identifying a small number of review topics. The work plan attached at Appendix A, approved by OSMC provides an ongoing summary of the work currently being undertaken.
6. **Children with disabilities social care review** – All meetings have now been undertaken and a report and recommendations have been drafted and circulated to Panel Members. Subject to amendments being agreed, a final draft copy will be circulated to Panel Members prior to today's meeting and will be ratified at OSMC on the 24th March before taken to the Executive for a response.
7. **The Children's Services Trust** – Additionally, the CYP Panel will continue to receive briefings and updates on the arrangements and performance for the Children's Trust through quarterly formal meetings. The first of these meetings was held in June, 2015 where evidence was received from Mark Douglas, Chief Operating Officer, Doncaster Children's Services Trust and Peter Featherstone, Business Manager, Learning and Opportunities Doncaster MBC. The next discussion with the Children's Trust will be held earlier on this meeting's agenda.
8. **Correspondence with the Executive**
Sexual Health – Signposting for Young People – Further to joint meeting of the Children and Young People and Health and Adult Social Care Joint Overview and Scrutiny Panel, Members gave detailed consideration to what was in place through the Council and its partners, to deliver services around Sexual Health. The meeting focused on the effectiveness of signposting these services to young people as well as the value of partnership working. It also provided an opportunity for Members to undertake their role as a corporate parent to look at the services being provided for looked after children. A letter outlining the Panels comments and recommendations was sent to the Executive and a response to this is attached at Appendix B.

OPTIONS CONSIDERED

9. 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 2015/16.

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"> • <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 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.</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>This issue has a direct impact on helping children live safe, healthily and active in a safe environment whilst ensure the governance between the Children's Board, Scrutiny and partners is working effectively.</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>	

RISKS AND ASSUMPTIONS

10. 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

11. 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).
12. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

FINANCIAL IMPLICATIONS

13. The budget for the support of the Overview and Scrutiny function 2015/16 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.

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.

CONTACT OFFICER AND REPORT AUTHOR

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caroline.martin@doncaster.gov.uk

Background Papers

None

Damien Allen
Director Learning, Opportunities and Skills

Children and Young People (CYP) Overview & Scrutiny Panel Workplan (DRAFT) – Fixed Panel Meetings/Review Work
Outcomes and Improvements for Children and Young People

10am 2nd July 2015 Formal	11:30 am 17th Sept– Informal	2pm 17th September 2015 Formal	9:30am 26th November 2015 Informal	10am 8th December 2015 Formal	10am 29th February 2016 Formal	8:30am 9th March 2016 Informal
Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Early Years and Collaborative Strategy update	Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Sexual Health– Signposting for young people/partnership working (how successful is this) – Joint Meeting with H&ASC O&S	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) Ofsted Action Plan & Main Improvements (maybe to include presentation to highlight main pts)	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) To include update on Ofsted Action Plan	a) Summary of schools causing concern and what is being progressed. b) Outcomes KS2 Strategy – results from mock tests – what are we doing about them? What are we doing differently? c) KS4 Strategy – what are we doing?
School Improvement Inspection Report		Annual Complaints – Children's trust		Exam Results (JM/DA)	DCT Annual Report	
		DSCB – Annual Report		a) Improving education provision b) Update on Educational Attainment Review Recs (needs specific response to 2 nd letter/each rec) c) Academy Growth and Development Strategy.	CSE – review – 10 key scrutiny questions	
					Adoption – annual update/review	
					Annual Complaints – update on improvements DSCB Update on Business Plan	

C&YP O&S Review
Review Scope - Disabilities – what is it like being disabled and is provision meeting needs
1. Meeting with parents, Foster Carers and Parents Forum – 3 rd September at 5.30pm
2. Meeting with young people – Ladder Group
3. Visit Respite Care Facility – 27 th August at 10am
4. North Ridge School to address Transition to adulthood and the Next Project – 15 th October 9.30am
5. Meeting with Officers to address Direct Payments, POET pilot, SEN Out of Authority Costs, Good/Poor Practice and gaps, Invitations to Social workers – 26 th October at 9am
Other Areas (to be scheduled)
• Children’s health early years 0-5 including health visiting and family nurse partnership - 10am, 26 th January 2016 (NEW) – H&ASC O&S Meeting
• Careers Advice and Guidance (in particular NEETS and Progression Routes Post 16) – R&H O&S Panel to formally invite CYP O&S Panel to Skills Meeting (part of Place Marketing Review) - 11am, 3rd February 2016 (NEW)
Workplan Ideas 2016/17
• Virtual School /CIC
• Coasting academies
• Career Information Advice and Guidance for children in care

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Councillor Rachel Hodson
Chair
Children & Young People Scrutiny Panel
Floor 2
Civic Office

Ros Jones
Mayor of Doncaster

Tel: 01302 862225
E-Mail: ros.jones@doncaster.gov.uk

3rd February 2016

Dear Rachel

Sexual Health - Signposting for Young People/Partnership Working

Thank you for your letter dated 6th January 2016 concerning the above review, and the recommendations from the Panel. The Panel's review provides us with a reminder of what more we could do to address sexual health signposting for young people and partnership working. In considering the Panel's recommendations, I will respond to each of the points in turn.

- 1. That the Joint Overview and Scrutiny Panel express their support for a universal provision for sexual health across all schools by sending a letter to head teachers and service leaders (including safeguarding). That the letter should also seek further information about what was being done within schools to address the issue of sexual health.**

Regarding the School Nurse 'Clinic in a Box' sexual health provision, Members expressed their concern that 5 schools had declined this offer. It was felt that this should be a universal provision in place at all schools. Members agreed that their concern should be taken further and raised with the Chair of the Safeguarding Board, head teachers and service leads.

Response:

A letter from the Joint Overview and Scrutiny Panel, across all schools, to head teachers and service leaders is a welcome suggestion. The letter may benefit from being copied to chairs of governors as well.

The School Nursing Servicing is aware of the safeguarding concerns around those schools that have declined the offer of the 'Clinic in a Box' sexual health provision. The service is looking at providing sexual health clinics in the community, for those children and young people attending a school where sexual health provision is not available on site. This issue will also be raised with the Chair of the Doncaster Safeguarding Children's Board.

Executive Office, Floor 4, Civic Office, Waterdale, Doncaster, DN1 3BU

2. **That the Joint Overview and Scrutiny Panel send a letter outlining their concerns regarding the impact of future Public Health cuts and outlining a need for equal priority when decisions are made.**

The Panel raised concern regarding the issue of future Public Health cuts and the implications for delivering key health services such as those around sexual health.

Response:

The Doncaster Public Health department is currently undertaking equality impact assessments for each commissioned service, where funding cuts are proposed. This process is in place to ensure that the actions proposed, in order to manage the funding reductions, do not discriminate against any disadvantaged or vulnerable people. Since the Public Health function transferred to the Council in 2013, children's public health services have been protected from reductions in funding.

Also, that consideration is given to:

3. **Making available a wider and more robust range of key health outcomes for Looked after Children in Doncaster alongside outcomes for broader groups of young people (in comparison to neighbouring authorities).**

Members asked about what information was available for the health outcomes of looked after children in comparison with other young people in Doncaster. It was clarified that there was no current data available but that there was scope to improve this and make the data more robust.

Response:

With regard to sexual health data for Looked After Children (LAC), Project 3 are currently working towards capturing this within their information system.

More generally, the Health Needs Assessment Questionnaire is completed following all Looked After Children's Health Assessments. This has been in use since September 2015, and, for those aged over 11, includes questions on substance misuse, Sexually Transmitted Infection (STI) status and pregnancy. The Looked After Children's Nurse will be collating this health data at the end of March 2016 to give us a 6 month snapshot of data for the LAC population.

With regard to tracking the health needs of individual children, health needs that are identified at health assessment will be included in a health action plan, which is overseen by the child's key health practitioner and reviewed at the child's Looked After Children's review by the Independent Reviewing Officer. The LAC Nurse also undertakes an annual audit of 10% of the LAC population, to track health needs identified at both initial and review health assessments, to give assurance that health needs are being addressed.

4. Having an appropriate health representative within the new Early Help Hub to strengthen links with health providers.

Members were informed that the Early Help Hub had strong links with Project 3 and TriHealth as well as other key services. There was a discussion around the benefits that the hub would have from having a health representative to compliment others in place which included social workers, Neighbourhood Teams, Stronger Families and the Health and Well-being Board and St Leger as key partners.

Response:

The Council's public health team commissions 0-19 public health services from Rotherham, Doncaster and South Humber NHS FT. The public health team is negotiating a health presence in the early help hub. This is likely to be a health visitor. This will provide an initial assessment of the volume and type of health work in the hub, and make proposals for a long term solution. This solution could be addressed through other health partners.

5. Opening up training opportunities to voluntary groups which focus on sexual health to complement what was already being done in schools and also for ongoing support to be provided to voluntary organisations.

Members were informed that there was a movement going back to the ethos of linking up with volunteers and activities that were being co-ordinated within the communities. Concern was raised how youth clubs (being set up and run by volunteers) were linking in with the Early Help Service and would be able to advise appropriately on sexual health and signpost services to young people. It was felt that a very broad range of different groups should benefit by accessing new training opportunities and support.

Response:

TriHealth integrated sexual health service can deliver training to volunteers and voluntary organisations, working with target high risk groups, in order to build sexual health promotion capacity in the borough. Project 3 can also provide training to volunteers and voluntary organisations working with at risk and vulnerable young people. Work will be undertaken to identify voluntary organisations who work with young people, in order to offer support around sexual health and promote the sexual health services that are available.

6. Responses being provided back to health colleagues, in relation to referrals made through DMBC children's social care and safeguarding routes.

In relation to gaps, Members were informed by health colleagues, that it would be useful to have a response to referrals made through social care and safeguarding within DMBC, to learn what work and steps had been undertaken with the client.

Response:

The Early Help Hub provides the mechanism to ensure the outcomes of any referrals is communicated to the person making the referral, the Lead Practitioner, or Key Agency providing the support, as well as the young person and/or the family. From February 2016, the performance scorecard captures data about the 'presenting issues' and the outcomes of the referral.

I trust this information is helpful.

Kind Regards

A handwritten signature in black ink that reads "Ros". The letter 'R' is large and stylized, with a loop at the top. The letters 'o' and 's' are smaller and follow the 'R'.

Ros Jones
Mayor of Doncaster