

To all Members of the

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

AGENDA

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

VENUE: Council Chamber, Civic Office, Waterdale, Doncaster, DN1 3BU
DATE: Tuesday, 6th December, 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 27th September, 2016. (*Pages 1 - 12*)
5. Public Statements

(A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Panel's remit, proposing action(s) which may be considered or contribute towards the future development of the Panel's work programme).

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

6. Report from the Independent Commission on Education and Skills in Doncaster - Summary and Next Steps. (*Pages 13 - 18*) 10:00 am - 11:00 am

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: Monday, 28 November 2016

Senior Governance Officer for this meeting: Chris Rothwell
01302 735682

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| 7. | Doncaster Safeguarding Children Board: | 11:10 am |
| | a) Annual report | |
| | b) CSE Update | |
| | c) Outline and Function of the Performance Account Board
<i>(Pages 19 - 144)</i> | |
| 8. | Performance Challenge of the Doncaster Children's Services Trust:
Quarter 2, 2016/17. <i>(Pages 145 - 170)</i> | 11:50 am |
| 9. | Children in Care Virtual School. <i>(Pages 171 - 176)</i> | 12:20 pm |
| 10. | Overview and Scrutiny Children and Young People's Panel Work
Plan Report 2016/17. <i>(Pages 177 - 186)</i> | 12:35 pm |

**MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW
AND SCRUTINY PANEL**

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

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

Education Co-optees*

John Hoare
Bernadette Nesbit

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

Agenda Item 4.

DONCASTER METROPOLITAN BOROUGH COUNCIL

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

TUESDAY, 27TH SEPTEMBER, 2016

A MEETING of the CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on TUESDAY, 27TH SEPTEMBER, 2016 at 10.00 AM

PRESENT:

Chair - Councillor Neil Gethin
Vice Chair – Councillor Nigel Ball

Councillors Sue Wilkinson, Jessie Credland, Nick Allen and James Hart

Co-optees – John Hoare and Bernadette Nesbit (Diocese of Hallam Roman Catholic Church)

ALSO IN ATTENDANCE:

Damian Allen – Director of Learning and Opportunities : CYP
Paul Thorpe - Head of Service: Performance Improvement
Linda Calverley - Head of Special Education and Disabilities
Chris Toyne - Head of Service: Education Data, Intelligence & Performance

From Doncaster Childrens Services Trust;

Paul Moffat - Chief Executive
Peter Featherstone - Business Manager
James Thomas - Head of Performance and Business Intelligence
Jackie Wilson - Director of Performance, Quality and Innovation
Leanne Hornsby - Head of Transformation and Business Support
Pauline Turner – Head of Service (Safeguarding and Standards)
Sue Greenhall - Head of Finance and Business Planning

APOLOGIES:

Apologies for absence were received from Councillors Sue McGuinness, Mark Houlbrook and Andrea Robinson and

		<u>ACTION</u>
	NOTE: In accordance with Council Procedure Rule 4, the Panel resolved to combine two items on the agenda, Overview of outcomes from recent external evaluation:- - LGA Peer Review - Ofsted Monitoring Visit and Doncaster Children's Services Trust Update - Overview Of Outcomes From Recent External Evaluation - LGA Peer	

	Review - Ofsted Monitoring Visit, detailed at number 16 below.	
11.	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
12.	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
13.	<u>MINUTES OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY MEETING HELD ON 11TH JULY, 2016.</u>	
	The minutes of the Children and Young People Overview and Scrutiny meeting held on the 11 th July 2016 was agreed as a true record.	
14.	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
15.	<u>PERFORMANCE CHALLENGE OF THE DONCASTER CHILDREN'S SERVICES TRUST.</u>	
	<p>Members were reminded that the Panel at its July meeting had agreed to a revised approach to the performance monitoring of the Doncaster Children's Trust. The report to the Panel now aligned more closely with the contract requirements and was presented via a 'split screen' approach. The report provided a review and analysis of the performance challenge carried out by the Director of Learning and Opportunities of the Trust's performance in Quarter 1 of 2016/17 arising from challenge meetings held between both parties.</p> <p>The following performance indicators were raised as part of the discussion: -</p> <p>B13: Care leavers in EET Q1 = 39.3% July = 35% Target: 45% Tolerance: 40%</p> <p>It was noted that this figure had reduced by just over 4% as of July 2016 to reach 35%. In relation to how the Council was working with the Trust to manage stakeholder engagement, it was acknowledged that this was a challenging target and recognised that many authorities struggled to optimise performance in respect of this particular vulnerable cohort. Members were informed that this was included as an improvement action within the Ofsted action plan. It was shared that the Council was working with the Trust to support this cohort to make sure that this group of young people were being supported to prepare them for employment. It was explained that efforts were being targeted and that the Trust had several programmes in place.</p>	

It was also clarified that this area had also been recognised as an area for improvement by the Education Commission. The Panel was informed that changes to funding of apprenticeships in terms of levy will affect the market and potential opportunities. It was noted that the Council was looking at its response to those changes and in time will be seen how resources can be pooled.

A Member stated that these clients needed to be moved forward, possibly by making traineeships more attractive, through some kind of financial incentive or by accredited training being made available. It was explained that this area required more work to be done across the wider needs and through a progression pathway.

It was commented by the Trust that the trend in performance had stemmed from a low base and that work was being undertaken to move some individuals quickly through an employment route. It was explained that individuals such as those in early stages of parenthood, who were pregnant or had a disability were supported in other suitable ways, for example, through part-time employment or looking at additional opportunities. Reference was made to the challenges of supporting those to remain on courses which would require a longer lead-in time.

Members were reminded of issues associated with an inadequate historical care system, now considered to be improving. The Trust felt that there were contributing factors outside the care system.

**A3 Case File Audits rated as Requires Improvement or better
Q1 = 82% July = 90% Target: 95% Tolerance: 90%**

Concern was raised that there was a high proportion of case files that was in need of attention.

Members were told that Ofsted had provided assurance of the quality in rigour and robustness of the process. It was reported that the last 6 months had brought about quality and improvement.

It was explained that this year there had been an intense training programme provided to staff. It was clarified that in August there had been no inadequate cases and before that inadequate cases had significantly decreased. It was reported that the LGA and Ofsted had noted quality and recognised that the Trust was seeing the impact of training on staff with Case File Audits now coming through as outstanding.

Members were informed that the annual review process would take into consideration contract indicators which could potentially be adjusted. It was suggested that it might be helpful to understand what the trajectory is like through Quarter 2 information.

It was acknowledged that the Trust had set a high threshold which was more difficult to achieve albeit with the right intentions and was therefore taking longer to show improved performance. It was acknowledged that progress had been made and there had been areas that were outstanding.

Demand management

Concern was raised about the rise in contacts to social care and how Social Workers were coping with casework and caseloads completing reports in time in view of increasing demands. Members were told that the retention of Social Workers was improving within Doncaster and that there had been a reduction of numbers of agency staff used. Members were also informed that sickness levels were now below 5% which was a further indication of a supported and healthy workforce. Finally, it was reported that an independent evaluation indicated that 75% of staff enjoyed coming to work.

Assurance were provided that within children social care, it was about compliance and making sure that case work was completed in a timely fashion.

An invitation was given to Panel Members to meet with frontline staff and attend events focusing on what it was like to work in Doncaster.

Members were informed that Social Workers had also received the benefit of reflective supervision with their Team Managers which had helped them through more difficult times. Members were that the quality of the workforce had improved through positive engagement that had been made with them. The importance of promoting the message of selling and wanting the best for Doncaster was shared amongst officers.

C14: Frontline FTE posts covered by agency staff Q1 = 15% July = 15% Target: 8% Tolerance: 12%

Concern was raised that this target had not been met during the last year and therefore Members welcomed the update that it had reduced more recently to 11% (now within tolerance). As the indicator had been 15% only in July, a Member raised concern that this reduction was temporary and therefore may increase again. Members were assured that this indicator was monitored very carefully and that the Trust wanted it to be lower.

In respect of agency work, Members were informed that a number of agency staff had actually become permanent members of staff. It was commented that this would be continued as part of the Workforce Development Strategy. It was acknowledged that Social Workers could earn more money working with-an agency.

It was added that it was rare for an authority to achieve 8% and that this indicator was sensitive to change. In reference to the Workforce Development Strategy, Members were informed that the Trust was pleased with progress that had been made within a competitive market. Members were told how using a more collaborative approach helped with monitoring the market so that no authority loses out.

It was recognised that it was in the child's interest to retain the same worker during the process. Members were informed that regionally the Trust was looking at what can be achieved with other authorities across sub regions and what standards can be set. It was noted that this was currently under evaluation although there was some appetite to take it forward.

Members were informed that the Trust was looking to employ experienced staff in addition to new staff within its workforce. Members were told that the Trust was looking to work with universities more at an earlier stage to ensure that those students were of a higher quality when they started to look for employment. Members were told that there was a lot of work within Yorkshire about growing our future placements. It was explained that students were able to carry out experience in a statutory setting (which is something that other places don't have) and therefore were able to see what Doncaster has to offer prior to employment.

It was added that with a permanent management team in place and investment in training that support was there for staff. It was noted that there around 13 other local authorities that were having recruitment problems.

**B13 Care Leavers in Suitable Accommodation (aged 19 – 21)
Q1 = 87.7% July = 85% Target: 85% Tolerance: 80%**

The Chair commented that information previously sought from the Trust had not been forwarded. The Director of Performance, Quality and Innovation offered to supply this information outside of the meeting.

It was reported that at the end of Quarter 1, 4 young people were recorded as being in custody which will have contributed to this figure It was explained that Doncaster did not define 'custody' as suitable accommodation although some other local authorities currently did and a judgement was due to be made on this classification for the sake of consistency. It was reported that Doncaster was performing strongly in terms of reducing custody figures and would put Doncaster in the top quartile. Members were informed that through Team Epic the new crime prevention service for young people where 55 individuals had been diverted from entering custody as first time entrees.

	<p>Overall</p> <p>A Member raised concern that overall of the 17 contract measures, only were 7 on target or better and that 10 were failing. It was questioned what the Council was doing and what sanctions could be used if the Trust continually fails. It was reported by the Trust that they were on target where intended or on the trajectory to touching 'good', it was recognised though that performance against all indicators required improvement.</p> <p>The Panel were informed that as well as quarterly monitoring, a series of challenge meetings takes place with the Trust to consider what's in target and what's not and why. It was stressed that holding this information to account in a transparent manner was seen as important. It was commented that although there had been some challenges along the way, quality and standards needed to be right in terms of the workforce reform.</p> <p>It was commented that it would be difficult to find any other organisation undertaking as much oversight. It was stated that investment had been made to build future benefits and provide appropriate challenge in a time of significant savings. It was added that Members were not to lose sight of the co-dependency on the local authority to deliver on its own areas such as education.</p> <p>Members were informed that children in need and their planning would be the focus for the next Ofsted monitoring inspection which was scheduled to take place in October 2016.</p> <p>It was questioned whether a point might be reached as to what punitive measures might be taken for below standard performance. It was explained by the Council that there was a process in terms of role separation, and clear escalation routes with the DFE if issues were not resolvable. It was added that there was a contract direction set by the Secretary of State and that the grading won't change until there is a re-inspection which could be later in 2017.</p> <p>The Vice Chair expressed recognition that the Trust has made tremendous progress and that there had been significant investment made.</p>	
16.	<p><u>DONCASTER CHILDREN'S SERVICES TRUST UPDATE - OVERVIEW OF OUTCOMES FROM RECENT EXTERNAL EVALUATION:LGA PEER REVIEW - OFSTED MONITORING VISIT - REVIEW OF EARLY HELP - DFE ACHIEVING FOR CHILDREN.</u></p>	
	<p>Members were presented with an overview of the outcomes from two recent external evaluations. These included the Local Government Association (LGA) Peer Review carried out in July 2016, this looked into how the Trust was keeping children safe and its progress made</p>	

following its Ofsted inspection last October. Secondly, an update was provided regarding the Ofsted Monitoring Visit that was conducted in August over 2 days. The Director of Learning and Opportunities reported that Ofsted and LGA gave reassurances as to improvement in the progress made to improve services for children and young people in need of help and protection, most importantly, no evidence was found of children being left at risk of significant harm.

Members were informed by the Trust how both reviews had looked at effectiveness of the social work practice. The issue remained that there was too much demand at the front door with a significant number of referrals for Information, Advice and Guidance, and Members were informed that front door arrangements had been strengthened.

One of the major challenges reported to the success of the Trust was that the LGA were not convinced of the shared ownership or shared investment from key partners to provide Early Help. Members were informed that there had been significant developments that have been made in relation to the quality of available data within Early Help, but wider ownership and engagement by partners is key to further improvement. Members were informed by the Director of Learning and Opportunities about the role of the Performance Accountability Board (PAB) which had been meeting since last autumn, demonstrating the commitment at the top of the key organisations involved working on cross-cutting issues to achieve change and improvement. It was explained that the PAB held to account partner agencies across the children's system and challenge was provided on what partners were doing to address pressures as to the social care and safeguarding within their own organisations. It was also stated that in order to ensure that demand for services is appropriately managed across the children's system there needs to be a better and shared understanding by partner agencies around thresholds and the pathways for services across the early help and statutory spectrum. It was further reported that improvements need to be made to the social care IT system, but the Trust is aware of these issues and has a rigorous programme to address them.

Members learnt that at the point that Ofsted conducted their monitoring visit there has been a recent reduction in contacts and assessments since the introduction of the 'Early Help Hub', and a further reduction since the implementation of the 'Multi-agency Safeguarding Hub' (MASH). It was recognised that whilst there had been a consistent reduction in re-referrals since the establishment of the Trust, further work needed to be undertaken with partners.

Early Help Achieving for Children

In response to concerns around lack of partner understanding, Members were informed that, as part of the delivery responsibilities by the Council regarding the Early Help Service, a restructure of Childrens

	<p>Centre had been undertaken as well as the Universal 0-5 Starting Well Service with the structure now being populated. It was explained that through the restructure, the existing Head of Service of Stronger Families was currently overseeing the management of the Starting Well Service. It was explained that this restructure was about a remodelled and rationalised centre offer (with a more expanded Early Help offer) which will guide Doncaster to have a locality model which provides a better alignment of services and current management structure that included early years and early help.</p> <p>It was commented that health service do not currently refer into the stronger families offer and it was questioned whether there would be a better identity of the Council's Stronger Families offer so that other agencies knew who to contact. It was responded that this issue would be picked up by the Head of Service.</p> <p>LGA Peer Review</p> <p>Clarification was sought regarding arrangements around CSE and specialist teams, it was questioned which report should be believed as they reported different aspects. It was responded that the teams were questioned in different ways looking at how far it was embedded, the level of knowledge and quality of intervention. It was reported that there was a challenge around the shared understanding of data, intelligence of hotspots and individuals of concern. It was commented that South Yorkshire Police needed to be timelier with problem profiles.</p> <p>Members were concerned that they had previously been told that there were no hotspots. Members were informed that there were clusters of potential concern that may move over time such as shops and establishments where young people gather. It was acknowledged that there was a particular local authority that had experienced particular problems with exploitation.</p> <p>In respect of language used within assessments, a Member expressed their unhappiness and upset regarding the inappropriate language that had been used as referenced within the report.</p> <p>It was reported that through management and strategic groups there had been discussions about problem profiles and undertaking a focused profile.</p> <p>RESOLVED: That the Panel notes the findings of the reports and acknowledges the improvement to services for children, young people and their families.</p>	
17.	<u>INSPECTIONS FRAMEWORK SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES SEND.</u>	
	Members received a report outlining that all local areas in England will	

	<p>be inspected during the five year period which commenced in May 2016. It explained that inspections provide an independent external evaluation of how well a local area carries out its statutory duties in relation to children and young people with special educational needs and/or disabilities (SEND) in order to support their development.</p> <p>The report explained that three key questions were focused on during the inspection week:</p> <ul style="list-style-type: none"> • Question A: How effectively does the local area identify children and young people who have special educational needs and/or disabilities? • Question B: How effectively does the local area assess and meet the needs of children and young people who have special educational needs and/or disabilities? • Question C: How effectively does the local area improve outcomes for children and young people who have special educational needs and/or disabilities? <p>Members were told that in terms of preparation monthly meetings took place and information was gathered from reports as soon as they were made available. In order to ensure that everything was being covered where possible, it was explained that a comprehensive self-evaluation was carried out based on a self-evaluation framework based upon previous OFSTED Inspections. This information will provide an indication of the areas that the Council excel in as well as weaker areas. For those weaker areas identified there will be plans put in place and evidence provided of the extensive work in order to improve these outcomes for health partners and the Local Authority.</p> <p>In respect of the number of Children in Care (CIC) in schools it was explained that these have the same opportunities as other children in schools for selection process.</p> <p style="text-align: center;">RESOLVED THAT: The Panel notes the report.</p>	
18.	<u>DONCASTER EDUCATION ATTAINMENT SUMMARY 2016.</u>	
	<p>The Panel received a report providing information about the 2016 educational outcomes of children and young people aged 5, 7, 11 and 16.</p> <p>Members were informed that during the last couple of years, work had been undertaken with a national consortium and exam results were now received on the day with the information later being sent to schools with further provisional analysis being undertaken. It was clarified that there were stronger links to DFE, other authorities and improved systems.</p>	

	<p>It was recognised that there was a popular belief that the Council was unable to make comment or provide appropriate challenge with academies. Members were told how duties sat with the Regional Schools Commissioner who had a duty to identify coasting schools. The Panel was told how the Director of Learning and Opportunities had met with the Commissioner with a challenge that they would undertake their role, as the Council would undertake theirs. It was added that Heads and Chairs of Academies had been alerted where they were falling short compared to maintained schools. Members were informed that there was the intention to rebroker or approve failing schools or those not meeting required standards. Members were reminded that the Council has a statutory responsibility for the outcomes of all children.</p> <p>It was questioned whether a separate session was needed to consider the information on a separate occasion. It was clarified that the information would be brought back to the Panel once validated and that care needs to be taken so that overview and scrutiny does not duplicate the role of governing body and teachers. Members were informed that a Member workshop could be delivered about scrutinising education results. The Panel was informed that an information pack had been developed providing guidance on how to challenge Headteachers.</p> <p>It was commented that historically the relationship between the Council and schools had varied and changed over two parliaments and that the Council still retains a school improvement function which may change. It was commented that it was appropriate for overview and scrutiny to hold the Council to account in how that was being done. Members were informed that there would be an Ofsted HMI visit over the summer with the purpose of the review to inspect post Ofsted action plan which was signed off.</p> <p>2016 results have reaffirmed the need to place additional focus on reading through the Key stage 2 Raising Achievement Initiative.</p> <p>Action: Subject to Members interest that a workshop around KS2 be arranged around changes in methodology</p> <p>It was commented that KS4 figures expressed disappointment, that 3% achieving 5+ A* to C Including English and Mathematics equates to one child. It was commented that it would be helpful to have a deeper diver to look at what sits beneath that. It was added that 50% which formed the greater majority achieved D and below.</p> <p>Action: For the Panel to receive more detail at a future meeting.</p> <p>There was a brief discussion about governance arrangements around the importance of Looked after Children and it was stated that the</p>	<p>Head of Service: Education Data, Intelligence & Performance</p> <p>Head of Service: Education Data, Intelligence & Performance</p>
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	<p>appropriate route for any issues would be the Children in Care council and the Corporate Parenting Board. Further to that it was added that if there were any further issues yielded then overview and scrutiny could be involved. It was questioned what was the Councils role in respect of the Virtual School.</p> <p>Action: To circulate the Virtual School Annual Report</p> <p>RESOLVED: That the panel notes;</p> <ul style="list-style-type: none"> • 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 • The transformational nature of school improvement support and services within Doncaster, across the region and nationally • That year one of the Key stage 2 Raising Achievement Initiative placed focus on writing and GPS as subjects identified as weak in 2015. • 2016 results have reaffirmed the need to place additional focus on reading through the Key stage 2 Raising Achievement Initiative. • Changes to the curriculum and assessment system. • That in line with the white paper 'Educational Excellence Everywhere' the next phase of current strategies and initiatives looks to build on educational performance by building character and resilience in every child. 	<p>Head of Service: Education Data, Intelligence & Performance</p>
19.	<p><u>OVERVIEW AND SCRUTINY CHILDREN AND YOUNG PEOPLE'S PANEL WORK PLAN REPORT 2016/17.</u></p>	
	<p>The Panel considered the work plan for the 2016/17 year. The Senior Governance Officer reminded Members of the Mental Health joint meeting with the Health and Adult Social Care Scrutiny Panel on 25th January, and the Chair encouraged Panel Members to attend.</p> <p>The Chair informed the Panel that further to meeting with Officers with a view to strengthening the Panels link with the Youth Council, it was proposed that the Panel could either invite the Youth Council to attend (provided that the meeting was later in the day to accommodate school hours or that it be held within half term) or alternatively, the Panel maybe be to attend a future Youth Council Meeting.</p> <p>Action: To rearrange the Children and Young People Overview and Scrutiny February meeting to the half-term week that month, so that members of the Youth Council could be invited.</p> <p>Reference was made to the ETE Opportunities which would involve the Panels Members.</p>	<p>Senior Governance Officer</p>

<p>It was also noted that there would be a 3rd Ofsted inspection at the end of February/March 2017 and would be useful to ensure that there is scrutiny oversight of that report.</p>	
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RESOLVED: That report be noted.

6th December, 2016

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

**REPORT FROM THE INDEPENDENT COMMISSION ON EDUCATION AND SKILLS IN
DONCASTER – SUMMARY AND NEXT STEPS**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Fennelly, Lead Member for Children and Young People	All	No – Information only

EXECUTIVE SUMMARY

1. This report sets out for the panel the findings and recommendations of the Independent Commission on Education and Skills in Doncaster, published on 21 October 2016. It sets out the process of consultation and the timeline for the Team Doncaster response. The panel is requested to respond to the report as part of the consultation process.

EXEMPT REPORT

2. This is not an exempt report.

RECOMMENDATIONS

3. That the panel note;
 - The content and findings of the report from the Independent Commission on Education and Skills in Doncaster, in particular:
 - The overarching structure of the 3 key issues and 7 characteristics which form the Doncaster Declaration – a public commitment to which stakeholders can sign up to for taking forward actions
 - The 30 recommendations made within the report (grouped within the 7 characteristics) and the phased approach for implementation – all of which will be considered/added to/amended as part of Team Doncaster's formal response in January 2017.
 - The on-going consultations with relevant stakeholders to inform the formal response in January 2017.

That the panel engages with the consultation process by providing its response to the Commission's report and recommendations.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The report from the Independent Commission on Education and Skills in Doncaster

was published on 21 October 2016 and received by a wide range of stakeholders.

Its findings derive from consultations with over 1000 local stakeholders across a variety of sectors, including from the education, business and voluntary sectors, a range of other local strategic partners, council and political leaders, and parents and young people – details of the individuals and organisations consulted with are included at the end of its report.

The report is therefore a direct product of the views taken from the citizens and stakeholders of Doncaster, as perceived by the Commissioners.

The report is likely to have a long-term impact on the citizens of Doncaster as its recommendations aim to address challenging long-standing issues, which require a co-ordinated and strategic response.

Ultimately, the report aims to improve education and skills levels in the borough that will lead directly to increased employment opportunities.

BACKGROUND

5. Team Doncaster commissioned an Independent Commission to review the education and skills provision across the borough. Its task was to analyse the existing system of education and skills provision to assess its fitness for purpose. The Commission was asked to identify barriers to development, outline how existing assets and strengths could be built upon and make recommendations for actions to be taken by a range of stakeholders.

The Commission met with over 1000 local stakeholders including 400 individuals and groups and 800 young people. It also organised a borough wide 'Open Space' stakeholder event in which 80 people took part, generating over 1000 ideas and responses. The Commission received online survey responses from 23 adults, 3 organisations and 103 young people and received written email submissions from 15 individuals and organisations.

The findings of the Commission are summarised in its ONE Doncaster report, which identifies three key messages that describe a successful education and skills system in Doncaster, These are:

1. *For Doncaster to thrive it is vital that its education and skills system enables everyone to thrive by learning and acquiring new skills throughout their lives*
2. *For Doncaster to thrive it is vital that its education and skills system educates the whole person*
3. *For Doncaster to thrive it is vital that its education and skills system is characterised by a shared vision and excellent partnership working with clear lines of communication and accountability*

To enable this to emerge the Commission recommends that Team Doncaster adopts the following seven key characteristics:

- *Demonstrate great distributed leadership*
- *Develop a whole person, whole life focus*
- *Create a local all age careers and employment and guidance system*
- *Promote ambition and aspiration*
- *Provide outstanding teacher development opportunities*

- *Foster a commitment to creativity and inclusivity*
- *Communicate and celebrate*

The Commission proposes that these three key messages and seven characteristics form the 'Doncaster Declaration' – a public pledge to which all stakeholders can commit to. The current period of consultation assesses levels of support

In order that Team Doncaster can move quickly to implement the report it sets out 30 specific recommendations. These range from establishing an Education and Skills Partnership Board, establishing Doncaster as a university city, developing new methods of benchmarking young people's achievements, adding the Arts to STEM to create a STEAM strategy and establishing a women and girls empowerment programme. .

The full findings of the report were launched at an event at the Keepmoat Stadium on Friday 21st October, presented by national education expert and the Commission's Chair, Dr Ann Limb. Dr Limb summarised that the key attributes of a model education and skills system can be found in Doncaster, together with the presence of some notable 'energy creators' and 'change makers' but that greater partnership working was key to progress.. The launch was well attended by over 100 local stakeholders including young people, representatives from the education, business and voluntary sectors, the Mayor, council and political leaders and all three Doncaster MPs.

In addition to Dr Limb's presentation of the Commission's findings, the launch event included responses from the Mayor, Chief Executive of the council, Headteachers, Doncaster's Business Chamber, the MPs and a number of young people. The event included a press briefing with numerous local newspapers covering the launch of the report, complimenting the awareness and press coverage which has grown as a result of articles, communications and social media posts since the establishment of the Commission at the start of 2016.

TIMELINE

The next steps will be focused around a timeline of consultations to inform Team Doncaster's formal response in January 2017. This will take place throughout November and December and involve, not limited to:

- Analysis of the responses from the launch event on 21st October
- Workshops at the Team Doncaster Summit on 2nd November
- Engagement with all Team Doncaster Boards
- Feedback from Headteachers at the partnership meeting on 9th November and subsequent school responses
- Engagement with young people, via a meeting with the Youth Council and wider groups
- With elected members via the scrutiny process
- 1:1 meetings with key local stakeholders
- Distribution of the report to local and regional contacts with invitations for feedback via an online survey
- Signposting of the report and online survey via the Team Doncaster and Council websites and Social Media

The consultation process and findings informs the formal Team Doncaster response

to the Commission's report which is expected to be published on 18 January 2017. Formal approval from the Council will be requested in March 2017.

OPTIONS CONSIDERED

6. There are no options as the report is part of a process of consultation.

REASONS FOR RECOMMENDED OPTION

7. There are no options as the report is part of a consultation process.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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: Protecting Doncaster's vital services</i> 	<p>Good all-age education and skills systems enable us to prepare our children and young people and adults for employment in the future, in turn helping the economy to grow and flourish.</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> 	<p>Good all-age education and skills systems enable citizens to benefit from local job opportunities and enable employers to benefit from a talent bank of skilled employees. This supports the creation of new jobs and safeguards our communities by creating and maintaining opportunity in the local area.</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Good all-age education and skills systems support families to thrive by preparing children and young people and adults for future employment.</p>
	<p>Council services are modern and value for money.</p>	<p>Strong all-age education and skills systems will provide modern, value for money services.</p>
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>Strong education and skills systems require partnership working with strong leadership and governance.</p>

RISKS AND ASSUMPTIONS

9. The agreement to establish a Commission has emerged out of a strong partnership fostered within Team Doncaster. Consequently the assumption is that there is sufficient interest and engagement across stakeholders to work in partnership to effect ambitious change in the education and skills sectors in Doncaster.

The approach of the Commission was a listening one. The risks of not consulting on

its recommendations are that that the wider ownership of its recommendations is diluted. The Commission's recommendations are highly ambitious and aspirational and the job of consultation is to test the local appetite for change.

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

11. There are no specific financial implications relating to the recommendations in this report (which is for information purposes), however, the action plan which Team Doncaster proposes in January 2017 will require financial investment therefore it is important that the consultation phase is informed by a range of stakeholders.

HUMAN RESOURCES IMPLICATIONS

12. There are no specific Human Resources implications relating to this report.

TECHNOLOGY IMPLICATIONS

13. Not applicable.

EQUALITY IMPLICATIONS

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

CONSULTATION

15. This report results from consultations made by the Commission with over 1000 local stakeholders and proposes that a further period of consultations on the Commission's findings and recommendations takes place. The report directly seeks the views of the Chair and Members of the Schools, Children and Young People's Overview and Scrutiny Panel, to form part of the consultation which will inform Team Doncaster's formal response.

BACKGROUND PAPERS

16. ONE Doncaster report by the Independent Commission on Education and Skills in Doncaster <http://www.doncaster.gov.uk/services/schools/one-doncaster-report>

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6th December, 2016

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

Doncaster Safeguarding Children Board Annual Report

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

EXECUTIVE SUMMARY

1. This report informs the Panel of three particular aspects of the work of the Doncaster Safeguarding Children Board:
 - A) The arrangements for its consideration of the Doncaster Safeguarding Children’s Board Annual Report.
 - B) 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 which have also been addressed in previous reports.
 - C) An outline of the functions of the Performance Accountability Board

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

3. The Panel notes the contents of the reports for their consideration and comment.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council’s key objectives by holding decision makers to account, reviewing performance and developing policy. This is achieved through making robust recommendations, monitoring performance of Council and external partners and

reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND

5. John Harris, the Independent Chair of the Doncaster Safeguarding Children Board will provide an update and present the Board's Annual Report. 'Working Together to Safeguard Children', (guide to inter-agency working to safeguard and promote the welfare of Children), published in March 2015, requires the Chair of the Local Safeguarding Children Board (LSCB) to publish an Annual Report on the effectiveness of child safeguarding in the area served by the Board. The report outline details of the Board's activities but more importantly it provides an opportunity to deliver a statement about the position of safeguarding in Doncaster. This is the third Annual Report presented to the Panel. The full report is provided as Appendix 1.
6. John Harris presented *Responding to CSE in Doncaster – an Assurance Report*' at the meeting of the Panel on 9th December 2014. Further updates were provided in March 2015 when 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. Further reports have been provided biennially and the attached report provides an update on progress since April 2016. The latest update report is provided at Appendix 2.
7. The Performance Accountability Board (PAB) was established in January 2016. It is chaired by John Harris, the Independent Chair of the DSCB and attended at chief executive level by the key safeguarding partner agencies: DMBC, DCST, SYP, CCG, RDASH and DBHFT. It provides a high level forum to address safeguarding issues which are causing particular concern across the partnership. The attached report provides the panel with an overview of the work of the PAB and some of the achievements it has made so far. The update report is provided at Appendix 3.

OPTIONS CONSIDERED

8. There are no specific options to consider within this report as it provides an opportunity for the Panel to discuss the Safeguarding Children Board Annual Report, progress on CSE and the work of the Performance Accountability Board.

REASONS FOR RECOMMENDED OPTION

9. These reports enhance the accountability of Overview and Scrutiny by allowing Members of the Panel to question and comment on the work undertaken by the DCSB during the previous year and the position of safeguarding in Doncaster.

IMPACT ON COUNCIL'S KEY OBJECTIVES

10.

	Priority	Implications
1	<p>We will support a strong economy where businesses can locate, grow and employ local people.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The 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>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>
2	<p>We will help people to live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
3	<p>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
4	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
5	<p>We will deliver modern value for money services.</p>	
6	<p>We will provide strong leadership and governance, working in partnership.</p>	

RISK AND ASSUMPTIONS

11. There are no risks and assumptions relevant to this report

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.

EQUALITY IMPLICATIONS

14. 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.
15. 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.
16. The DSCB Business Plan and its CSE Action Plan both address equalities issues in respect of safeguarding policy and practice.

CONSULTATION

17. There are no consultation requirements in respect of this report.

CONTACT OFFICER AND REPORT AUTHOR

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Background Papers:

LGA Safeguarding Peer Review – July 2016
OFSTED Monitoring Report – August 2016

**Damian Allen,
Director of Learning, Opportunities and Skills**

DSCB Annual Report 2015-16



Doncaster
Safeguarding
Children
Board



Working to make our children's lives safer



Foreword

This is the third annual report to be published since I was appointed as Independent Chair of Doncaster Safeguarding Children Board (DSCB) in January 2014. I would like to take this opportunity to thank Board members, partners and the DSCB Business Unit for their continuing commitment and support

The report provides an assessment of the performance and effectiveness of local services in safeguarding and promoting the welfare of children in Doncaster during 2015-16, as well as providing an account of the activities, development and impact of the Board in meeting its statutory responsibilities. It is intended to be read by both professionals and members of the public.

The past twelve months has seen significant improvement in safeguarding in Doncaster. Partner agencies are working together more effectively and with increasing confidence. DSCB is now meeting its statutory responsibilities and providing authoritative leadership of the safeguarding agenda in Doncaster. The Board is well-placed to respond to the government's proposals following Alan Wood's national review of LSCBs.

Over the next twelve months the key challenge for the partnership is to ensure a strong connection between the Board's activities and improved frontline practice in safeguarding. Working together I am confident that we will respond to that challenge!

A handwritten signature in black ink that reads "John H. Harris". Below the signature is a short horizontal line.

John Harris
Independent Chair

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Executive Summary

The DSCB Annual Report evaluates the effectiveness of the work of partner agencies to safeguard children in Doncaster and promote their welfare, and sets priorities for the year ahead. It covers the work undertaken in the financial year April 2015 to March 2016 and incorporates emerging themes in quarter one of the next financial year.

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). The creation of the Performance Accountability Board, chaired by the DSCB chair and attended by chief executives across the partnership ensures that shared priorities are identified and prioritised with clear leadership from the strategic groups.

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. 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 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. 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. 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 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 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.

The Board commissioned an independent review of the referral processes and application of thresholds to Children's Services including access to Early Help services. It was designed to provide the DSCB with an understanding of the appropriateness and quality of referrals from professionals and the effectiveness in the application of thresholds to services. The Board received and approved new Levels of Need (Thresholds), the Early Help Strategy, and the Early Help Practice Handbook which outlines the multi-agency procedures for practitioners. In October 2016 the Early Help Hub went live and a further review of the effectiveness of early help services across the partnership was undertaken with 'Achieving for Children'.

A performance score card has been developed and information on Early Help is now included in the DSCB Performance Report. The improvement in early help services demonstrates the impact of the challenge made by the Board which has resulted in improved outcomes for the children and families of Doncaster.

Further work is required to ensure that partners understand and consistently apply the DSCB Levels of Need and that early help is effective in Doncaster. A training programme is underway which encompasses awareness raising, the role of the lead professional, undertaking early help assessments, reaching families who are difficult to engage. The collation of performance data needs to continue to ensure the strategy is having an impact and a further review of early help is planned in 2016 to ensure progress continues. Positive work has been undertaken to engage with children and young people and ensure their voice is heard in service provision.

The data shows that although the number of children subject to child protection plans is high, the reason is due to a robust approach by DCST to ensure children are appropriately safeguarded. Concerns have also been highlighted regarding attendance of partners at Child Protection Conferences and the provision of reports. The development of the CHAP Team in the school nursing service is a positive step towards providing a better service to children subject to a plan. The DSCB will be looking for improvements in this area in 2016 - 2017. The numbers of children who are looked after remain high but at a comparable level to other geographical areas. There is an improving picture regarding the stability of placements for looked after children, but concern still exist about the number of children who have a personal education plans and health assessments.

Domestic abuse continues to be a concern, with high levels of domestic abuse being recorded as a factor in DCST children and family assessments. DCST's Growing Futures project is now able to show some positive impact on the work it is undertaking and this will be embodied in the Domestic Abuse Strategy which is under development. Private fostering arrangements continue to be in line with statistical neighbours but the numbers being notified remains low. As a result partners have provided assurance to the Board on how they have informed their practitioners of the steps they need to take if they identify a private fostering arrangement.

The work of the DSCB CSE sub-group has made progress in the last year with some improvement in performance data and a communications plan. The Industry Sector group ensures that there is good awareness by taxi drivers and other key industries of the risk of CSE. A further improvement is the development of the Children Missing Operational group to focus more on perpetrators and CSE hotspots. Doncaster still does not have access to an up to date problem profile which would provide a more robust picture of CSE in the area. The development of the Faith and Culture group has enabled us make more effective links with community groups but this work needs to progress with greater pace.

The Board has continued to build its culture of respectful challenge. Challenges are noted in a log which is followed up at the Board. The impact in some areas has been substantial. In particular the independent review into early help which was initiated by the DSCB Chair highlighted that early help services were under-developed. Ofsted noted that: The challenge resulted in partners working more effectively together and progress in early help can now clearly be seen. It has also received feedback from inspections from SYP, CCG, DBHFT, RDASH and Doncaster College.

The improvement in performance data and the regular audit activity, coupled with assurance report provided from partners has enabled the Board to evaluate the quality of safeguarding practice in Doncaster and understand what actions have been or are being taken the address the issues.

There has been good progress against the three year strategic plan for 2014 - 2017 which has been updated for 2016 – 2017. Areas which needed further development were neglect, communications and evidence of impact. Some progress has since been made on these areas but there is still more to do and they have been included in the new plan.

Partnership contributions to the Board have enabled the Board to meet its statutory requirements and in addition undertake development work. Some partners have made in-kind contributions such as Doncaster College and DBHFT, whilst DMBC and CCG have provided additional financial support for the development work. DCST has supported the work of the Board by the provision of HR and performance information, line management and accommodation.

The DSCB achieved 'requires improvement' when inspected in October 2015 – a substantial improvement from 2012, when the Board was assessed as inadequate. Since then the Board has made rapid progress in responding to OFSTED's recommendations for further improvement. The Board is well positioned to implement the Government's proposals following of Alan Wood's review of Local Safeguarding Children Boards.

1. Purpose of the Report

This is the annual report and business plan for the Doncaster Safeguarding Children Board. It covers the work undertaken in the financial year April 2015 to March 2016 and incorporates emerging themes in quarter 1 2016. The report assesses the effectiveness of the work of partner agencies to safeguard children in Doncaster and promote their welfare. It identifies the key issues and constructive challenges for organisations that have safeguarding responsibilities and outlines ways in which the Board itself can perform its functions to better effect.

The report is intended for professionals in partner agencies and voluntary organisations as well as others who have an interest in the welfare of children and young people, not least children, young people and their families and carers whose lives we look to improve through the work of DSCB. A child-friendly version of the report is being developed and will be available on the DSCB website.

The report has been prepared by John Harris, Independent Chair and Rosie Faulkner, Board Manager with contributions from Board partners and the DSCB Business Unit. Information in the report has also been taken from a number of sources and reports approved by the Board:

- Annual Private Fostering Report
- Annual Independent Reviewing Officer Report
- Annual Local Authority Designated Officer Report
- Joint Strategic Needs Assessment 2014
- Doncaster Children and Young Peoples Strategic needs Assessment 2014
- Department of Education 'Characteristics of children in need in England 2014-15'

The report will be considered formally by the Mayor of DMBC, the Chief Executive and the Health and Wellbeing Board. In Doncaster it will also be shared with the Schools, Children and Young People Scrutiny Panel, and the Children and Families Strategic Partnership Board, who all have a wider remit to promote better outcomes for children. DSCB leads and influences the safeguarding agenda in these wider political and partnership arenas and is held to account for its impact.

2. What is a Local Safeguarding Children Board (LSCB)?

The remit for DSCB is set out in Section 13 of the Children Act 2004 as well as in the statutory guidance '**Working Together to Safeguard Children**' (2015)

The statutory objectives of any LSCB are to:

- Coordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the authority; and
- Ensure the effectiveness of what is done by each such person or body for that purpose.

3. Functions of Doncaster Safeguarding Children Board

Detailed guidance on the organisation of LSCBs is set out in Chapter 3 of **Working Together 2015**. In the light of this guidance DSCB defines its key functions as:

- Developing policies and procedures for safeguarding and promoting the welfare of children, including on:
 - Action where there are concerns, including thresholds
 - Training of people who work with children
 - Recruitment and supervision

- Investigation of allegations
 - Privately fostered children
 - Co-operation with neighbouring authorities.
- Communicating the need to safeguard and promote the welfare of children and young people.
 - Monitoring the effectiveness of what is done to safeguard and promote the welfare of children and young people.
 - Participating in the planning of services for children in Doncaster
 - Undertaking Serious Case Reviews.
 - Procedures to ensure a co-ordinated response to unexpected child deaths
 - Collecting and analysing information about child deaths.

These functions are the shared responsibility of all the DSCB member agencies.

In order to fulfil its functions the DSCB must as a minimum:

- Assess the effectiveness of the help being offered to children and families, including early help
- Assess whether partners are fulfilling their statutory obligations to safeguard children
- Quality assure practice, including through case file audits
- Monitor the effectiveness of training to safeguard and promote the welfare of children.

Working Together 2015 also requires that the Chair of the Board publishes an annual report. This report should contain:

- Rigorous and transparent assessment of the performance and effectiveness of local services
- Identify areas of weakness, the causes of those weaknesses and the action being taken to address them
- Include lessons from serious case reviews, child death reviews and other relevant reviews
- Report on the outcome of assessments undertaken on the effectiveness of Board partners' responses to CSE
- Include an analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families
- Include data on children missing from care, and how the LSCB is addressing the issue.
- List the contributions made to DSCB by partner agencies and details of what DSCB has spent



4. Safeguarding in Context

4.1 Context for Safeguarding Children and Young People in Doncaster

304,200 people live in Doncaster, in terms of the Indices of Multiple Deprivation (IMD) 2015 Doncaster is;

- 48th most deprived out of 326 LA areas in England
- 4th most deprived out of 21 LA areas in the YH Region
- The 2nd most deprived area in South Yorkshire
- The 4th most deprived area in its comparator group
- 1 in 5 LSOA areas in Doncaster is in within the most deprived 10% of the UK.

A rise in the number of cohabiting partners, step families, lone parents and the recording of same sex relationships in the past 10 years has changed family composition in Doncaster. The latest Information for Doncaster shows that nearly 71.9% of families with dependent children are couples; which means nearly 1 in 3 families (28.1%) are lone parent families. The main difference between Doncaster and the national picture is the higher proportions of families that are cohabiting, particularly where this involves step-families.

The population of young people aged 0-24 is 92,053 which is 30.4% of the total population, slightly lower than our comparator group and national proportions at 30.6% and 30.8% respectively.

The number of children in poverty in Doncaster is 24.2% which is higher than the national average of 19.3%, this equates to around 15,800 children and young people aged 19 and under. Poverty is not distributed equally across the borough with some lower super output areas (LSOA) having over 50% of children in Poverty compared to other area only having 5%.

6.2% of Doncaster residents were born outside the UK, the main group outside of white British is 'white other' which equates to 3.1% of the population aged 0-24. The main language in Doncaster for people aged 3-15, if not English, is Polish.

Doncaster is the second largest economy in South Yorkshire, a large proportion of the population is in receipt of benefits. Approximately 14.1% of the population in Doncaster is claiming 'out of work benefit' compared to 10.9% nationally. In the 18-24 age category 9% of the population is claiming job seekers allowance compared to 4.5% nationally.

The number of 16-18 years old not in education, employment or training is 5.2% of the population as of February 2014 (491 young people). This is higher than the national average

The proportion of people in Doncaster who achieve a Level 2 or level 3 qualifications by the age of 19 is 81 % and 48% respectively. This is lower than the regional (85%) and (53%) and national (86%) and (56%) averages respectively.

The NSPCC have estimated that one in five children in the UK is impacted by Domestic abuse. However Growing Futures estimate that In Doncaster this is one in three children. This suggests that more children compared to the national average are entitled to services to achieve their best outcomes.

In summary this data suggest that the challenges Doncaster and its Children's Services face are greater to that of the national population. Therefore, it is essential the access to Services through the front door is streamlined and efficient to ensure Children receive the service they requires and are in the right place at the right time. If this is achieved the outcome for children

will improve and this will have a positive knock on effect for the future generations of Doncaster.

4.2 Population

The population of young people aged 0-24 in Doncaster is 90,365 representing 29.7% of the population. The relative age profile, with national and regional comparisons, is shown in the table below.

Age	Doncaster	Yorkshire & the Humber	England
Aged 0-4	6.1%	6.2%	6.3%
Aged 5-9	6.3%	6.1%	6.1%
Aged 10-14	5.5%	5.5%	5.5%
Aged 15-19	5.6%	6.1%	5.9%
Aged 20-24	5.8%	7.2%	6.6%
Aged 0-24	29.7%	31.2%	30.4%

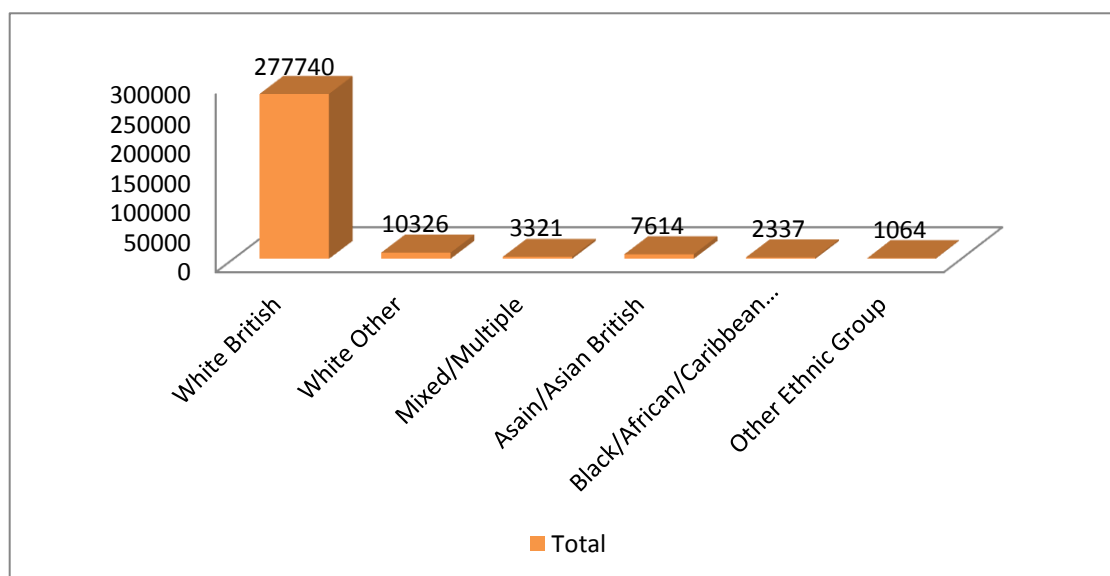
4.3 Ethnic Group Totals

The population of Doncaster is predominantly White British (277740) in most areas, with a smaller amount of Asian/ Asian British (7614) mainly in central areas of Doncaster.

Doncaster has fewer school age children from ethnic minority groups than regional and national averages.

Doncaster Average	Yorkshire and Humber Average	National Average
13%	23.4%	28.97%

The percentage of Primary and secondary school age children is rising (9% and 6.5%) respectively.



4.4 Issues relating to the safeguarding of school aged children

There are more children missing from education at primary school than the regional and national averages;

Doncaster Average	Yorkshire and Humber Average	National Average
3%	2%	1.9%

There are more children missing from education at secondary school than the regional and national averages

Doncaster Average	Yorkshire and Humber Average	National Average
6.5%	5.9%	5.3%

There are more CYP admitted to hospital as a result of self-harm than the regional and national averages.

Doncaster Average	Yorkshire and Humber Average	National Average
404.6	367.9	398.8

(Rate per 100,000 – 10-24 year olds)

4.5 Supportive Health Data

The health and wellbeing of children in Doncaster is generally worse than the England average. The infant mortality rate is similar to and the child mortality rate is worse than the national average.

The smoking status of mothers at time of delivery in Doncaster is significantly higher at 20.5% compared to the national average of 11.4%.

Children in Doncaster have average levels of obesity: 9.5% of children aged 4-5 years and 20.0% of children aged 10-11 years.

The live birth rate has decreased steadily since 2008 as shown in the table below. A key concern is to ensure that children get a good start in life.

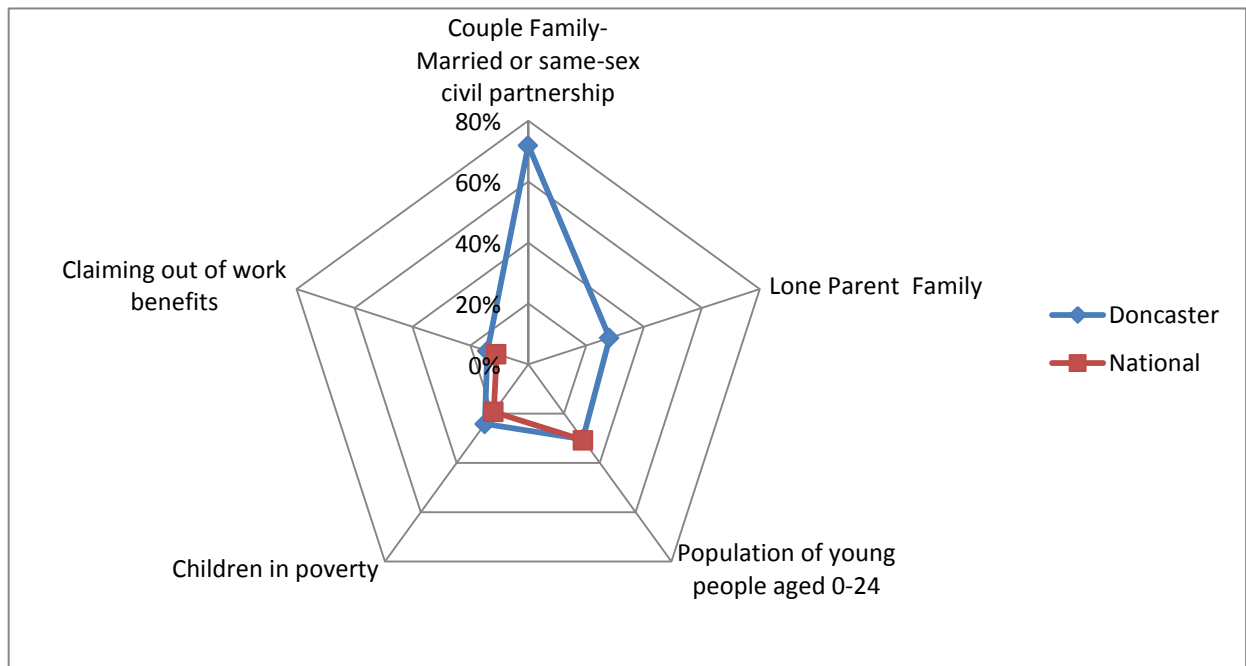
Year	Live Births
2008	3804
2009	3841
2010	3798
2011	3776
2012	3752
2013	3673
2014	3561

Life expectancy at birth, in Doncaster is 78%, lower than the regional and National averages in 2012-2014. The higher proportion being Girls however at 81% this compares unfavourably with regional and national averages.

	Doncaster Average	Yorkshire and Humber Average	National Average
Boys	77.5	78.7	79.5
Girls	81.6	82.4	83.2

4.6 Family Composition

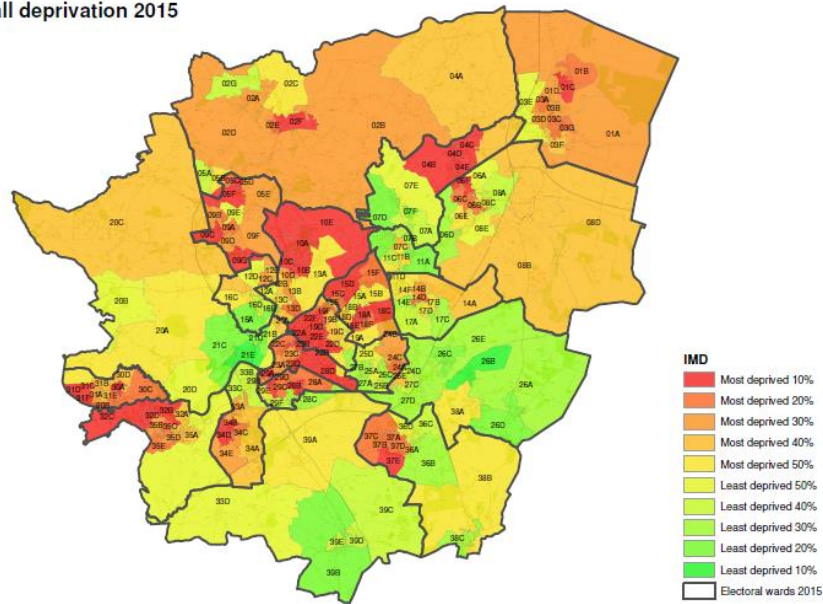
Family composition is changing in numbers, with variable arrangements rather than the traditional married family household. A rise of cohabiting partners, step families, lone parents and same sex relationships in the past decade has resulted in a very different profile of family composition in Doncaster. The latest information shows that over 71.9% of families with dependent children are couples, with almost one in three children living in lone parent families (28.1%). A key difference between the family composition profile in Doncaster and that found nationally is the higher proportion of families that are co-habiting.



4.7 Deprivation

Doncaster is currently ranked 48 out of 326 local authorities according to the index of multiple deprivation and is fourth worst of the 21 Yorkshire and Humber local authorities. 1 in 5 of LSOA areas in Doncaster is in the most deprived 10% nationally.

Overall deprivation 2015



The proportion of children and young people living in poverty in Doncaster is higher at 23.5% than that found nationally. The rate of family homelessness is better than the national average.

The levels of deprivation in Doncaster reflects in the number of issues relating to school aged children, for example; the number of Pupil's eligible and claiming Free School Meals is higher than the national average at 18.5%,

Doncaster Average	Yorkshire and Humber Average	National Average
18.5%	17.5%	16.5%

Proportion of Primary age Pupils eligible for Deprivation Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
32.9%	28.2%	25.9%

Proportion of Secondary age Pupils eligible for Deprivation Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
34%	30.4%	28.9%

5. Governance and accountability structure of DSCB

5.1 Chairing

The DSCB is chaired by an Independent Chair who was appointed in January 2014 by the Local Authority Chief Executive in conjunction with the DSCB partners and Lay Members. The Chief Executive holds the Chair to account for the effective working of DSCB. A performance management framework is in place to assist the Chief Executive in holding the Chair to account for his work. The Board has also appointed a Vice-Chair.

Doncaster Children's Services Trust has responsibility for administrating the Board and employs and line-manages the DSCB Business Support Unit.

5.2 Membership

In order to fulfil its core functions, Doncaster Safeguarding Children Board is made up of one **designated** representative from each of a number of partners who form the Doncaster Safeguarding Children Board. The Board members are:

- Doncaster Metropolitan Borough Council (DMBC)
- Doncaster Children's Services Trust (DCST)
- South Yorkshire Police (SYP)
- South Yorkshire National Probation Service (NPS)
- Youth Offending Service
- Doncaster Clinical Commissioning Group (CCG)
- NHS England
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- CAFCASS
- Doncaster and Bassetlaw Hospital Foundation Trust
- St Leger Homes
- Primary, Secondary and Special Schools
- Doncaster College
- 2 Lay Members
- Safe@Last
- The South Yorkshire Community Rehabilitation Company Ltd
- Doncaster Safeguarding Adults Board
- South Yorkshire Fire and Rescue Service
- HM Prison Service
- Primary Care
- Yorkshire Ambulance Service NHS Trust

The Board has ensured the voices of children and young people influence its work in a number of ways. These are detailed in Section 8.1 Voice of the Child and Community Engagement.

Designated representatives of the statutory Board Members are expected to serve a minimum of 3 years on the Doncaster Safeguarding Children Board. The Doncaster Safeguarding Children Board also has a small number of professional advisors from key agencies.

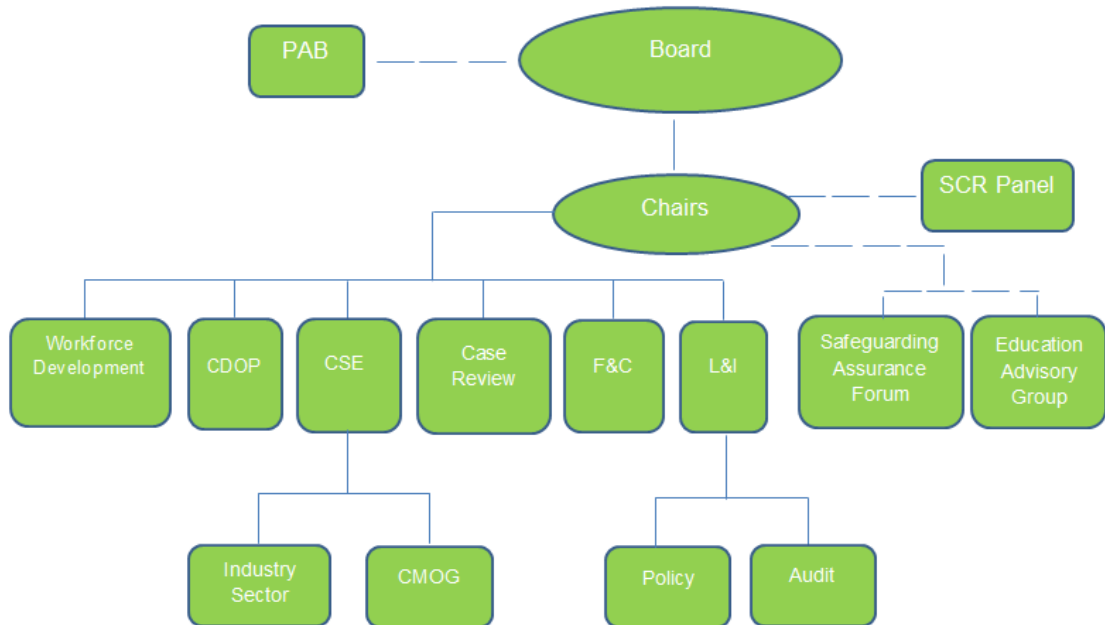
Members of the Doncaster Safeguarding Children Board are Chief Officers from within their own organisation with a **strategic** role in relation to safeguarding and promoting welfare of children and young people within their organisation. They are able to:

- Speak for their organisation with authority
- Commit their organisation on safeguarding and promoting welfare policy and practice matters
- Hold their own organisation to account and hold others to account and collate management information to demonstrate effectiveness.

DSCB Board Members have a clear role description, which includes disseminating the work of the Board within their respective agencies. They self-assess their effectiveness within an agreed performance framework. DSCB has appointed two Lay Members who operate as full members of the Board with defined roles and responsibilities. Both members take active roles within the DSCB sub-groups CSE and Faith and Culture sub-groups.

5.3 Board Structure

The Board is supported in its work by a number of sub-groups. The current structure is as follows:



The sub-groups have been established to progress the Board's strategic priorities and to ensure the Board meets its statutory functions. The Health Assurance Forum and Education Advisory groups encompass their respective communities and are administered through the CCG and DMBC. A number of task and finish groups have been created to work on specific themes (e.g. Hidden Harm, Neglect, Female Genital Mutilation which also feed into the sub-group structure. Attendance and commitment of partners has been good and has enabled the Board to take forward its priorities at a pace.

In January 2015 the Performance Accountability Board was created. Its key purpose was identified in its terms of reference as:

- To act as a 'strategic summit' group for the DSCB at Chief Executive Level to oversee improvement in children's safeguarding, focusing in particular on cross-cutting issues that require effective interdependent working from partner organisations
- To review progress with Improvement Plans following inspection
- To identify and resolve key areas of performance risk
- To identify barriers to progress and agree solutions

The PAB was established to meet the expectation from the Department for Education (as part of the Secretary of State's Direction to the Council) that there is a partnership body at executive level to oversee, monitor and challenge improvement. Given the leadership role of the DSCB in challenging and assuring the effectiveness of local safeguarding arrangements, it was agreed by partners that the PAB would operate within the governance framework of the DSCB and would be chaired by the Independent Chair of the DSCB. It is attended by chief officers from the key agencies: SYP, RDASH, CCG, DBHFT, DMBC and DCST. The group is administered by the DSCB.

The group meets on a quarterly basis. At its first meeting partners identified the key safeguarding risks for Doncaster:

Key Safeguarding Risks:

- Early Help (DMBC lead, see item 4 below)
- Working with families with challenges including the toxic trio and deprivation
- Keeping focused on child sexual exploitation and missing children (DSCB strategy and action plan through CSE Sub-Group)
- Emotional health and wellbeing (DSCB Improvement Plan and joint commissioning strategy agreed through Health and Wellbeing Board)
- Domestic Violence (Safer Doncaster Partnership)

Systems and Processes:

- Information sharing (DSCB protocol)
- Dynamic intelligence (SYP lead)

These risks will be tackled through the PAB in its work programme for the coming year.

5.4 Board Meetings in 2015-16

The Board has met five times in the last year.

Attendance at Board level is good. Low attendance tends to be from agencies where there is only one representative from that agency or where an agency represents a number of Boards in the region. Increasingly Board members are able to provide constructive challenge. The Board keeps a log of all the challenges made and the outcomes of these. See Section 11 – Impact of the Board – Responding to Challenge for more information.

Board Meeting
Number of meetings – 5
Period Covered – April 2015 to March 2016

Agency	No of times attended	No of times representative sent	No of times apologies sent	No of times DNA	N/A	Overall %
Doncaster CCG	5					100%
Primary Care	3		2			60%
NHS England	4		1			80%
DBHFT	4		1			80%
DBHFT (Designated Dr)	4		1			80%
RDaSH	1	4				100%
Safeguarding & Standards, DCST	4		1			80%
YOS - DCST	2		2	1		40%
DCST (Director)	5					100%
Public Health, DMBC	3	1			1	80%
DMBC (Director)	3	1	1			80%
Education, DMBC	3	2				100%
DMBC (Cllr)	4		1			80%
Legal Team - DCST	1			4		20%
Safeguarding Adults	5					100%
South Yorkshire Police	3		2			60%

SY Fire Service	3		2			60%
SY Ambulance Service	1				4	100%
St Leger	4	1				100%
Doncaster College	4		1			80%
Safe @ Last	4			1		80%
Lay Member(s)	5					100%
National Probation Service	4		1			80%
Community Rehabilitation	3		1	1		
CAFCASS	3		1	1		60%
HMP	2		2	1		40%
Primary School	1				4	100%
Special School	1				4	100%

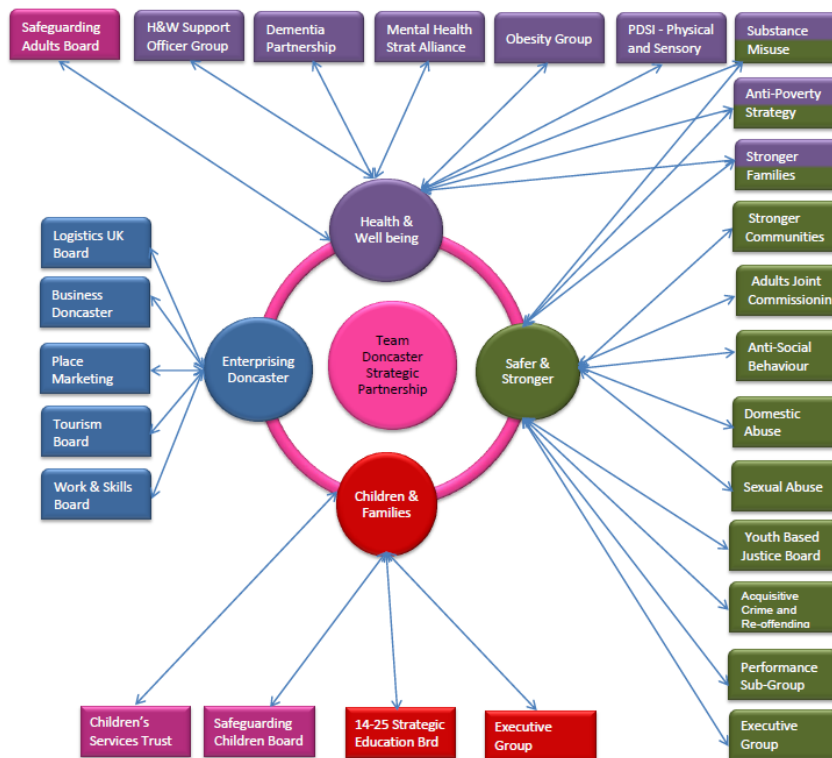
5.5 Linkages with other strategic partnerships

The DSCB has developed protocols to ensure good communication, collaboration and alignment between other strategic partnerships such as the Doncaster Safeguarding Adults Board, Health and Wellbeing Board and Safer Stronger Doncaster. There is reciprocal attendance on the Safeguard Adult and Safeguarding Children Boards by the Board Managers. In the last year the two Safeguarding Boards worked collaboratively to undertake a joint self-assurance exercise (more commonly known as S.11 audit). This exercise is detailed in Section 10.8 DSC Partners Self-Assessment (S.11) audit of this report.

The Chair of the DSCB meets regularly with Chairs of the other Boards and is a member of the Children and Young People's Strategic Partnership. Joint work took place this year between the Health and Wellbeing Board and the DSCB to develop the Hidden Harm strategy and the DSCB provided updates on the progress of its work to the Safer Strong Doncaster Partnership.

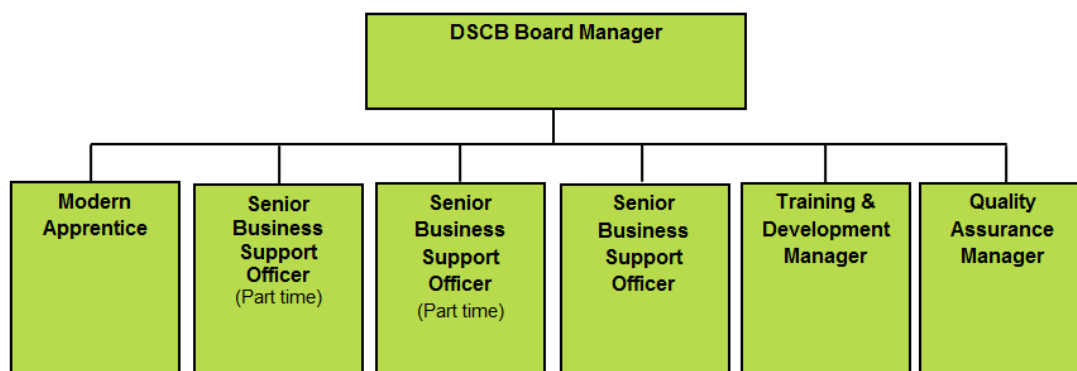
At the time of writing a governance review of partnerships in Doncaster is being undertaken. The DSCB has participated in this review and welcomes the opportunity to clarify lead responsibility of the different partnerships for developing the key areas of risk. The review will provide greater clarity between the assurance and challenge roles and that of coordination.

The diagram below depicts the current linkages with other partnerships.



5.6 Business Support for DSCB

DSCB is supported by a Board Manager and dedicated business support team which is managed within the Safeguarding and Standards Unit of the Doncaster Children’s Services Trust. A review of staffing within the Business Unit was undertaken in September 2015 to provide improved support to the Board whilst ensuring greater efficiency. The new structure is as follows:



5.7 Board Partner Financial Contributions and Board Expenditures 2015/16

The table below sets out the financial contributions of partner agencies to support the work of the Board and the expenditure in 2015/16. Partner agencies continue to manage increasing financial pressures however they continued to prioritise the work of the Board by providing the same level of contribution as for the previous year. It was considered that the core funding

provided by partners was sufficient to maintain the Board's statutory responsibilities but it was also agreed that a further £30,000 would be provided by the CCG and DMBC to accelerate improvement in priority areas of the Board's work in the coming year. This additional funding was used to pay for a learning lessons review, serious case review and to undertake an independent review of Early Help Services. In-kind contributions are received from Doncaster College and DBHFT to support the training offer. DCST provide support through line-management, HR functions and other back office support.

Doncaster Safeguarding Children Board Budget Report 2015/16		
Employee costs	£221,395.05	
Supplies and services	£88,360.04	
Training	£17,834.36	
Total expenditure		£327,589.45
Funded by:		
Doncaster CCG	£97,880.00	
CAFCASS	£550.00	
South Yorkshire Police	£26,000	
NPS	£2050	
DMBC	3134,230	
CCG 15/16 ONLY	-£30,000.00	
DMBC 15/16 ONLY	-£30,000.00	
POLICE 15/16 ONLY	-£2,000.00	
Total income		£322,710.00
		£4879.45

A budget report was provided to the DSCB on 15th September 2016 when the Board agreed the indicative budget for 2016/17 as follows:

SAFEGUARDING BOARD 15/16 INDICATIVE BUDGET	
DCST	134,230
POLICE	26,000
CAFCASS	550
PROBATION SERVICE	2,050
CCG	97,880
TOTAL	260,710

This budget is in line with other LSCBs of similar size to Doncaster and will be sufficient to meet current needs. The DSCB will ensure that appropriate prioritisation is given to create the biggest impact, however it only provides limited scope for innovation or contingencies for emerging issues. Resourcing will need to be kept under review and if new demands arise it may be necessary to approach partners for a one-off contribution.

6. Summary of Progress against DSCB Priorities

The year 2015 – 2016 has been a year of challenging activity and rapid, sustained progress for the DSCB. 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 and in 2014 the new independent Chair of the Board worked with Board members to develop DSCB Business Plan 2014 -17 which focused on tackling these serious failures.

In June 2015 the DSCB invited a team of Local Government Association Peer Reviewers to scrutinise the work of the Board to ensure it was meeting the requirements identified in Working

Together (2015). 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 the Board has had an impact in improving safeguarding outcomes for children and families in Doncaster.

The findings of the Ofsted report (published on 27th November 2015) were considered by the Board at its development day in December. It was agreed that good progress had been made against its 3 year plan leading the Board members to agree that a new more challenging plan was needed which incorporated the Ofsted recommendations and focussing on effective challenge, strengthening the line of sight from strategy to frontline practice, and raising the profile of the Board across all communities.

6.1 Progress against strategic priorities 2014 - 2017

The Board has developed greater clarity of purpose and confidence in the last year. It has made good progress against its 3 year plan resulting in the need for a more current and challenging agenda to continue our improvement journey for 2016. Not all the priorities were fully achieved in terms of being able to demonstrate the 'impact' of what has been done. Where this was the case these have been included in the new plan to ensure the pace of change continues and that key issues are achieved. A summary of progress against each priority in the 2014 – 2017 plan is set out below. The Business Plan 2014-16 is included at Appendix 1 which includes detail against each strategic priority.



6.2 Strategic priority 1: Doncaster has an effective safeguarding Children Board which meets statutory responsibilities, promoting a culture of challenge, accountability and shared learning.

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. In 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.

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.

6.3 Strategic Priority 2: Doncaster has highly effective safeguarding systems and practice

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

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.

'The annual business plan now includes as the key priorities of the Board and the sub-groups have realistic plans' Ofsted 2015

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.

6.3 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

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. The provider of Children and Adolescent Mental Health Services (CAMHs), RDASH, will be looking to develop a self-harm pathway as part of the Mental Health and Wellbeing Local Transformation Plan. 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.

"The Learning and Improvement subgroup appropriately looks at a wide range of material including serious case reviews, audits and performance data." Ofsted 2015

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.

6.4 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

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

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.

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.



‘The chair and DSCB significantly challenged all of the partner agencies over the poor early help services in Doncaster’ Ofsted 2015

7. Performance of Partner Agencies

In this section of the report partners have demonstrated the effectiveness of their work to safeguard children and identified the challenges and strengths. There is a high level of commitment to safeguarding children across the partnership and to the work of the DSCB. It can be seen from the responses below that each agency has contributed individually to the safeguarding agenda, but also collaboratively with the Board and its partners.

Most partners have been inspected in the last year and these inspections have been shared with the Board with assurances of improvement activity. Each partner is also juggling with competing priorities whilst trying to implement key multi-agency initiatives such as early help, the MASH and signs of safety. Most partners have also contributed to the development of the work of DBSC in terms of multi-agency audit activity, making links with front-line practitioners or providing constructive and transparent challenge to partners.

7.1 Childrens Social Care Services (DMBC, CAFCASS, DCST)

There has been a great deal of development within children's social care services in the last year. Assurance has been provided to the Board on a number of occasions particularly in relation to early help, the MASH and CSE. Assurance reports have also been provided on stronger families, looked after children and private fostering. There have been many progressive practices supported through the Governments Innovations Fund. Although the overall judgement of the Ofsted inspection in October 2015 was inadequate, there has clearly been positive progress in many areas including fostering and adoption. DCST have taken a robust approach to the criticisms of inconsistent practice and recent audit activity has begun to show a real improvement in practice.

Through the performance Accountability Board the DSCB will continue to provide challenge on the Ofsted improvement plan. In particular DSCB will continue to seek regular assurance on the progress of the MASH and the implementation of the threshold document and early help.

In the coming year the Board will seek assurance on:

- Early help and embedding of thresholds
- Progress of the MASH
- Attendance of partners at case conferences
- The transition of services for children with disabilities
- Progress of the Public Law outline
- Implementation of Hidden Harm and Neglect Strategies

7.1.1 Doncaster Children's Services Trust (DCST)

a) Key safeguarding activity undertaken during 2015 –2016

This is the second LSCB Annual Report since the Doncaster Children's Services Trust became operational on 1st October 2014. This followed the Ofsted inspection of children's social care in Doncaster in 2012 which concluded that the services were inadequate. In October 2015 Ofsted inspected children's services again, and although there were significant improvements the overall outcome was again inadequate. Ofsted noted that there had been significant progress since 2012, children looked after and care leavers were judged as 'requires improvement', Adoption was deemed to be 'good'. Overall Ofsted noted that this was a reflection on the progress of leadership and management which also received 'requires improvement'.

The key challenges raised by the Inspectors were:

- Early help – which at the time was coordinated and led by DMBC
- Quality of assessments and plans not consistently good
- Managerial oversight and supervision not always sufficiently robust
- Some children were identified as being left in risky situations for too long
- Partnership working with police needs to be better coordinated.

The Inspection included twenty recommendations which have been translated into a detailed and robust action plan. Much progress has been made on the actions

The Doncaster Children's Services Trust is responsible for the delivery of the majority of children's social care services in the district with the exception of the children with disabilities and early help which remained within the Council. However in September 2015 the Early help Hub came under DCST management and there are plans for the children with disabilities team to move across in 2016. The Trust has also retained the Intensive Family Support Service who provide a targeted and coordinated support service to those families whose children are not yet identified as being "in need" but who are likely to reach this stage if they are not provided with a high level of support.

The Trust is also responsible for the majority of children in care in Doncaster and for those who are leaving the care system.

The Safeguarding and Standards team are responsible for driving up and assuring the quality of practice within the trust. It has developed a robust Performance Framework which includes a timetable of audits and a feedback loop to ensure the learning from audits are Addressed with individual workers as well as the Trust as a whole. The audit activity in 2015 – 2016 was as follows:

- 50 Audits a month take place of frontline workers case files
- Themed audits including DSCB audits, IRO influence and challenge, pathway plans for care leavers, multi-agency re audit of CSE, thresholds, decision-making in CP conference, multi-agency strategy discussions, reflective audit of LADO cases, audit of assessments of children in care, IRO observations of IRO reviewing practice, LAC care plans, audit of number of placement moves to see why, child protection reports and plans, voice of child in care through case recording, timeliness and quality of responding to complaints, audit of DANs case work.

Feedback was given to individual workers and general themes fed back to the Head of Service to inform development work at an individual team and service level. Progress will be evaluated by further performance reporting and re-audit as appropriate. Recent analysis from these routes is showing that compliance is improving, with more evidence of visits, plans and assessments being conducted in appropriate timescales. There is also emerging evidence of the presence of the voice of the child in plans and assessments

Shortly after inspection the Trust underwent a management restructure and transformation to a locality based model of practice with dedicated Heads of Service taking leadership of Intensive Family Support, Assessment and Child Protection and Children in Care casework. This was distributed over 4 localities within Doncaster and has provided the additional management grip to improve compliance and quality of casework. Whilst the initial focus had to be on casework compliance against statutory frameworks, managers have now been able to focus on improving quality, supported by the Practice Improvement Programme that began in January 2016.

The Early Help Offer remains under the management of DMBC; however the Trust plays an important and developing role in embedding the Strategy and engaging with partners. The Early Help Hub was launched by DMBC in November 2016, with the Trust taking over management from March 2016, appointing a qualified social worker to manage the unit. Management and oversight was further strengthened by the appointment of a dedicated Head of Service for the Front Door in June 2016. Weekly and monthly performance reporting is now allowing the Hub to understand what is passing through the unit, as well as resolve Early Help cases that were open prior to the Hub's existence. This has led to the review and closure of approximately 800 cases. Management of the Early Help Hub transferred to the Trust in March 2016. A qualified social work manager was placed in charge of this unit to improve the consistency of thresholds to manage the interfaces between partners, Early Help and statutory services.

Progress is being made around MASH and regular updates have been provided to the DSCB. Developments are in place to achieve co-location of agencies but there have continued to be issues with some partners not providing representatives. There have also been difficulties in relation to the small number of cases going through the MASH. For this reason MASH is being reviewed and effectiveness will be monitored before further roll-out to ensure it contributes to the effective identification and protection of our most vulnerable children.

Children in care services are currently self-assessed as Requiring Improvement to be good, with good features. All of the provider services elements of Children in Care services have been rated as good or outstanding in their most recent inspections (Homes, IFA and VAA). Adoption services were also rated as Good during.

The Leaving Care Service was graded as 'Requiring Improvement' to be 'Good' in September 2015; "Keys to my Future" co-produced with St Leger Homes (local ALMO housing provider), is now shared with care leavers to improve tenancy readiness and independent living. The joint

protocol for 16/17 year olds at risk of homelessness has been refreshed and re-launched by DCST, DMBC and St Leger Homes.

During the period the Trust has recruited around 150 new employees. Our recruitment for Heads of Service and social worker positions involve our Young Advisors. Our annual staff turnover is now around 2%. The Trust has concentrated on developing its employee engagement which has seen positive feedback from staff indicating they like the visible approachable leadership. The Trust has an employee engagement forum, ASYE forum and Advanced Practitioner forum which all provide valuable views and opinions and help shape various Trust programmes of activity.

b) What's gone well in safeguarding children activity

- The Growing Futures Project focusses on domestic abuse which is a problem that faces many families in the district. The project has been running since March 2015. Twelve new Domestic Abuse Navigators were recruited to work intensively with families who are experiencing domestic abuse assessed as high risk. They received additional training to enable them to work creatively with families. They also provide advice and support to colleagues working with families experiencing a medium level of risk. The project is externally evaluated and the learning from the project will be shared nationally. More detail about this project is provided in the domestic abuse section of this report.
- The Signs of Safety model has been adopted by the Trust to improve practice. It provides Social Workers and other professionals with tools to work with families in a different, more empowering way. The model recognises strengths as well as risks and supports more effective safety planning. Training of Trust staff began in September 2015 and is now being rolled out to partner agencies to support effective partnership working following implementation. The model has been implemented within the Child protection Case Conferences, with all conferences now using this approach. During 2016-17 the Trust will evaluate the impact of training on practice through audit.
- Pause Doncaster is an 18 month pilot which was launched in May 2015. Pause works with women who have experienced or are at risk of repeated pregnancies that result in children needing to be removed from their care. The pilot received £365,000 funding from the Department of Education. The eligibility criterion for participation in Pause was that the women had two or more children permanently removed, with the most recent being within the last 5 years. Pause Doncaster Pilot is due to end in September 2016. Discussions are currently on-going regarding the possibility of additional funding being secured to enable the project to continue.
- The Mockingbird Family Model is an award-winning, innovative model for foster care delivery that offers practical, cost-effective solutions to improve the lives of our most vulnerable children and youth. Designed to link children and families within a larger network of community, the Mockingbird Family Model focuses on supporting families while targeting many of the issues that often leave children vulnerable to more trauma
- Empower and Protect – A South Yorkshire based project which tests out a new outreach delivery model to children and young people experiencing or at risk of CSE. The project has also developed a cadre of specialist foster carers within the sub-region.
- South Yorkshire Teaching Partnership (SYTP) - The work of the partnership is to ensure that the reform around social work education and provision of student placements are met in both children and adult statutory settings. During the early adopter phase the SYTP has been externally evaluated and reports have been provided to DfE. Funding for 2016 to 2018 has now received approval due to the positive evaluation of the project.

c) Any specific issues for safeguarding in DCST

The audits listed above identified a range of issues that have informed action plans both for individual workers and across the service. The most significant issue was the inconsistency across practice. A significant investment was made in a Practice Improvement Programme for an intense period from Jan – June 2016. The training was mandatory for staff and aimed to raise the standard and consistency of practice. Early evaluation indicates that this is supporting the service to raise the standards of practice.

Despite the increase in referrals to the Hub, the Trust is experiencing an increase in referrals for statutory assessment over the past 12 weeks, and therefore the impact of an emerging

Early Help offer cannot be seen. One quarter of referrals come from the police, and further work is required with this key partner to ensure that referrals are appropriate and proportionate, against a national policy of referral.

d) Assurances provided regarding safeguarding in DCST

The DSCB were provided with assurance reports on the following:

Base-line report – providing information on children’s social care services in Doncaster and presenting the continuous improvement plan.

Early Help - DCST and DMBC have provided a number of assurance reports to the DSCB, keeping the Board updated on progress of the strategy and its implementation.

Private Fostering annual report

Missing children and the creation of the CMOG - assurances on the effectiveness of the CSE arrangements and noted the appointment of a Police officer to work in the Doncaster Children’s Homes which had helped to reduce the number of missing episodes

e) Challenges made to other partners, challenges received and how these were addressed

DCST responded to the following challenges:

- All partners challenged to provide data and analysis to populate the Performance report. As a result of this request the DCST provided a data analyst who the Police agreed could have access to their data to populate the CSE dataset
- The L&I Group requested that DCST provide them with assurance that the actions identified within an Ombudsman Report which arose due to a young person not receiving the appropriate assessment or services when they became homeless. This assurance was then provided and demonstrated the actions taken in conjunction with St Leger Homes to ensure young people will now receive the services they are entitled to.
- DCST requested that SYP provide assurance of their support to the DSCB sub-groups. As a result the police reviewed their delegates to the DSCB sub-groups to ensure representation and made an undertaking to ensure actions from meetings are taken forward when circumstances prevent attendance. Since this time attendance by SYP has improved considerably.

On two occasions SYP have used the Resolving Professional Differences protocol due to concerns over children who have been missing a number of times and are at high risk of harm. DCST has provided assurances that appropriate safeguards are in place and that robust actions plans have been developed. The CMOG terms of reference have been amended to ensure such high risk children’s need are addressed at this multi-agency meeting.

Plans and priorities in safeguarding children for 2016-17

1. Improving our quality of practice e.g.
 - by providing timely management information and support to teams to implement action required
 - by ensuring the effective delivery of commissioned services and by ensuring the sustainable benefits realisation of the innovation projects
2. Transferring children with disabilities to the Trust
3. Investing in people - workforce development
 - Developing a workforce strategy and competency framework and implementing Practice Improvement Programme
4. Investing in places - children’s homes
5. Playing our part to strengthen local partnership working
 - by reviewing and improving the early help offer
 - developing links with the private sector

7.1.2 Child and Family Court Advisory Support Service (CAFCASS)

a) Key safeguarding activity undertaken during 2015 –2016

The overall responsibility for safeguarding children in family proceedings (established as a statutory function of Cafcass in the Criminal Justice and Court Services Act, 2000) is held by the Corporate Management Team (CMT). The safeguarding of children within Cafcass services is led by the Operational Management Team (OMT) which meets monthly, receiving performance reports, audit findings, summaries of learning from serious incidents etc.; and ensuring that expectations and information are cascaded through operational teams. Safeguarding matters are shared across the SMT e.g. private/public law policy and practice developments, child protection policy, area quality reviews, support to the Family Justice Young People's Board

The National Improvement Service supports operational practice through a range of mechanisms including auditing, mentoring and the development and provision of training.

There is also a Safeguarding Team comprising a National Child Care Policy Manager and a Corporate Support Officer. Their functions include:

- co-ordinating and quality assuring submissions to serious case reviews (and other multi-agency reviews);
- supporting Cafcass members in contributing to LSCBs;

b) What's gone well in safeguarding children activity

- Despite reduced capacity and growing demand all work has been allocated in a timely way
- Reports are filed on time with the family courts
- Safeguarding matters are routinely referred to local authorities
- Learning from SCR's are disseminated into teams

c) Any specific issues for safeguarding in CAFCASS

The processes by which safeguarding is integrated into the different aspects of Cafcass' statutory work in private law, public law and adoption cases are set out in discrete sections of Cafcass' *Operating Framework*.

Cafcass has a statutory duty (s16A CA 1989) to undertake a risk assessment where there is cause to suspect that a child is at risk of harm, and to provide that risk assessment to the court. The requirements relating to Cafcass' s16A duty are set out in the *Child Protection Policy* and in the s16A guidance to staff

CAFCASS is working with Family Law Courts to ensure the effective implementation of the Public Law Outline which is designed to reduce the time taken for care proceedings

d) Assurances provided regarding safeguarding

The following are the principal mechanisms of quality assurance:

- Family Court Advisers (FCAs) review their own performance, workload etc.
- Situational supervision – advice provided at the point of need.
- Quarterly Performance Learning Reviews (PLRs), which ensure service objectives have been met
- Two file audits are completed per quarter
- Service Managers audit case files, plans, reports and safeguarding letters, and observe FCA practice at least once a year.
- The Performance Management system strengthens the ability of managers to identify practice strengths and areas requiring improvement
- ADs/SHOs dip sample closed files monthly and observe one PLR per manager per annum.

- A national audit of practice was undertaken in November 2014, the third such audit. The results exceeded targets with a marked rise in cases graded as good, and a marked fall in cases graded as unmet. In the light of these positive findings (and in line with Ofsted practice) thematic audits will be conducted in 15/16 looking into: the quality of liaison with the IRO; the children's guardian's involvement in any position statements; and the quality of analysis in private law work after first hearing (WAFH), including the use of assessment tools and research.
- A three-year cycle of Area Quality Reviews (AQRs), whereby each service area is subject to a 'deep dive' peer review using a number of methods including: performance data; file review; service user survey; feedback from judges, and input from the Family Justice Young People's Board (FJYPB).

e) Challenges made to other partners, challenges received and how these were addressed

If case matters cannot be resolved in court there is a clear line of communication between Cafcass managers and Childrens Services managers where challenges can be addressed.

Plans and priorities in safeguarding children for 2016-17

- Working with South Yorkshire Public Law Sub Group and Local Family Justice Boards to improve the quality of the care matters
- Meeting regularly with managers in children's services to jointly audit public law cases and benefit from the learning
- Cafcass Family Court Advisors doing private law training in Local Authorities

7.1.3 DMBC

a) Leadership and Governance

DMBC and DCST relationship

Over the past twelve months DMBC has developed a more effective commissioning role and working arrangements with the Doncaster Children's Services Trust, which was contracted by the council to deliver services for children in need, child protection, children in care and care leavers.

Contract monitoring arrangements outlined in the contract have been embedded and strengthened during the 2015/16 year and take place through an annual cycle of monthly, quarterly and annual reviews. A series of periodic performance and finance challenge meetings which review performance against contract as well as wider performance and quality issues are attended at senior and middle management level from both the Council and the Trust and by top level local leaders of the wider children's partnership at the Performance Accountability Board.. Ofsted in its inspection report said that the formal arrangements to monitor and challenge performance went beyond the requirements specified within the contract.

The Council and the Trust have agreed and adopted a protocol for performance management entitled 'shared principles and practice' which governs roles and responsibilities and the conduct of the challenge process, so that challenge is welcomed is two – way, robust, respectful and informative and is open and transparent. This is reinforced by the Partnership agreement established during this year, between the Council and the Trust which acts as the principle agreement for the strategic relationship and operational involvement set out in the contract and identifies the distinct and shared roles of both parties.

A number of key issues have been raised with the Trust by the Council during 2015/16n and this challenge process also includes challenge of services retained by the Council – CWD; Virtual Head and Early help which is delivered through Ofsted 'getting to Good' challenge meetings.

Public accountability is discharged by the DMBC Children and Young People's Scrutiny panel which receives a quarterly update as to the performance of the Trust. This is further reinforced by the Role of the Corporate Parenting Board (CPB) and the Multi Agency Looked after Partnership which oversee and challenge partnership performance for Looked After Children, as a vulnerable cohort. The CPB has been strengthened during 2015 / 16 both managerially and politically and in its linkages with the other parts of the 'virtual school system'. There are plans to strengthen the work of the Children's scrutiny panel so as to improve its oversight of the effectiveness of the Council's monitoring of the Trust.

The scrutiny panel has in 2015/16 examined progress and performance of care leavers; Child protection visits; stability of LAC placements; complaints process; Adoption performance. The Corporate Parenting Board has in the same period examined the educational attainment of Looked after Children; health of Looked after children; improvements to the Governing body of the Virtual school.

The Council is accountable via the Ofsted inspection framework for the delivery of its commissioned service for safeguarding and social care and during 2015 a full inspection under the Single Inspection Framework took place. Both the Council and the Trust collaborated and worked together to support both the substance of the inspection and the necessary logistical arrangements which were challenging, given that this was the first inspection of its kind ever to take place.

The result of that inspection showed that whilst the overall grade remained 'Inadequate' there was visible improvement in key areas evident :- Trust; judgements on adoption performance (Good) experience and progress of care leavers (Requires Improvement) ... leadership, management and governance by the Council and the Trust (requires Improvement) Children looked after and achieving permanence (Requires Improvement) only the judgement on who need help and protection remained 'Inadequate' and this is where the majority of focus has been concentrated since the inspection.

Immediately after the inspection an improvement plan was created which tracks the necessary actions needed to address shortcomings and to meet the aspirations of the Council and the Trust to achieve a higher Ofsted grading and thereby improve the quality of provision to children and families across the borough. The Improvement Plan has been reviewed by Ofsted which is content with progress against the plan.

The annual review of the contract between the two parties took place at the end of 2015 and this makes adjustments to reflect the development of the Trust and the maturing relationship between the two parties. The first annual review agreed a new basket of performance indicators which are sharper and more representative as to the performance which should be measured and the transfer of services held by the Council into the Trust – services for children with disabilities and management of the Early Help Hub and how to improve areas of joint working on other services – such as, complex care commissioning; Virtual School; Corporate Parenting Board.

The Council and Trust have collaborated extensively as part of their monitoring against the Ofsted Improvement plan in order to secure improvements. This intensive joint working has in turn facilitated a process of effective challenge with additional benefits of knowing ourselves better: establishing working relationships and mutual understanding, which includes recognition of the important role which the Trust plays as a key partner on a range of children's partnership bodies at a strategic level, including the Children and Families Partnership Board and at locality level such as the Early Help Collaborative groups.

b) Lead agency role in development of systematic early help

Development of Early Help Offer

The Early Help Hub was established as a single point of contact for all early help enquires and support. Enquires progressing for support are screened for safeguarding and matched against the thresholds. The most appropriate lead practitioner is identified and requested to convene a Team around the Child meeting in order to complete an Early Help Assessment and Plan.

The establishment of the Early Help implementation task group and sub groups has given pace and urgency to holding services and managers to account and has been able to show pace in developing monitoring of the 'offer' via improved auditing, a comprehensive data pack and a challenge process involving senior and line managers. By meeting every 10 working days pace is ensured and robust decision making is driving the establishment of a framework that clarifies access to services at the earliest opportunity. There is now clear linkage between the relevant parts of the system. The EHITG are clear that the building blocks for improvement are now in place.

A comprehensive data pack provide the Early Help Implementation Task Group with performance information that is used to identify areas of good performance, and more importantly areas of concern, for example recently it came to light that there is a number of open cases on the system that the assessment not recorded or the family plan not completed. Urgent action is underway to review all of these cases. Other areas that are being reported include: : Cases proceeding to Early Help Assessments; Cases proceeding to Single Agency Early Help cases open to all agencies post 1st November 2015 to show Early Help cases open; Cases and Assessments by Locality post 1st November 2015 and Assessments started and completed by locality.

Further developments are taking place to develop the Early Help Module to enable audit activity to take place through the data base rather than through a manual excel audit process. This development is scheduled to be rolled out by the end of September. This will support the alignment of audit activity with Doncaster Children's Services Trust (IFST) and with additional criteria to be inputted to support the stronger families programme. Case supervision is delivered to all staff which includes managers, senior workers and family support workers. Safeguarding is a standard agenda item on all locality meetings. The Process of auditing and overseeing case files is developing and service representatives have participated in DCSB safeguarding audits and shared learning across teams which contribute to the DCSB thematic case file audit process.

There is a Multi-agency approach that is coordinated through universal services and early help assessments to include structured family support and youth groups. Early help coordinators are employed to promote and support the implementation of early help assessments.

Next Steps include:

- SOS training been accessed and starting to be used to inform assessment of individual family need
- Resilient and adaptable workforce who demonstrate a 'can do' attitude to the pressures of work
- Success of return home interviews for missing persons
- All staff have accessed level 3 safeguarding training and demonstrate clarity with regard their knowledge of safeguarding policy / procedure
- All staff recording on EHM / LL where relevant and appropriate
- Audit activity undertaken by Early Help Co -coordinators from within the wider partnership, feedback from audit raising awareness of the quality of work from the partnership.
- Thresholds guidance used and fully embedded within Early Help

c) Quality improvement

Through extensive awareness raising and a revised training program the wider workforce and specifically lead practitioners are gaining knowledge and confidence in delivering Early Help. Early Help Coordinators support practitioners in the community to coordinate multi-agency plans for families and to ease navigation of the EH system.

Next Steps:

The EHITG will continue to drive and coordinate the EH offer with a clear focus on improving the quality of Early Help delivery and embedding a clear framework for the delivery of services.

d) Safeguarding Standards Quality Assurance Framework

A Safeguarding Standards Quality Assurance Framework has been developed and implemented. QA activity is taking place within children centres to ensure a quality standard of safeguarding practices. This includes the use of robust Policies and Procedures, understanding of referral pathways and other safeguarding documentation to include recruitment and suitability of staff, in line with section 11 audit activity requirements.

Quality assurance processes are in development to evidence impact of children centres service delivery, aligned to the children centres core purpose and outcomes for children. The effectiveness of delivery will be assessed through quarterly quality assurance visits and the implementation of self- evaluation processes and the monitoring of development plans.

e) Stronger Families Programme

Stronger families is a strength of the Early Help Offer as evidenced in the Ofsted Inspection report of *services for children in need of protection, children in care and care leavers*. This was the first year of the Expanded Stronger Families Programme (Phase 2) and as such the service has begun to develop transformation activity. The programme has developed capacity in services to support the changes needed to deliver coordinated whole family working; including four posts in the Early Help Hub, four EWO posts, Early Help posts, intensive family support, work in DCST and commissioned complex family support through YWCA.

Stronger Families services have funded training and programmes such as Moving Parents & Children Together (MPACT), Getting On programme and Working with Uncooperative Families.

A holistic family recording and reporting on a case management system (EHM) is urgently required to move this service forward.

A key requirement of this Government Programme is an Outcomes Plan for the Area. We have developed a robust Outcomes Plan with our partners that provide a framework for our local programme to operate within.

A quarterly performance report from Stronger Families goes to DSCB and progress reports go to Health & Wellbeing Board and Safer Stronger Partnership Board. As a minimum an annual session with Overview and Scrutiny Management Committee (OSMC) takes place to reflect progress and issues.

Next steps include:

- Implementation of a Case management system, it should be noted that whole family recording reporting and monitoring on the current case management system (EHM) still not in place that support the requirement of the SF programme fully
- Embed Whole family working across range of partners
- Increase number of families with complex issues identified and included on programme, monitored, tracked and put forward for PbR claims.
- Align Starting Well service and Communities Area teams in Localities
- Improve links with Social Care in DCST
- Roll out Outcomes Star training and implementation

f) Children with Disabilities

SEND services comprise a wide range of services, to determine responses for this report we will refer specifically to the process and services involved in formal assessment for Education Health and Care plan, and more specifically Children with Disabilities Social work services (CWD- transferred to the Trust 01/06/16).

Services were integral to the Inspection of Safeguarding and the following Peer review. The social work practice was considered much improved from previous inspections. CWD case work has been routinely audited via the DCST processes, and performance indicators subject to DCST performance monitoring. The Peer review subsequently had learning disabilities as one of the focus areas, and again some good practice was identified with a clear focus for areas for improvement, overall services were deemed to be adequate.

g) Education Health and Care (EHC) Assessment Process

This is subject to statutory timeframes and quality assurance case audit. Safeguarding representation has now been secured for the SEN/EHC panel, with the Team Manager CWD

team taking up a seat on the panel. Safeguarding transitions are now supported with the inclusion of Adult team manager attending the panel regularly. This will improve early identification of post 16 transition needs and young person to adult safeguarding needs.

The quality of case recording via regular audit has improved there is improved capacity of Team manager at CWD level. There is an Improving picture of comprehensive decision making with regards to short breaks and direct payments which enables families to cope.

The 75 night guiding principle for respite/short breaks has seen an increase in the number of children with SEN needs classified as CIC. However, this is not indicative of increased safeguarding needs; it is a responsive intervention supporting families to 'cope' where they otherwise would be requesting full care for their child. Children accessing more than 75 nights respite must be recorded as CIC. Increasingly parents report they can manage with this support, but could not manage without it

There is Joint collaboration via the SEN panel with regards to facilitating comprehensive, Education, Health and Care plans. This has secured short break and direct payment provision enabling families to be resilient and manage their child's care needs in the home setting – getting support without resorting to a break down in the family or family placement.

Specific issues for supporting safeguarding in relation to the new SEN Code of Practice including the links between the holistic assessment process for EHC plan, person centred planning and the Education plan are to be addressed by a further offer of training specific for social care/safeguarding services. General training has already been provided across the whole C+YP workforce. In consultation with the DCST further training is being developed for specific safeguarding areas.

- An outcome from the Safeguarding inspection was a specific improvement plan for the CWD service area – this has been and continues to be progressed, monitored via the 'getting to good' DCST partnership with DMBC.
- SEND and EHC outcomes are routinely reported to the SEND Partnership board and when submitting our statutory performance figures to Ofsted re: SEND outcomes.
- This will become more significant for all during the pending SEND AREA inspections. A SEND inspections preparation group has been established to facilitate this.

Next Steps:

- CWD will sit within DCST with clear and improved joint decision making for EHC/Safeguarding joint provision. Transition into adult provision is a clear area for further development particularly in relation to further education now EHC no longer automatically end at 16, with all with established SEN needs have entitlement to Assessment where deemed appropriate. Out of Area transition is an area where new joint protocols are being exercised.
- The area priority is to continue to meet statutory performance guidance achieving the best outcomes for children with SEN – and in conjunction prepare for the area joint inspection of special needs and disability provision.

7.2 Health Services including Public Health and Yorkshire Ambulance Service

A wide range of health professionals have a critical role to play in safeguarding and promoting the welfare of children including: GPs, primary care professionals, paediatricians, nurses, health visitors, midwives, school nurses, those working in maternity, child and adolescent mental health, adult mental health, alcohol and drug services, unscheduled and emergency care settings and secondary and tertiary care. In Doncaster these services are provided and by diverse health commissioners and providers such as the following organisations:

- Doncaster Clinical Commissioning Group (DCCG)
- Doncaster and Bassetlaw NHS Foundation trust (DBHFT)
- Rotherham, Doncaster and South Yorkshire and South Humber NHS Foundation Trust (RDaSH)
- Primary Care

- NHS England
- Public Health (Health Visitors/ School Nurses)

There have been radical changes to the way health services are commissioned in the last couple of years which has provided the health community with the on-going challenge in terms of continuity of services and organisational history. Nevertheless there have been many areas of improvement evidenced by recent positive Care Quality Commission (CQC) inspections. There have also been positive developments in training of key staff placed in health services across Doncaster, both internally and through the training programme offered by the DSCB. Some positive initiatives have been undertaken around supervision, and there has been an increased drive to ensure the safeguarding children named and designated professional teams remain visible and accessible across the entire Doncaster multi-agency network.

Health services across Doncaster, as with many public sector organisations continue to face great change, however the established safeguarding children teams have never been more prepared or determined to support colleagues alongside DSCB in keeping children at the centre of whatever they do.

It is evident from the responses below that the health community is engaging well with the DSCB. All sectors are actively engaged on the Board and its sub-groups. They provide appropriate challenge to each other and other partners and have responded to challenges from the Board to provide assurance around safeguarding activity.

Partners have worked cooperatively to improve practice around such issues as early help, mental health and work is ongoing to improve multi-agency working at child protection case conferences.

Key issues which the Board will seek assurance on in the next year will be:

- The progress of CHAPS and the contribution to child protection conferences
- Implementation of the CAMHS Transformation Plan
- Health contribution to early help
- Health visitor involvement in the MASH
- Implementation of Hidden Harm and Neglect Strategies

7.2.1 Doncaster Clinical Commissioning Group

a) Key safeguarding activity undertaken during 2015 –2016

As commissioners of high quality, safe healthcare, Doncaster Clinical Commissioning Group (DCCG) has responsibility for ensuring that the health contribution to safeguarding is discharged effectively across the whole local health economy through its commissioning arrangements and partnership working; a responsibility that extends to safeguarding and promoting the welfare of all children across the borough.

Doncaster CCG, as a commissioner of provider services, has provided strong leadership to the safeguarding children agenda across the health community. The designated professionals and CCG executive lead for safeguarding are members of the LSCB and make a significant contribution to the work of the Board and its subgroups.

b) What's gone well in safeguarding children activity

As a commissioning organisation, Doncaster CCG has a statutory requirement to have a Designated Doctor and Nurse to take a strategic, professional lead on all aspects of the health service contribution to Safeguarding Children across the Doncaster area, which includes all providers. Designated Professionals are a vital source of professional advice and support on Safeguarding Children matters to the CCG, health professionals, particularly Named Safeguarding health professionals, the Local Authority Children's Services, Doncaster Children's Trust and the Doncaster Safeguarding Children Board.

Doncaster CCG has all the necessary professionals in place with the capacity to deliver the required services. This includes those professionals required to respond to sudden unexpected infant deaths. In addition to designated roles, the Doncaster CCG continues to work closely with NHS England and support the role of the Named Doctor for Safeguarding Children.

c) Any specific issues for safeguarding in DCCG

Health and adult social care services in England are independently regulated by the Care Quality Commission (CQC), which ensures that the Essential Standards for quality and safety are met. During the review by the CQC in September 2014 as part of the Children who are Looked After and Safeguarding Framework, a number of recommendations were identified which translated into actions for DBHFT, RDaSH and Doncaster CCG. The progress on these actions has been monitored during 2015/16 via the Doncaster CCG Safeguarding Assurance Group, governed formally by the Doncaster CCG Quality and Patient Safety Committee. RDaSH have completed all the required CQC actions; however DBHFT are continuing to work with their Emergency Department around their safeguarding procedures, specifically around children presenting into their department under the influence of alcohol and substance misuse, along with other risk taking behaviours. The impact of the action plan will be identified via the DSCB Audit programme.

d) Assurances provided regarding safeguarding

The CCG fully engaged with the joint adults and children safeguarding self-assessment and submitted a comprehensive assessment to the Doncaster Safeguarding Adults Board (DSAB) and Doncaster Safeguarding Children Board (DSCB) in June 2015. A check and challenge meeting took place during July 2015 where representatives from the Doncaster CCG, DSCB, DSAB and NHS England were present. Formal sign off of this self-assessment took place at the Doncaster Safeguarding Children Board Meeting on the 4 February 2016.

In March 2015, the Home Secretary declared an Independent Inquiry into child sexual abuse to investigate whether public bodies and other non-state institutions have taken seriously their duty of care to protect children from sexual abuse in England and Wales. Chief Operating Officers will be called to account as part of the inquiry in respect of ensuring that records have been maintained and that safeguarding is developing safe systems and processes based on lessons learnt. Doncaster CCG along with provider health services seek assurance that the requirements of the inquiry are met. The CCG has provided a tool for providers to complete to ensure the CCG and themselves that actions have been taken that will meet the needs of the enquiry. Assurance will be provided against the tool in the coming year.

e) Challenges made to other partners, challenges received and how these were addressed

The Designated Nurse for Safeguarding Children & LAC has been fully engaged in the 'walk the floor' exercise undertaken by the board during 2015. Alongside this Doncaster CCG have been active as a consistent participant in the DSCB Audit programme 2015-16, offering constructive challenge based on the specialist safeguarding knowledge and expertise of the Designated Nursing Team.

Plans and priorities in safeguarding children for 2016-17

2016-17 will see Doncaster CCG continue to promote and advocate the DSCB strategic priorities and business plan to improve safeguarding outcomes for our children and young people. Working alongside Public Health commissioning and local health service providers, the CCG will continue to drive development and seek assurance of safeguarding standards within existing contracts and ensure any new service specifications have safeguarding and patient safety elements clearly embedded within.

7.2.2 Doncaster and Bassetlaw NHS Foundation Trust

a) Key safeguarding activity undertaken during 2015 –2016

In April 2015, the Trust underwent a Care Quality Commission (CQC) Inspection of its clinical services at Doncaster Royal Infirmary, Bassetlaw District General Hospital, Retford Hospital and Montagu Hospital. The inspection was part of the CQC's scheduled inspection programme. The CQC made positive comments in their reports about safeguarding arrangements such as:

- staff awareness of safeguarding and what to do if they have a concern,
- the safeguarding newsletter,
- policies and processes in place and
- supervision arrangements.

A CQC Inspection of Safeguarding and Looked after Children took place in September 2015 in Nottinghamshire which included services at Bassetlaw Hospital. An action plan has been developed with DBHFT actions for the Emergency Department, Children's Services, and the safeguarding team which will apply to all sites within Doncaster & Bassetlaw Hospitals NHS Foundation Trust.

Alongside the internal audits carried out, for example the Safeguarding Referrals and Child Sexual Exploitation awareness, the children's safeguarding team has also contributed to the DSCB multi-agency audit agenda 2015/16.

b) What's gone well in safeguarding children activity

The safeguarding team have recognised the need to increase their visibility across the hospital, and have increasingly become an 'outreach' service. The Specialist Safeguarding Children's Nurse and the Named Nurse hold regular safeguarding drop in sessions in the emergency departments and minor injuries units. These have received good evaluation and give staff opportunity to access general safeguarding advice and follow up referrals without having to be released from their clinical area. The nurses regularly attend other wards and departments and are encouraged to follow up requests for advice face to face where possible.

A robust training programme introduced in February 2015 has continued with a total 1647 clinical staff and 676 non-clinical staff completing training sessions. The training includes Safeguarding Adults, Safeguarding Children, Domestic Abuse, Mental Capacity Act and Deprivation of Liberty, Prevent, Child Sexual Exploitation and Female Genital Mutilation pitched at different levels dependent on role. The team have also contributed to the safeguarding element of the new Statutory and Essential Training booklet for all new staff to complete.

The Named Nurse and Head of Paediatric Nursing have negotiated a Level 3 multi-agency training programme for safeguarding children that is to be hosted by DRI in conjunction with the Doncaster Safeguarding Children Board (DSCB) but open to all DBHFT staff and other relevant agencies. This will commence in April 2016 and meets recommendations following the recent Nottingham's CQC inspection.

The Safeguarding Children's Policy has been updated and is now more user friendly. Other related policies; FGM, Domestic Abuse and Safeguarding Adults, have also been updated to reflect government changes. These are all available on the intranet.

c) Any specific issues for safeguarding in DBHFT

Following an audit of referrals to children's social care an organisational referral form to children's social care has been developed. Findings from the audit showed staff, specifically in emergency departments are put off by the lengthy form for referrals and do not have all the information required, the adapted form is more user friendly.

The Safeguarding Team are currently undertaking a review of the structure utilising the Calderdale Framework. This will be complete in early 2016/17 with the appointments to new roles.

d) Assurances provided regarding safeguarding

DBHFT have completed the safeguarding declaration as required. We have also completed action plans in respect of recommendations from the Savile Inquiry and CQC Inspections. A quarterly report is submitted and presented to the Strategic Safeguarding People Board and Doncaster Clinical Commissioning Group, Safeguarding Assurance Group, it is also shared at other various other groups where relevant.

e) Challenges made to other partners, challenges received and how these were addressed

The Head of Safeguarding has participated in the DSCB 'walk the floor' agenda, specifically visiting DSCT Referral and Response team. DBHFT have in turn welcomed a representative from St Ledger Homes for a reciprocal visit within the Neonatal unit and Maternity services.

There have also been 'check and challenge' visits to both emergency departments at DBHFT by Doncaster and Bassetlaw CCG's.

Plans and priorities in safeguarding children for 2016-17

The team plan to continue to drive safeguarding forward in the trust as a priority, being more visible across the hospital sites and promoting a more approachable service for all members of staff. We strive to work together with partner agencies maintaining and forming relationships to ensure children are safeguarded across the wider geographical area.

7.2.3 RDASH

a) Key safeguarding activity undertaken during 2015 –2016

RDASH was subject to the Care Quality Commission (CQC) inspection in September 2015, with a significant majority of services being judged as good or outstanding. Of particular note is that the 0-19 services were judged as Outstanding, the only 0-19 service at the time being judged as outstanding across the country.

A number safeguarding children audits addressing impact, have been undertaken and specific questions relating to safeguarding children practice included in broader audits for example record keeping. The audits have provided clear benchmarks and assurance particularly in relation to safeguarding children training and the embedding in practice the learning from Serious Case Reviews.

As a result of a significant increase in the drive for visibility by the safeguarding children team, contacts from colleagues in clinical services have doubled.

b) What's gone well in safeguarding children activity

The safeguarding Children's team has been strengthened with addition of a specialist nurse to the team.

A safeguarding week took place in December 2015, where activities and events took place across the Trust culminating in a conference with a range of high profile and hard hitting speakers.

The safeguarding children team commissioned four short films with a clear message that all staff in whatever role had a responsibility to take action to safeguard children; a very positive response was received.

RDASH continues to be an energetic and significant member of both the LSCB and the wider multiagency partnership, with representation on the LSCB, the subgroups and contributing to the LSCB training offer.

RDASH was delighted to welcome a number of Board members including the Independent Chair to RDASH, the Chair and members visited a number of services and met RDASH colleagues, services visited included school nursing, health visiting, and CAMHS.

The development of The Children's Health & Protection Team (CHAP) has been of great benefit to Doncaster School Nursing Service. This has ensured that there is a dedicated team of experienced staff who attend all initial case conferences and review conferences to provide consistency for the children, their families and the team of professionals supporting the family in the review period.

The quality of reports has improved and information sharing skills have become more concise and succinct. Participation in conference is more positive as practitioners are feeling more assertive to contribute to the wider discussion of the needs of the children.

Decision making and signs of safety scoring is becoming more skilled as practitioners can reflect on previous conferences and draw from the outcomes of those to inform similar cases and circumstances.

Children who are removed from a plan remain supported by the CHAP team at CIN level until the case is closed to DCST. This once again ensures consistent named health professionals throughout the child's safeguarding journey.

Feedback from families, social workers and conference chairs is that the implementation of the team has been a success to date. Working relationships have improved as has the timely sharing of information. GP surgeries, schools and the wider MDT are becoming more aware of the team and its role within the safeguarding arena.

The team supports all Looked after Children (LAC) in relation to the completion of their annual review health assessments for children aged 5-19yrs. Again this gives the child and carer a named nurse with whom they can identify and communicate. Feedback again has been extremely positive.

The team currently sit together in Bentley Health Centre and manage this within an agile working environment. Being placed together allows ad hoc supervision for all members of staff and also allows the 'chance' discussions in relation to shared information specifically around the transition from CP Planning to LAC.

c) Any specific issues for safeguarding in RDaSH

RDaSH embraced the joint adult/child section 11 audit participating in the challenge event with enthusiasm and welcomed the feedback. Collating the evidence that the voice of the child is being heard and reflecting this in both records and service delivery continues to pose a challenge. There are examples of excellent work taking place in this area, however the full extent and impact is not yet fully understood or appreciated. A piece of work is scheduled to take place during 2016 to scope activities that seek the views of children and young people and how RDaSH responds.

RDaSH has sought and welcomed the advice of the LADO on a number of occasions and is very grateful for the advice, support and guidance given.

RDaSH have been enthusiastic and supportive participants in all the LSCB multi agency audits and have valued and acted on the learning. The Trust was encouraged by the introduction of an innovative approach to audit where LSCB members themselves participated in case audit. It is the view of the RDaSH that this has taken Doncaster LSCB to the next level and is welcomed.

The caseload numbers for the CHAP Team are extremely high. At the time of writing 252 children are subject to CP Planning and this is divided out between 3 SCPHN's on a whole time equivalent basis. 258 Looked After Children including out of area children. Staffing is X3 SCPHN's, X2 Staff Nurses and a family Support Worker for the borough of Doncaster.

Updated addresses and contact numbers of families are not always shared in a timely manner by DCST and this makes the sharing of information and contact with families difficult at times.

Issues have arisen regarding the invitations to initial case conferences and core groups which have a negative impact on the working day and further work planning.

Discussions are taking place with DCST to resolve these issues.

d) Assurances provided regarding safeguarding

RDaSH has provided assurance in across a range of themes, including:

- Child and Adolescent Mental Health Services (CAMHS), under 18 admissions to adult psychiatric units
- The use by children of the 136 unit
- The RDaSH commitment to the Doncaster Early Help offer
- The quality and extent of single agency training

e) Challenges made to other partners, challenges received and how these were addressed

RDaSH has embraced the growing confidence of the Doncaster LSCB by both making challenges and receiving challenge from partners.

RDaSH made a number of significant challenges in relation to a serious Case Review (SCR) which led to a review of the report and significant amendment, RDaSH was heartened by the spirit this was embraced and as a result of the work that followed.

RDaSH received and responded to challenge in relation to the Doncaster Early Help offer and subsequently significant progress has been made.

At the DSCB, the RDaSH Board member whilst acknowledging the absolute need for pace, urged that sustained improvement must be achieved and sustainability must not be lost at the cost of pace.

Plans and priorities in safeguarding children for 2016-17

RDaSH as with many public sector organisations is facing great change over the next 12 months, however the safeguarding children team has never been more prepared or determined to support our colleagues in keeping children at the centre of whatever they do.

The priorities for 2016/17 include:

- To continue to deliver a high quality programme of safeguarding children training and education that is responsive and relevant to the operational services, this will include contributing the DSCB programme.
- To continue a dynamic programme of audit with a focus on the experiences of children in RDaSH services.
- A review of RDaSH policies and procedures to ensure that they reflect current guidance and learning.

7.2.4 NHS England

a) Key safeguarding activity undertaken during 2015 – 2016

NHS England works on a regional basis covering the whole of Yorkshire and Humberside. The work it carries out to safeguard children is performed across the region in all NHS Trusts and LSCBs. The priorities for 2015-16 were as follows:-

Female Genital Mutilation: To support the implementation of the national FGM prevention programme and ensure that front line practitioners recognise FGM and understand their responsibilities associated with identifying it. Support the submission of FGM enhanced datasets from Trusts and General Practices across Yorkshire & Humber.

Child Sexual Exploitation: Provision of CSE pocket book to provide practical information to healthcare staff

Prevent: Establish a baseline assessment of progress in delivering the new Prevent statutory duty. Development of local action plans

CCG Assurance Peer Review. Develop a CCG Peer Review processes to assess delivery of safeguarding statutory duties and responsibilities and implementation of statutory Looked After Children guidance supporting improvement highlighting risk The LAC Peer Review tool is being championed by two designated LAC professionals.

b) What's gone well in safeguarding children activity

- **Review Safeguarding Serious Incidents** - NHS England works in collaboration with CCG designated professionals to ensure recommendations and actions from any of these reviews are implemented.
- **Sharing learning from safeguarding reviews**
- **Y&H Safeguarding Network**
- **Safeguarding Conference "Challenges for Modern Day Safeguarding Practice"**
- **FGM guide for healthcare professionals**
- **PREVENT Pocketbook**

- **Development of an assurance of safeguarding practice tool**
- **LAC Benchmarking Tool** - a benchmarking tool based on standards in national guidance and documents such as Promoting the Health and Wellbeing of Looked After Children and Intercollegiate Role Framework for Looked after Children; Knowledge, skills and competencies of health care staff.

c) Assurances provided regarding safeguarding in NHS England

Carried out role in relation to direct commissioning and assurance as set out in Safeguarding Vulnerable People Accountability and Assurance Framework.

Plans and priorities in safeguarding children for 2016-17

- Review of Safeguarding Serious Incidents
- Sharing learning from safeguarding reviews
- Safeguarding Assurance - Share the themes and trends arising from the North region LAC benchmarking peer review
- Safeguarding Training - providing access to safeguarding training through available eLearning products.
- Engagement with Safeguarding Boards
- Transforming Care - improving care and services for patients with mental health problems.

7.2.5 Primary Care

a) Key safeguarding activity undertaken during 2015 –2016

Practices have all submitted safeguarding declarations.

b) What's gone well in safeguarding children activity

- Improved engagement by some practices in case conference reports and reviews.
- Most practices have identified safeguarding champions.
- On-going Level 3 training delivered for all GP's.

c) Any specific issues for safeguarding in your agency

Lack of awareness of fabricated and induced illness process by some GP's.

d) Assurances provided regarding safeguarding in your agency

Practices have all submitted their safeguarding declarations.

e) Challenges made to other partners, challenges received and how these were addressed

Challenges raised by named GP in DSCB Board appear on challenge log specifically in relation to elective home education and how agencies can ensure that all children are seen at some point. Assurance was provided to the Board on this issue.

Plan and priorities in safeguarding children for 2016-17

Development of safeguarding champions network across primary care.

Increase both number and quality of child protection reports from primary care.

7.2.6 Yorkshire Ambulance Service

As a regional provider the YAS Safeguarding Team work in a complex and demanding environment, with a number of competing pressures and differing needs to respond to across the area. Working across 13 LSCB areas provides challenge; the Memorandum of Agreement has worked well for a number of years now and provides a framework for representation and communication.

There have been a growing number of referrals to Social Care for children deemed to be at risk. Audit work is ongoing around quality both internally and with partner agencies to ensure referrals are appropriate and the correct information is conveyed.

The audit findings - The current referral form needs to enable YAS staff to make appropriate referrals with referral tools that are fit for purpose. The new form will be a 'cause for concern' quality of referrals, issues identified were

- No child name captured
- Key details such as contact details missing
- No next of kin/parent details

The Safeguarding Team have made many positive changes to their working practices during 2015/16 and have faced challenges with a positive attitude, these include:

- A full suite of new Policy and Guidance was launched in December 2015 following full rewrite.
- All face to face training has been updated in accordance with Legislation, National Guidance, and good practice guidance, Lessons Learnt, Domestic Homicide Reviews and Serious Case Reviews (child and adult).
- The safeguarding content within the Statutory & Mandatory work book was updated (again, compliant) and went live November 2015.
- The Level 2 Safeguarding Children work book is currently being updated (for compliance) and will be combined with the new Level 2 Safeguarding Adult work book.

In summary, 2015/16 has brought many changes to the work and working practices of the Safeguarding Team with a variety of challenges both internally and externally.

7.2.7 Public Health

The Director of Public Health works closely with the DSCB, being a member of the Board and the Chair of CDOP. Good links have been forged and opportunities for joint working have been taken to take forward in the form of the Hidden harm agenda and lessons from the child death overview panel. It can be seen from the information provided below that Public Health's role in safeguarding children and their role on the Board of holding others to account is demonstrated in effective challenge.

a) Key safeguarding activity undertaken during 2015 –2016

Joint commissioning and implementation of family support programme Moving Parents and Children Together (M-PACT) programme to address parental substance misuse & the effects upon children, young people and families (Hidden Harm).

Ongoing work to embed a referral pathway for children and young people presenting at Doncaster Royal Infirmary emergency department as a result of their drug & alcohol misuse into specialist service (Project 3).

Public Health have led on the drafting of a borough wide hidden harm strategy aimed at raising the profile and formalising pathways and protocols through a multi-agency strategic plan embedded and referenced throughout Doncaster service specifications and future work streams. This has high level endorsement from DCSB & Health & Wellbeing Board.

Director of Public Health has taken over the chair of the Child Death Overview Panel and looking to conduct peer audits across South Yorkshire to continually improve practice.

Commissioning of school nursing (including specific health CSE role) and project 3 services and since October 2016 health visiting services (transferred from NHS England).

b) What's gone well in safeguarding children activity

- Multi agency work in relation to drafting of Hidden Harm strategy. Final version nearing completion and ready for sign off.
- Coordination & delivery of MPACT programme. Initial feedback and evaluation positive.
- Support and guidance from Deputy Designated Nurse for Children's Safeguarding & LAC via CCG. Input has been of great value and assistance.

c) Assurances provided regarding safeguarding in your agency

CDOP Annual report

Commissioned services represented on LSCB in their own right

d) Challenges made to other partners, challenges received and how these were addressed

DMBC Public Health have been attempting to implement a successful drug and alcohol referral pathway into the specialist treatment service for young people presenting at the emergency department since 2013.

Prior to this; the then young person's commissioner, working under the banner of the Primary Care Trust had attempted to implement a similar pathway in 2009 with little success.

Despite this ongoing and proactive approach from both commissioners and the local YP substance misuse provider; a 2014 Care Quality Commission Inspection indicated a failure of the department in this area;

"ED staff are not routinely using available assessment tools for mental health or alcohol misuse for adults and young people. We examined records of young people under 18 who had attended the ED following alcohol misuse who were treated and discharged without any referrals being made to the local young people's substance misuse team. We were told that there are no referral protocols in place with the young people's service and that they do not routinely attend the department to see young people. This is a missed opportunity to identify young people who may be misusing alcohol and offer early support and advice." - CQC 2014

The recommendation (2.1.8) highlighted as a result of this finding stated;

"(DBH)Work with providers of young people's alcohol and substance misuse support services to enable the sharing of information to facilitate early referrals and support where this is appropriate" – CQC 2014

As a result of this inspection, the emergency department contacted DMBC Public Health requesting assistance in this matter. The DMBC Public Health YP substance misuse lead developed a simplified screening tool and pathway flowchart that was agreed at a series of meetings with DBH safeguarding leads and senior clinical staff based within the emergency department.

Representatives from DMBC, RDaSH, CCG and DBH meet bi-monthly to monitor this pathway and to look at ways to improve effectiveness and the pathway remains a priority and a concern for Public Health Commissioners.

This is still challenging for DBHFT to translate this work into routine practice for Emergency Department staff and despite 484 young people (age 10-19 for alcohol only – no figures for wider substance misuse) presenting from Jan 15 to Dec15 only 4 were referred on to the specialist service (Project 3).

Plan and priorities in safeguarding children for 2016-17

Ongoing implementation and monitoring of Hidden Harm Strategy.

Work around LAC to increase engagement & referrals into specialist service for risk taking behaviours

Further work to overcome barriers to effective & safe practice in relation to identifying and referring to Project 3; children and young people presenting at emergency department as a result of substance misuse.

7.3 Police/YOS/Youth Service/Probation

SYP have had a great deal of scrutiny in the last year as evidenced below. They have provided the Board with assurances of actions taken and have made active use of the Resolving Professional Differences protocol to ensure cases of concern have been robustly examined at a senior manager level. Much discussion has taken place to ensure that the protocol is adhered to and that cases are not unnecessarily escalated and over the last year there has been a developing understanding and transparency between agencies as a result.

The last year has also provided challenges in regards to restructures and efficiency measures. In addition to dealing with these challenges SYP have worked well in partnership to develop the CSE work, the multi-agency safeguarding hub and involvement with the Growing Futures project. There is good representation from SYP on the Board and its sub-groups in particular chairing the CSE sub-group and participating in multi-agency audits and case reviews.

Youth Offending Service also received an inspection of its services and have taken robust action to make improvements including monthly safeguarding audits.

There has been some positive work to ensure stronger emphasis on safeguarding children within these adult-facing services. This has clearly presented a challenge in the face of embedding new structures. Nevertheless the improved links with social care services and the emphasis on information sharing, training and joint working is a positive step.

The Board will seek assurance that the issues raised in these inspections have been addressed. Specifically it will look at

- The development of the SYP IT system to ensure the provision of data on CSE, and the provision of a Problem Profile
- The progress of the Children Missing Operational Group and improved tracking of offenders and CSE hotspots
- The use of the signs of safety approach in assessments
- The identification of CSE perpetrators and links to CMOG
- Implementation of Hidden Harm and Neglect Strategies

7.3.1 South Yorkshire Police

a) Key safeguarding activity undertaken during 2015 –2016

Child Abuse Investigations and Child Protection including Child Sexual Exploitation remain a high priority for South Yorkshire Police, numerous force inspections have taken place relating to these areas of business, these include, HMIC VICP Inspection, 24th & 25th February 2015, HMIC HBV/FGM/FM Data Collection May/June 2015, HMIC National Child Protection, 28th April – 1st May 2015, HMIC Vulnerability In Criminal Case Files Review, 27th – 29th April 2015, HMIC Legitimacy File Review, 19th & 20th May 2015, HMIC PEEL (Efficiency, Legitimacy & Leadership) Inspection, 26th – 29th May 2015, HMIC JESIP Review, 22nd – 26th June 2015, HMIC Vulnerability Inspection, 6th – 9th July 2015 – Inspection, HMIC Effectiveness and Legitimacy 14th – 18th September 2015.

South Yorkshire Police in the past 12 months has restructured its Preventing Vulnerable People Department, increasing staffing numbers, strengthening the Local Referral Unit and MASH process, further developing the CSE joint investigation team. Training has been delivered to all frontline staff around Child Protection especially where children and young people are involved in Domestic Abuse situations. The force has led on developing the Regional Missing from Home or Care and Runaways Protocol. The organisation continues to support the Doncaster Local Safeguarding Children Board and its accompanying sub groups.

In addition the last 12 months have seen the introduction of the Safeguarding Adults Team which provides a specialist resource to deal with high risk domestic abuse incidents; this provides a direct link into PVP for children involved in domestic abuse. We have also worked closely with the Growing Futures Project which seeks to support children within domestic abuse situations and also to provide a whole family approach to domestic abuse to improve the situation within which children are raised.

b) What's gone well in safeguarding children activity

The development and implementation of the Multi-Agency Safeguarding Hub has seen major improvements in the way referrals are received, risk assessed and decisions made relating to child protection concerns, these processes continue to be developed, especially around children involved/present at Domestic Abuse Incidents. The agreement of the Force wide Missing from Home or Care and Runaways Protocol.

Work undertaken with the Growing Futures Project has seen an increase in interventions with children in families where domestic abuse is prevalent. Offender management intervention within these families has increased in the last 12 months with clear links in to the MARAC process.

c) Any specific issues for safeguarding in South Yorkshire Police

All inspection reports and recommendations arising from these inspections are governed through the force PVP Safeguarding board, overseen by ACC, Specialist Operations. As with all agencies, the future presents many challenges, none more so than ensuring the newly to be formed Chief Officer Group remain focused on safeguarding and protecting those most vulnerable, whilst taking into account other equally important priorities for the force.

The force recognises it has some way to go to rebuild the public's confidence due to recent events which have been highly publicised by the media, the senior leadership group together with the management team for PVP are working tirelessly to ensure that the Child Protection services they deliver, reflect the work that has been taken and is still ongoing in this area of business.

The continuing increases in referral numbers in relation to child abuse has increased the demand on local teams leading to increased workloads. We continue to monitor this and review resourcing and prioritising work as appropriate.

d) Assurances provided regarding safeguarding in South Yorkshire Police

Safeguarding remains a high priority for the organisation, the Chief Officer Group supported by the Office of The Police and Crime Commissioner are committed in their quest to ensure that the public of South Yorkshire have confidence in the manner in which South Yorkshire Police delivers its services and protects the most vulnerable. South Yorkshire Police have provided updates in relation to HMIC Child Protection Inspections to the board, reassuring the board that they are moving in the right direction, these coupled with their response to the Section 11 submission clearly show the commitment of the organisation and its staff.

e) Challenges made to other partners, challenges received and how these were addressed

During 2015/2016, South Yorkshire Police have challenged the board on several occasions. These challenges were around Cases of concern where it was felt that incidents met the criteria for a Serious Case Review to be undertaken, but which the board declined to commission. These challenges were carried out under the escalation processes in place within the board structure, whilst not changing the final decision of the chair of the board, it did allow for open and transparent discussions around cases, which have resulted to lessons being learned.

Plan and priorities in safeguarding children for 2016-17

Protecting Vulnerable People remains a force priority for 2016/2017.

The force is presently developing a new IT system in partnership with Humberside Police; this will incorporate PVP referrals and case management. This system is due to 'go live' in December 2016; the delivery of the new system is a priority for the force and will provide increased management information and case management around safeguarding children.

During the next 12months the newly introduced PVP Department will be reviewed to ensure it is fit for purpose and delivering the best possible service to both victims and partners.

7.3.2 Youth Offending Service

Monthly safeguarding audits are taking place in accordance with the YOS Quality Assurance Policy. These are undertaken by the YOS Safeguarding Lead. A report is produced for the Management Board outlining key themes and feedback offered to case managers to inform future practice.

Since the last YOS Full Joint Inspection which took place in July 2015 Risk Assurance Panels have been set up for all cases resulting in High/Very High judgement for Safety and Wellbeing concerns. The panels are also open to Medium risk cases where there are concerns that warrant discussion. The Panel will provide guidance on the level of assessed risk, ensuring that the decisions do not rest solely with a Case Manager and their Line Manager. This is to ensure that there is a consistent approach to assessment of safety and wellbeing risks. Core members (including a social work qualified staff member) act as a "critical friend" to the process of assessment and management plans, providing guidance on where risks are not sufficiently analysed or where plans are not robust.

a) What's gone well in safeguarding children activity?

An action from the YOS improvement plan resulting from the Full Joint Inspection was that all YOS referrals receive a mandatory assessment from Referral and Response (R&R). This action was agreed with the Head of Service for R&R and this process is in place.

Additionally, the YOS specific Safeguarding policy has been reviewed. This will be shared once ratified by the Head of Service.

Improvements are being made in relation to incorporating the voice of the child in case recording.

b) Any specific issues for safeguarding in YOS

The impact of CSE on the client group, who often displays high risk behaviours, remains an ongoing concern.

Work has been undertaken with case managers regarding making risk plans robust, timely and clear in terms of timescales as this was highlighted during an audit undertaken in April this year.

c) Assurances provided regarding safeguarding in YOS

Doncaster YOS Safeguarding Lead, Helen Jones, Operational Manager, has Responsibility for the quality assurance of all aspects of YOS safeguarding practice

The YOS provides all reports and reviews produced both nationally and locally in relation to safeguarding issues to its staff via email. Staff is given time out of their operational commitments and line managers are required to check whether these reports have been read. This is reviewed in the fortnightly YOS management meeting.

In addition any Critical learning review or Extended Learning Review reports are reviewed by the YOS management team and actions arising monitored via this forum.

Action plans from Critical learning review and Extended Learning Reviews are also reviewed by the MOJ via the YJB regional representative, Jon Bradnum. A quarterly report from the YJB tracks YOS compliance with action plans.

The YOS annually produces statutory Youth Justice Plan, which is currently subject to approval via DCS Trust scrutiny procedures, but also the DMBC Overview and Scrutiny Process, culminating in approval before full Council. The Youth Justice Plan clearly outlines the YOS responsibilities in relation to safeguarding issues. The plan is also overseen by the Safer Stronger Doncaster Partnership.

Doncaster YOS has a number of service specific safeguarding procedures accessible to all staff electronically, including information sharing. Recommendations from national and local

policy changes, reviews and reports are incorporated into YOS policies, which are reviewed (where applicable) annually.

Resource allocation on all cases are subject to approval from a YOS Operational Manager at the weekly Resource Allocation Meetings (RAMs) where case records are viewed, including copies of ASSET plus and risk plans.

Finally all the young people presenting a significant risk of serious harm or risk to their safety and wellbeing are subject to discussion at the fortnightly YOS management team meetings. Actions allocated operationally arising from the management team are monitored and reviewed fortnightly

d) Challenges made to other partners, challenges received and how these were addressed

- Doncaster YOS was challenged in the following key areas:

The extent to which the voice of the child is represented throughout the work of the youth offending service

As a result a consultation with service users was undertaken to meet service user needs and to ensure that case planning is “done with”, and “not to” Children and families in this area. Work has been done at team level to improve practice in this area.

- Challenges have been made to Social Care:

In relation to offering mandatory assessments for YOS clients and also in relation to clients open to YOS and Social Care to encourage Social Workers to attend Youth Court where there is the possibility of young people remanded to ensure the most appropriate placement is sourced to meet their needs.

Plan and priorities in safeguarding children for 2016-17

- Monthly QA remains a priority and there is a strategy in place regarding this.
- To ensure mandatory staff safeguarding training is up to date.
- To continue in practice improvement through supervision, 1-1s, practice development forums to ensure voice of the child is present in case recording and incorporated into assessments and plans.

7.3.3 National Probation Service (NPS)

a) Key safeguarding activity undertaken during 2015 –2016

Effective assessment and offender management of adult offenders including risk of serious harm to known adults, public, staff, self and children.

Feedback to NPS North East following the joint HMI/Ofsted Safeguarding Inspections that took place in Oct/Dec 14 in East & West Lincolnshire and Hull & East Riding is that:

- Overall assessment of the LSCB was ‘Good’. No specific mention of adult facing services such as NPS. Internal multi-agency audit expected 15/16 as a follow up action to assure the Board the quality of work continues to be met and/or improve.
- The Inspectors found a strong commitment to child protection with clear guidance to staff and procedures in place. Front line staff were appropriately trained and regularly attended refresher training.
- In all cases, child protection and safeguarding factors were identified and information was speedily shared with partner agencies in all of those cases.
- Assessment and planning was good and fully integrated into child protection, risk of harm to others and reducing re-offending plans in all cases.
- In relevant cases interventions to protect the child or children were delivered in line with those planned. There was also good evidence of Offender Managers attending child protection meetings and effectively contributing to those meetings.
- It was found that in all relevant cases there had been sufficient joint working between the Offender Manager and other child protection agencies. There was also evidence in all

relevant cases that enough work had been done by the Offender Manager to protect the child or children.

- The NPS in the North East have an up-to-date Section 11 Audit and clear child protection guidance was in place much of it adopted from the previous Probation Trusts.

b) What's gone well in safeguarding children activity

Training and improvement of Risk Management Plans including links to Children's Services, better access to Children's Services for Court reports leading to specific sentencing.

c) Any specific issues for safeguarding in NPS

Identification of CSE perpetrators who are under statutory supervision for broader offences.

Better use of Signs of Safety during Home Visits.

d) Assurances provided regarding safeguarding in your agency

All 954 adult offenders under the statutory supervision of the NPS will have a full and comprehensive assessment (OASys) and robust Risk Management Plan.

QA performance is currently 94% against a target of 90%.

e) Challenges made to other partners, challenges received and how these were addressed

Challenge to CSE sub group that a key part of prevention is the successful Offender Management of perpetrators.

Plan and priorities in safeguarding children for 2016-17

National plan now in place for Children's Safeguarding to ensure consistency.

All safeguarding processes now mapped on EQuIP – the national process map for the NPS.

7.3.4 SY Community Rehabilitation Company (CRC)

a) Key safeguarding activity undertaken during 2015 –2016

2015/16 was not an easy year for SYCRC, with significant changes to working practices, estates, IT systems, staffing levels and levels of experienced staff as a result of transforming rehabilitation and privatisation. In the autumn of 2015 we received a difficult national government audit, which did raise some concerns about some of our safeguarding practice, especially with regard to the prompt liaison with children's departments and others in the exchange of information to make accurate assessments. However the return audit in March 2016 showed a significant improvement in our practice

b) What's gone well in safeguarding children activity

The SYCRC organisational support for risk management section in the recent re-audit improved significantly, now we are ensuring staff have access to appropriate and consistent practice guidance and processes. In addition weekly group/case discussions have been introduced to especially help those staff with less experience in this work to learn from the wisdom and guidance of their colleagues and manager.

Safeguarding cases now form a significant proportion of cases audited on a monthly basis and form the sound part of 2016 we should be able to share these findings in our quarterly reporting.

c) Assurances provided regarding safeguarding in CRC

In 2015/16 SYCRC were not in a position to provide any such assurances; however this is now being developed across the county and should be available for the second part of 2016/7.

Plans and priorities in safeguarding children for 2016-17

To improve all our practice to ensure we meet all contract expectations about safe working in regards to all forms of vulnerable people , including safeguarding children, responding to ongoing internal audit feedback to continually improve practice.

In addition, we intend to trial a more intensive way of working with those transitioning from childhood to adult criminal justice systems, especially focussing on those being released from custody.

We are also continuing to explore the impact of having been in care amongst our adult clients

7.4 DMBC, Schools and Doncaster College

2015 -2016 saw the inclusion of three head teachers on the DSCB. Although their attendance is only recent, their contribution in providing knowledge and insight on such issues as elective home education and early help has been invaluable. In July 2015 the Safeguarding Advisory Group was convened, drawing membership from across the education sector. This group provides a strategic lead within Education on all safeguarding matters.

There has once again been a good response to the S175 audit; this now needs to be used to target improvements in safeguarding in schools.

Positive links have been made between DSCB and the Lead Advisory Officer for Schools which has enabled joint training initiatives especially in relation to early help.

Safeguarding within Doncaster College continues to be of a high standard and close working links with DSCB and the college have provided opportunities for direct engagement with young people. The College representative chairs the DSCB Workforce Development Group and has made college resources available to the Board to support training and other Board work.

These developments provide DSCB with much improved links to schools and education services.

The key issues for the Board to focus on in the coming year will be:

- The embedding of early help and thresholds
- Quality of early help assessments and inclusion of signs of safety approach
- Development of neglect tools to support assessment of neglect
- The themes from the S175 audit and the impact and action plans arising from this
- Embedding of Prevent
- Implementation of Mental Health and Wellbeing Local Transformation Plan jointly with Team Doncaster with Doncaster CCG as the lead.
- Implementation of Hidden Harm and Neglect Strategies

7.4.1 DMBC

a) Key safeguarding activity undertaken during 2015 –2016

- Doncaster is now ranked by Stonewall 14 out of 50 in its third year compared with other LAs for work supporting LGBTQ young people.
- During the 2015/16 academic year school grades for Behaviour and Safety continue to be significantly above overall School grading's with the year to date outcomes at 80% good and better grading's for Behaviour and Safety compared to 67.5% overall grading's.

- Education currently has a 95% S175 return – with 100% target by Sept 2016. The Education Sub Group monitors this performance and also has recommended support to challenge schools not completing the S175. Ofsted praised the level of S175 return from educational establishments.
- DMBC education representatives are actively involved in DSCB sub-groups and task and finish groups, taking responsibility for carrying out actions arising from the groups
- Safeguarding training is provided to schools and other education staff by the education safeguarding lead. This also includes bespoke training for new Head teachers, NQTs/ITTs and governors. Education has also supported lunchtime seminars.
- DMBC/Education supports the DSCB training pool. The education safeguarding lead is a training pool member and delivers the serious case review element on a monthly basis. This has been delivered to over 500 multi-agency staff in the last year.
- Online protection training is provided to schools including Social networking, 'Sexting', Unhealthy networking, online predators, self-harm, sexual and drugs preferences, discrimination, cyber bullying and digital foot printing.
- The LA provides a model safeguarding policy for schools and this continues to be updated alongside any changes to legislation.
- Engage Doncaster continues to create an opportunity for all designated safeguarding training leads to receive updates on a regular basis. This includes specific safeguarding areas. e.g. PREVENT and includes curriculum resources for teachers and local information.
- Education is represented on a number of DSCB case file reviews and attends task and finish groups.

The on-line protection training / CEOP support provided through training, network meetings and email communication focusses on all aspects of safeguarding including the prevention of abuse and neglect. It is age and audience appropriate and enables all staff working in education and teaching staff to provide information to young people through the school's curriculum.

This academic year we have achieved the following:

- All schools primary and secondary have lesson plans which have been delivered to 937 children
- 325 parents including foster and adoptive parents have been engaged and trained
- 415 staff members including mental health nurses , NQTs and child minders have been trained

Evaluations have shown all schools and parents attending the workshops have shown impact through parents implementing changes at home.

b) What's gone well in safeguarding children activity?

Designated Safeguarding Network Meetings. Attendance has consistently been recorded as 400 plus.

Strengthening partnerships with referral and response teams. One development is the new locality face to face meetings for designated safeguarding leads to meet social care staff

The NSPCC Buddy programme has reported a year on year increase from all primary schools to participate in this programme. 90% coverage compared to 30% a few years ago.

Education still promotes anti-bullying practice across all schools and a new website has been launched for parents / children young people and professionals. This has contributed towards the LA moving up in the Stonewall Education Equality Index rankings.

Provision of PREVENT WRAP3 training and a full offer has been made via the LA professional learning programme. We have the highest number of trained trainers (50+) and therefore expect schools/academies to deliver this to a wider audience. HMI have commented on how Sir Thomas Wharton Community College has embedded PREVENT into the curriculum. 1817 education employees have received WRAP3 training.

YGAM gambling awareness training is provided and Doncaster piloted a new ASDAN award, supported by the local Member of Parliament. In addition gambling awareness is now included in the model LA safeguarding policy.

The on-line safety officer works supports a number of children and carers to reduce the risk on-line.

The Learner Engagement team were active participants in the Ofsted inspection and reported on Children Missing Education, Prevent, Elective Home Education, FGM and Human trafficking. In all cases Ofsted positively recognised the progress made and robustness of practise

c) Any specific issues for safeguarding in your agency

S175 Ofsted report noted good response to the LA return but need to ensure themes are identified to drive the support offered to schools.

d) Assurances provided regarding safeguarding in your agency

- As above – S175
- Ofsted grading's/outcomes

e) Challenges made to other partners, challenges received and how these were addressed

In the year Jan 2016 to present date the LA has responded to:

- FOI requests
- primary school based Ofsted parental complaints and
- secondary school based Ofsted parental complaints

All feedback to Ofsted has been positively received with no case requiring additional action following receipt of response and detailed actions agreed /progressed with school and settings. Ofsted did refer one case to the regional HMI. The LA through governor support facilitated meetings with the parents and worked closely with the leadership and management to respond to the concerns raised.

Plan and priorities in safeguarding children for 2016-17

- Maintain S175 returns and meet 100% deadline and evaluate impact
- Update model LA policies in line with changing legislation (KCSIE Sept 2017)
- Continue to strengthen partnership working by facilitating locality based social care/education meetings (responding to S175 responses)
- Create new opportunities for schools to ensure statutory duties to safeguard are in place.
- Doncaster to become a top 10 LA for the Education Equality Index by 2018
- To continue to promote the National Anti-Bullying Week, CSE week and the on-line protection day

7.4.2 Doncaster College

a) Key safeguarding activity undertaken during 2015 –2016

Ofsted Inspection April 2016 Report- very positive in context of safeguarding:

- Safeguarding of all aspects of the student experience in the college is highly effective. All students, particularly those with high needs and those who are vulnerable, receive good support. Safeguarding is highly effective, steered by a clear policy that includes the promotion of tolerance, democracy and respect. The college provides an inclusive, welcoming and respectful environment. Students feel safe and know how to keep themselves safe online.
- Arrangements to ensure the safe recruitment of staff are effective. Governors are very active and knowledgeable about the college's safeguarding activities, attending both student and staff events.

- Priorities identified in the borough inform the work done with students to encourage a safe lifestyle. The transition to, and support in college for very vulnerable students are very effective and a significant number are retained and succeed.
- Managers respond quickly and effectively to any safeguarding concerns and involve external agencies when necessary.
- The quality of pastoral support, particularly for vulnerable learners, is good. Students have good access to a range of support services to help them succeed in their studies and to overcome learning or other difficulties that could slow their progress.
- Students and apprentices feel safe. They know how to seek help or raise concerns about incidents of bullying or unfair treatment and have confidence that managers and staff will respond quickly and effectively to resolve any concerns raised.

b) What's gone well in safeguarding children activity

- Staff Safeguarding Training compliance rate is 94.63% (13th June 2016)
- Staff Prevent Training compliance rate is 83.25% (13th June 2016)
- Ofsted Inspection April 2016, noted that safeguarding is highly effective
- Successful Stay Safe Week/range of activities to enable students to keep themselves safe and avoid risk taking behaviour.

c) Any specific issues for safeguarding in Doncaster College

- Actions from all audits have been completed but did not raise specific issues in the context of safeguarding.

d) Assurances provided regarding safeguarding in Doncaster College

- Ofsted Inspection April 2016 Report
- Completed Education Standards and effectiveness Service Annual Safeguarding Report 2015-2016. Approved by the Curriculum, Quality and Performance Committee on 8th June 2016
- Completed Private Fostering Self-Assessment Toolkit
- Successfully completed the DSCB Joint Safeguarding Self-Assessment and Challenge Meeting on 24th September 2015 very positive feedback received and all actions completed
- Annual Safeguarding Children and Vulnerable Adults report to Governors
- Safeguarding/ Prevent Governor Reports to the Corporation

e) Challenges made to other partners, challenges received and how these were addressed

None to date

Plan and priorities in safeguarding children for 2016-17

- To build a good practice identified within the Ofsted Inspection April 2016 Report
- Plan and deliver Safeguarding Training/Events to new students 2016/17
- Ensure Designated Officers are complaint in context of external training requirements
- Embed the Prevent Agenda within the Curriculum and ensure staff are aware of their responsibilities.

7.5 Other Partners (DSAB, St Leger Homes, SYFR, Lay Members)

The DSCB engages well with all partners including those whose safeguarding children is not its main function. St Leger Homes and SY Fire Service have engaged well with the Board, ensuring the completion of an annual S11 Audit, attending LSCB meetings and providing assurances to the DSCB that their safeguarding responsibility is fully met.

Key issues for all partners is:

- Implementing and embedding early help and thresholds
- Incorporating signs of safety into assessments
- Implementing Neglect Strategy
- Implementing Hidden Harm
- Continued focus on sharing information to improve the multi-agency response to CSE
- Update on progress of Home safety checks

7.5.1 Lay members

The Board has two lay members who are both active members of Doncaster community. They bring their local knowledge and expertise to support the work of the DSCB. Both are regular attenders of the Board and its sub-groups. In particular one has driven forward the work of the Faith and Culture Group and the other has provided support for the CSE work and provided the Board with challenge in relation to cultural competency training. Both members have provided a summary of their contribution to the Board at appendix 4 and 5 They have also provided feedback on the progress they have witnessed in the last year.

7.5.2 Doncaster Safeguarding Adults Board

a) Key safeguarding activity undertaken during 2015 –2016

Doncaster Safeguarding Adults Board (DSAB) has continued to work in partnership with Doncaster Safeguarding Children's Board to develop a joint safeguarding self-assessment and challenge process to facilitate participation of partner agencies, increase efficiency and reduce duplication. The purpose of the self-assessment and challenge process is to assess and audit the effectiveness of safeguarding arrangements across partnership agencies. Providing an arena where partners will be held to account and challenged to provide evidence to support the information they have provided within their self-assessment. This process was rolled out during 2015/16 and has now been completed. Joint work is ongoing to identify key themes and an evaluation of the process itself, which includes learning and improvement of the process. In addition cross representation for the DSAB and DSCB has continued to ensure that both Boards are cited on each other's agendas and any cross cutting themes are identified and progressed as appropriate.

7.5.3 St Leger Homes

Key safeguarding activity undertaken during 2015 –2016

- As a designated member of the DSCB, St Leger Homes of Doncaster (SLHD) have contributed to the delivery of the Boards core functions, strategic priorities and work streams identified during 2015/16.
- SLHD is also a member of the sub groups established by the Board to complete work streams and have contributed in the development and delivery of the Early Help Offer, CSE, Multi Agency training and Faith and Culture engagement.
- As well as being a member of the Board and sub groups, SLHD sits on various task and finish groups and panels established, as and when required to manage specific pieces of work; e.g. Child Sexual Exploitation Strategy, Resolving Professional differences Protocol, Voice of the Child, Serious Case Reviews, Domestic Homicide Reviews and the support and delivery of local and national initiative's that promote safeguarding awareness.

Internal Business:-

- SLHD has a Safeguarding Children and Adults procedure for all staff. All safeguarding cases are monitored centrally by the Housing Safeguarding Partnership Manager and area based managers complete monthly compliance checks. In 2015/16 SLHD received 308 safeguarding concerns which, following further enquiries resulted in 495 partnership referrals for appropriate support.
- During 2015/16 we completed the Safeguarding Children & Adults Board audit assessment (June 2015) to ensure that our internal arrangements and processes reflect WTSC 2015 Guidance and the Children Act 2004 requirements. In addition we also completed an Internal Business Assurance Review of the way we deliver safeguarding services. All challenges and recommendations were received positively, noted and action taken.
- Our annual safeguarding report was presented to SLHD Board in May 2016 and to both DSCB & DSAB.
- We have also introduced commitments around engaging with young people and agreed those with our Board. Those commitments show how we will support our young tenants through engagement.
- The Joint Protocol between Doncaster Children's Trust & St Leger Homes for Young People Aged 16-17 years at risk of homelessness has been agreed and implemented.

b) What's gone well in safeguarding children activity

- The Early Help offer in Doncaster - St Leger Homes has been and continues to be fully involved in the Early Help Strategy. Our safeguarding lead continues to be a member of the Early Help Implementation Group. SLHD have contributed to the delivery of the review and re-launch of the local guidance on thresholds to support the Early Help Strategy and pathway. As a key partner SLHD has agreed to second early help hub during 2016.
- The Schools Partnership Trust 2015-16 project has been extremely successful in supporting 6th form students across the following schools: De Warenne, Don Valley, Ash Hill and Rossington All Saints. This is being developed further and rolled out to other academies during 2016-17.
- We have received national accreditation from the Tenants Participation Advisory Service (TPAS) and Customer Excellence which included our safeguarding arrangements.
- We have seen an increase in concerns being raised by our property services staff.
- During 2015/16 SLH delivered its action plan from previous S11 audits/annual declarations successfully with no specific issues identified.

c) Any specific issues for safeguarding in St Leger Homes

- An internal Business Assurance review of Child Sexual Exploitation (CSE) case management raised some issues which are being actioned in 2016.

d) Assurances provided regarding safeguarding

- Challenge meetings arranged on behalf of the Board were completed during 2015-16 on Safeguarding Services and Child Sexual Exploitation.
- SLHD Annual Safeguarding Report detailing performance data; number of safeguarding cases, referrals for appropriate support and training presented to the DSCB.
- Individual management reports completed as required.
- There is a regularly reviewed annual delivery plan and service delivery plans which reference safeguarding and is linked to relevant work streams.
- Safeguarding is included in St Leger Homes annual audit
- CSE Assurance compliance based self-assessment audit completed in 2015. All challenges and recommendations were received positively, noted and action taken.
- Internal Business Assurance review undertaken around CSE and specific actions agreed.

e) Challenges made to other partners, challenges received and how these were addressed

None to report

Plans and priorities in safeguarding children for 2016-17

- Second member of staff to Early Help Hub Ensure that early intervention and support remains a priority to prevent the escalation of problems and issues children and young people face.
- Improving and strengthening our safeguarding service through training, communication and awareness so that our most vulnerable and hard to reach communities can engage in support activities that will help them develop and thereby improve all outcomes for them.
- To reduce the likelihood of children and young people being sexually exploited by supporting and working in partnership with lead agencies – SYP & Children Services – Child Sexual Exploitation and Missing Children Team and Sub Group. Implement CSE recommendations arising from internal business assurance review
- Continue to work on and support the Children's Trust Growing Futures transformation project to combat domestic abuse in children and families.
- Continue to facilitate the Schools Partnership Programme – PSCE sessions to be delivered to more academies in the coming year; these sessions cover the health and wellbeing, living in the wider world of 6th form students.
- Facilitate Creative Education sessions for young people aged 16-25 to develop their maths and English skills, as well as learning basic skills to get them tenancy ready.
- Safeguarding refresher training.

7.5.4 South Yorkshire Fire & Rescue Service

a) Key safeguarding activity undertaken during 2015 –2016

Safeguarding Performance is reported internally in the quarterly SYFR Prevention & Protection Performance Reports which are scrutinised by the Fire Authority. From 2015 to 2016 44 Safeguarding concerns related to children were raised internally, 11 specific to Doncaster, the majority are linked to neglect and fire safety risks in the home. In addition to this a further 74 children and young people were seen by SYFR regarding fire setting behaviour (28 from Doncaster)

b) What's gone well in safeguarding children activity

SYFR continue to deliver a range of educational packages in schools and at Life wise all targeted at Key Stages with aims and objectives to reduce the risk of injury caused by fire incidents and road traffic collisions. The Education Advocate continually updates and evaluates the learning materials.

The SYFR internal safeguarding training needs analysis and programme was updated and 150 staff undertook either Introductory or refresher training. The refresher training includes modules on "Running Safe & Effective Events and Activities with Children & Young People" and "Strengths Based Approach – Signs of Safety. This training is delivered by the Safeguarding Officer (PGCE) but High Risk Coordinators and Watch Manager also attend relevant multiagency training

c) Any specific issues for safeguarding in SYFR

SYFR completed the joint Section 11 Self Assessment Audit and the Safeguarding officer and Community Safety Station Manager attended the Challenge Meeting. Key actions were linked into improving the internal governance arrangements for safeguarding and the majority of actions have been completed. Currently there is no external inspection framework for Fire & Rescue services, this has historically been driven independently as peer reviews but this will be changing as Fire & Rescue now comes directly under the Home Office.

d) Assurances provided regarding safeguarding in SYFR

A proposal and terms of reference for an internal SYFR Safeguarding Executive Board and a Reference Subgroup have been drafted and approved and membership and meeting dates established. The former will provide governance for SYFR safeguarding arrangements and the latter is a learning forum for Prevention & Protection activities related to high fire risk

Plans and priorities in safeguarding children for 2016-17

The SYFR partnership referral process is being re-launched as Safe & Well. It is recommended that all households where children are living have a Home Safety Check which includes the fitting of smoke alarms, advice about reducing fire risks in the home and a tailored bedtime routine and escape plan. SYFR Community Safety are also developing a structured process for receiving and responding to high risk domestic abuse cases, particularly from MARAC.

7.6 Actions for partner agencies

Key issues which the Board will seek assurance on in the next year will be:

- Early help and embedding of thresholds
- Progress of the MASH
- Attendance of partners at case conferences
- The transition of services for children with disabilities
- Progress of the Public Law outline
- The progress of CHAPS and the contribution to child protection conferences
- Implementation of the Mental Health and Wellbeing Local Transformation Plan
- Health contribution to early help
- Health visitor involvement in the MASH
- The development of the SYP IT system to ensure the provision of data on CSE, and the provision of a Problem Profile
- The progress of the Children Missing Operational Group and improved tracking of offenders and CSE hotspots
- Continued focus on sharing information to improve the multi-agency response to CSE
- The implementation and embedding of the signs of safety approach
- Implementing the Neglect Strategy
- Development of neglect tools to support assessment of neglect
- The themes from the S175 audit and the impact and action plans arising from this
- Embedding of Prevent
- Implementing Hidden Harm
- Update on progress of Home safety checks

8. Quality and Effectiveness of Local Safeguarding Arrangements

This section covers the statutory responsibilities which the Board must have oversight of as identified in **Working Together 2015**. It provides a statement on the sufficiency of arrangements to ensure children are safe and identifies challenges and priorities for the coming year.



8.1 Voice of the Child and Community Engagement

Across the Team Doncaster partnership engagement of children and young people is a high priority. A wide range of consultation and participatory activity takes place across a variety of services. To ensure there is a coordinated approach Team Doncaster undertook a mapping exercise of engagement activity. It was identified that engagement takes place through established and programmed groups, as well as ad hoc, focus group meetings, forums, student unions, committees, summits, award ceremonies, consultations and democracy events. In order to ensure that engagement is effective and that there are no gaps the Council is establishing a sub-group of the Children and Families Partnership Board to develop a participation strategy.

The DSCB has been actively involved in this engagement and sees this as a positive step to ensure young people's voices are heard. This approach prevents young people from being bombarded by many individual agency attempts to gain their views which may cause duplication and not achieve a broad range of views. The Board has challenged partners through the Boards self-assessment (S11) process to ensure they have incorporated the views of children and young people in their service plans. The Board has also brought information from consultations to the Board so that plans are be informed by young people. As a result of the young people's presentation on the Make your Mark consultation, the Board made a pledge to ensure that the Board's priorities would support the young people's priority:

“Services should be improved with young people’s help and mental health education should be compulsory and challenge stereotypes”

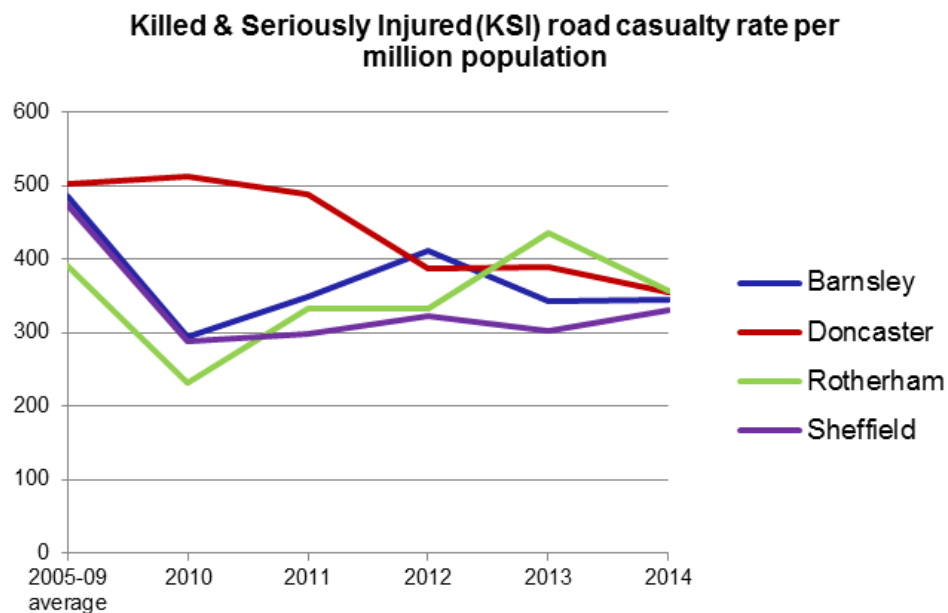
A mapping exercise took place which identified the points at which the Boards priorities could lend support.

In 2015 -2016 the Board has engaged directly with young people and by seeking assurance from partners about their engagement. Key activities have been:

- Young people were invited to and participated in the DSCB Spring Conference
- The Autumn Conference included a workshop on ensuring the voice of the child is heard in complex families
- Young people from Doncaster College provided a video for the Autumn Conference on their experiences of working with services.
- In November 2015 the learning and Improvement sub-group received a presentation on the findings of the Health related behaviour questionnaire which was completed by school children in Doncaster
- In February 2016 the Board received a presentation by members of the Youth Parliament on the findings of the 'Make your Mark' consultation
- The section 11 self-assessment audit asked for assurance from all partners regarding how they ensured the voice of the child was captured

A key issue identified through the engagement activity was that of children and young people's mental health. This was also supported by data provided in the DSCB quarterly performance report which showed that a high number of young people were presenting at A&E having self-harmed or attempting to take their own life. It was also identified that a high number of young people were being admitted to Tier 4 services for the same reasons. As a result the Board undertook a performance challenge in relation to children and young people's mental health and challenged the CCG to demonstrate how they would be addressing these issues. The Board received a presentation on the proposals for child and adolescent mental health services in Doncaster, and the local transformation plan. Work will continue on this subject in the coming year.

Through the Child Death Rapid Response Team the Board were aware that a number of young people had died due to road traffic accidents. As a result the Learning and Improvement group sought assurance on the work being undertaken to safeguarding children and young people on the roads. The DMBC Road Traffic Accidents Task Group provided a detailed presentation which demonstrated that the number of road accidents involving young people has continued to decrease.



The Task Group also informed us of the work they are undertaking with schools to raise awareness of road safety, driving whilst under the influence of drugs and alcohol and the work of the Lifewise Centre which provides a purpose built arena for scenario based educational events. They also informed us of the traffic calming, enforcement and partnership schemes

they had developed. The group asked for further assurance relating to the number of schools who had received awareness raising and whether there were any accident hotspots for young people. This information was provided at the next meeting and provided the assurance required to show that Doncaster children are generally well protected on our roads.

The Self-assessment (S11) audit most agencies stated that they included the voice of the child. Good evidence was provided by a number of agencies for example DSCB has received assurances from DCST about how they engage with children and young people.

DCST Engagement with Children and Young People:

Alongside statutory requirements to meet with individual children on an individual basis, staff across a wide range of services have fully embraced good practice opportunities to engage children and young people in consultation about the service the Trust provides. Many examples exist that are in various stages of development including (but not exhaustive):

- Children in Care Council (CiC and care leavers)
- Big Summer Survey (2015) (all children)
- Consultation Café (CiC) (March 2016)
- Annual Child Achievement Awards (CiC) (2015 & 2016)
- Fostering Voices Group – for children who live in fostering households
- Cook with Andy (care leavers)
- Engaging young people in cultural and community activities e.g. world book day, International Women’s Day Sports Relief (Care leavers)
- Young people involved in recruitment activity (CiC & care leavers)
- Young Advisors to the Chief Executive
- Facebook page for 18+ (Care leavers)
- Independent Visitors Youth Group (CiC)
- Complaints and compliments (all children)
- Children and their families involved in Innovation Projects

8.2 Faith and Culture

The DCST Local Authority Designated Officer (LADO) established a Faith and Community Group in 2014 to support the sharing of key safeguarding messages and standards across this sector. This group has grown and in April 2015 the decision was made that it would now become a formal subcommittee of the DSCB. The sub-group’s focus is to safeguard and promote the welfare of children in faith groups and culturally diverse communities in Doncaster.

The group has made some significant achievements during 2015 – 2016:

- The subgroup adapted CCPAS 10 safeguarding standards which local groups can benchmark themselves against. An audit tool, also adapted from CCPAS, was developed to assist groups in identifying what support they needed to achieve the standards.
- The self-assessment tool was made available to groups via survey monkey so groups also have the option to fill it in on line.
- On 15th October 2015 a half day launch event was held at Doncaster College.
- Prevent Training was provided on the 7th March 2016 at the request of the F&C group
- Support has been provided to assist the following groups in achieving the safeguarding standards:

Jamia Masjid Sultania & Pakistan Cultural Centre & Masjid (Mosque) and Raza Academy (Madrassa).

The support included:

- Introductory safeguarding training provided for all the teachers
- Assistance with writing their Safeguarding procedures
- Level 3 training provided for safeguarding leads

This was the first event of its kind in Doncaster and brought together a diverse group to consider the issues of safeguarding within their settings. The event was attended by most of the faiths practised in Doncaster including Christian, Hindu, Sikh and Muslim. The Key note speaker was also from this faith; it was noted that no male leaders from the two main Mosques were in attendance.

A total of 71 delegates attended, representing some 36 individual groups. There was also a good cross section of professionals including the independent chair of LSCB, Police, Schools, Nursing, Children's Centres, Housing and Children's Social Care.

Latterly the progress of the group has been slower than anticipated due to lack of bespoke resources to carry out the work. A development day in January 2016 reaffirmed commitment however group members have been unable to commit the time necessary to undertake the outreach work with faith communities to adopt the standards. DCST has now offered the support of its Safeguarding and Standards Service to ensure progress is continued. Links continue to be made with Doncaster's Faith Groups through members of the Faith and Culture Sub-group and future training is planned for the Redeemed Christian Church of God in September 2016.

8.3 Thresholds for Intervention, Early Help and the Multi-Agency Safeguarding Hub

a) Thresholds

The review of early help and thresholds, commissioned by the DSCB in July 2015 identified that the use of thresholds was variable and practitioners did not understand what should be referred to the front door. As a response DSCB has worked closely with partners to develop the multi-agency levels of need (Thresholds document). This is one of a suite of documents developed by DMBC to improve early help in Doncaster. The early help strategy was launched in September 2015 and a raft of multi-agency training has been provided to ensure the thresholds are understood and embedded in practice.

A review undertaken by DMBCs improvement partner, Achieving for Children, between November 2015 and June 2016 indicates that the work to strengthen the front-door has improved the application of thresholds but DCST data shows that there is still far too many cases referred which should have been dealt with through early help services. This indicates that thresholds are still not fully understood. The Board will therefore undertake a further review of thresholds and early help in the coming year.

b) Early Help

Under *Working Together 2015* the LSCB is required to assess the effectiveness of early help arrangements in the Borough. Last year's Annual Report noted that although some progress had been made regarding the implementation of the early help strategy, work had not been concluded sufficiently to feel confident that early help processes were embedded across the partnership.

Although the Board continued to ask for assurance that work was progressing, concerns began to grow that this key issue, affecting all partners, was not being robustly addressed. For this reason in July 2015, the Board commissioned an independent review of the referral processes and application of thresholds to Children's Services including access to Early Help services. It was designed to provide the DSCB with an understanding of the appropriateness and quality of referrals from professionals and the effectiveness in the application of thresholds to services.

The findings from the review showed that early help services were under-developed and included:

- No performance information available
- Confusion in the application of thresholds

- Thresholds guidance was too complex and poorly launched
- The Electronic early help system was inferior and didn't communicate with the Liquid logic system
- There was a lack of good assessment and planning
- Supervision was variable
- Case recording was patchy.

Out of the 24 cases which were audited, 8 were considered to be inadequate.

As a result of the review the DSCB Chair convened a Challenge Workshop for partners to consider the findings and address them. Four key actions were identified for partners to prioritise.

- The redevelopment of the thresholds document,
- The provision of training,
- assurance from partners about their capacity to work in the proposed way (i.e. Taking on lead professional role)
- The development of a clear implementation plan including establishing performance information

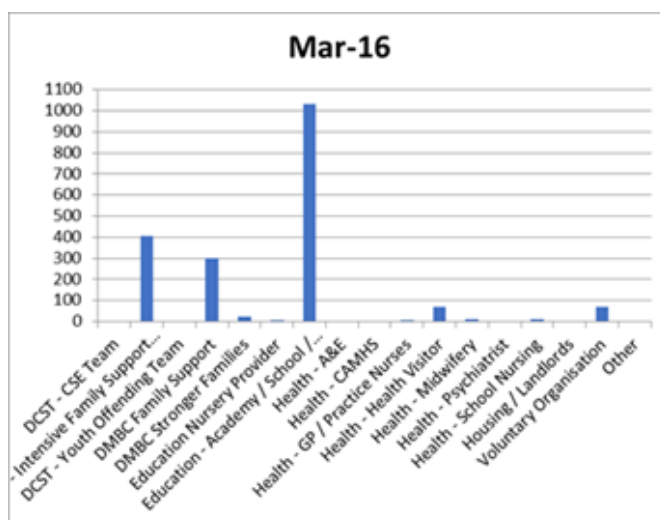
The Board received and approved (on 8th of October 2015) the Early Help Strategy, the Levels of Need Document, the new Child/Family pathway and actions identified in the Challenge Workshop facilitated by the Independent Chair of the DSCB. It was agreed that the DSCB will receive 6 monthly progress updates in the delivery against the strategy of which this is the first update.

The challenge workshop identified a clear need for management grip in relation to the state of Early Help across the partnership and ensuring the effective application of thresholds in particular at Tier 3 and 4. As a result DMBC appointed 'Indigo', an improvement partner with expertise in Early Help and in particular Children Centres, to provide additional leadership and 'on the ground' capacity to accelerate progress. The Early Help Hub went live on the 5th of October 2015 and a further review of the effectiveness of early help services across the partnership was undertaken with 'Achieving for Children'.

The Performance Accountability Board met for the first time on 18th of January 2016. The Director of Childrens Services presented an update report on Early Help and Team Doncaster confirmed its commitment at the highest level in relation to early help.

A performance score card had been developed and information on Early Help is now included in the DSCB Performance Report. There has been a great deal of work undertaken to cleanse the data held on the Early Help Module and quarter 4 2016 was the first time this data was included within the DSCB performance report.

The information below covers the period from November 2015, when the Early Help Hub went live and there is assurance in the quality of data, until end of March 2016. It shows the number of open early hub cases by agency.



Multi-agency training has been developed on the early help processes and thresholds. Please see Section 10.9 Workforce Development for further information.

The review undertaken between November 2015 and June 2016 by Achieving for Children found that there was a strongly improving picture across all the lead practitioners and that the robust audits activity undertaken by DMBC was having an impact on improving the quality of early help services. Early Help is a standing item on the Board's agenda to assure it that progress is being maintained.

A training programme is underway which encompasses awareness raising, the role of the lead professional, undertaking early help assessments, reaching families who are difficult to engage. The collation of performance data needs to continue to ensure the strategy is having an impact and a further review of early help is planned in 2016 to ensure progress continues.

c) Multi-agency safeguarding hub arrangements (MASH)

2015 saw the introduction of the MASH led by DCST. The expectation is that by using a MASH the Trust will be able to identify and protect the most vulnerable children at the point of initial contact. The MASH will also provide evidence of more effective and appropriate outcomes for those children and their families.

The team consists of representatives from South Yorkshire Police, Doncaster Children's Services Trust, DMBC. There are plans for this to also include a health visitor post who will represent the wider health provider services and a CAMHs representative as part of the Mental Health and Wellbeing Local Transformation Plan.

Although partners have all been committed to the development of a MASH there have been a number of difficulties in its implementation. Initially problems existed regarding accommodation but this has since been resolved. Further issues have existed regarding partners providing personnel to work in the MASH and so far it has not had full multi-agency representation.

The rate of referrals into the Mash was reported to the DSCB in February 2016 as averaging about 32 per month. This is a very small number in comparison to the number being received by the Referral and Response Team. Total referrals to Mash between June '15 and December '15 were 224. Breakdown of MASH referrals are as below:

- 73 – NFA
- 13 – Police are monitoring/ investigating
- 75 – C&F assessments
- 13 – Strategy discussion/meeting
- 24 – Early Help, including IFST/EHA
- 26 – Referred to other agencies, including other authorities.

All CSE cases continue to be allocated to the multi-agency CSE Team. In order to avoid duplication of work, this team use the same process as the MASH for gathering holistic information.

A significant amount of contacts into the MASH are being closed or referred to another service, which suggests that they were not appropriate referrals for this service. Of the referrals into the MASH 66% did not require a statutory service. This suggests that thresholds are not always understood by agencies.

Analysis of the work of the MASH found that it was not offering much distinct advantage to the current referral and response system; as such it is in the process of being redesigned. The plan is to have a single point of access which incorporates both the Referral and Response Team and the Early Help Hub. This is expected to be in place by July 2016.

The DSCB regularly received reports on the progress of the MASH and has made appropriate challenges when progress has not been made, in particular with regard to partners providing

staff to resource it. The next full assurance report is due at the September meeting of the Chairs Group.

Areas for development:

- Implement full training plan to improve quality of early help assessments
- Ensure signs of safety approach is incorporated into planning
- Further develop data set to ensure progress is measured
- Undertake further review to ensure early help strategy is embedded, that thresholds are understood and applied consistently, and that the MASH is operating effectively
- Develop a locality profile for 'Working with Families with Challenges'

d) Families with complex needs

Families with complex needs were identified by all partners at the Performance Accountability Board as a key issue. As a result this issue was chosen to be an early focus for the meeting. Some families have multiple factors present which impact on parenting or carer capacity and family functioning. An analysis of assessments carried out by Doncaster Children's Services Trust (DCST) presents a picture of the kinds of issues that often accompany each other for families in need of support:

- 52% (455) also had a concern factor of parental domestic violence
- 31% (273) also had a concern factor of parental alcohol misuse
- 28% (250) also had a concern factor of parental drugs misuse

Self -evaluation forms are being developed for use within Children's Centres by the Council, which are intended to inform an Improvement Plan for each of the localities and which will include the development and recording of impact measures for individual families and by locality.

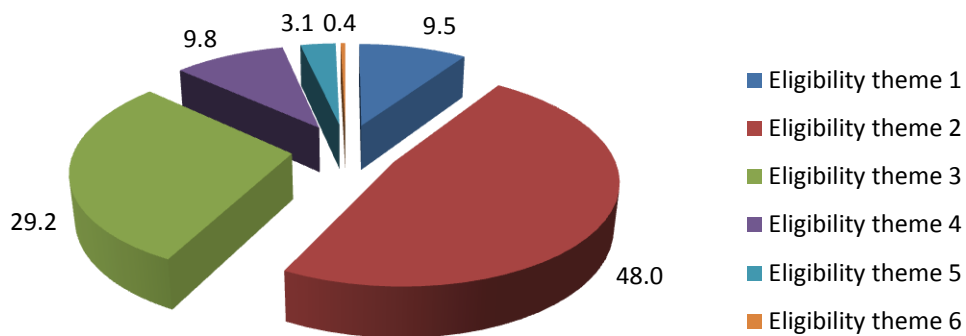
The Stronger Families Programme is Doncaster's response to the national Troubled Families agenda. Families with two or more themes detailed below may be considered as eligible for the programme:

- Eligibility theme 1 - Parents and children involved in crime or anti-social behaviour.
- Eligibility theme 2 - Children who have not been attending school regularly.
- Eligibility theme 3 - Children who need help.
- Eligibility theme 4 - Adults out of work or at risk of financial exclusion and young people at risk of Worklessness.
- Eligibility theme 5 - Families affected by domestic violence and abuse.
- Eligibility theme 6 - Parents and children with a range of health problems.

However, there are a number of additional issues affecting families which need to be considered and addressed in combination:

- Engagement with appropriate services, including universal entitlement
- Parenting Ability
- Emotional Wellbeing
- Housing
- Behaviour at home
- Progress in school or nursery
- Safeguarding
- Employment and training

Stronger Families with multiple and complex needs (426 families - Jan 2016)



The year 1 cohort worked with 491 families and it is expected that this number may increase to around 550 families in year 2. The January claim has recently been completed, which is the first eligible claim due to the timescale involved in demonstrating sustained improvement (a minimum of 6 months from last incident). Claims were made with three families for sustained and significant improvement, and with seven families for continued employment. The range of claim numbers across the region is varied but Doncaster appears to be in the mid-range of the areas.

Similarly to Early help and Children's Centres, evidence collected is process and output related, and is lacking comprehensive and consistent impact measurement.

The issue of support for complex families was discussed at the second Performance Accountability Board, which identified the following issues to be resolved:

- There is a current lack of intelligence in regard to assessing the impact of partner intervention on families with complex needs. However, there has been recent agreement to fund and implement Outcomes Star across the partnership.
- There is a priority to publish a new Children & Young People's Plan, ideally to align with the DCST service delivery requirement to attain 'Outstanding' Ofsted judgement by October 2019.
- Gaps in shared intelligence exist both in terms of services and granularity. However, there are three principal areas for potential further development relating to the development of an open data website; merging of datasets; and creation of community profiles.
- There is a priority for Stronger Families to implement a case management system to support family tracking and monitoring.

Action agreed at the PAB was:

That an intelligence lead locality profile for 'Working with Families with Challenges' would be developed. This will focus on how we can develop and coordinate services for these families specifically focusing on pre-birth to 2 years and adolescents.

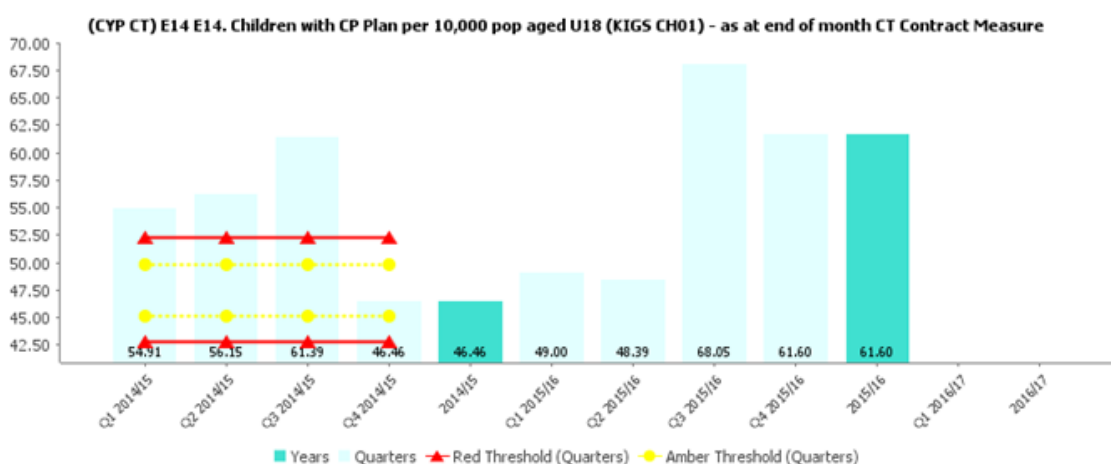
8.4 Child Protection

In July 2015 305 children and young people were the subject of a Child Protection Plan (CPP). This number continued to rise until to December 2015 when it reached a high of 441. Since the peak in December 2015, numbers have started to decline and are now at 401. This is higher than the same point last year. The rate of children subject to a CPP is 62 per 10,000 children, compared to a national figure of 43. Among our "similar authorities" group this rate is not the highest, with 3 other authorities having higher rates. During the same period the numbers of

children in care and children in need have remained fairly stable, and have not reflected this trend. Child in need (CIN) cases has increased slightly over the same period from 358 per 10,000 of population to 379.

Performance Indicator	Statistical Neighbour average	National average	2013/2014	2014/2015	2015/2016
Children subject to a CP plan per 10,000 population aged U18.	42.9	41.8	50.9	46.46	62

The rise is attributable to a review of all open cases that began immediately after the Ofsted inspection of services to children in need of help and protection. This identified a significant number of cases that had not progressed sufficiently and therefore triggered an increase in the number of strategy discussions, S47 enquiries and child protection conferences. This activity led to an increase in children who were the subject of a Child Protection Plan. The analysis and conclusion of this work is that, as Ofsted identified, there were cases that had experienced drift and delay and the post-inspection activity accelerated casework, leading to an increase the number of plans. The trend is now declining although has not settled so we are not yet clear on the total impact of the case review. The number of children on a plan for 2 years or longer is low, and therefore children are not held on plans for unnecessary periods, nor do re-registration rates suggest that cases are de-escalating too quickly.



The number of children becoming the subject of a plan for a second or subsequent time has reduced in 2015/2016 and is lower than national and statistical neighbours.

Performance Indicator	Statistical Neighbour average	National average	2013/2014	2014/2015	2015/2016
% of Children subject to a CP plan for a second or subsequent time	14.3	14.9	17.58	17.00	13

There are a low number of children who have been subject to a CP Plan for more than two years. This continues to be monitored by DCST and information is now included in DSCB Performance report for 2016/2017. The national data for 2015/16 is not yet available.

The percentage of children made subject to a CP plan under each category of abuse can fluctuate. The greatest changes in 2015/2016 have been the continued increase in neglect and

a decrease in emotional and sexual abuse. This is likely to be due to a greater emphasis being placed on neglect at the current time.

Category of abuse	% of children under each category 2015/16
Emotional	20.50%
Neglect	69.24%
Physical	5.86%
Sexual	4.31%

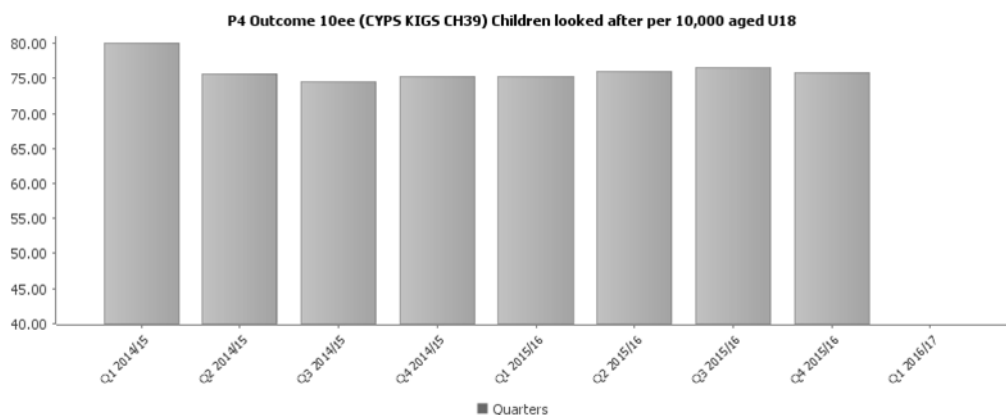
The recent Ofsted inspection noted that there is a legacy of children not receiving services early enough and some children being left in vulnerable situations for too long. The report also highlighted a lack of evidence of the effective use of assessment tools to support risk analyses, particularly in terms of identifying neglect. The prevalence of neglect in Doncaster is higher than the national and regional averages and the DSCB recognised that more needs to be done to tackle it and reduce both its prevalence and its harmful effects on children and young people in Doncaster. It remains one of our priority areas. A new neglect strategy has now been completed and an action plan developed. This plan is now underway with training for frontline practitioners already taking place. A key focus of the strategy is to develop assessment tools to enable practitioners to identify signs earlier. This work is progressing on schedule but may require additional resources to ensure it stays on course.

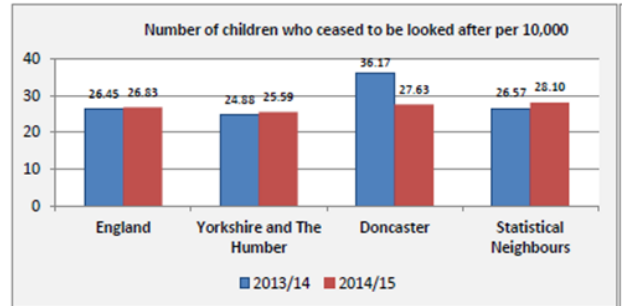
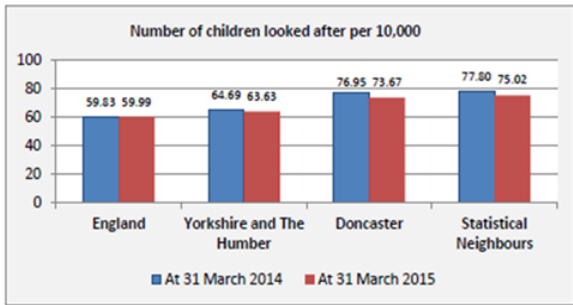
DSCB Attendance at conference is monitored on a weekly basis, including which agencies have provided reports. DSCB Q4 Performance report highlighted that attendance and submission of reports for some agencies is an area of concern.

- Areas for development**
- Reduction in the numbers of referrals and re-referrals in line with statistical and national trends.
 - Increased attendance at Child Protection Conferences.

8.5 Looked after Children

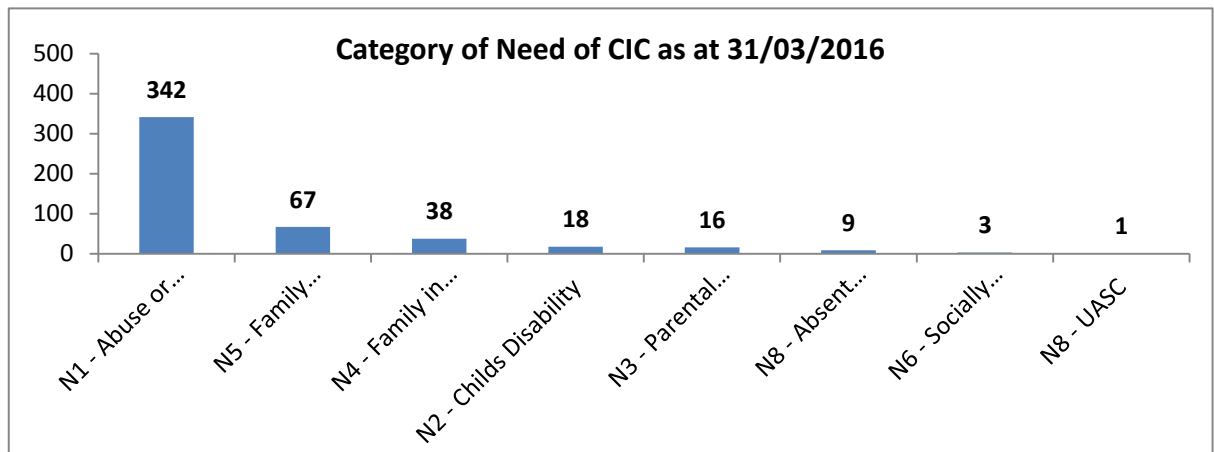
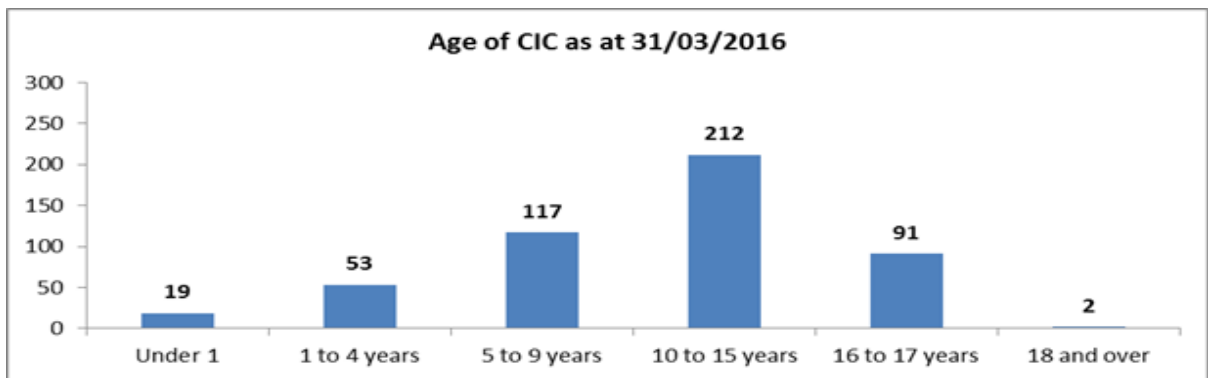
Over the past year there have been a stable number of children in care in Doncaster. Although the figures have fluctuated slightly children have entered and exited care. Some of these factors have included the permanence of children moving into adoptive placements, Special Guardianship and Child Arrangement Orders.

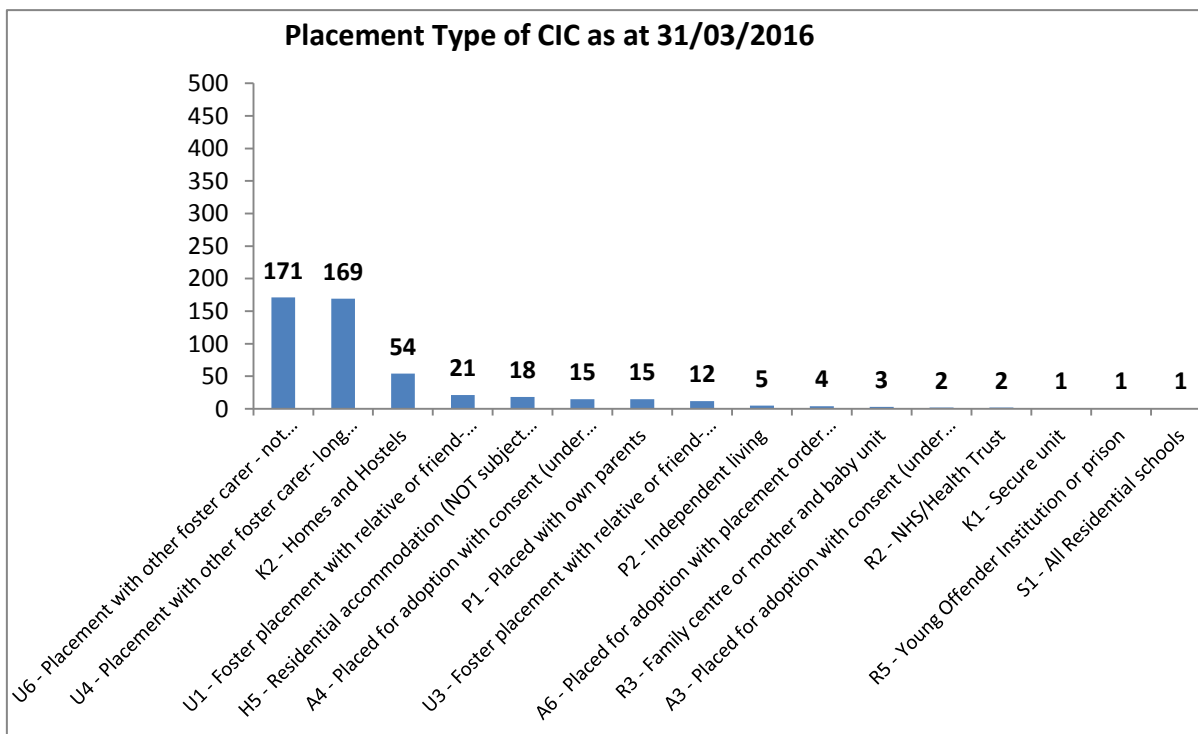




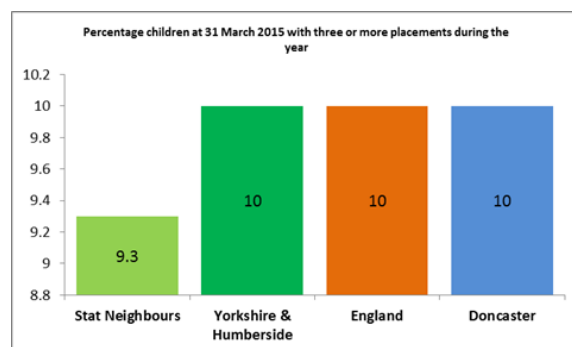
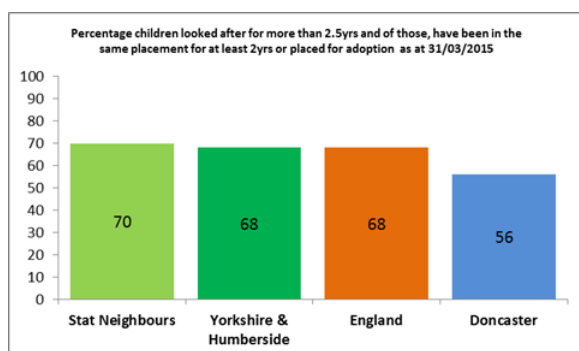
Information from Doncaster MBC – Children looked after (including adoption and care leavers) Statistical Release Briefing - Dec 2015

The largest age group for children in care in Doncaster was the 10-15 year age range. The highest category of need for children and young people entering care is abuse or neglect. There are a very low number of children from ethnic minority backgrounds, proportionally represented. The placements where children reside are generally foster placements, adoptive placements and children's homes.





a) Placement stability



In the last report DSCB had identified the following areas of improvement:

“The need for partners to work together at both strategic and operational level in order to develop a strengthened partnership response to young people in care who present significant challenges and are likely to experience placement breakdown.”

The above chart in 2015 demonstrated that too few looked after children in Doncaster have been in the same placement for at least two years. Performance was low in comparison with regional, national and statistical neighbour averages, putting us in the bottom quartile for this indicator.

DSCB Q4 2015/2016 evidences improvements in the stability of placements for looked after children. Q4 figure stood at 70.62% which takes us in line with statistical neighbours and higher than National figures (as at 2014/2015). DSCB continues to monitor this via IRO annual service reports and improved performance data.

The timeliness of health assessments for children in care has improved and stands at 85.9% for 2015/2016. Further improvements are still needed in relation to the initial health assessment which needs to take place when the child has entered the care system.

A greater proportion of school age children in care now have a Personal Education Plan in place, 77.1% as at 31st March 2016.

The extent to which children and young people have contributed to their LAC Review continues to increase and in 2015/2016 49% of children/young people attended their reviews, and 82% were able to state their wishes and feelings. In total only 5% of children and young people were unable or did not wish to contribute to their review. The advocacy service has provided support to young people to attend their reviews or have their voice heard within their meetings. Work continues to be on-going in developing ways for children to contribute to their meeting and hold the review in a manner that they would like. There have been a number of power point presentations, photographs and videos completed by children to share their experiences since their last review.

In 2015/16 the total number of LAC reviews taking place within the statutory timescale was 100% which equated to 1273 review meetings. The Safeguarding and Standards Unit's target is for 100% of reviews to be completed on time.

Areas for development

The Trust needs to ensure that there is an improvement in the timeliness of LAC health assessments (both initial and review) and PEPs.

Placement stability particularly for teenagers is an important issue that the Trust and our partners need to address in 2016/17

The IRO Dispute Process needs a specific record creating on the electronic recording system to enable better quality reporting from the information recorded

The child friendly care plan needs to be completed for each child over the next six months this will be a key focus in reviews.

8.6 Domestic Abuse – Growing Futures

8.6.1 Introduction and background

Children's Social Care data and Stronger Families information show:

- Domestic abuse is the most frequently recorded concern being present in 39% of assessments which may be affecting 1,880 children. This has been consistent over a number of years
- These cases also show multiple needs with a significant proportion having a range of two to four other concerns present and a number of families with five or more concern factors detailing highly complex needs.
- These needs and concerns continue to be parental drug and alcohol misuse, mental ill-health with an increasing number with some form of learning need or disability. There is also evidence of some of these concerns identified in children and young people within the family, including abuse towards parents.
- Families display and suffer other factors including: poverty, parental ability, housing and finance issues and poor general health and emotional wellbeing.

Data from the multi-agency risk assessment conference (MARAC) would suggest that Doncaster has a far higher number of high risk cases than other areas, while also maintaining a significant number of repeat referrals of difficult cases. This could suggest that there is a greater awareness with the public about domestic abuse through campaigns, although reported incident have reduced slightly.

The data shows that there may be a lack of understanding about intimate partner abuse and a general acceptance of cultural norms within some communities and some relationships leading to a lack of assessment and response. Likewise risk assessment does not appear to be routine with some partners being reliant on police to respond. This lack of routine assessment by services is a significant concern as some high risk cases could be missed with earlier interventions not deployed to support which are standard and medium risk.

Domestic abuse has continued to be a key priority for the Safer Stronger Doncaster Partnership (SSDP) and a new joint strategy to tackle domestic abuse is currently being developed. Doncaster Children's Services Trust (DCST) with Partners secured £3.1m from the Department for Education (DfE) Innovation Fund to support the transformation of practice to children, young people and families. The innovation programme is known locally as Growing Futures and promotes the ethos that 'Life doesn't have to be like this'. The case for this investment is well known but resulted from high levels of domestic abuse being present in over 40% of all referrals to Doncaster Children's Services Trust, and prevalent in police contacts to social care at a relatively high level of risk. Other performance indicators across the partnership also identified that Doncaster had significant issues against comparators, both regional and nationally for domestic abuse.

Before Growing Futures there were very few interventions focused on children and young people, and even fewer focused on the recovery of victims and their children together, in order to achieve sustained reduced risk of victimisation. Perpetrator work was also focused on prosecution alone when evidence allowed, with no support to understand behaviour to enable a change in abusive behaviour.

8.6.2 Objectives and Key Headline Indicators

The ambition is to transform our social care and partners domestic abuse practice in Doncaster and inform the national programme through the DfE in order to:

- **Reduce the emotional harm** caused by domestic abuse to children;
- Directly **support recovery** from abuse for victims and their children;
- Significantly **reduce repeat victimisation**;
- **Challenge the acceptance** of domestic abuse and violence by families and whole communities; and
- **Break the pattern** of abuse as it re-presents itself in children and young people.

Our headline Indicators are:

- In year 1, reduce repeat cases to MARAC by 25%
- 30% reduction to repeat referrals to social care where DA is a factor
- Work intensively with around 240 high risk families per year (350 children)
- Work intensively with 350 medium risk families per year (500 children)
- Reduction of children admitted to care 5 to 15 per annum, resulting from 10% reduction in Children in Need where DA is a factor

8.6.3 A different way of 'thinking' and 'working'

Growing Futures is challenging traditional approaches to domestic abuse through an understanding of dominant discourses in practice across offender services, adult victim support and social care practice that see working with families in silos, or not their role at all. Our approach is based on whole family working focusing on strengths within the family to minimise risk and vulnerability by delivering evidence based therapeutic practice to all family members alongside their other needs.

It is therefore a long term way of thinking and working differently together as partners with families and not just a project. This requires a new approach through whole systems and practice leadership across a number of partnerships at strategic and operational levels through two key strands of reform

- Partnership & capacity building
- Practice development - focused on Social Work and Family Support, but wider practice with partners

To achieve this reform we have developed 3 key aims with specific actions under each to drive this work forward.

8.6.4 Raising awareness for agencies, practitioners, communities and families to challenge domestic abuse

- **New Domestic Abuse Strategy 2016 to 2020**
Focused on the effects of domestic abuse on children and young people to protect them, as well as protecting adult victims and challenge perpetrator behaviour.
- **Executive Coaching and development of common purpose**
To support strategic leaders to influence their agencies thinking and practice and develop common ground on which to work more effectively together.
- **Communications Strategy**
A key element of the prevention approach by developing key messages and campaigns aimed at victims, perpetrators and children and young people, along with resources to be used by services to support engagement and awareness raising, for example a 'tool kit' for schools, youth and care providers to talk about and support young people who could be affected by DA.
- **Research**
Project which is led by young researchers to understand why domestic abuse is so spatially acute in Doncaster and to develop materials to 'speak' to young people from young people. This will also inform the strategy to ensure community capacity and young people's voice forms part of the response in the borough

8.6.6 Engaging and leading the development and learning of mainstream services.

Specifically designed to support continuing professional development and actively promoting learning through:

- A new Domestic Abuse Competency Framework for the wider workforce incl. a Domestic Abuse Award (Masters level) for champions and specialists working across partner agencies
- Signs of Safety (SoS) as a core philosophy of practice. In relation to domestic abuse ensuring a shared understanding of risk and competency in safe assessment and an active response
- Refocus social care practice but also significant focus on developing family support services to model a new type of workforce to work with families with multiple and complex needs.

8.6.7 Develop and evaluate new practice to change the way the partnership works together and with families with domestic abuse

- **Drug and Alcohol and Mental Health specialists** (Adults and Children's Services)
Practice specialist in these fields to work alongside the DAN's to evaluate how mainstream practice can learn from this way of working to inform future commissioning and provider service deliver
- **South Yorkshire Police (SYP) and Foundations for Change (F4C).**
Working collaboratively with the Police F4C working directly into the custody suite daily to proactively engage with perpetrators support positive change in their behaviour through one to one work and into groups. South Yorkshire Police reviewing potential options for ongoing monitoring of non-high risk perpetrators and conditional caution
- **Parenting Programmes and Domestic Abuse Programmes**
Delivery of parenting programmes for perpetrators to understand their responsibility as a parent (mothers and father) and the effect their behaviour has on this role. In addition victim led programmes for adults, boys and girls and teen to parent violence work.

At the heart of the new practice are the Domestic Abuse Navigators who work directly with high risk domestic abuse cases delivering therapeutic practice to support recovery of children and young people. They are also providing mentoring and modelling practice with other practitioners working with families who are medium risk. This modelling of practice is both observation of practice, as well as training and learning through lunchtime seminars; action learning and contribution to the Borough workforce development programme.

8.6.8 Outcomes and achievements to date

The final evaluation report commissioned for the DfE for Growing Futures will be available in November 2016 and disseminated through a practitioner conference in December 2016

However, we are starting to see an impact of the project's direct work with families despite domestic abuse continuing to be the most frequently recorded concern in 39% of Child and Family Assessments with direct impact on children. These include:

- Focus is now on all children and young people currently known to Children's Social Care where there is an assessment of domestic abuse by completing DASH assessments to understand the level of risk
- Reviewing practice and support for those children and young people who would benefit from early help
- Cases worked and closed by DAN's in the statutory service, although some have been re-referred there is a reduced rate of 12.3% against other case re-referral rates being 24%
- A recent reduction of cases to MARAC where children are involved;
- A reduction in Police call outs to families open and worked by DAN's showing a more settled picture for these families
- Closed cases following DAN support have achieved cost reductions in wider public sector costs and in CSC where children have not become looked after.

Progress in high level indicators shows:

- % of repeat referrals in R&R in last 12 months from 29.7% to 22.6% - (Target 20.8%)
- % of CiN in last 12 months with DA from 44.8% to 42.9% - (Target 40.3%)
- % of CLA in last 12 months with DA from 38.9% to 32.4% - (Target 37.7%)

Recent work with partners from developing and reviewing the new Domestic Abuse Strategy have identified the following key issues which could be 'game changes' in the Boroughs challenge to tackle domestic abuse alongside other needs. These are:

- Need to build community resilience, capacity and challenge cultural acceptance
- True joint commissioning across Boards and commissioners to tackle DA along with multiple needs in families
- Long term investment to tackle DA with whole place approach which will have wider public health benefits and support reduction of ASB
- Challenge services to 'think' and 'work' whole family and what this means in practice
- Research and evaluate the impact of silo working; traditional and professional hierarchy; and the impact of austerity on agency priorities to agree strategic approach to improve outcomes.

8.7 Private Fostering

Under *Working Together 2015* one of the Board's statutory functions is to develop policies and procedures to ensure the safety of and welfare of children who are privately fostered. Private fostering is an arrangement made by a child's parents for a child under the age of 16 (or under 18 if the young person disabled) to be cared for by someone other than a parent or close relative with the intention that it should last for 28 days or more.

As part of its challenge and assurance process the DCSB is provided with an annual report on the arrangements for privately fostered children. The report was presented to the Board in July 2015.

In the reporting period, although the number of notifications of new arrangement has increased, the number of actual private fostering arrangements is low. This is due to the fact that not all notifications were progressed to private fostering arrangement assessment, and some arrangements have ended during the year.

8.7.1 Number of private fostering arrangements

	National 2014	National 2013	2011/12	2012/13	2013/14	2014/15
Number of notifications of new private fostering arrangements received during the year	3300	2994	14	15	21	16
The number of private fostering arrangements that ended during the year	1480		20	11	21	13
Number of children under private fostering arrangements	1610	1500	10	14	10	11

A comprehensive awareness raising activity has been undertaken in this reporting period, although, this has not resulted in a significant increase in the number of notifications. Research generally indicates that low notifications are a problem across England, as is also the case with the experience of the neighbouring authorities in South Yorkshire where: Barnsley has 4 current private Fostering arrangements, Rotherham has 5 (not validated) and Sheffield has 9, which is the same as Doncaster although Sheffield is a much bigger authority.

Ofsted has noted that there is little evidence that raising awareness with the general public yields good results in uncovering hidden private fostering cases. It recommends a strategy based around key points of contact with professional services.

As a result of the report partners at the Board were asked to provide assurance to the Board that they have informed their staff on what constitutes a private fostering arrangement and ensure that they understand what action they should then take.

This was reported back to the Board in February 2016 when it was noted that key agencies were not confident about what should be reported and there was a need for further training. The following actions were agreed as a result of the assurance process:

The planned developments for the future of Private Fostering are:

- Four agencies will be raising awareness with frontline staff.
- A Multi-agency Private Fostering Focus Group has met (Nov 15) with the aim of driving forward private fostering awareness raising within the partner agencies and the wider local communities, in order to increase notifications to Doncaster Children's Services Trust.
- DSCB Website (new version) to have an area on Private Fostering to raise awareness.
- DSCB seminar arranged.



8.8 Child Sexual Exploitation and children who go missing

Working Together 2015 included a new duty on LSCBs to conduct regular local assessments on the effectiveness of local responses to CSE. The Board's multi-agency work to tackle child sexual exploitation (CSE) in Doncaster is coordinated through its Sexual Exploitation and Missing Children Sub-Group.

The Ofsted Inspection in 2015 highlights the improvements for child sexual exploitation in Doncaster. Inspectors saw "good work" and "Arrangements to respond to concerns where children are at risk of, or are suffering, child sexual exploitation are much improved" (Ofsted, 2015, P11).

The CSE sub-group has made good progress, with the majority of actions on its action plan completed or on schedule. The key areas where more progress is required are the gathering of performance data and work with minority ethnic groups.

Work on community engagement with minority ethnic communities has been included in the work of the Faith and Culture Sub Group which will work with local community groups to improve safeguarding standards generally (see Faith and Culture Group, Section 8.2 for more information on the work of this group).

There has been a continuing difficulty with the provision of data and intelligence to enable the Board to have a clear view of CSE in Doncaster. DCST have developed a CSE scorecard which informs DSCB Performance report. Accurate data and intelligence is now being collated and 2016/2017 will see developments of robust analysis.

DSCB Q4 Performance report also highlights an increasing number of referrals received to South Yorkshire Police with a CSE concern. This increase is not replicated in Sheffield, Barnsley and Rotherham. Analysis provided by the multi-agency CSE team has identified that the increase is mainly around Internet/sending images with around primary school children aged 11-13 year olds. 2016/2017 will see the multi-agency CSE team piloting awareness sessions in primary schools.

The number of S47 completed in this period where child is likely or has suffered CSE is slightly up on this time last year but the average is 5 over the quarter. Just under half (49%) of Section 47 enquiries convert to Initial Child Protection Case Conferences.

CSE awareness training has been delivered to a number children, young people, professionals and parents/carers.

No. trained in CSE awareness	Q1 2015/2016	Q2 2015/2016	Q3 2015/2016	Q4 2015/2016
Children and Young people	297	456	53	749
Professionals	943	458	456	280
Parents/ Foster Carers	21	20	40	30
Total	1269	934	549	1059

DMBC and SYP have introduced a scheme based on a model now operating in Rochdale Council in which taxi drivers are required to attend CSE awareness raising and training prior to being issued with a license. Training has also been delivered to Border Force and SYP Special Branch at Robin Hood Airport, Landlords, DMBC Housing Inspectors and takeaway restaurants.

The industry sector group have been recognised with the Doncaster Police Partnership Working Award for 2015 for the above work.

The CSE sub-group headline communications strategy has been finalised and a calendar of events and target areas has been developed. In March 2016, DSCB led a promotion of National CSE Awareness Day. This included a media release and photos taken of the DSCB members pledging their #helpinghands, these were shared on social media.

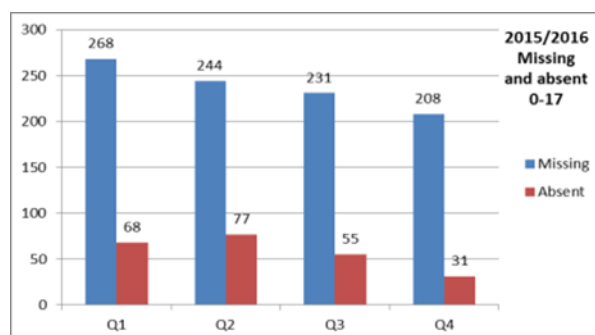


8.9 Children who go missing

Children missing are recognised to be particularly vulnerable to child sexual exploitation and other risks of harm. The effectiveness of help and protection for children missing from home and care has improved in recent years but it continues to be an area of concern nationally.

Recent inspection¹ has recognised that the help and protection for missing children in Doncaster has improved over the past two years from a low base.

The data suggests that there has been a reduction in the number of young people going missing in the last year. There has also been a reduction in those classified as 'absent'. This being the case the overall reduction is not due to re-classification but could suggest more effective multi-agency working.



There have been 1575 Children Missing Education referrals to Doncaster Council for the academic year 2015/16 to date. 737 of these are children who have left a school and 838 are children who have moved in to Doncaster. There is a robust procedure in place for progressing CME casework. Schools are not able to remove children from roll until the Local Authority has completed its enquiries. The CME procedures are circulated to schools twice each year. Information sessions are provided to professionals annually. Checks are made to ensure children make the expected transition between Infant and Junior school and also Primary and Secondary School.

The Children Missing Operation Group (CMOG) meets monthly to share intelligence and discuss those children and young people most at risk. The DSCB CMOG manages anywhere between 6 and 12 cases at any one time that are considered to be the highest risk cases of children missing from care or home and at risk of CSE. Many of these young people have complex backgrounds and demonstrate CSE risk, use of both Class A and B drugs, so called 'legal highs' as well as alcohol abuse. Others have mental or sexual health issues, anger management problems or self-harm issues and the majority have poor school attendance.

In December 2015 the DSCB undertook a multi-agency audit of 15 young people who went missing in the week commencing 16th October 2015. As a result of the audit an action plan has been developed which is progressing well. The quality of return home interviews has been improved but more is still needed. DCST provided training to the provider in May 2016 and will re-audit the quality of the interviews in August. A system is in place to ensure Gen117s are now all sent to the SYP Missing from Home Coordinator who in turn ensures the request for a return home interview is made. The Missing from Home Coordinator attends all strategy meetings to ensure effective links are made with any on-going criminal investigation. The majority of cases evidenced effective and efficient multi-agency working but planning and support is not always in place for children who go missing who are known to early help services.

Children missing are recognised to be particularly vulnerable to child sexual exploitation and other risks of harm. The effectiveness of help and protection for children missing from home and care has improved in recent years but it continues to be an area of concern nationally. Given the continuing national concerns and the need to consolidate recent changes and improvements in Doncaster, the Performance Accountability Board will give consideration to a 'virtual' MISPER team that can respond quickly in identifying children who need a 'bespoke' return service.

Areas for development:

- Develop problem profile
- Improve intelligence on CSE hotspots and perpetrators

9. Overview of Effectiveness

There has been much positive progress in safeguarding in Doncaster, but many challenges still exist.

Positive work has been undertaken to engage with children and young people and ensure their voice is heard in service provision.

The data shows that although the number of children subject to child protection plans is high, the reason is due to a robust approach by DCST to ensure children are appropriately safeguarded. Concerns have also been highlighted regarding attendance of partners at CCP and the provision of reports. Partners are investigating the causes of this in order to make the necessary changes. The development of the CHAP Team in the school nursing service is a

positive step towards providing a better service to children subject to a plan. The DSCB will be looking for improvements in this area in 2016 - 2017.

The numbers of children who are looked after remain high but at a comparable level to other geographical areas. There is an improving picture regarding the stability of placements for looked after children, but concern still exist about the number of children who have a personal education plans and health assessments.

Domestic abuse continues to be a concern, with high levels of domestic abuse being recorded as a factor in DCST Children and family assessments. DCST's Growing Futures project is now able to show some positive impact on the work it is undertaking and this will be embodied in the Domestic Abuse Strategy which is under development.

Private fostering arrangements continue to be in line with statistical neighbours but this is thought to be an under-reporting of the numbers. As a result partners have provided assurance to the Board on how they have informed their practitioners of the steps they need to take if they identify a private fostering arrangement.

The work of the DSCB CSE sub-group has made progress in the last year with some improvement in performance data and a communications plan. The Industry Sector group ensures that there is good awareness by taxi drivers and other key industries of the risk of CSE. A further improvement is the development of the Children Missing Operational group to focus more on perpetrators and CSE hotspots. Doncaster still does not have access to an up to date problem profile which would provide a more robust picture of CSE in the area.

Key Areas for improvement in partnership working

- Increased numbers of early help assessments
- Partnership attendance at child protection case conferences
- Number of looked after children with Personal education plans
- Number of looked after children with health assessment
- Provision of CSE problem profile

Thresholds for intervention (Early Help and MASH)

- Implement full training plan to improve quality of early help assessments
- Ensure signs of safety approach is incorporated into planning
- Further develop data set to ensure progress is measured
- Undertake further review to ensure early help strategy is embedded, that thresholds are understood and applied consistently, and that the MASH is operating effectively
- Develop a locality profile for 'Working with Families with Challenges'

Child Protection

- Reduction in the numbers of referrals and re-referrals in line with statistical and national trends.
- Increased attendance at Child Protection Conferences.

Looked after Children

- The Trust needs to ensure that there is an improvement in the timeliness of LAC health assessments (both initial and review) and PEPs.
- Placement stability particularly for teenagers is an important issue that the Trust and our partners need to address in 2016/17
- The IRO Dispute Process needs a specific record creating on the electronic recording system to enable better quality reporting from the information recorded.
- The child friendly care plan needs to be completed for each child over the next six months this will be a key focus in reviews.

Key Areas for improvement in partnership working (*continued*)

CSE

Areas for development:

- Develop problem profile
- Improve intelligence on CSE hotspots and perpetrators

LADO

- Revision of the length of time data is kept by the LADO service in light of the growing number of historical referrals received by partner agencies and organisations.
- Further development of a system for auditing the work of the LADO including a review of the thresholds.
- Develop a system for gaining feedback from those involved in LADO evaluation / strategy discussions / meetings.

CDOP

- Links are being established with regional LSCBs to observe their operation and consider what can be learnt from these areas.
- An audit of modifiable factors across South Yorkshire is to take place to ensure greater scrutiny of modifiable factors and ensuring that local practice reflects national.
- To increase the number of panel meetings to review child deaths to ensure learning is shared effectively and timely.
- To increase involvement with suicide prevention work
- A formalised bereavement support process to be produced to support families.
- The potential use of an electronic system for recording cases to ensure that cases are managed effectively.

Training

- Planned provision for 2015-16 reflects increased emphasis on diversity including safeguarding children who are LGBT and seminars promoting cultural competency.
- Further development of analysis using Survey Monkey to ensure that training

Private Fostering

- Four agencies will be raising awareness with frontline staff.
- A Multi-agency Private Fostering Focus Group has met (Nov 15) with the aim of driving forward private fostering awareness raising within the partner agencies and the wider local communities, in order to increase notifications to Doncaster Children's Services Trust.
- DSCB Website (new version) to have an area on Private Fostering to raise awareness.
- DSCB seminar arranged.

Performance Data

- Continue to develop performance report to incorporate all aspects of the performance framework
- Ensure learning is feedback to practitioners

Learning from Practitioners

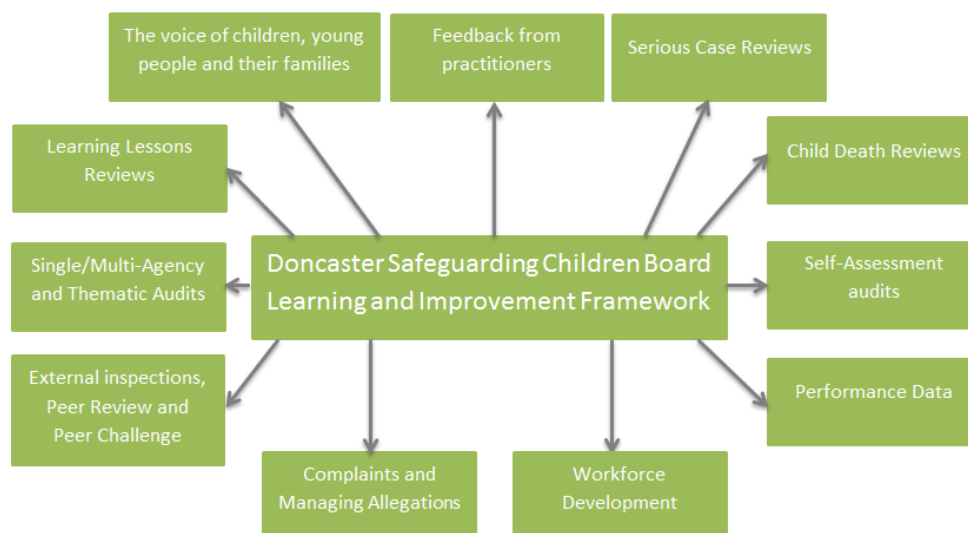
- Ensure feedback from practitioner is reported to the Board
- and that there is a feedback loop to practitioners to inform them of what's happened as a result

Learning from SCR's and LLR's

- Provide specific events to ensure learning is disseminated to practitioners
- Ensure learning is incorporated in current training programme
- Evaluate learning to ensure learning has had an impact on practice

10. Learning and Improvement

The Learning and Improvement Group has responsibility for the implementation of the Learning and Improvement Framework. This framework ensures the learning from a range of sources is disseminated to improve practice. The Learning Improvement framework was agreed by the Board in 2015 April. The key elements are laid out in the diagram below:



The Learning and Improvement Sub Group has ensured there has been learning from all aspects of the framework. This is then assimilated through the communications plan to ensure it is disseminated back to practitioners. This occurs in line with the communications strategy and may be done through the training provided by the DSCB, through the DSCB website or Common Room or by dissemination by partners. Initially the focus was to ensure learning opportunities occurred but in the last year increasingly the focus has been to try and evidence the impact of the learning on front-line practice.

10.1 Complaints and Managing Allegations

The Learning and Improvement Group considers any learning from complaints which would lead to improvements in outcomes for children. In January 2016 the group was provided with a report by DCST relating to a complaint made to the Local Government Ombudsman. The context was that in December 2014 a young person alleged that the Council had failed to properly consider their need for accommodation and support when the young person was 16 years old and had made a homeless application.

The Ombudsman found in favour of the complainant and made a number of recommendations. It was noted that we have duty of care for 16 and 17 years old. The DCST informed the meeting that they have now appointed a new customer experience manager to capture the learning from complaints. Workforce training programmes have introduced learning from experiences for staff. The DCST has made internal changes on how they deal with 16/17 years old and agreements have been made with St Leger Homes to ensure staff in both services are aware of what needs to happen in relation to homeless young people. It was agreed that a leaflet would be developed which provides information to partners on the duties for 16 plus and arrangements for homeless young people.

The Learning and Improvement group will seek further assurance that progress has been made.

10.2 Allegations against professionals

Working Together to Safeguard Children' (2015) states that;

'County level and unitary local authorities should ensure that allegations against people who work with children are not dealt with in isolation. Any action necessary to address corresponding welfare concerns in relation to the child or children involved should be taken without delay and in a coordinated manner. Local authorities should, in addition, have designated a particular officer, or team of officers (either as part of multi-agency arrangements or otherwise), to be involved in the management and oversight of allegations against people that work with children'.

The role of the LADO (Local Authority Designated Officer) also includes responsibility for the management and oversight of individual cases: providing advice and guidance to employers and voluntary organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure they are dealt with as quickly as possible, consistent with a thorough and fair process.

DSCB provides guidance in respect of any allegation that a person who works with children or young has:

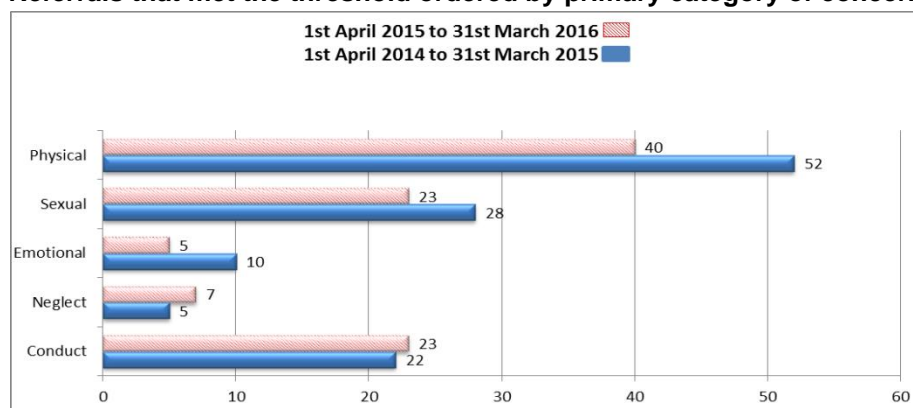
- Behaved in a way which has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way which indicates that he/she is unsuitable to work with children.

When compared to the previous year, the overall numbers of referrals to the LADO has increased by 2.4%. However the number of referrals that have reached the threshold to hold a strategy meeting has decreased by 16%. This has been as the result of the advice given by the LADO to organisations at an early stage to assist them in undertaking a fact find process. This involves employers checking the presenting information more thoroughly before deciding whether a full investigation is needed.

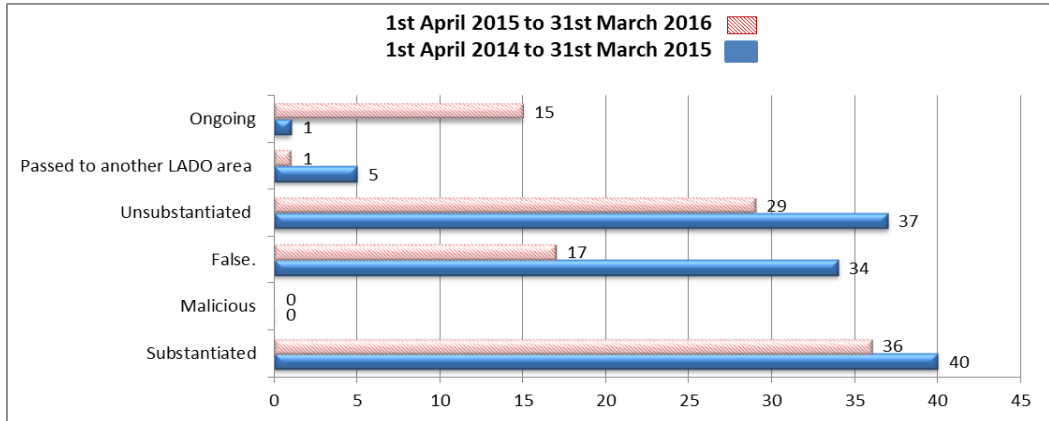
This has been the second full year that records have been kept in relation to the number of referrals that have not met the threshold. Prior to this information was only kept for those referrals where Strategy meetings were held.

Period	Referrals	Met Threshold	% That Met Threshold
1/4/15 to 31/3/16	518	98	19%
1/4/14 to 31/3/15	506	117	23%
1/4/13 to 31/3/14	N/A	115	N/A
1/4/12 to 31/3/13	N/A	103	N/A

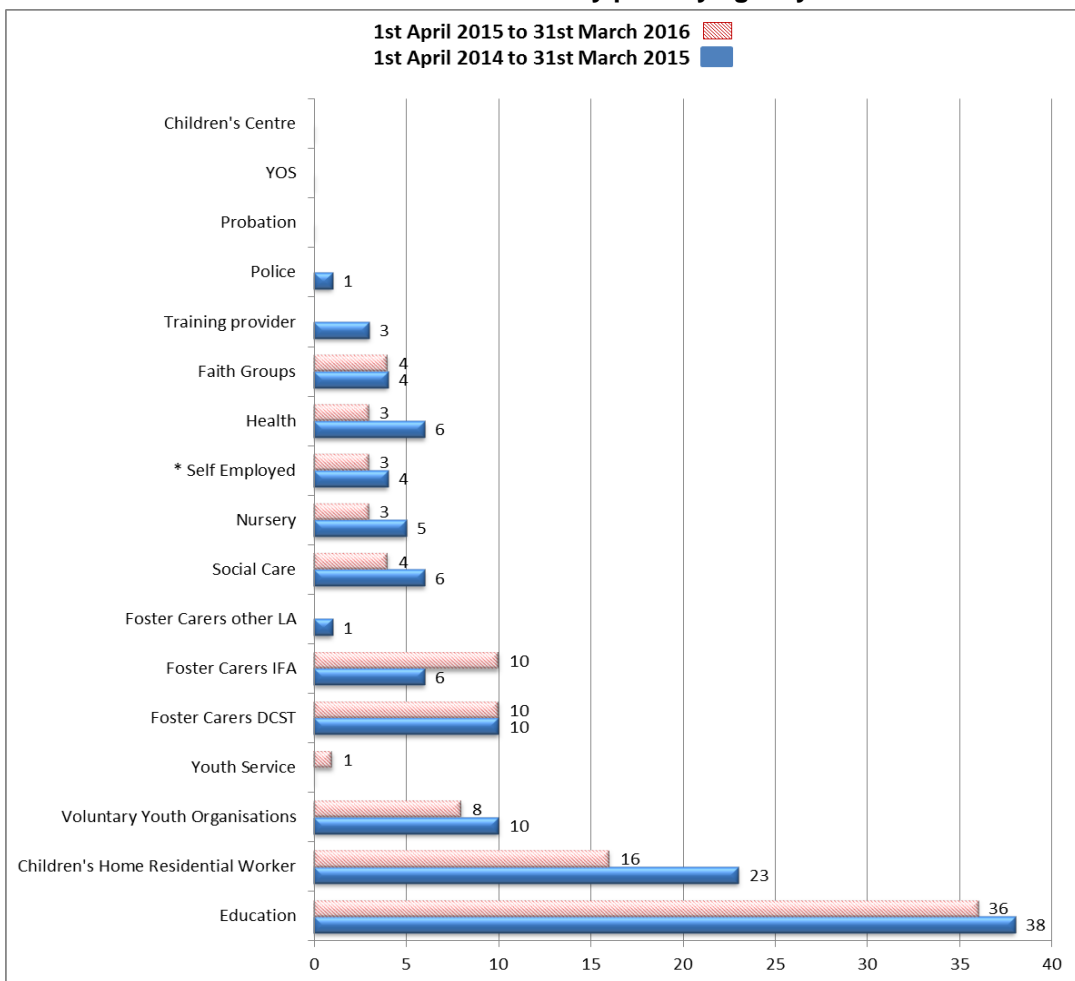
Referrals that met the threshold ordered by primary category of concern



Referrals that met the threshold ordered by outcome of allegation



Referrals that met the threshold ordered by primary agency of accused adult



10.1.1 Local Operational Themes

- The appointment of a permanent LADO has resulted in a more consistent approach when dealing with allegations and provides a central point of access to organisations.
- Having a dedicated business support administrator to coordinate the booking, minute taking and administration of all LADO meetings ensures good continuity and implementation of systems and also provides a central point of reference for partner agencies.
- Good collaborative working with key agencies including the police, health and adult social care has been beneficial in the handling of a number of cases. The location of

LADO in the same building as the Police Public Protection Unit, Referral and Response Team, Domestic Abuse Advisors, Child Sexual Exploitation Team and Adult Safeguarding, has aided in the facilitation of strategy / evaluation discussions and meetings and in ensuring a timely outcome of cases.

- In a number of other cases, staff members' confidentiality has been protected through rigorous adherence to the local and national guidance. As a result potentially inappropriate media attention has been avoided during the course of investigations.
- Early consultation and intervention has prevented negative impact on professionals' careers when allegations have been false or malicious.
- There are a number of cases that involve the use of communications technology as a feature of referrals, notably staff use of social networking and in particular Facebook/Snapchat, texting and sending pictures using mobile phones. This will be more closely monitored during the 2016/2017 period to see if e-safety is an element of such cases and whether any lessons can be learnt that the LADO will pass onto other agencies and include in his multiagency training.

Areas for Development

A number of key developments will need to be addressed over the coming 12 months and beyond. These include:

- Revision of the length of time data is kept by the LADO service in light of the growing number of historical referrals received by partner agencies and organisations.
- Further development of a system for auditing the work of the LADO including a review of the thresholds.
- Develop a system for gaining feedback from those involved in LADO evaluation / strategy discussions / meetings.

10.2 External review and inspections

10.2.1 The Peer Review June 2015

In 2015 the DSCB commissioned a Local Government Association Peer Review to consider:

- The DSCB's ability to effectively challenge
- The impact of the DSCB's work (the 'so what' question)
- How well we can evidence feedback from children and young people?
- How well can we evidence the involvement of Board members in the achieving the Board's strategic priorities?

The Peer review team spent a week with the Board. The process involved interviewing staff at all levels and reviewing key Board documentation. The overall findings of the review were very positive, identifying a number of strengths and acknowledging the journey travelled. It also identified a number of areas for improvement but noted that the Board had already identified these and that it 'knew itself well'.

Key strengths identified were in the Peer review were:

- The strength of the Chair
- The development of a culture of challenge
- The Board had a new found status and legitimacy
- There was clarity about the roles and responsibilities of Board members
- The Board was making changes with pace, persistence, motivation and commitment
- Good strategic links being made across the Team Doncaster partnership
- Good progress was being made regarding CSE

Key areas for development were identified as:

- There was little evidence of the impact of the work undertaken
- There is a need for more sophisticated data analysis
- Early Help remains a challenge
- Voice of child is not yet evident in the Board's work
- There's a need for a clear Communications strategy
- There's little evidence of induction and appraisal of Board members

As a result of the review the Board undertook a number of actions. The most significant of which was the commissioning of an independent review of early help services. This is covered in detail in section 8.3b on Early Help. In addition the Board accelerated its work around gaining the voice of the child, improved its audit process and partners improved their commitment to providing analysis of data. Work began on the Communications strategy and the Board improved the process for logging challenge and focussed more on demonstrating impact.

10.2.2 Ofsted Inspection October 2015

In October 2015 the Board was the subject of an inspection by Ofsted as part of its regular cycle of inspections. From such a low base only 18 months earlier Board members were able to demonstrate that they were no longer inadequate and joined a small group of 2 Boards who achieved a higher grade than their host Local Authority. Nevertheless there was still a great deal to do. Ofsted identified 8 areas for development (included at appendix 2). The report noted that the experienced chair had brought a high degree of challenge and that there is now better engagement of partners. They noted positive progress in a number of areas:

- Multi-agency work in relation to CSE
- Tackling the deficiencies in early help
- Reviewing safeguarding arrangements in schools
- The quality of multi-agency training
- A more robust S11 process

However it was also noted that the changes were relatively recent and therefore the Board could not yet evidence the impact of its work. Areas for development were:

- Audit and performance information needs to be more detailed and analytical to confirm progress and enable effective challenge
- More work was required to understand the needs of children suffering from neglect and those admitted to hospital through self-harm.
- The experience of the child must remain at the centre of activities
- There needs to be improved representation by the voluntary sector
- There needs to be a clear communication strategy

The Board accepted these recommendations and ensured they were incorporated in its future planning. Much of the work was already underway, for example a deep dive audit was already planned relating to children suffering neglect and those admitted to hospital through self-harm. The audit process has continued to improve and there is a greater emphasis on analysis in the performance report. The evidence of improvement in these areas is identified by the improved performance data throughout this report and in more detail in the below section.

10.3 Performance Data

2014/2015 saw DSCB take the first steps in providing good quality information to the Board as a basis for challenge. Embedding the report framework and a greater emphasis on analysis and evaluation of the performance information was highlighted as a priority for 2015/2016.

A recommendation from Ofsted's Single Inspection in 2015 was to "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 ” (Ofsted, 2015, P40).

Following the Ofsted Inspection, there has been significant development in the DSCB Performance data. The new performance report was available for Q4 in 2015/2016. A full range of relevant safeguarding performance data and other information from partner agencies will be available from Q1 in 2016/2017. There are still areas of development, particularly around the narrative and analysis provided by partner agencies; this is a priority moving into 2016/2017.

Three key issues have been identified as exceptions and reported to DSCB Board members;

- Q3 and Q4 Performance Report highlighted the high number of children and young people admitted to hospital for self-harm and attempted suicide. (Further information can be found in section 6.3 of the annual report).
- Q3 Performance report highlighted an increasing number of children on child protection plans. (Further information can be found in section 8.4 Child Protection).
- Q4 Performance report highlighted that some attendance by partners at child protection conferences could be improved. The Safeguarding and Standards Unit (DCST) have completed work around case conference attendance and the quality of reports submitted. DSCB will monitor attendance and reports in 2016/2017 performance reports to ensure this improves and will provide challenge where needed.

Areas for development:

- Continue to develop performance report to incorporate all aspects of the performance framework
- Ensure learning is feedback to practitioners

10.4 Learning from practitioners

One of the Boards key priorities is to ensure that there are effective communications with practitioners about the work of the Board and that Board members have an understanding of the issues affecting front-line practitioners. This intent is encapsulated within the Communications Strategy which states examples of what should be included in communications with practitioners:

- Access to the DSCB multi-agency procedures
- Information on DSCB training courses and events
- Information on learning from Serious Case Reviews
- Information on key safeguarding issues locally and Nationally
- Information on good practice, toolkits to support practice and new models of working
- How they can get involved in Board activities and provide their feedback to the Board

Access to the multi-agency procedures is on the DSCB website and any updates are highlighted to practitioners through the DSCB Common Room which has over 2000 members. Information on new courses and events is advertised in the same way. The effectiveness of this method is evidenced by the fact that all courses are fully booked and both Conferences were fully booked within a week of being advertised. The DSCB also produces a bi-annual newsletter which is available on the DSCB website and is provided for participants at the DSCB Conferences.

Information from serious case reviews are also put on the DSCB website and the Common Room and disseminated through the Common Room. Links to National Serious Case Reviews are also on the website and essential reports such as NSPCC report on Neglect and Serious case Reviews. There is a 'Latest News' section which has included information for practitioners on Female Genital Mutilation and a practice briefing on self-harm behaviour.

The DSCB training has become much broader, including a wider range of courses and learning opportunities (see Section 10.9 Workforce Development). In addition to this the DSCB has

attended a number of meetings to talk about the work of the Board including schools safeguarding leads meetings and team meetings for all front-line social work teams within DCST.

In addition to providing information to practitioners the Board has created opportunities for Board members to have closer links with practitioners. In February 2016 the Board devoted time to a 'Floor walking exercise' where members of the Board visited children services teams across the partnership to gain a better idea of the challenges facing staff. This exercise proved so popular that the exercise was extended until July 2016. Board members were provided with a pro-forma which gave a focus to the visit and enabled them to record the views of practitioners. The questions included:

- Staff knowledge and understanding of the role of the DSCB
- Staff knowledge and understanding of their own role regarding safeguarding children
- How do staff ensure the voice of the child is heard in delivery and shaping of services?
- What are the strengths in their work regarding safeguarding children?
- What are the main challenges for the service relating to safeguarding? Things that could be improved?
- How could things be improved?
- Are there any suggested actions the DSCB can undertake to assist this area of work?

The results of this exercise have been collated and have informed the Board's challenges around early help and information sharing. One key point was the difficulty accessing multi-agency training which has led to more places being made available.

The DSCB has also been developing a practitioner forum to enable practitioners to directly provide the Board with views. The first forum is planned for April 2016. So far there has been a huge response with 70 practitioners putting themselves forward to attend.

Areas for development:

- Ensure feedback from practitioner is reported to the Board
- and that there is a feedback loop to practitioners to inform them of what's happened as a result

10.5 Learning from Serious Case Reviews and learning Lessons Reviews

In 2014 – 15 the Board undertook a Serious Case Review which was completed in April 2015. The Overview Report identified eight recommendations which have been developed into an action plan and is currently being implemented. Due to the ongoing criminal investigation the report will not be published until these are complete. It will then be published on the DSCB website and training events will take place to ensure the learning is disseminated.

The Board has also contributed to a Serious Case Review held by another LSCB which involved a child from the Doncaster area. This report has not been published as it is likely to identify the child. However the DSCB has carried out work to improve practice identified within the report. This work is ongoing and the impact will be evidenced in next year's annual report.

The DSCB case review group has met regularly over the last year. The remit of the group is to consider cases which may have learning for the partnership but which do not meet the criteria for a serious case review. The work plan for this group is now much more robust with clearer terms of reference and better understanding of purpose. This has led to better action planning and impact is beginning to be evidenced. Cases which have been raised under the Resolving Professional Difference protocol are also considered by the Case Review Group.

The group has considered two cases which were of cause for concern and have developed action plans which have led to changes in procedures, for example the timescale for pre-birth

assessments has become tighter, there will be a review of Child in Need procedures to ensure better multi-agency involvement and the discharge planning protocol will be reviewed.

The group also received assurance on two situations which related to service users safety in particular settings.

The learning from case reviews has been included in the DSCB training courses. Any changes to procedures is included on the DSCB website and practitioners are alerted to any changes through the Common Room and disseminated to partners through their usual communication routes.

Areas for development:

- Provide specific events to ensure learning is disseminated to practitioners
- Ensure learning is incorporated in current training programme
- Evaluate learning to ensure learning has had an impact on practice

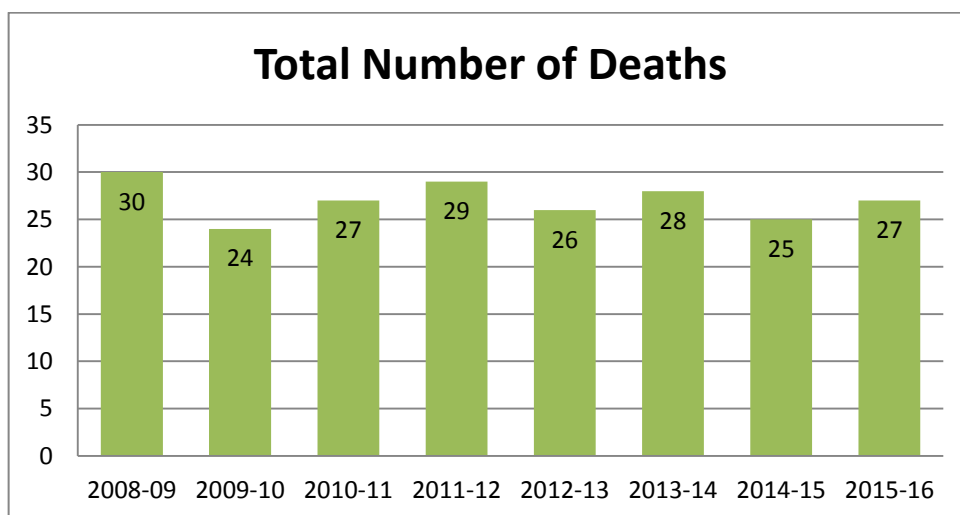
10.6 Child Death Overview Panel (CDOP)

The CDOP in Doncaster is chaired by the Director of Public Health.

There are a number of examples of learning and practice change that have arisen as a result of the panel's work. These are established as clear targets within the CDOP action plan set in January 2016. Key areas are:

- Ensuring that families receive the appropriate bereavement support in a timely manner
- Ensuring that Doncaster analyses and categorises child deaths correctly and its protocols provide professionals with clear guidance on actions to take when a child dies.
- Ensuring that cases are dealt with in a timely manner.

The CDOP Annual Report gives a more detailed overview of the work of the panel and can be viewed on the DSCB website. In summary 2015/16 there was a slight increase in child deaths. However in comparison this remains averagely consistent with previous years.



24 child deaths were reviewed in 2015-16 and out of these cases that were reviewed 6 were found to have modifiable factors. Some examples of the modifiable factors found in the reviews include:

- Acute/sudden onset of illness
- Other chronic illness
- Poor parenting/supervision

- Child abuse/neglect
- Alcohol/substance misuse by the child
- Alcohol/substance misuse by a parent or carer
- Prior medical/surgical intervention
- Access to health care
- Emotional/behavioural/mental health condition in the child
- Emotional/behavioural/mental health condition in a parent or carer

This categorisation does not indicate any implication of blame on any individual party but acknowledges where factors are identified which had been different may have resulted in the death being prevented.

The DSCB has identified the following strengths in relation to the implementation of the Child Death Review process:

- The average length of time taken to review cases has decreased meaning cases are reviewed in a timely manner.
- The panel has a high level of attendance indicative of strong multi-agency engagement.
- 1000 safer sleeping prompt cards have been produced to support multi-agency practitioners in advising parents/carers. These are promoted through training and seminars.
- Assurance work has taken place to ensure that the appropriate measures are in place to reduce the number of road traffic accidents. Awareness sessions are taking place with young people at educational establishments.
- Recording of ethnicity has improved.
- Learning and engagement with other panels within South Yorkshire is taking place. This is done via quarterly meetings and newsletters.
- CDOP procedures have been reviewed to ensure that notifications are made to the appropriate agencies to ensure support can be provided timely and appropriately.
- Information is now being collected on bereavement support to ensure families are supported. A bereavement support leaflet has also been produced.
- Information is now shared from the Rapid Response Team at panel meetings to ensure there is no delay or blockages in reviewing cases.

Areas for Development

- Links are being established with regional LSCBs to observe their operation and consider what can be learnt from these areas.
- An audit of modifiable factors across South Yorkshire is to take place to ensure greater scrutiny of modifiable factors and ensuring that local practice reflects national.
- To increase the number of panel meetings to review child deaths to ensure learning is shared effectively and timely.
- To increase involvement with suicide prevention work
- A formalised bereavement support process to be produced to support families.
- The potential use of an electronic system for recording cases to ensure that cases are managed effectively.

10.7 Audit Activity

A recommendation from Ofsted's Single Inspection in 2015 was to "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" (Ofsted, 2015, P40).

The Learning and Improvement Sub-Group identified a timetable of multi-agency audits for 2015/2016, these were:

- Thresholds
- Neglect
- S47
- Missing Children
- Child Sexual Exploitation re-audit

**Comment received from one of the partners in relation to the audit process:
"Fantastic piece of work - candid and honest but strengths based"**

There has been a focus on developing the audit methodology and improving the quantity and quality of multi-agency audits.

There has been an increase in the number of cases audited. The timetable of audits and re-audits are based on local review of services/need and national research and study. The audit model has been developed to include feedback from practitioners and young people. The audit tool and the audit report structure have also been improved to include more analysis and detailed recommendations. All changes have been well received by partner agencies.

Each audit has its own action plan in which progress is monitored through the Learning and Improvement Sub-group. All actions are well underway and evidencing impact is now a priority.

DSCB commissioned an external review of early help services, which included the threshold audit. Ofsted acknowledged "subsequent work by the Board has acted as an excellent catalyst to launch the new early help framework and operational arrangements across partner agencies" (Ofsted, 2015, P42).

The neglect audit highlighted that there needed to be more visibility of the 'child' in case records. DSCB commissioned Voice of the Child training and multi-agency and single agency audits are now demonstrating improvements in this area. The child sexual exploitation re-audit evidenced that the voice of the child was evident in all cases, and all children had been visited and listened too. Doncaster Children's Service Trust single agency audit report for Q4 2015/2016 reported "Improving case recording with the child's voice evidenced..." (DCST, 2015, P3).

The child sexual exploitation re-audit demonstrated 10 areas of improvement since the last audit. The audit group felt confident that the practitioners knew the signs and risk indicators of child sexual exploitation and this was articulated in referrals, assessments, case file recording and supervision within all agencies involved. All young people we spoke to reported that they felt safe and were able to identify ways of keeping safe.

Q What are professionals saying to you about your situation? What have you learnt?

**"I have learnt that if anyone messages me that I do not know then I can delete them"
(Child A, Age 11).**

Q- Have professionals given you any key messages about keeping safe?

" Yes, spoke about keeping safe and the dangers of going out and keeping safe" (Child J, 16).

Practitioner reflections identified that practitioners felt confident in identifying risk factors in relation to child sexual exploitation. They identified that training delivered by DSCB and the Child Sexual Exploitation Team was making a difference to their practice.

“The course provided me with an understanding to child sexual exploitation and the behaviours displayed by victims of CHILD SEXUAL EXPLOITATION” (SYP).

“Training has clarified the indicators/warning signs and vulnerabilities to consider that may indicate risk of CHILD SEXUAL EXPLOITATION” (Education).

Lessons learnt from audits are communicated in line with DSCB Communication Strategy.

The Learning and Improvement Sub-Group has identified the following timetable of multi-agency audits for 2016/2017, these are:

- Strategy Meetings –Board Member Audit
- Children’s Mental health
- Children in Custody and Secure Accommodation
- Early Help re-audit
- Neglect re-audit



10.8 DSCB Partners Self-assessment (S.11) Audit

In 2015 the DSCB worked jointly with the Doncaster Safeguarding Adults Board to develop a section 11 self-assessment and challenge process which would enable partners to demonstrate the effectiveness of the arrangements that they have in place to safeguard adults and children. The new process was designed to facilitate participation of partner agencies, increase efficiency and reduce duplication.

An audit tool was developed which provided a range of standards for agencies to demonstrate how they are safeguarding children and adults at risk in line with legislation and guidance. Some of the standards are generic to both service groups and some are specific to children or adults at risk. Agencies were asked to complete those which were relevant to their service group but should ensure that they have considered the needs of both groups in their response.

In addition to completing the audit tool, agencies were then invited to attend a challenge meeting which was chaired by the independent chair of either the Adults or Childrens Board and had on it representatives from partner agencies. The challenge meetings enabled Board members to seek clarity or further evidence of assertions made in the self-assessment tool. To assist partners in their challenge role, a workshop was provided to Board members on making effective challenges.

The challenge meetings provided interesting and robust challenge and enabled partners to debate issues and learn from each other across the service group of adults and children.

A number of themes were identified which were common to a number of partners:

- Mental Capacity Act and Deprivation of Liberty training had not been provided across all services where this may be applicable
- The responsibility to safeguarding was not included in all job descriptions
- Safeguarding was not embedded in induction processes
- Safeguarding was not a standard heading in supervision and appraisals
- Not all partners undertook safeguarding audits
- Safeguarding information was not readily available in different languages
- Service users were not always consulted to inform service delivery

These themes have been addressed through individual agency action plans and will provide focus for further challenge in the 2017 self-assessment process.

The process was positively evaluated by partners. A survey was sent to all DSCB and DSAB Board members regarding the self-assessment and challenge process. 12 Board members completed the survey, of those 90% felt the challenge meeting enabled a full exploration of the issues and it helped them to think differently about issues and assisted in identifying possible changes.

The following positive comments were received:

- Well informed and helpful professionals recognising strengths and helping to explore potential areas of weakness in a way which felt supportive and constructive
- Panel members had clearly read my (quite extensive) submission and clearly had prepared questions. Having representatives of adult services helped in respect of transitions to adult services.
- The challenge meetings were focused and conducted in a robust way with good appropriate challenge
- It was supportive but challenging.

This is seen as a real step forward in terms of creating a positive culture of challenge and enabling the DSCB to be assured of the effectiveness of safeguarding arrangements.

10.9 Workforce Development

10.9.1 Annual Training Delivered between April 2015 and March 2016

2015-16 saw a continuation of the significant progress in relation to workforce development. There continues to be an increased level of engagement across all agencies as illustrated by (graph) Outcome based evaluations continue to demonstrate a positive effect measuring pre-course and post course scores. The range of courses has expanded to include a wide range of seminars covering diverse topics illustrated below.

Course Delivered	Number of Sessions
Effective Partnership (2 day)	16
Neglect	9
Child Sexual Exploitation	6
Delivering Early Help	21
Parental Mental Illness	6
Prevent	2

Female Genital Mutilation (FGM)	2
Early Help Roadshow	9
LGBTQ	5
Recognising and Responding to Sexually Harmful Behaviour	1
Effective Planning for Looked After Children	2
Embedding the Voice of the Child	1
Challenging Misconceptions regarding Islam	1
Hidden Harm	1
Operation Clan	1
Human Trafficking	1
Court Skills Seminar	1
Impact of Fuel Poverty	1
Working with Hostile and Resistant Families	1
Improving Cultural Awareness in the Roma Community	1
Undertaking Direct Work with Children and Young People	1
Safe Sleeping Seminar	1

The Board has a strong commitment to multi-agency training and continues to invest in developing a multi -agency training pool. The role is supported by a person specification and job description. The training pool continues to comprise of experienced practitioners from Doncaster Children's Services Trust; DBHFT; RDASH; DMBC; Doncaster Pride; St Leger and South Yorkshire Police. There have been significant contributions from members of the multi-agency training pool. Unfortunately some members have reluctantly had to withdraw through changes to their work role. However the training pool continues to deliver high quality training.

The Training Strategy 2015-16 was endorsed by the Board in 2015. The strategy incorporated a focus on the impact of the training on practice utilising outcome based evaluations linked to capabilities. A significant area of development for workforce development was required to support the Early Help strategy. The Board organised nine roadshows in various localities across Doncaster which received a very positive multi agency response. Over 450 professionals attended with a clear impact being a significant increase in the number of referrals to the Early Help Hub of 50 per week in the period immediately following them.

Charging for non-attendance has been implemented since the previous annual report. This has generated an income and also had the desired effect of improving attendance at training. The use of the electronic booking system Engage Doncaster has been highly beneficial with over 2566 professionals registered on the data base and 1500 accessing the DSCB Common Room. This positive engagement allows key messages and information to be easily shared. One of the key aspects in ensuring training has an impact on practice is to achieve "critical mass" in terms of agency engagement. The figures below demonstrate strong engagement from across all of the key agencies involved in children's safeguarding.

Agencies Attended	Number of Attendees
Education	594
PVI	378
DCST	422
RDASH	380
DBHFT	185
DMBC	2
Other	30
SYP	27
DRASACS	3
NPS	47
St Leger Homes	62
NHS	14
GP	7
CCG	3
DMBC	411
Total	2566



Mark Douglas, DCST Chief Operating Officer, Paul Moffat, DCST Chief Executive and John Harris, DSCB Independent Chair enjoying the DSCB Conference in April 2015

10.9.2 Content of Training

Effective Partnership Working (Level 3) – Having been completely overhauled in 2014 the course continued to gain very positive feedback. The two day course was delivered by eight members of the training pool including the Training Manager. However by the end of the year it was becoming increasingly apparent that the two day course although positively evaluated did not meet the learning requirements of all participants and that a more bespoke approach was required. Therefore the Board agreed that from April 2016 Level 3 would be reduced to a one day course focussing on the core Safeguarding processes and that professionals would then be able to select courses from the broad range picking those most appropriate to their learning needs.

The new training course added to the DSCB training calendar focussing on Neglect in line with Board’s Strategic Priorities ran on nine occasions during the year and also received very positive evaluations. Multi agency engagement with the course has been very positive including attendance from GP’s and Local Authority solicitors. “Parent Mental Illness and the Impact for Dependent Children” also ran on six occasions.

CSE is a further strategic priority for the Board. It continues to be delivered at Level 3 by an Independent Trainer and to receive positive evaluations. Multi-agency attendance at training continues to be good. The training delivered by the DSCB complements the awareness raising briefings that are delivered by the dedicated CSE team. These briefings are targeted at a much broader audience including parents and young people as well as professionals. The CSE team has engaged with a wide range of participants including the industries sector where there is a significant preventative benefit to raising awareness of the signs to look for that would indicate that a young person is being exploited. The CSE Team collates figures by calendar year as opposed to financial year. In 2015 a total of 4338 individuals were engaged with. At the time of writing (August 2016) 2324 people had been trained.

The DSCB commissions two online training courses from the Virtual College; Basic Awareness and Safer Recruitment. The strategy allows individual agencies to source their own training or alternatively to access the DSCB provision free of charge. The Junction Project delivered a course on behalf of the DSCB entitled Recognizing and Responding to Sexually Harmful Behavior.

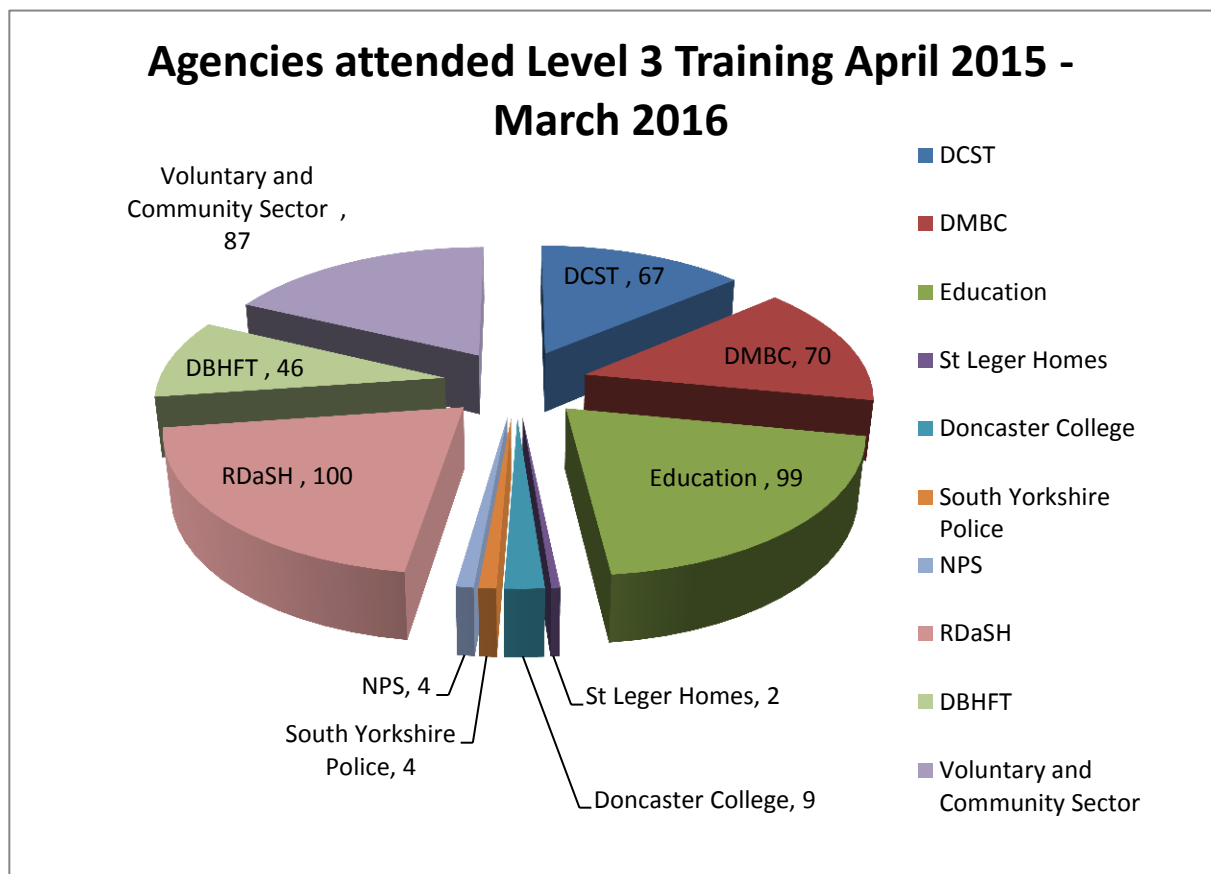
Delivering Early Help was delivered jointly throughout the year by the Training Manager and an Early Help Coordinator/ Manager. In order to ensure that practitioners are fully equipped to

deliver Early Help the training runs sequentially with ECAF training which enables practitioners to use the electronic system.

Two sessions of GP training have been delivered. In total 160 GPs attended. The training consisted of three 45 minute workshops with each GP attending all of them. In accordance with the strategy the subjects covered were Early Help and Neglect. Outcome based evaluations were used and they demonstrated a positive effect in terms of increasing GP's knowledge and skills relating to Safeguarding Children.

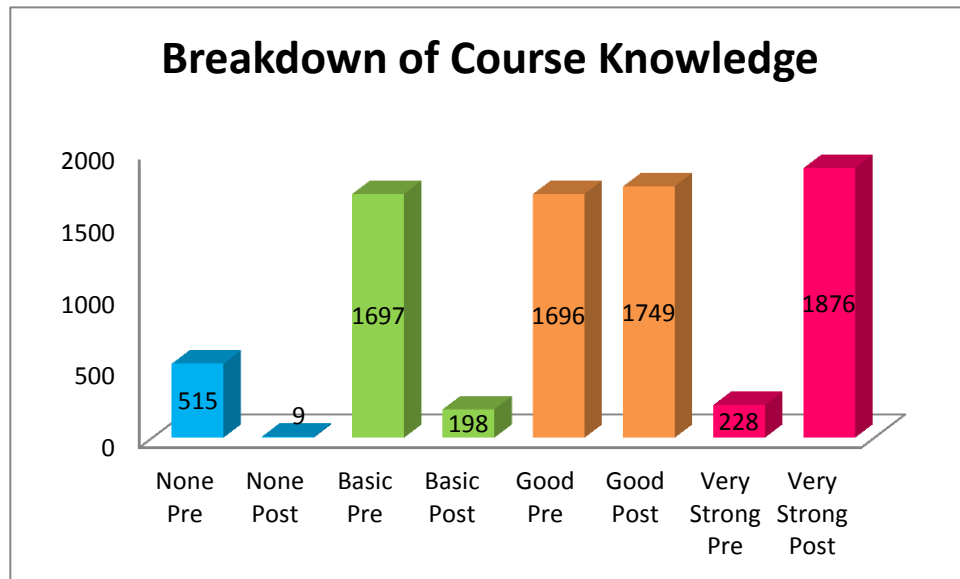
The period April 2015 to March 2016 saw a broad range of courses being delivered. These varied in length in accordance with the Board's approach to flexible learning. This allows participants to be selective in choosing which courses they wish to undertake matching them to their individual learning needs.

In comparison to the previous year an increased number of seminars have been delivered in the year 23 as opposed to 9. These are listed in the table above. Multi agency engagement in training continues to be very positive with an increasing number of staff accessing training from all agencies.



10.9.3 Outcome Based Evaluation

Currently outcome based evaluations linked to capabilities are utilized in the Level 3 training. There is a need to develop these across the range of courses and this will take place over the next year. The outcome based evaluations that have been used show a strong increase in scores across all the different levels i.e. from none to very strong.



10.9.4 Reflective Logs

Participants at Level 3 training are sent reflective logs in order to assess the impact that the training has had on their practice. The logs pose the following questions: What have you done differently in your practice since attending the training? How has the training impacted on your service? How has the training had an impact on you as a practitioner? It also includes a section for comments from the practitioner’s line manager regarding the impact of the training. Overall participants indicated that the training had a significant impact on their practice.

A sample of feedback included:

- “Good to reflect on Serious Case Reviews”
- “It has enhanced my practical daily working”
- “I have made a more concerted effort to ensure all contact information is recorded on data bases in a timely manner, is informative, relevant and fit for purpose.”
- “Training has had an impact the services as it has improved confidence and competence.”
- “The training provided clear threshold guidance for seeking multi agency support.”
- Excellent refresher training. Much more informative and relevant than previous training. I am now using the Early Help Hub.”

The DSCB has identified the following strengths and achievements:

- Significantly improved engagement and commitment from all partner agencies to both the delivery of and attendance at multi- agency training.
- Adoption of outcome based evaluations evidences improvement in children's workforce capabilities as a direct result of DSCB training.
- Reflective log process provides detail of actual impact of training on practice.
- Training has provided positive learning opportunities and promoted improvements in morale and confidence alongside a better understanding of other roles and greater mutual respect.
- Range of course provision reflects key strategic priorities.

The DSCB has identified the following areas for development:

- Planned provision for 2015-16 reflects increased emphasis on diversity including safeguarding children who are LGBT and seminars promoting cultural competency.
- Further development of analysis using Survey Monkey to ensure that training programmes have a significant impact on safeguarding practice.

10.9.5 DSCB Conferences

During the year the Board ran two conferences at the Keepmoat Stadium. Both conferences were very well attended by the range of agencies represented on the Board. Both conferences were attended by over 180 delegates from the statutory, voluntary and private sectors. The Autumn Conference welcomed Professor Ray Jones as a guest speaker and he delivered a well-received presentation on 'The Safeguarding Agenda for the New Government'. The conference focussed on SP3 of the Business Plan by focussing on the work of the CSE sub group and SP4 by ensuring effective engagement with multi agency partners and allowing the opportunity for front line practitioners to be influential by being able to ask questions of the Board. Evaluations indicated that those attending found the conference highly useful for a number of reasons including "seeing the progress we have made in the last few months"; "looking at attendees, a balance of frontline staff and managers"; "opportunity to network and hear different perspectives and experiences";

The Autumn Conference was similarly well attended by a range of agencies. In response to the completion of the SCR into the death of Child A the conference provided a workshop that allowed professionals to consider the practice errors in the case and reflect on the lessons to be learnt. Another workshop focussed in ensuring that the voice of the child is heard in response to the lessons arising from Child BU a case that featured serious suspected sexual abuse. The conference focussed on families with complex multiple problems. The guest speaker was Norma Howes and she delivered an interesting presentation on "A trauma model for assessing the impact of Domestic Abuse on Children". Post course evaluations indicated that 69% of attendees rated the speakers and presentations as very good, 22% rating it as good, 9% rated it as satisfactory and no one rated it as poor or very poor.

Both the Conferences were considered an overall success and continued to build on the Board's strengthened reputation and were booked up very quickly and oversubscribed

11. Impact of the Board – Responding to Challenge

In the last year the Board has continued to build its culture of respectful challenge. Board members, jointly with the Doncaster Safeguarding Adults participated in a workshop to agree how challenges should be made and developed a set of principles for respectful challenge. Feedback from Board members to the Peer Reviewers noted that in the Board:

“debate is reported as positive and inclusive”

“Board members reported that they are licenced to be more challenging than before and there is evidence of challenge in the challenge log and through minutes”

The challenge log has been improved in response to a comment by the Ofsted inspectors who suggested the log “does not focus sufficiently on individual cases and escalation of issues.” (Ofsted 2015 p. 43). Each sub-group now also add challenges to the log which can then be followed up at Board level.

The outcome of these challenges can be seen in the Challenge Log. The impact in some areas has been great. In particular the independent review into early help which was initiated by the DSCB Chair highlighted that early help services were under-developed. Ofsted noted that:

“The Board has acted as an excellent catalyst to launch the new early help framework and operational arrangements across the partner agencies”

The challenge resulted in partners working more effectively together and progress in early help can now clearly be seen. In order to assure itself that progress is sustained the Board will be undertaking an audit of early help as part of its cycle of audits in 2016 – 2017.

The Board has received assurance reports on the development of the MASH on a regular basis. It has also received feedback from inspections from SYP, CCG, DBHFT, RDASH and Doncaster College. Where appropriate the Board has sought assurance that action has been taken to make improvements.

The improvement in performance data and the regular audit activity, coupled with assurance report provided from partners has enabled the Board to evaluate the quality of safeguarding practice in Doncaster and understand what actions have been or are being taken the address the issues.

There has been good progress against the three year strategic priorities which has led to the development of a new one year plan for 2016 – 2017. Areas which did not progress were neglect, communications and evidence of impact. Some progress has since been made on these areas and they have been included in the new plan.

Improvement in the performance reporting has enabled the Board to identify areas of concern such as the number of children attending A&E as a result of self-harming and action has been taken to explore this issue further.

The Board’s multi-agency audit programme has provided useful learning in relation to neglect and has been able to show the improvement in CSE work in its re-audit of CSE. The coming year will enable us to evaluate the impact of actions taken as a result of audits.

12. Conclusion and Recommendations for Future Actions

This report has shown that the DSCB has undertaken a rigorous and transparent assessment of the performance and effectiveness of local services in Doncaster. It has achieved this by gathering information from a range of sources. It has received assurance reports from partner agencies which demonstrate how they are fulfilling their roles to safeguard children. It has also received external scrutiny from partners’ inspectorates and partners have provided assurances

regarding how they are achieving necessary changes highlighted by the inspections. The Board has also been exposed to external scrutiny by Ofsted and a Peer Review both of which identified that the Board had made substantial improvement in its effectiveness and was now meeting statutory requirements. The DSCB is increasingly authoritative and is well-placed to implement the Government's proposals following Alan Wood's review of LSCBs. The challenge now is to ensure that there is a stronger connection between the Board's activities and improvements in frontline practice. This challenge is reflected in the Board's priorities for 2016/17.

In its role of assurance and challenge the Board has appropriately identified areas of weakness, such as early help and admissions to hospital of children who self-harm, in safeguarding children in Doncaster. It has done this through its multi-agency audit, receiving single agency audits provided by partners and through other assurance reports received. The Board has worked with partners to identify the causes of those weaknesses and the action being taken to address them.

The Board now has a regular programme of audit activity where concerns about individual cases are fed-back to the agency concerned for improvements to be made. The Case Review sub-group has reviewed a number of cases of concern and have developed action plans to address the issues. There are examples where partners have used the Resolving Professional Differences protocol to escalate cases of concern and improve the partnership response. The Child Death Overview Panel meets regularly and considers the lessons to be learned from all child deaths. Assurance reports have been received by the Board where there have particular issues, for example the Ombudsman report provided by the DCST. This demonstrates how much challenge and a culture of transparency has become feature of the work of DSCB.

The DSCB strategic priorities for 2016-17 are:

- SP1 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.**
- 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.**
- 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**
- SP4 DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken**

Business Plan and Strategic Priorities 2014-2016

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
- Business Co-ordination Group

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

- Child Death Overview Panel
- Learning and Improvement (includes Case Review Panel)
- Workforce Development
- CSE and Missing Children

And working/task groups (time limited)

- Policies and procedures
- Education
- Family Justice Review

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 Doncaster has an effective Safeguarding Children Board which meets its statutory responsibilities, promoting a culture of challenge, accountability and shared learning

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
Lead: Chair of Board

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.
Lead: SBU & Chair of Board

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.
Lead: SBU & Chair of Board

4. The LSCB has a local learning and improvement framework with statutory partners.
Lead: Workforce (link to SP2 (3))

5. The LSCB ensures that high-quality & effective policies and procedures are in place.
Lead: SBU & Task & Finish Group

Strategic Priority 1 continued...

6. Review business support unit and structure to enhance Board effectiveness
Lead: AD Children & Families

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
Lead: Chair of Board

Strategic Priority 2

SP 2 Doncaster has highly effective safeguarding systems and practice

1. The DSCB have a robust Quality, Performance Assurance Framework which gives a whole view of children's and families experience.
Lead: HOS Safeguarding & Standards via Learning & Improvement Group

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)
Lead: HOS Safeguarding & Standards via Learning & Improvement Group

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.
Lead: Workforce Development Group

Strategic Priority 3

SP 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

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.
Lead: CSE and Missing Children

2. To reduce the likelihood of children and young people going missing from home and care.
Lead: CSE and Missing Children

3. Effective pathways to respond to children and young people who are missing education.
Lead: CSE and Missing Children

4. To ensure and embed effective arrangements to respond to early signs of neglect; including for unborn children.
Lead: AD Children & Families

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

Strategic Priority 4

SP 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

1. Implement a Communication Strategy to ensure clear, effective and plain communication of DSCB messages.
Lead: SBU

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.
Lead: PSW

3. DSCB will review and relaunch the Threshold document.
Lead: Service Improvement Director

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
- Children Missing from Home and Care
- CDOP
- Private Fostering
- IRO/CPA Annual Report

Appendix 2 – Ofsted Recommendations

No.	Ofsted Recommendations (OR)
1	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.
2	Monitor partners agencies understanding and application of thresholds
3	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.
4	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.
5	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.
6	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.
7	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
8	Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.
9	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

**Assurance Items received at the Chairs Group and DSC Board meeting
April 2015 – March 2016**

DSC Board		Chairs Group	
Meeting Date	Item	Meeting Date	Item
14.05.15	CSE Priorities MASH Update Missing Children Update – SY Protocol and creation of CMOG	21.04.15	Section 11 Audit Early Help Update and challenge
09.07.15	Peer Review Feedback HMIC Inspection Update Private Fostering – Annual Report LAC – Annual Report and Strategy Early Help Strategy Update	15.09.15	Prevent Guidance Report overview – that difficult age Early Help Strategy and thresholds guidance
08.10.15	Report on review of thresholds DSCB Annual Report 2014-15 CQC Inspection Report HMIC Inspection update LAC Report Saville update	20.10.15	Neglect audit and action plan S47 audit and action plan Update on thresholds review
05.02.16	YOS Inspection Report Early help 6 month update	03.12.15	DSCB Strategic review Attendance at DSCB meetings
		14.01.16	Update on MASH/early help National CP information system Annual Report 2014-15 and CSE Update

Marilyn Haughton Lay Member



This is my 4th year as a Lay Member on Doncaster Safeguarding Childrens Board. I have seen significant positive changes during this period, in particular how well attended the meetings are and an increase in accountability of all members. The sub groups continue to develop and update plans and strategies that enable us to respond appropriately to current trends and also to be proactive in prevention of harm to children and young people. The Safeguarding Board's Training Programme reflects this and the introduction of lunchtime and evening seminars has enabled staff from across a wide range of organisations to access training to fit in with their working day.

Child Sexual Exploitation and Trafficking continues to be one of the priorities and the Multi-Agency CSE is well established and making their presence felt throughout Doncaster. The feedback I hear when I deliver CSE training is that they are very "accessible and helpful" whatever the query is. I was at the National Working Group for CSE conference in April and was proud to see for the second year running the team were nominated and runners up for an Award for Innovative Practice which I believe was well deserved.

Last year I said "My hope for the future is that we will embed Culture and Diversity into all our training programmes. We live in a wonderfully diverse community in Doncaster and training will contribute to an improved understanding of safeguarding in all communities and enable us to improve links with them." I am pleased to say that this training has begun. Sessions have taken place for Early Years Teams, with more planned for this autumn. Training days are booked in through the DSCB and DCST. There is a strong commitment from members of our Faith and Culture Sub Group who are finding innovative ways to engage with all Doncaster residents. The Trust's Equality and Diversity Advisor has been very proactive in working alongside the Chair of the Sub Group and other members to generate enthusiasm for some planned events in October where it is hoped communities can come together to celebrate their culture and heritage. This will provide us with a much needed opportunity to promote the safeguarding and wellbeing of all children and young people in Doncaster.

Akeela Mohammed

My name is Akeela Mohammed and this is my Fourth year as a Lay member on Doncaster Safeguarding Children's Board. My interest in the work of the Board stems from my previous employment as a home visitor within Sheffield Council Support Teach and Educational Psychology Service followed by being the owner-manager of 2 private nurseries and therefore have a particular interest in safeguarding Early Years.

I have been fortunate to also be a member of a number of sub-groups e.g. CSE and Faith and Culture group. This has given me the opportunity to gain a wider perspective on the provision of services and to question the Board's own understanding and effectiveness of safeguarding children in Doncaster. The sub-groups have been presented with a number of challenges as individual agencies and as a partnership and I believe we have given a positive response to these challenges. I also feel reassured by the work of the Board in addressing the issue of child sexual exploitation in Doncaster and in the way it is striving to reach young people and the community in general.

I have now taken the role of Chair for the faith and culture group. We have over the last year had a very successful launch and have visited many faith groups. The mosques in particular have been hard to reach. One mosque has now had Safeguarding training and have implemented Policies and procedures. We are also going to ask this mosque to now attend CSE training. This is a very sensitive subject within the Muslim community. We are in the process to contact the other mosque.

This will also help us focus on promoting the welfare of children from the faith and communities in Doncaster. Many of the different faiths that attend the Faith and culture group are now being supported in developing their policies and safeguarding training.

The Faith and Culture Group are also working alongside the Children's Trust to Promote Black History Month.

One of the on-going challenges is to monitor the longer-term impact and influence of training on practice. BSCB have used various methods to engage the workforce in providing such feedback

This year one of our challenges is to monitor the longer term impact of what we do and also to increase the participation of young people so that we can ensure their experiences, views and wishes are responded to in a meaningful way and incorporated into the work of the Board. This will be done through Black History month engaging with Head Boys and Girls from a few senior schools in Doncaster.

I hope to be able to continue in my role and to make stronger links into the community in my capacity as a Lay Member and Chair to contribute to the good work of the Board in keeping children safe in Doncaster.

Appendix 6 - Glossary

Glossary of Terms	
ACC	Assistant Chief Constable
ADs	Assistant Directors
ALMO	Arms-Length Management Organisation
ASB	Anti-Social Behaviour
ASDAN	Award Scheme Development and Accreditation Network
ASYE	Assessed Support Year in Education
AQRs	Area Quality Reviews
C&F	Child and Family
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Children and Mental Health Service
CCG	Clinical Commissioning Group
CCP	Complex Cases Panel
CCPAS	Churches Child Protection Advisory Service
CDOP	Child Death Overview Panel
CEOP	Child Exploitation Online Protection
CHAP	Childrens Health and Protection Team
CIC	Children in Care
CIN	Child in Need
CLA	Child Looked After
Cllr	Councillor
CME	Children Missing Education
CMOG	Children Missing Operational Group
CMT	Corporate Management Team
CP	Child Protection
CPB	Corporate Parenting Board
CPP	Child Protection Plan
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CQC	Care Quality Commission
CWD	Children with Disabilities
DA	Domestic Abuse
DANs	Domestic Abuse Navigators
DASH	Domestic Abuse, Stalking, Harassment and Honour Based Violence
DBHFT	Doncaster Bassetlaw Hospital Foundation Trust
DfE	Department of Education
DMBC	Doncaster Metropolitan Borough Council
DRASACS	Doncaster Rape & Sexual Abuse Counselling Service
DRI	Doncaster Royal Infirmary
DSAB	Doncaster Safeguarding Adults Board
DSCB	Doncaster Safeguarding Children Board
DCST	Doncaster Childrens Services Trust
GP	General Practitioner
eCAF	Electronic Common Assessment Framework
ED	Emergency Department
EH	Early Help
EHA	Early Help Assessment
EHC	Education, Health and Care
EHITG	Early Help Implementation Task Group
EHM	Early Help Module
EWO	Education Welfare Officer

F4C	Foundation for Change
F&C	Faith and Culture
FCAs	Family Court Advisors
FGM	Female Genital Mutilation
FJYPO	Family Justice Young People's Board
FM	Forced Marriage
FOI	Freedom of Information
HMPS	Her Majesty Prison Service
HMIC	Her Majesty's Inspectorate of Constabulary
HMIC HBV	Her Majesty's Inspectorate of Constabulary Honour Based Violence
HMIC JESIP	Joint Emergency Services Interoperability Principles
HMIC PEEL	Her Majesty's Inspectorate of Constabulary Police Effectiveness Efficiency and Legitimacy Programme
HMIC VIPC	Her Majesty's Inspectorate of Constabulary Vulnerability in Police custody
HR	Human Resources
IFA	Independent Fostering Association
IFST	Intensive Family Support Team
IRO	Independent Reviewing Officer
IT	Information Technology
NFA	No Further Action
NHS	National Health Service
NPS	National Probation Service
NSPCC	National Society for the Prevention of Cruelty to Children
NQTs	Newly Qualified Teachers
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MISPER	Missing Person
MPACT	Moving Parents and Children Together
OASys	Offender Assessment System
OMT	Operational Management Team
OSMC	Overview Scrutiny Management Committee
PAB	Performance Accountability Board
PbR	Payments by Request
PEP	Personal Education Plan
PGCE	Postgraduate Certificate in Education
PLRs	Performance Learning Reviews
PVI	Public Voluntary Industry
PVP	Preventing Vulnerable People
R&R	Referral and Response Service
RAMs	Resources Allocation Meetings
RDaSH	Rotherham Doncaster and South Humber
KCSIE	Keeping Children Safe in Education
L&I	Learning & Improvement
LA	Local Authority
LAC	Looked After Child
LADO	Local Authority Designated Officer
LGBT	Lesbian Gay Bisexual and Transgender
LL	Liquid Logic
LSCB	Local Safeguarding Children Board
LSOA	Lower Layer Super Output Area
MDT	Multi-Disciplinary Team
MOJ	Ministry of Justice
SBU	Safeguarding Business Unit
SCR	Serious Case Review
SCPHN	Specialist Community Public Health Nurse
SEND	Special Educational Needs and Disability
SHOs	Senior Housing Nurse
SLHD	St Leger Homes of Doncaster

SMT	Senior Management Team
SoS	Signs of Safety
SP	Strategic Priority
SSDP	Safer Stronger Doncaster Partnership
SY	South Yorkshire
SYF&R	South Yorkshire Fire and Rescue Service
SYP	South Yorkshire Police
SYTP	South Yorkshire Teaching Partnership
TPAS	Tenants Participation Advisory Service
YAS	Yorkshire Ambulance Service
YH	Yorkshire and Humber
YOS	Youth Offending Service
QA	Quality Assurance
VAA	Voluntary Adoption Agency
WAFH	Work After First Hearing
YGAM	Young Gamblers Education Trust
YJB	Youth Justice Board
YWCA	Young Women's Centre Association

Appendix 2



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 and February 2016, together with an assurance reports by the Independent Chair of DSCB.
- 1.2** The 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 is at Annex 1.

2. The Ten Key assurance questions

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

Since the last report in February 2016 Doncaster has continued to consolidate the progress it has made in responding to CSE. The Local Government Association (LGA) Peer Review noted that ***'despite the CSE specialist team being relatively newly established the peer team were impressed with the overall operation and current strengths of the unit.'*** (LGA Peer Review July 2016)

- 2.2** The CSE team continues to provide training and awareness raising sessions across the partnership and to schools to ensure people understand the risk factors and pathways for reporting concerns. The peer reviewer team noted that this work still requires further reinforcement to ensure it is embedded.
- 2.3** Data continues to be refined to provide more accurate information about lower level CSE concerns that are dealt with within the Doncaster Children's Services Trust (DCST) locality teams, in addition to those young people supported through the specialist CSE provision. However the Peer Review noted that soft intelligence sharing could be improved to ensure practitioners receive information on a more regular and timely basis.
- 2.4** A further audit has been undertaken by both DCST and the DSCB provide assurance of the quality of the work being undertaken and that thresholds are understood.
- 2.5** Good work continues to take place with the industry sector to ensure a greater understanding of the risks of CSE. This has now spread into work with fast food establishments as well as taxi drivers.

2.6 There has been significant training and work in communities amongst children, adults and professionals where awareness raising of CSE has taken place. This allows for a greater understanding of CSE and has enabled a more informed picture of CSE in Doncaster to be developed.

2.7 The emerging picture for some time in Doncaster has been that there are no particular groups or gangs that appear to be linked to CSE, however peer on peer exploitation, “boyfriend model”¹ and internet grooming has seen a big increase. We have seen an increase in boys due to internet grooming; some of these have been as a result of the young men exploring their sexuality on line and one case has been due to being targeted through gaming online. Data is also collated regarding the referrals from schools which provide an opportunity for the CSE team to offer bespoke training.

3. How reliable is our data?

3.1 DSCB is now receiving a core data set which includes the number of referrals into DCST where CSE is a concern, by outcome and source, the number of intelligence reports and the number of prosecutions of perpetrators. It receives information on the amount of training and awareness and publicity campaigns undertaken to raise awareness and improve practice in CSE.

3.2 This data is scrutinised by the Sexual Exploitation & Missing Children Sub Group on a quarterly basis. The Sub-Group has identified areas where it can build on the core data set to add value to the information, for example providing bespoke data about the retail sector hotspots. DCST is already making the necessary changes in its reporting systems and meetings have been scheduled with South Yorkshire Police and other South Yorkshire LSCBs to improve the data collection, accuracy and analysis.

3.3 The thematic CSE audit undertaken in September 2016 highlighted that there were 10 children identified as being at risk of CSE who were under 13 years old. It was thought that this was due to the Liquid Logic system linking all children in the family as having a CSE concern when in fact it only related to one member of the family. However on some occasions this also raised questions about professionals’ understanding of the definition of CSE and inappropriately assigning CSE risks to children where there may be vulnerabilities but where CSE had not been identified. In order to combat this issue a number of solutions have been actioned, including all children who are considered to be at risk of CSE having a named CSE co-worker and area teams contacting the CSE team when they suspect a child they are working with may be a victim of or vulnerable to CSE. The data will now be collected directly from the Children and Family assessment, ensuring that the CSE risk is reviewed on a regular basis.

3.4 The CSE dataset 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 number of offences recorded per month by District over the past twelve months (source South Yorkshire Police (SYP) is shown below:

District	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Total
Doncaster	10	6	7	2	25

¹ This is a form of exploitation identified in the Barnardos Puppet on a String report http://www.barnardos.org.uk/ctf_puppetonastring_report_final.pdf

Barnsley	11	4	8	11	34
Rotherham	51	40	66	47	209
Sheffield	4	12	8	15	39

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

4.1 The CSE team has continued to provide most of the CSE training in Doncaster in the community to professionals and to young people. Sessions are held within schools and young people are asked for feedback following their sessions. Young people are asked to write one thing that they have learnt and one thing they think needs to happen, the common themes are then collated. Currently young people are saying that they feel that their training should be delivered earlier, when they are in years 7, 8, 9. Professionals who have been trained report that the training provides them with a good knowledge of CSE, are now aware of the indicators, and feel confident in understanding the signs of CSE. There is information and resources on the DSCB website for working with children and young people who may be at risk of CSE. A designated CSE worker is tasked to ensure that this is kept up to date.

Training provided by the CSE team by target group

Audience	2015-16				2016-17	
	Q1	Q2	Q3	Q4	Q1	Q2
Children and Young people	297	456	53	749	939	819
Professionals	943	458	456	280	287	62
Parents/ Foster Carers	21	20	40	30	34	52
Community	/	/	/	/	150	
Total	1269	934	549	1059	1410	933

In planning its future training programme, the CSE team will set provisional targets for the numbers to be trained each year so that it has a clearer understanding of the reach and impact of its training.

4.2 There has been an increase in referrals in respect of younger children into the CSE team due to internet grooming and accessing inappropriate websites and pornographic materials. The CSE team have worked with some year 6 primary school children to talk about safe adults and incorporate online safety through implementing 'All Right Charlie'². This was received very well by the schools. Following the initial training, school nurses have taken up the role of continuing to ensure that primary schools can access this resource with the emphasis being upon the schools taking this forward.

² 'All Right Charlie' is a preventative resource pack that addresses child sexual exploitation (CSE) and grooming in a way that is age appropriate, created by The BLAST Project – the UK's leading male only CSE service

- 4.3** Raising awareness amongst young people is key to providing effective support to those at risk of CSE. The launch of the Respect website (www.doncaster.respectyourself.info/) has provided an online facility for young people to access information and guidance as well as signposting to support agencies. In addition partners support school carousels at the beginning of each year where CSE risk is highlighted to pupils. South Yorkshire Police deliver CSE awareness inputs to all year groups from Yr7 to Yr11 once a year and YOS have CSE champions who identify risk within YOS clients. Police officers regularly patrol hotspot areas and again, support is given to any young person deemed at risk. The CSE team, Police, CEOP, and public health ran an internet safety awareness day in the town centre where young people and parents were approached to discuss internet use and safety 37 males and 61 females participated in completing questionnaires about their internet use.
- 4.4** The CSE Sub Group has developed a multi-agency communications strategy and timetable of communications relating to CSE across the partnership. There is a regular programme of activities which is overseen by the CSE and Missing sub-group. Training has been delivered to taxi drivers and agreement that the CSE team will continue to deliver CSE awareness raising to new drivers on a quarterly basis. Working with Sheffield Futures the CSE team is currently rolling out awareness raising to all takeaway outlets in the Doncaster area through visits to their establishments. The CSE Communications Strategy is now embedded and there is a regular programme of activities which is overseen by the Sexual Exploitation & Missing Children Sub Group



- 4.5** Work with the wider Faith and Community group has not progressed as swiftly as planned. The original strategy was to engage with community leaders and support them to undertake audits of safeguarding in their own organisations. A review of this approach revealed that members of the Faith and Culture Sub-group, who had been included on the group due to their connections with the local community, did not feel confident to carry out such audits and therefore it was agreed an alternative approach would be used. DCST has provided a time-limited resource to assist in approaching communities which the Group had identified for support. As a result contact has now been made with a number of Mosques, the Sikh Community, the Turkish community and Hindu. Training has been provided to the following groups:

Hindu/Tamil Community	Training booked for volunteers; Tamil community to access DSCB eLearning; audit of safeguarding standards being undertaken
Central Mosque	Contact made with both male and female members of the Mosque. Agreement made to assist with procedures and to provide training.
Jamia Mosque	Safeguarding policy/ procedure developed; Introductory training provided to teachers; Basic Safeguarding training planned for the female mosques members and to be deliver by a female worker.
Raza Madrassa	Introductory training provided; support provided to write their Safeguarding procedures; Level 3 and the Prevent Training provided
Turkish /Kurdish community	Safeguarding procedures developed; Training planned
Redeemed Christian Church of God	Provided training and leaders undertaken level 3 training

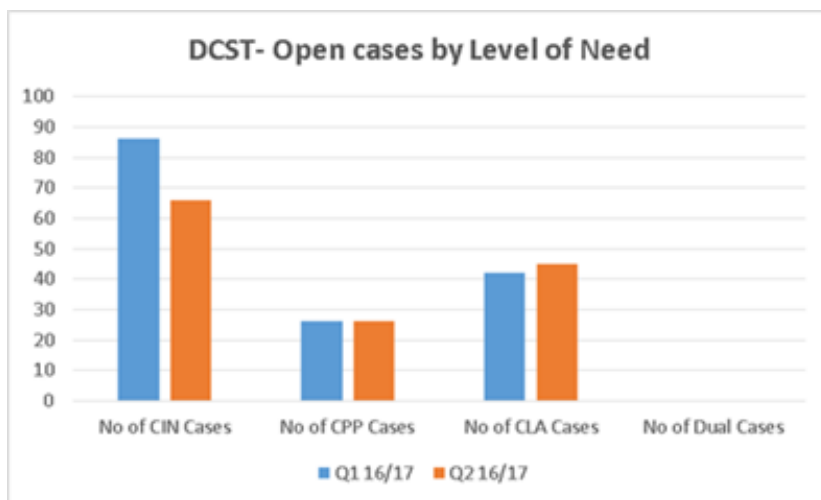
Work has been undertaken with Doncaster Ethnic Minority Regeneration Partnership training women from the Asian community in CSE. CSE awareness training has been given to women in one of the mosques with plans to train Ethnic Minority and Traveller Achievement Service staff in CSE.

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

‘Children and young people at risk of being sexually exploited receive tenacious and effective support from a dedicated multi-agency service’ (Ofsted monitoring visit report, August 2016)

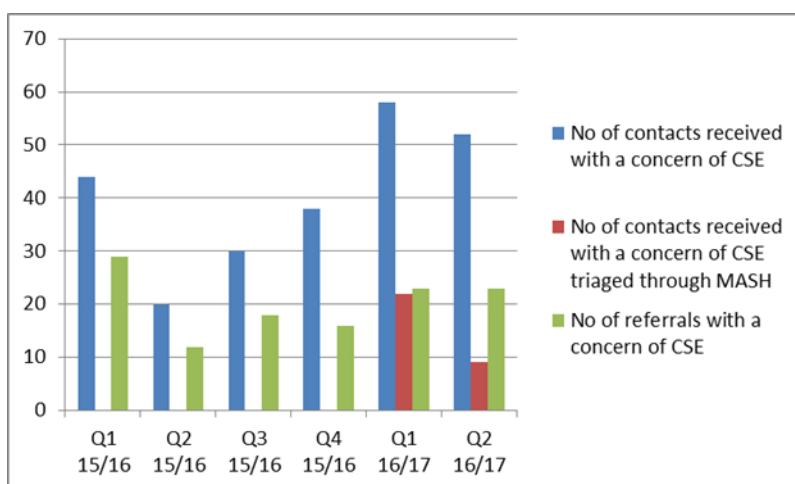
- 5.1** The CSE team in Doncaster is now an established multi-agency team consisting of 3 social work posts, one health, one education worker there are 2 Barnardos workers co –located in the team, as well as specialist police officer colleagues and 2 missing persons investigators. The team is also part of the Hub and Spoke innovation, which provides an additional part time worker (effectively 1 day each). Being co-located means that information can be shared in a timely way and responding to concerns can be undertaken quickly.
- 5.2** Every referral relating to possible CSE is triaged through the MASH process within 24 hours. There is a designated CSE MASH worker who is able to screen referrals and ensure that CSE is appropriately identified. IF cases progress from MASH, each case will be 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 on-going support needs have been identified and cases referred into the correct service.

No. of children where CSE is a concern by status



N.B this includes siblings of those with a concern of CSE (see paragraph 3.3 above)

No of children contacts to DCST and no of children progressing to referral



- 5.3** DCST now has a policy of re-assessing all cases every six months. This ensures that risk assessments are up to date and the impact of plans is fully evaluated. As a result, the work with young people and their families is more robust. Across South Yorkshire, a single risk assessment process is being developed. SYP risk assessment is applied to CSE cases when enough information is gathered either following MASH or at the first Children in Need (CIN) meeting.
- 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. This project is due to come to an end in South Yorkshire in March. DCST are part of the transition plan to absorb the existing foster placements into mainstream fostering teams. We aim to build on learning from the project to assist our foster carers to provide safe and secure placements for children at risk of sexual exploitation. This will be undertaken through training and support from the specialist social worker who has been fully

trained by the CSE therapeutic team and from carer support from CSE foster carers using the Mockingbird Family Model to facilitate mutual learning and support.

Missing Children and Young People

- 5.5** The previously reported Children Missing Operational Group (CMOG) has now changed its title to PVYP (Protecting Vulnerable Young People) to widen its remit and encompass those young people deemed at risk of CSE and not just those that are missing from home. The group has a more focussed approach to the most vulnerable young people as well as sharing intelligence on hotspot locations and offenders. The group is actively challenging and supporting those care homes that routinely feature on missing from home reports in order to reduce the demand placed on partners by repeat missing episodes and reduce the risk to young people missing from the establishments. The PVYP determines which vulnerable young people require an immediate return home interview that will include recommendations around specialist support when a child is returned home.
- 5.6** The effectiveness of the arrangements for safeguarding children and young people who go missing was considered at the Performance Accountability Board (PAB) at its July meeting. It was agreed that a more tactical response for children and young people based around the level of risk and need was required. This was to include how systems and services could be better designed to provide a more timely response to missing children and how to ensure more appropriate 'classification' of missing and absent based on a more accurate assessment of risk. An update on progress was provided at its most recent meeting in November which identified a number of improvements to services and processes: changes in the notification of missing children, enabling a greater focus on those most at risk; a more flexible approach to return home interviews (a statutory requirement for missing children) and improved resourcing of support for young people provided by DCST's EPIC service.

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

- 6.1** Partners continue to view CSE as a high priority. Attendance at the CSE Subgroup remains high with all partners well engaged. The four established task and finish groups continue to drive key aspects of the CSE action plan:
- (a)** The Industry Sector Group continues to train taxi drivers in CSE awareness with over 85% of drivers now having attended. DMBC are proposing that mandatory training becomes a requirement of licence renewal. The Group continues to link in with the retail and leisure sector, training major shopping outlets and Doncaster Culture and Leisure Trust (DCLT) staff as well as securing information sharing agreements. The Group is also linking in with the Federation of Small Businesses and private landlords.
 - (b)** The Protecting Young Vulnerable People Group has superseded the CMOG and is outlined at 5.6
 - (c)** The Communications Group has established a strategic communications plan as well as a monthly tactical plan to raise awareness of CSE in the Borough. The Group has also produced a Doncaster version of the Oxford handbook which provides in depth guidance on working with CSE and is now available to all partners and has been widely welcomed.

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

7.1 Disruption continues to remain effective based on a partnership approach to offender, victim and location management. Police officer and PCSOs regularly submit intelligence on each of these areas with the public also frequently reporting information through CrimeStoppers. Similarly, over the last 12 months the ability of partners to report intelligence has improved by the creation of a specific email address and pro forma for partners to use. This has been circulated to all partners associated with the DSCB as well as those across the Safer Stronger Doncaster Partnership (SSDP).

Intelligence from PVYP panel and from referrals from partner agencies, young people and families' help to feed into disruption tactics, resources are deployed and information is shared with Thrive (see below for more detail about this group) and other agencies to provide a quick response in areas where concerns have been raised. Specific outreach has also taken place by the CSE team, police, education and Changing Lives in areas where concerns have been raised.

Of note a small number of male victims are being identified principally through incidents involving perpetrators claiming to be undertaking research on sexuality and gender identity on the internet and social media. Advice and guidance has been provided.

7.2 Doncaster Police holds a fortnightly meeting for tactical managers within partner agencies aligned to the SSDP. This meeting is called the THRIVE meeting (Threat, Harm, Risk, Investigation, Vulnerability & Engagement). Ensuring data protection is adhered to, relevant and proportionate sharing of information regarding offenders, locations and victims is shared with partners with specific intelligence led requirements given to agencies aimed at disruption and safeguarding.

7.3 High risk offenders are managed by the Integrated Offender Management Programme whereas the young people deemed at highest risk of CSE are managed by PVYP (see 5.6). The South Yorkshire Police Local Problem Profile is now regularly shared with partners to provide the most up to date picture of CSE related issues in Doncaster and a direct comparison with other authorities within South Yorkshire.

Offender Outcomes year to date

	Charged/Summons	Caution	Further action by another body	Named suspect, evidential difficulties (police decision)	Named suspect, evidential difficulties (CPS decision)	Named suspect, evidential difficulties (victim does not support police action)	No suspect identified, investigation complete	Other	Total
Doncaster	3	2	2	12	4	3	5	0	31

Number of Abduction Notices issued

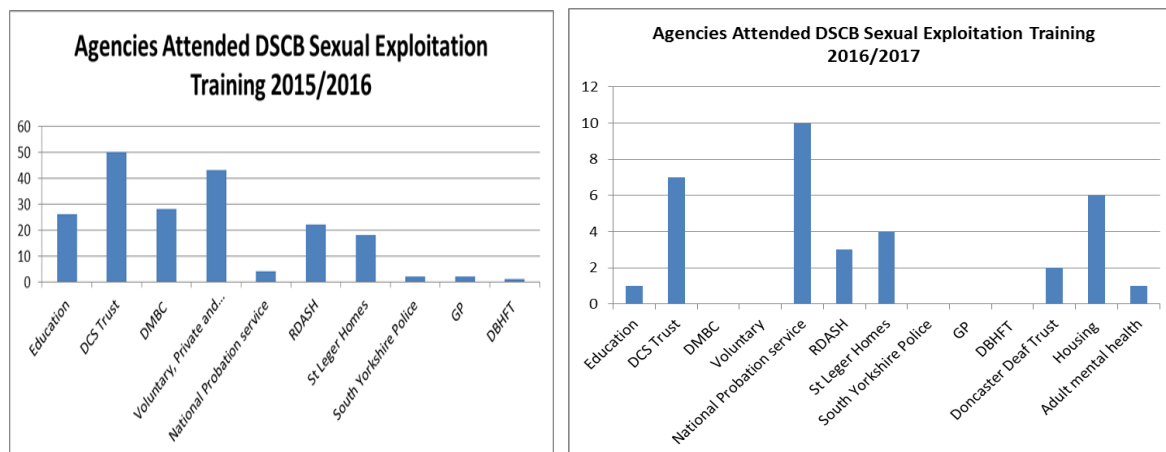
District	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total
Doncaster	10	5	2	1			18

8. How effective is our information sharing?

- 8.1 The sharing of information between partners has been overseen by the CSE Sub Group with effective sharing taking place within the MASH, CSE Team, PVYP as well as across partners linked to DSCB and SSDP.
- 8.2 PVYP has widened its terms of reference to include not only those children who are missing and CSE but children who agencies believe are vulnerable. The Panel shares information on the most vulnerable children and ensures there is a coordinated multi-agency response.
- 8.3 Information sharing agreements have been established by the Industry Sector Group with the Frenchgate Centre, Transport Interchange and DCLT.

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. Level 3 CSE training provided to those who work primarily within the safeguarding arena, had been taking place monthly, however this has reduced this year due to the decision to move the training to the CSE team. In order to get it back on track it has been decided to return to the previous trainer until new arrangements can be made.



- 9.2 The focus in the last period is to evaluate the impact of the training on frontline practice. Outcome based evaluation forms 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. Evaluation forms are showing 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. Comments around what was learned include:

“The impact of sexual exploitation”,

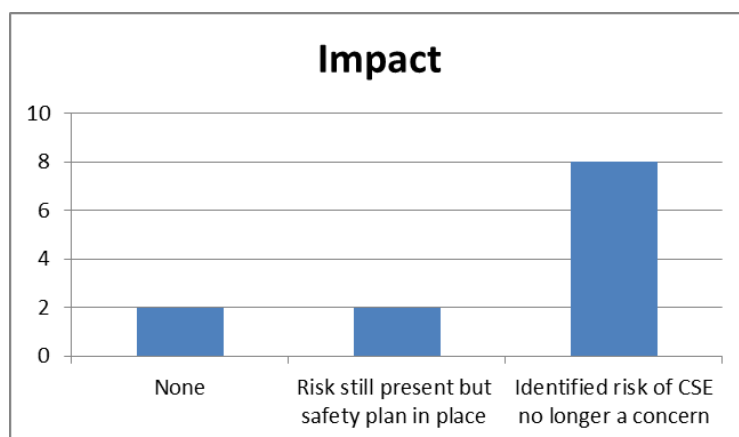
“What’s happening in Doncaster, ref CSE”,

“Raised my awareness of the indicators to look out for In future” and

“CSE is not something new in society. What I learnt is that now we have a better understanding of it in society and through training and learning this will improve I hope. Process in place re referring to CSE team very clear”.

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 undertook a re-audit of cases in March 2016. Additionally an audit of children who go missing was recently undertaken to ensure the multi-agency arrangements were working effectively.
- 10.3** The re-audit evidenced improvements in practice from the original audit in 2014. The audit group felt confident that the practitioners knew the signs and risk indicators of child sexual exploitation and this was articulated in referrals, assessments, case file recording and supervision within all agencies involved. The response demonstrated by agencies has been appropriate, timely and children had been kept safe. Tenacious practice was evidenced to disrupt activity of perpetrators and appropriate action had taken place. Positive impact could be demonstrated in 8 of the 12 cases and where a risk of child sexual exploitation was still present robust risk assessments and safety plans were in place.



- 10.4** There is a current action plan as a result of the second audit, which is monitored by the Sexual Exploitation & Missing Children Sub Group on a six weekly basis and is progressing well. There has also been a briefing provided to professionals, via the DSCB newsletter and website to inform them of the audit and findings.
- 10.6** The work of the CSE sub-group is reported to the DSCB Business Coordination Group and by exception to the DSCB. The CSE sub-group meets on a 6 weekly basis to drive forward the progress of the task and finish groups and their action plans.
- 11. How effective is the strategic leadership of Doncaster’s response to CSE?**

11.1 The strategic leadership of Doncaster's response to CSE remains strong and has been strengthened over the past 12 months. The introduction of the PAB for DSCB has been widely acknowledged and commended in external reviews by the LGA and OFSTED. Furthermore the CSE sub group has established more formal links with the new Safer Stronger Doncaster Partnership (SSDP) structure and reports routinely into the SSDP.

Strong links have been forged between strategic leads across partners and escalation and challenge processes have been introduced that have proved effective when utilised particularly when dealing with high risk vulnerable missing children.

The use of THRIVE, PVYP, the MASH and the CSE team all demonstrate a robust partnership approach to CSE in Doncaster that is supported at a senior level.

12. Next Steps

12.1 The CSE Group continues to develop those priorities set at the beginning of 2016/17. The key objectives moving forward will be to:

- Continue to build a balanced scorecard
- Continue to develop the cultural group and the communications strategy
- Develop links with private landlords
- Continue to work with the LGBT community and the emerging male victim cohort
- Develop targeted and timely interventions with those young people missing from home
- Further develop intelligence sharing with more specific intelligence led tasking for partners



DONCASTER SAFEGUARDING CHILDREN BOARD – CSE ACTION PLAN 2016/17 – Updated November 2016

R Action Behind Schedule

A Action Partially Completed or on schedule

G Action Completed

Sexual Exploitation and Missing Children Sub Group Action Plan

Outcome 1: Establishing an integrated offender management regime around CSE offenders that includes management of the tier that sit below the Integrated Offender Management cohort

Strategic Priority/ Ofsted Rec	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP2	1.1	Develop a robust process to ensure IOM are included in THRIVE agenda	Perpetrators of CSE are dealt with effectively to reduce re-offending		Neil Thomas	No. of perpetrators offered support, reoffending rates, no. of intelligence reports made to SYP by partners	All CSE nominal are considered at a police led multi agency meeting with specific actions fed into both the CMOG and the partnership Thrive. Additional Doncaster Police CSE team have developed an intelligence submission form that has been sent to all partners to report CSE concerns. This form has been circulated to the wider CSP Partnership by the Chair of the thrive meeting.	Completed SYP will monitor the volume of reports.
SP2	1.2	Raise awareness with professionals regarding when and how to make intelligence reports to SYP						
SP2	1.3	Develop a process by which professionals can submit intelligence to police						

Outcome 2: 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

Strategic Priority/ Ofsted	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP2	2.1	CSE group to develop balanced score card which includes analysis of data and qualitative information on the groups work and identifies areas for development in CSE	DSCB is assured that CSE is being appropriately managed in Doncaster	01 April 2016	Neil Thomas	High quality performance reports provided to CSE sub-group	The first report will be provided in April however this will continue to be improved upon over the coming year including additional information from 2.2 and 2.3	Completed CSE score card in place.
SP2	2.2	All partners to provide analysis on data included in the score card.		01/04/2016 April 2017	Neil Thomas	Inclusion of analysis in score card	Core data set is in place. Now seeking improved analysis of data to give added value to the intelligence, therefore agreed new date for data to be compiled Q4 2017.	Not yet completed but on track
SP2	2.3	All CSE task and finish groups to provide performance indicators to be included in the CSE performance report		01 September 2016	Neil Thomas		Performance indicators identified. Work is progressing to collate and analyse the data for inclusion in the full CSE data set. This action will be completed for Q1 2017.	Completed
SP2	2.4	CSE group to benchmark information contained in the report with that of other LSCB CSE groups	Reported back through meeting minutes	01 September 2016	Neil Thomas		SYP information is included in the CSE dataset enabling benchmarking against neighbours.	Completed

Outcome 3: Implement the Communications strategy that builds on the principles of the overarching strategy and includes a calendar of events utilising Spot the Signs								
Strategic Priority/ Ofsted Rec	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP2	3.1	Develop a strategic and tactical communications plan	Professionals, public, families, children and young people are aware of the risks posed by CSE			No. of sessions provided to each group, evidence of impact	Programme of events in place including , eg handbook and respect website	Completed
Outcome 4: Continue to develop links to industry include links into the retail sector								
Strategic Priority/ Ofsted Rec	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP2	4.1	Identify retail sector hotspots through THRIVE meetings	DSCB are aware of hotspots and can evidence that these have reduced	01 June 2016	Bill Hotchkiss	Number of concerns reported from hotspot areas and number of hotspot areas	Frenchgate centre and transport interchanger part of membership of group. Reports recently received of young people using NPS (legal highs) which have been highlighted to the police and the CYP partnership sub-group.	Completed
SP2	4.2	Provide awareness raising sessions to identified groups to ensure they know the signs and are able to report concerns	Improve knowledge of signs and ability to report concerns	01 December 2016			New groups identified to be trained which includes 'property Inspectors' working for Home Safety Scheme, Frenchgate centre and transport Interchange staff. In addition 627 taxi (75%) of total have now been trained.	Completed
SP2	4.3	Develop data report for inclusion in CSE data report		To be included in the DSCB Quarter 4 2016 Performance Report			Data provided on number of targeted areas, number of sessions held and individuals in attendance, outcome data on impact of training	Work is progressing to collate and analyse the data for inclusion in the full CSE data set. This action will be completed for Q4 2017.

Outcome 5: Expand the work with black, ethnic and minority ethnic groups, targeting those not linked in through faith groups								
Strategic Priority/ Ofsted Rec	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP1	5.1	To engage with faith centres and culturally diverse communities and groups in Doncaster in order to raise awareness	To ensure the understanding and quality of safeguarding in the faith communities	01/04/2017	Akeela Mohammed		Sub-group established but difficulties in engagement have led to a more targeted approach. Groups have now been identified based on strategic priorities and contact has been made.	Not yet completed but on-track
Outcome 6: Enhance current CMOG to provide more robust support for those young people at the highest risk due to going missing from home, CSE or persistently missing education.								
Strategic Priority/ Ofsted Rec	Ref	Activity	Desired Outcome	Due Date	Lead	Outcome Measure	Progress/Impact	Status
SP2	6.1	Develop new TORs for CMOG which includes children persistently missing education	CMOG provides more robust intelligence about ket risk areas/individuals relating to CSE, children missing and children missing education	01 April 2016	Liz Stenton	Terms of Reference to be completed	New TORs developed giving sharper focus to the group. The group has now been renamed to Protecting Vulnerable Young People Panel to include the change in focus.	Completed
SP2	6.2	Develop a clear referral process and criteria for referral into CMOG		01 June 2016	Liz Stenton	Referral process included in DSCB procedures	Referral process in minutes. All agencies requested to refer in cases of concern	Completed
SP2	6.3	Develop performance data for inclusion in main CSE report		01 June 2016	Liz Stenton	Performance report evidences number of children/perpetrators/ hot spots discussed. Includes action taken and impact	Updated TORS so dataset expanded to incorporate additional indicators. These will be reported on in Q4 2017 report.	Not yet completed but on-track
SP2	6.4	Children missing education are mapped against CSE referrals to ensure appropriate support is being provided		01 July 2016	Liz Stenton	No. of children missing education where CSE is a concern, no. of subject to EH, CP, LAC plans	Updated TORS so dataset expanded to incorporate additional indicators. These will be reported on in Q4 2017 report.	Not yet completed but on-track

Role and Functions of the Performance Accountability Board

The Role of the Performance Accountability Board (PAB)

In January 2016 the Performance Accountability Board was created. Its key purpose was identified in its terms of reference as:

- To act as a 'strategic summit' group for the DSCB at Chief Executive Level to oversee improvement in children's safeguarding, focusing in particular on cross-cutting issues that require effective interdependent working from partner organisations
- To review progress with Improvement Plans following inspection
- To identify and resolve key areas of performance risk
- To identify barriers to progress and agree solutions

The PAB was established to meet the expectation from the Department for Education (as part of the Secretary of State's Direction to the Council) that there is a partnership body at executive level to oversee, monitor and challenge improvement. Given the leadership role of the DSCB in challenging and assuring the effectiveness of local safeguarding arrangements, it was agreed by partners that the PAB would operate within the governance framework of the DSCB and would be chaired by the Independent Chair of the DSCB.

The current members of the PAB are:

John Harris (Independent Chair, DSCB)

Jo Miller (DMBC – Chief Executive)

Damian Allen (DMBC – Director of Children's Services)

Colin Hilton (Chair – Doncaster Children's Services Trust)

Paul Moffat (Chief Executive – Doncaster Children's Services Trust)

Jackie Pederson (Chief Operating Officer, Doncaster Clinical Commissioning Group)

Mike Pinkerton (Chief Executive – Doncaster & Bassetlaw NHS Foundation Trust)

Kathryn Singh (Chief Executive – RDasH)

Scott Green (South Yorkshire Police – Borough Commander for Doncaster)

Councillor Nuala Fennelly (Lead Member for Children, DMBC)

The group meets on a quarterly basis and has now met four times. At its first meeting partners identified the key cross-cutting themes for all partners in Doncaster:

Key Safeguarding Risks:

- Early Help (DMBC lead, see item 4 below)
- Working with families with challenges including the toxic trio and deprivation
- Keeping focused on child sexual exploitation and missing children (DSCB strategy and action plan through CSE Sub-Group)
- Emotional health and wellbeing (DSCB Improvement Plan and joint commissioning strategy agreed through Health and Wellbeing Board)
- Domestic Violence (Safer Doncaster Partnership)

Systems and Processes:

- Information sharing (DSCB protocol)
- Dynamic intelligence (SYP lead)

The group has been 'action-focussed' dealing with the key themes identified above by agreeing key actions and feeding back at the following meetings. Topics are introduced by considering reports either as a scoping documents or extended discussion topics. In addition the PAB considers key inspection and other national reports which will affect the partnership and require a partnership response. The table below provides a summary of the issues covered by the PAB and the action taken.

DONCASTER PAB – SUMMARY OF BUSINESS AND ACTION TAKEN 2016	
Scoping and extended topics	Action taken
<p>Early help: Discussed barriers to progress and the need for the expectations of partner agencies to be made explicit</p>	<p>Early Help assurance framework was provided which clearly identified partnership roles and responsibilities. DCS met outside the meeting with PAB members and commitment was given to the EH Framework</p>
<p>Working with families with challenges – extended discussion topic. Cross-cutting report provided identifying partnership challenges</p>	<p>DCS to prototype an intelligence-led locality profile focussing on a specific locality. This will be linked to police dynamic intelligence</p>
<p>Information sharing</p>	<p>DSCB and DSAB to work jointly with partners to establish a multi-agency information sharing agreement.</p>
<p>Children missing from care – extended discussion topic. Cross-cutting report provided identifying areas where partners could work more effectively with children most at risk of harm</p>	<p>There has been a collaborative effort within DCST and SYP to meet new developments, particularly in the role of Return to Home Interviews. From 1/12/16 this function will transfer into the DCST and be sited within Safeguarding & standards. The former CMOG meetings, now called Protecting Vulnerable Young People Group (PVYP) is now more robust and has broadened the Terms of Reference and there are better actions around those. EPIC – Youth Crime Prevention Programme is now established and is part of the DCST. .</p>
<p>How do we develop a shared strategy for managing demand across the partnership? JH provided data illustrating the high level of demand at DCST front door and the need to work differently as a partnership. Discussion centred on:</p> <ul style="list-style-type: none"> • Do we have the right volume of activity? • Should more be done in Early Help? • Have we got work in Early Help that could be done more quickly? • Have we got the balance right for lead agencies? 	<p>Action points for January 2017:</p> <ul style="list-style-type: none"> • Establish single point of access from January 2017 • Evaluate the impact of multi-agency training on the application and understanding of thresholds • Undertake audit of thresholds • Agree alternative arrangement for screening referrals from SYP • Consider commissioning project to analyse demand and cost profile in Childrens Services arrangements

Children and Young People's Mental Health

This is a strategic priority of the DSCB and an area of focus for Ofsted. Young people have also identified it as a priority area and asked for more to be done in schools to remove the stigma and increase awareness of mental health, including improved sign-posting and support. The DSCB has also undertaken work to gain a better picture of how young people who were admitted to hospital due to self-harming and attempted suicide are being supported.

PAB noted that:

- More children become stressed at early age
- Resources need to be improved for self-harm, eating disorders
- Access and availability of help and support of help need not necessarily a practitioner with qualifications but should be a trained worker

Health has commissioned work through CCG to look at wider training needs, funded through Future in Minds. Much of the identified issues are expected to be dealt with through Future in Minds funding, therefore it was requested that there is an extended presentation on progress at the next meeting (January 2017).

National Reports and Inspections	
<p>DfE 'Wave 2' Evaluation of DMBC/DCST arrangements:</p> <p>Main areas of focus of the evaluation:</p> <ul style="list-style-type: none"> • Tracking and understanding the national indicators • Understanding delivery models • Completing staff and family interviews 	<p>PAB members identified the need for the report to include:</p> <ul style="list-style-type: none"> • A focus on quality any and an assessment of value for money • How staff can be supported during the interview/survey phase • How DMBC services have also changed since the inception of the Trust
<p>DCST post-improvement action plan and LGA peer review</p> <p>Key points:</p> <ul style="list-style-type: none"> • Positive progress has been made demonstrated in Ofsted and in Peer Review. • Partners described positive difference and improved engagement • Detailed feedback was provided on strengths and areas for improvement <p>Further Ofsted visit in October 2016 highlighted significant progress since the September SIF. It also identified 3 areas for further review:</p> <ul style="list-style-type: none"> • Improved responses/awareness to CSE in relation to providing social workers with soft intelligence to aid assessment of risk • Improved assessment timeliness; and • Clarity over visiting arrangements, joint commissioning and demand management. <p>In total 26 new actions have been added to the action plan</p>	<p>Feedback given to PAB:</p> <ul style="list-style-type: none"> • Progress noted on the development of child-friendly Personal Education Plans • Agreed main challenge facing partnership is demand management – this issue was addressed as an extended topic • Improved information sharing between police and social care will address concerns regarding assessment of risk
<p>Independent review of South Yorkshire Police's handling of Child Sexual Exploitation (CSE) over the period 1997 – 2016. (Drew Report)</p>	<p>Agreed the actions from the report will be taken forward and monitored through the DSCB CSE sub-group.</p>
<p>DfE Review of LSCBs and Government Response (Wood Review).</p>	<p>Agreed the following:</p> <ul style="list-style-type: none"> • Retain the current Doncaster Children's Safeguarding Board as a basis for developing a modified new framework • Retain the Independent Chair role and to work with agencies to reshape this • Use the governance team in place currently to rationalise the partnerships • Have a strong focus on assurance scrutiny and challenge through PAB meetings. • Identify opportunities to undertake work jointly or sub-regionally.

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6 December 2016

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

**Performance Challenge of the Doncaster Children's Services Trust: Quarter 2,
2016/17**

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

EXECUTIVE SUMMARY

1. This report provides a review and analysis of the Performance Challenge carried out by the Director of Learning and Opportunities, of the Doncaster Children's Services Trust (the 'Trust') in Quarter 2 of 2016/17 arising from the challenge meetings held between both parties.

EXEMPT INFORMATION

2. Not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND AND CURRENT POSITION

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

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

6. The Trust is contracted to deliver services as specified within the contract with the Council. The current arrangements by which the Trust is held to account are extensive and far reaching and were described in some detail in the report to the panel of 11th July, 2016 and in essence take place through monthly, quarterly and annual reviews at operational, middle and senior management and at senior non – executive / senior political levels of both organisations.

7. At the July meeting, the panel agreed that a 'split screen' approach be adopted – by this arrangement there is a two phased approach. In the first phase, the Council is held to account for its monitoring of the Trust against the service delivery contract. Specifically, this means that the Council submits a report (this report) for the panel to review and question the DCS or his representatives. The second stage of this split screen is that the Trust responds to the Council's report and the specific performance issues which this has raised.

9. The overall aim of this refined approach is that:

- The panel achieves a much more rounded, but focused perspective, of Trust performance;
- The obligations within the contract will be properly discharged;
- The Scrutiny Panel is able to 'add value' to the accountability process which will no longer not duplicate, or overlap, with existing accountability arrangements;
- The Panel is more clearly be able to identify areas of good performance and underperformance, the reasons for any under performance and request 'exception' or 'deep dive' reports, so as to become better appraised of the performance issues facing the Trust and thereby make recommendations to drive forward improvement.

10. In line with this approach and following the approval of the report to the Scrutiny Panel of 11th July, 2016 the arrangements for the scrutiny panel's monitoring of the Trust were sharpened and revised to avoid duplication with the monitoring arrangements which are already in place and referenced above. The first report of the revised arrangements was considered at the Children's Overview and Scrutiny Panel at the 27th September meeting.

11. In October 2016 the second of the Ofsted monitoring visits took place with a focus on quality of practice in particular the quality and effectiveness of plans for children in need of help and protection, reviews and work to reduce risk to this

cohort; the quality of work on pre-proceedings, the application of the voice of children and the effective use of performance and quality assurance work. Overall, and acknowledging that there is further work to be undertaken, the report found that the Council and the Trust had made 'significant progress' in improving the quality of work since the inspection in 2015. Inspectors praised the continued pace of improvement and noted that, as in the previous monitoring visit, no children were seen to be in situations of unassessed, unmanaged or unacceptable risk.

A copy of the report letter can be found attached at Appendix 4.

PERFORMANCE CHALLENGE OF THE DONCASTER CHILDREN'S SERVICES TRUST

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

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

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

- The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 2 2016/17.

	Quarter 2 2016/17			
	Outside tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	2		5	
Children in Care		1	4	
Youth Offending Services			2	1
Workforce		2		1

(one additional measure yet to report due to unavailability of national data)

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

PERFORMANCE HIGHLIGHTS

- The format of presentation of performance information consists of a summary of the Council's headline assessment of Trust performance by exception and is shown below in paragraphs 14.1 and 14.2 with indicators selected by the Council where there are areas of good and improving performance and areas of concern and potential concern, respectively.

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

Each appendix consists of two elements:-

- An Infographic overview which provides an immediately accessible illustration of the areas of performance which are good (illustrated in green) and those which are of concern or potential concern (illustrated in red) and which cross reference by the index number to those itemised in paragraphs 14.1 and 14.2 and the tables in Appendix 1 and 2 respectively.
- Tables which depict how the challenge takes place for each selected performance measure in a two stage process and provides the content of that challenge which is summarised for the assistance of panel members

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

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

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

- **A1: Re-referrals in the last 12 months** - a minor increase in the last two quarters, mainly as the Trust advises, due to increases in demand across all Agencies. The Trust reports there is no issue of premature 'stepping down' which impacts against the re-referral rate. Performance remains good and is approximate to the national average and has consistently been so, since Q1 2015/16 compared with historical performance. This needs careful monitoring though, to check impact of high demand levels at the 'front door'
- **A3 Percentage of Case File Audits rated 'Requires Improvement or Better'** – Performance since July shows a welcome improvement, with no cases rated 'Inadequate' in August and September. It is far too early to infer a trend but this is encouraging and worthy of note nonetheless.
- **A4: Child Protection visits in timescale** - an important barometer for safeguarding. Though Ofsted noted some delay in the timing of these visits
- **A09: Child Subject CP Plan (second subsequent time)** - This measure is easily skewed by small cohorts. Performance though is good.
- **A06: Child Subject CP Plan (2 years or more)** - The Trust has provided welcome reassurance to the Council that it is carefully monitoring these cases. At the last annual Outturn, Doncaster is in the second upper quartile nationally with third best performance in the region.
- **B9: Long Term Stability of Placements** - The improved performance since the 2015 outturn has been sustained and is above target for the second consecutive quarter. Performance in the preceding 3 quarters has been at the national average and is now above the national average (68%) which represents a very good recovery.

- **B13: Care Leavers in suitable accommodation** - A further improvement in performance which is above the national average, due to what the Trust reports, as increased tracking and contact with the extended care leaver cohort.
- **F03: Youth Offending Custody Rates** - Early indications are positive but as the Trust has previously stated, it is early to draw too many significant conclusions at this stage.

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

- **A2: Timeliness of Single Assessments** - Assessment timeliness is indicative of demand pressures / caseloads. The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Council has received assurance that the Trust is addressing this issue but Q2 is a marked deterioration on the previous 3 quarters. The Council is maintaining a monitoring brief and whilst performance still remains slightly above national average, the Council will nonetheless continue to challenge this performance, should it fail to show sustained improvement.
- **A8: Children in Need Open and Current Plan** – Whilst performance appears to lie outside tolerance and has been since its inception, this reflects the methodology of the indicator which is subject to the Annual Contract review process so as to redefine this measure to more accurately capture those plans which should be recorded not those which are incomplete for legitimate reasons. The Trust has provided assurances that all CIN have a plan, which Ofsted confirmed in its most recent monitoring visits based on its sample of cases although it did raise concerns as to the quality of the CIN reviews and how this is captured in the CIN plan.
- **B13: Care Leavers in EET** - This is an important indicator in meeting Ofsted improvement requirements and for the Council in its role as Corporate parent. A welcome slight improvement in Q2 Performance, which is being tracked by both the Trust and the Council to meet with improvement plan requirements and a steering group, has been established across Agencies to that end. Nationally, care leavers struggle to achieve compared with the general cohort and therefore need greater support mechanisms into further education training and employment. However, the Trust has cited unvalidated figures which suggest significant improvement at the year-end which would place Doncaster in the top quartile for good performance.
- **C14: Frontline FTE posts covered by agency staff** - Agency staff add to the cost base of the operation and may not be good for employment stability and continuity thereby introducing an element of risk. There will always be a need for a number of Agency staff but numbers need to be relatively low which they were until Q1 – a slight improvement at Q2 acknowledging the impact of the competitive market, this is a measure which the Council is keeping under observation. It is acknowledged, however, that absence and turnover rates are good and that the Ofsted monitoring visit commented favourably as to workforce stability and the employee feedback from staff working for the Trust.

‘Volumetric’ Measures

- **E1: Contacts to Social Care** - A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is good performance. The problem here is that a significant number of the contacts which convert to referrals and assessments which are inappropriate. High demand pressures are unhealthy for the work of social work teams and in ‘clogging up’ the machinery. Contacts below threshold and those which could have gone to the Early Help offer are deemed inappropriate. The LGA peer review highlighted this concern, but recognised that these are ‘whole system’ issues, not exclusively in the gift of the Trust, which in part reflects national trends in demand but also locally, means

partners, have to be challenged to apply thresholds and comprehend the Early Help Strategy, consistently.

- **E20-22: Up to date Children in Care Assessments** (Health assessments / dental checks / Personal Education Plans) - The Trust response is valid but performance does need to improve. The Trust is to feedback on RDaSH action to address shortcomings. Acknowledged problem with dental checks which is not unique to Doncaster but there needs to be earlier tracking. Management of PEPs is the responsibility of the Council's Virtual head in which the social worker employed by the Trust plays a part. There is a disconnect between paper and electronic systems - an ICT solution has been identified. An ICT Portal which will address the systemic weakness is being created which will be trialled in December 2016 and implemented in January 2017 and which should address in large part the problem of return rates, timeliness and quality.

15. IMPACT ON COUNCIL'S KEY OBJECTIVES

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

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

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

FINANCIAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

CONSULTATION

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

ATTACHMENTS

21. 'Infographic' depiction and summary record of performance challenge of highlighted performance indicators – Appendices 1 and 2

Doncaster Children's Services Trust – Quarter 2 report – Appendix 3

Second Monitoring Visit – Letter from Ofsted – Appendix 4

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BACKGROUND PAPERS

Service Delivery Contract between Doncaster Council and Doncaster Children's Services Trust

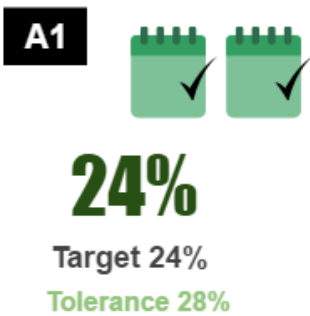
Report to the Director of Learning Opportunities and Skills to the Children and Young People's Overview and Scrutiny Panel – 11th July, 2016

Damian Allen
Director, Learning Opportunities and Skills (DCS)

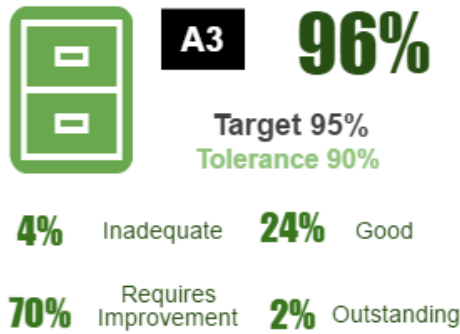
Areas of Good and Improving Performance

AREAS PERFORMING WELL

Repeat Referrals into Social Care within 12 months



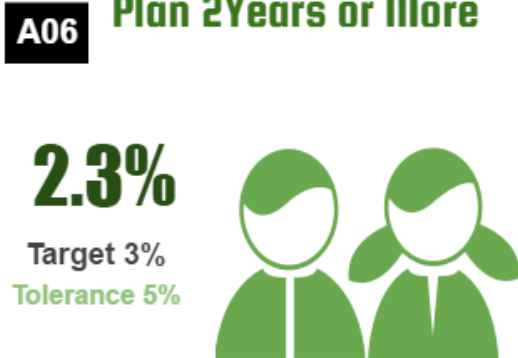
Case File Audits – Requires Improvement or Better



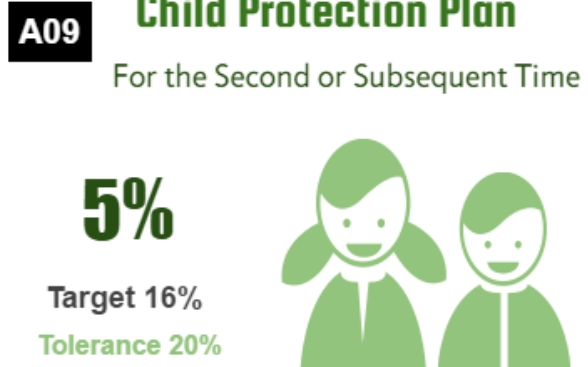
Child Protection Visits within Timescale



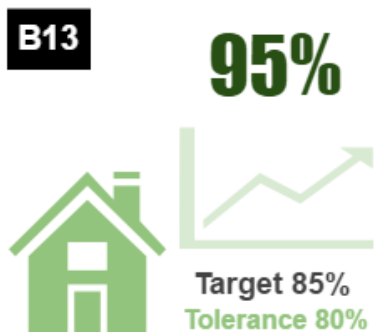
Children on a Child Protection Plan 2 Years or More



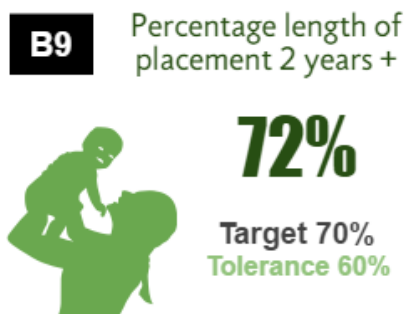
Children Become Subject of Child Protection Plan



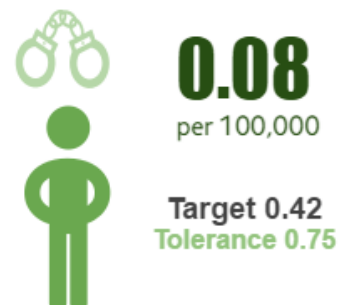
Care Leavers (19–21 yrs) in Suitable Accommodation



Long Term Stability: Children in Care



F03 Youth Offending: Custody Rates



Measure	DMBC Comment	Trust Response
<p>A1 Re-referrals in the last 12 months</p> <p>Q2 = 24% July 2016 24%</p> <p>Target: 24% Tolerance: 28%</p>	<p><i>An important PI to demonstrate robustness of process. There can be genuine requirements for a re-referral and the Trust stated that it was analysing this information, but we need to be assured as to impact of demand pressures and that there has been no premature 'stepping down'</i></p> <p><i>At the moment no real cause for concern, but how is the Trust monitoring developments?</i></p>	<p>Re-referral rates have remained better than target for the last six quarters, showing sustained performance in this area. The re-referral rate in September has seen a slight rise. Greater rigour has been applied to contact and referrals, and application of thresholds, with an emerging reducing trend in referrals and assessments being initiated. This may have a short term impact on re-referral rate as agencies react to these changes. Therefore re-referral rate will need to be observed over the next quarter before conclusions can be determined. The increase in re-referral rate has been compounded by a number of large sibling groups being re-referred. The HOS for Front Door is sampling re-referrals to improve understanding of the underlying reasons.</p>
<p>A3 Case File Audits – Requires Improvement or Better</p> <p>Q2 = 96% Target: 95% Tolerance: 90%</p>	<p>The Trust has set a commendably high threshold which the LGA review recognised and which has reflected the journey towards the improved performance which has taken time to filter through. Although the improvement is to be welcomed, there are two caveats:- Firstly, it is too early to suggest this represents a 'trend' based as it is on one quarter; secondly. As ever the sample size is small and therefore subject to some variability.</p> <p><i>How can this progress be sustained?</i></p>	<p><i>Performance is now above target for the last two months at 100%, this is due to an increase in cases rated good and outstanding. Cases are being graded outstanding for the third month in a row and no cases were rated as 'Inadequate' in the last two months. This is an on-going trend and is starting to demonstrate the impact of robust QA framework and practice focused training. Recent audits completed during the LGA peer review and Ofsted monitoring visit have confirmed the accuracy of our audits and appropriate application of thresholds.</i></p>
<p>A4 Child Protection Visits in Timescale, Child seen by Social Worker</p> <p>Q2 = 90% Target: 80% Tolerance: 75%</p>	<p>Performance has remained above target since March. This measure is an important barometer for safeguarding and requires careful monitoring. Need to link with CIN and CiC visits for a rounded view.</p> <p>Despite good performance – how is the remaining shortfall explained?</p>	<p>Remains well above target due to daily monitoring and a focused effort by team managers to keep on top of key casework timescales. The most recent month's data has shown an improving picture. Visits for CIC and CIN are also monitored in a similar way</p>
<p>A06 Children on CP Plan for 2 Years or More</p> <p>Q1 = 2.3% July = 2.1% Target: 3% Tolerance: 5%</p>	<p>An important measure of sterility (drift and delay) in the system where children may not be receiving proper oversight. However, there can be valid reason why a child remains on a plan</p>	<p>Remains above target with a stable trend. The re-assessment of all cases open for greater than 6 months is providing some immediate scrutiny and management oversight to current casework and addressing any previous issues of drift and delay</p>
<p>A09 Children Subject CP Plan Second or Subsequent Time within a 2 year period</p> <p>Q2 = 5% Target: 16% Tolerance: 20%</p>	<p><i>Continues to improve from 8% in Q1 to 5% Q2. This measure has been redefined within the contract from the national PI (second or subsequent time ever) to a local measure which is more sensitive and more reflective of its fundamental objective. Performance at Q4 and Q1 is better than target. Sibling groups can inflate</i></p>	<p>Performance remains above target with an improving picture. The number of children subject to a CPP shows low levels of variability month by month but all within target. Only two children were recorded in September as being subject to a Child Protection Plan for a second time.</p>

	<i>this figure. Analysis needs to be satisfied that children are not being 'de-planned' prematurely. There may otherwise be valid reasons for becoming subject to a CPP but less so within a short period.</i>	
B9 Long Term Stability of CiC: Placements 2 Years or More Q2 = 72% Target: 70% Tolerance: 60%	Another important indicator of stability, which is essential for this vulnerable cohort. The trust is closely monitoring. Placement policy is an important feature of stability need to review across the range for best results in care and financial terms. Placement and Sufficiency strategy is awaited and is an important strategic document for this measure and other CiC measures. 2015 annual outturn performance (56%) was bottom quartile nationally and bottom in regional rankings.	Continues to take an upward trajectory and has now been above target level for three months in a row. The Trust's longer term ambition to rely less upon out of Borough placements will bring some long term placements to a close, providing it is in the child's best interests. To assist this teams are reviewing placements on a case by case basis.
B13 Care Leavers in Suitable Accommodation (aged 19 – 21) Q2 = 95% Target: 85% Tolerance: 80%	Continues to improve from 88% Q1 to 95% Q2. Pleasing quarterly reported figure. Best practice suggests that custody and 'sofa surfing' should be excluded from this figure. At last annual outturn (2015) Doncaster performance (83%) was middle ranking nationally, but relatively low in the region, but noting the lack of a commonly agreed definition between LAs as to what constitutes 'suitable accommodation'.	For the second quarter in a row this measure is above target in this quarter, with a significant improvement in quarter 2. Improvements in practice and recording have contributed to the positive trajectory. The term "suitable" relies on local interpretation (for example some LA's will determine Custody as suitable whilst we do not), making comparison challenging. At the end of Quarter 2, seven young people were recorded as being in custody which will have contributed to this figure. Focussed work between Targeted Youth Support and Performance is contributing to this improved performance, through regular tracking of activity to remain in touch with this cohort.
F03 Youth Offending Service Custody Rates Q2 = 0.08 Target: 0.42 Tolerance: 0.75	This is a new measure established in Q4 which is susceptible to small cohorts from what is a large national cohort.	Data now available from the YJMIS system, which is the national youth justice database. Performance remains better than target for a sustained period. These rates, reported in this format, are the lowest in the Borough's history.

Areas of Concern / Potential Concern

AREAS FOR IMPROVEMENT

A2

Timeliness Single Assessments

Increased Case loads



82%

Target 92%
Tolerance 90%

A8

Children in Need with Open and Current Plan



87%

Target 95%
Tolerance 90%

B14

Care Leavers in Employment, Education & Training



41%

Target 45%
Tolerance 40%

Ofsted Improvement Plan Action

C14

Agency Staff: FTE Posts



11%

Target 8%
Tolerance 12%

E1

Contacts into Social Care



1669

546 at Transfer

E20-22

Children in Care: With Up-to-date Assessments



Health Assessments

Dental Checks



Personal Education Plans

Measure & performance	DMBC Comment	DCST Response
<p>A2 Timeliness of Single Assessments</p> <p>Q2 = 82% July = 88%</p> <p>Target: 92% Tolerance:90%</p>	<p>Timeliness performance continues to decline and has been below target and tolerance for the past 3 quarters, although this is slightly ahead of the latest reported national outturn average (81.5%) 'Assessments open' are showing increasingly high figures and referrals are increasing, reflecting higher demand pressures within the system. High caseloads can impact on assessment timeliness – although this is not cited as a problem by the Trust when challenged. The significant percentage of NFAs which should be closed is skewing the figures and this is the focus for Trust action and for Council challenge. Recent numbers of assessments open has increased</p> <p>Are there specific pinch points in area teams?</p> <p>What more is being done to improve the team management / closure of assessments?</p>	<p>A reduction in assessment timeliness was experienced in September, which was largely due to performance in 3 teams, which has not been addressed. There are too many assessments leading to NFA that take longer than 45 days (24%), which implies workers are ensuring children are safe but not then completing the assessment process. This will continue to be a focus of weekly tracking and challenge activity until performance recovers to over 90%</p> <p><i>Work to be done to ensure people do not always use the full 45 days to complete assessments. Weekly tracking is taking place. PI software investment to highlight issues to HOS earlier, particularly NFA's</i></p> <p><i>DCST deployed temporary agency resource. What is the status of this?</i></p> <p><i>SG - Agency staff are due to leave at the end of October. This reflects that caseloads are more manageable.</i></p>
<p>A8 Children in Need with Open & Current Plan</p> <p>Q2 & July 2016 = 87%</p> <p>Target: 95% Tolerance:90%</p>	<p>This is a new measure which emerged from the Ofsted inspection - Performance has shown no improvement since Q4. Assurances from Trust that CIN have a plan, but there are children in transition. 'No Further Actions' are being tackled and files closed where appropriate. DCST has suggested this PI should be re-evaluated and discussed in the next annual contract review, as methodology could be misleading, as the count excludes drafts awaiting sign off and those awaiting sign off for closure.</p> <p>Reassurance from the Trust that all CIN have a CIN plan – what is the prognosis for addressing closure of draft plans and those awaiting closure ?</p>	<p>Performance remains outside tolerance, despite case sampling showing that there are appropriate reasons for an absence of a plan at the point of analysis. This can be for example that a case is at closure or being escalated or de-escalated so a new plan is being drawn up. A number of cases will have an open draft plan that will not be counted until it is made final, including these drafts the figure is 91%. This measure requires review during the annual contract review process. Monthly Self Evaluation Activity and dip sampling is testing for the presence of plans, to provide assurance that all cases that require a plan have one.</p> <p><i>The Council and Trust are jointly revising this indicator under the Annual contract review process which will more accurately capture those plans in draft/ transition etc.</i></p>
<p>B14 Care Leavers in Employment, Education and Training (age 19-21)</p> <p>Q2= 41%</p> <p>Target: 45% Tolerance:40%</p>	<p>A welcome improvement. DCST has made some progress with this as can be seen in its commentary. This is a very challenging PI for LAs given the attainment and readiness problems of this cohort and the need to maintain meaningful contact. Performance is being tracked and addressed by both the Trust and the Council to meet with improvement plan requirements. National average = 48%.</p>	<p>Performance is now within tolerance, although 20% of care leavers are NEET due to illness/disability or pregnancy/early parenthood. The impact of the 18+ service's strategy of taking an individual targeted approach is beginning to show. IDP's for each of these young people are comprehensively reviewed and intervention targeted at securing suitable provision. The medium term</p>

	<p>Regional average = 52%. DMBC and DCST meeting 18/10/16 has progressed joined up working with partners and secure wrap around pre-employment and training support. Steering group between partners met on 18th October with Charter and subsequent strategy. Quick wins identified and an action plan to take forward initiatives.</p> <p>What is the prognosis for the outturn figure? Can the improved performance be sustained?</p>	<p>strategy will be focused on increasing opportunities across Doncaster, securing pathways to apprenticeships for care leavers and increasing the offer available to care leavers. We will review this strategy on a quarterly basis in order to measure the impact.</p> <p><i>Have hard to shift group 20% - work that has been done. Longer term vision will help the stability of performance for this</i></p>
<p>C14 FTE posts covered by Agency Staff</p> <p>Q2 = 11% Target: 8% Tolerance: 12%</p>	<p>Performance shows an improvement from Q1 and is now within tolerance, but caveat is that this is only one quarter's figures. Pressures from competing providers in a highly competitive market are driving this trend and recruitment initiatives are being trialled as well as reviews of existing pay bands in order to mitigate this reliance.</p> <p>How does Doncaster compare with other LAs? Is the trend likely to reduce?</p>	<p>Over the last few months agency staff has reduced by 7.56 FT despite an overall increase in front line staff to meet increased demand and the need for agency staff to pick this up. One member of staff has moved from an agency to permanent contract in the last month.</p> <p><i>Agency staff can go to other authorities and earn more money so are reluctant to convert to permanent contracts. Currently exploring the option of offering short term contracts. These findings need to take into account finder's fees for different agencies and length of contracts. This work is on-going.</i></p>
<p>E1 Number of contacts into social care (volumetric measure)</p> <p>Q2 average =1669 Q1 average = 1843</p>	<p>A fall between the two most recent quarters. Most understood to be requests for IAG and NFAs up to 50%; demand in the community is an issue. Contacts are now correctly counted. Inappropriate referrals which should have gone to early help less than 3%</p> <p>Trust applying an initial triage for contacts so that the case finds its way to correct destination more quickly which should reduce demand on teams and localities. Noted that conversion rate remains low.</p> <p>Some front door 'redesign' has recently taken place.</p> <p>When can the impact of the new triage and the MASH be seen?</p> <p>What progress has been made with Agencies in correctly applying the thresholds?</p>	<p><i>Impact of new triage and MASH to be seen in Q3/Q4 2016/17 – process is underway to challenge number of NFA's in system.</i></p>
<p>E20-22 (Volumetric measures)</p> <p>Children in Care with</p>	<p>A further decline in up to date health assessments and dental checks but up to date PEPs continues to improve.</p> <p>To what extent is MALAP capturing this issue?</p>	<p><i>MN - MD to provide a response on this.</i></p> <p><i>Action: MD to provide further commentary regarding % of CiC with up to date health assessment/ dental</i></p>

<p>up to date:</p> <p>health assessment Q2 =83%</p> <p>dental checks Q2 =76%</p> <p>Up to date Personal Education Plans Q2 = 81%</p>	<p>What specific plans are in place and when can improvement be expected?</p>	<p><i>checks.</i></p>
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QUARTERLY PERFORMANCE REPORT – Quarter 2 2016/17

Reporting Period 1st July to 30th September 2016

1. PURPOSE OF THE REPORT

1.1. To provide an overview of Doncaster Children's Services Trust's performance position for Quarter 2, 2016/17

2. SUMMARY POSITION

2.1. The contract indicator set was revised during the fourth quarter of 2015/16, as agreed through the first annual contract review.

2.2. The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 2 2016/17.

Quarter 2 2016/17				
	Outside tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	2		5	
Children in Care		1	4	
Youth Offending Services			2	1
Workforce		2		1

2.3. There are currently two measures that lie outside tolerance. These are discussed later within the report. Two measures are without a target, but demonstrate good performance.

2.4. There are currently two "hard to shift" measures – those which have been outside tolerance for 2 or more consecutive quarters. They are:

A2 - Timeliness of Single Assessment

A8 - Percentage of Children in Need with an open and current Plan

2.5. Measures at or better than Target as at end of Quarter 2 2016/17

A1 – percentage of re-referrals in last 12 months

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

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

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

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

B8 - Average length of care proceedings (weeks)
B9 – Long term placement stability of looked after children
B10 - Stability of Placement of CiC: percentage of 3+ moves
New – Care leavers aged 19-21 in suitable accommodation
New - Youth Offending Services – %cohort currently EET
New – Youth Offending Services – Custody Rate

2.6. **Measures within Contract Tolerance as at end of Quarter 1 2016/17**

New - Percentage of Care Leavers in Employment, Training and Education (age 19-21yrs)
C14 - Percentage of frontline FTE posts covered by Agency Staff
NEW – Frontline staff receiving supervisions in timescale

2.7. **Measures outside Contract Tolerance as at end of Quarter 1 2016/17**

A2 – timeliness of single assessment
New – Percentage of children in need with an open and current plan

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

New – Youth Offending Services – reoffending rate after 12 months
New – Staff turnover

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

3. **OPERATIONAL MEASURES AND CONTEXT**

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

- **Contacts:** will have dropped in quarter 2 due to the seasonal drop during the school summer break. Comparisons with same period last year are not possible due to changes in recording practices from September 2015. Two thirds of contacts lead to no further action with advice or information given, but still need to be recorded, with a decision against them. This is an obvious distraction from the core work that is being channelled through this route. The largest number of contacts come from Police (43%), of which the majority proceed to no further action. This is a regional challenge, relating to SYP policy of referring all incidents involving children, without an initial risk assessment. The Trust continues to challenge this approach, using sub-regional levers to encourage a different approach.
- **Referral rates:** Prior to the school summer break, referral rate had risen to almost 500 per month. An anticipated dip in August continued into September. Although this is still early, this gives an indication that reorganisation of front door pathways is reducing referrals rates, and in turn the number of

assessments to be completed. The trend will not be established until late October/early November. Only a quarter of contacts lead to referrals. However, the percentage of referrals leading to an assessment dropped from 95% to 85% in September 2016, suggesting the Front Door is beginning to “hold back” referrals. As the number of referrals leading to an assessment reduces, it would be expected that the proportion of assessments leading to no further action also reduces (as the quality of referrals improves). However, as the statutory timescale for completion of assessments is up to 45 days (9weeks), more time is required to measure this.

- **Early Help:** Early Help enquiries have increased since June 2016, with 491 recorded in September 2016. Almost one quarter come from schools, with 17% coming from MASH/R&R thus diverting statutory intervention. Enquiries from Health services (GP, A&E, Health Visitors) remain relatively low. Over half of enquiries lead to a continuation of the Early Help pathway, with 15% leading to no further action and a similar proportion leading to a single agency response. A decreasing proportion are leading to step up to social care, supporting evidence from contacts and referrals that Front door services are beginning to direct requests for support to the most appropriate point. IFST (29%), Family Support Teams (32%) and Education settings (33%) account for 92% of lead professional roles for open early help cases. Of the 509 EH cases closed in quarter 2, 60% ended with the “action plan complete” or “all needs being met.” Although the Trust has not yet developed a re-referral to Early Help indicator, there is no evidence through audit or dip sampling that cases closed in this way are leading to high levels of repeat requests for Early Help intervention or statutory services.
- **Children in Need:** numbers have shrunk to 90% of those reported at the end of quarter 1 This is due to focussed efforts by each locality area to progress CIN cases by identifying drift/delay in order to step down or close. This has been supported by reduced referrals (85% of rate at quarter 1 end). This is also reducing overall caseloads, in particular the number of workers with high caseloads.
- The number of children on a **child protection plan** has seen a modest decrease, compared to the end of quarter (2% reduction), from 439 to 429.
- The number of **children in care** is showing a low, but increasing trend, with a 2% increase from quarter 1, from 504 to 512. This is placing additional pressure on placement costs.
- **Caseloads** for staff have decreased across locality teams due to the reduced referral rates and targeted closure work. Average caseload has dropped by one case (18.1 to 17.1) between the two quarters, with the percentage of workers with “high” caseloads dropping from 21% to 10%. Average caseloads range from 17 to 21 in Assessment and Child Protection Teams, with lower rates in CIC teams (13 to 14). The highest caseload was 28 at the end of September, compared to 34 in May 2016. Caseloads of this size will comprise

a mixture of open CIN/PPP cases, cases approaching closure and new referrals requiring assessment. Weekly monitoring of caseloads, and case progression is in place in order to prevent returns to these figures. However, it is also dependent upon volume of demand and Front Door procedures to maintain these levels.

4. KEY EXCEPTIONS AND IMPROVEMENTS

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

A2 - Timeliness of Single Assessment

A8 - Percentage of Children in Need with an open and current Plan.

4.2. **Timeliness of Single Assessments.** There has been a reducing trend in assessment timeliness during quarter 2, which correlates to an increase in referral rates (and therefore overall workload) during the previous period (quarter 1). As assessments can take up to 45 working days, there is an inherent lag between referral rate and assessments to be completed. For example an increased referral rate in June is likely to impact on assessment completion rates in August. This is exactly what happened in the quarter, with June's referral rate peaking and August's assessment performance dipping. This is also exacerbated by worker and team manager availability during the holiday period. Completion of assessments is a transactional process where manager has to approve an assessment or return for further work. There is, therefore, a seasonal trend for a drop in assessment timeliness in August. Therefore, strategies will be developed to avoid this being repeated. It is anticipated that a reduction in referrals, and therefore assessments initiated, will improve assessment timeliness.

Both LGA and Ofsted visits highlighted the need for further work and attention to be given to ensure a larger proportion of assessments are completed within 10 and 20 working days, rather than taking the full allocation of 45 working days. This is particularly the case for assessments that lead to no further action, of which too many are still taking too long to reach this conclusion. Performance reporting has been changed to identify teams and workers who are not closing an appropriate proportion of cases within these timescales. Additional audit activity is scheduled to better understand causes for delay, so that they can be identified and removed.

4.3. **The Proportion of Children in Need with an open and current Plan:** Caseworkers have been tasked with reassessing all cases open for 6 months or longer; this should lead to revisions or new plans, escalation and de-escalation (step down). 87% of cases open for 6 months or longer had an identified updated plan on LiquidLogic during the quarter. Including plans in draft form the percentage increases to 91%. In writing this report, an audit of 20 open cases with no plan in June was undertaken, with the following themes

- When reviewed, case had been closed or are at closure stage.
- Some related to plans for children transferring out of the Borough
- Some had a draft in place
- Some related to children with pre-birth plans
- Some were still in assessment
- Recording issues had been resolved with others

This demonstrates that in the majority of cases where plans do not exist, there is a reason. Similar dip-samples have been completed by Heads of Service when writing their monthly self-evaluation forms with the same findings. A task to expedite closures continues. If this measure is to be included in the 2016/17 contract indicator set, then it will require review/revision so that it better reflects practice.

5. CONCLUSIONS

- 5.1. This report reflects performance against the revised contract indicator set for the second quarter of 2015/16. Although some of the initial challenges in recording and reporting have been resolved to ensure stability of measurement, further work needs to be done to improve recording of casework to ensure indicators are as accurate as possible.
- 5.2. The majority of measures are within tolerance or at/above target. Two social care measures currently lie outside tolerance. Reasons for this are set out in the report, as are strategies for their recovery. Both are dependent upon demand management. Demand remains excessive, but it is being better managed through Front Door services. However, the total demand, measured as contacts, remains very high and continues to place pressure on the Trust to process and risk assess each case. Further whole system transformation work is required to strengthen the quality and impact of early help provision.
- 5.3. The continued trend in improving case file quality is welcome and encouraging. It demonstrates that the commitment to practice improvement through intensive training, deployment of advisors and a reinforced QA framework is now yielding sustained improvement.
- 5.4. A robust performance framework that is flexible and reactive to the Trust's improvement journey is also contributing to the improved performance outturn for this quarter.

Report prepared by James Thomas, DCST

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23 November 2016

Mr Damien Allen
Doncaster Metropolitan Borough Council Children's Services
Civic Office
Doncaster
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Dear Mr Allen

Second monitoring visit of Doncaster Metropolitan Borough Council children's services

This letter summarises the findings of the second monitoring visit of Doncaster Metropolitan Borough Council children's services on 24 and 25 October 2016.

This visit was the second monitoring visit since the local authority and the children's trust were judged inadequate for services to children who need help and protection in September 2015. This monitoring visit was carried out by Her Majesty's Inspectors Graham Reiter and Fiona Millns and Regulatory Inspection Manager Parveen Hussain.

The local authority and the trust are making significant progress in the areas of work covered on this visit from the low baseline identified by the single inspection of September 2015. This reflects similar progress to that seen on the first monitoring visit in August 2016. No children were seen to be in situations of unassessed, unmanaged or unacceptable risk.

Areas covered by the visit

- The quality and effectiveness of plans for children in need of help and protection.
- The quality and timeliness of reviewing and progressing the work to reduce risk and support children in need of help and protection.
- The effectiveness of work undertaken the Public Law Outline (PLO), specifically the quality of pre-proceedings work.
- The voice and experiences of children.
- Management oversight and timeliness of decision making.
- The use of performance management information and quality assurance work to monitor and improve performance, timeliness and quality.

A range of evidence was considered during the visit, including case discussions with social workers and managers, information provided by staff and managers, performance management and quality assurance information, and viewing of electronic case records. We spoke to service users and partner agencies, as well as to social workers and managers, about their experience of working in Doncaster.

Summary of findings

- The council and the trust have made significant progress in improving the quality of work since the single inspection in 2015. Further work and progress are required to meet the council's and the trust's timeline and targets for improvement.
- Performance and quality assurance arrangements are a particular strength. The effectiveness of these mean that the trust knows itself well, demonstrating an understanding of current practice, with clear plans in place to focus and sustain improvements.
- Increased stability and development of the workforce have been key elements underpinning the practice improvements seen on this visit.
- Plans to support children and families were in place on all children's cases seen on this visit, but these do not consistently focus on the key areas or detail how progress will be measured in a timely way.
- The processes for reviewing child protection work are improving, and progress is now being made on work previously subject to drift and delay.
- The quality of reviewing practice for children in need work is variable, with some cases seen not being subject to timely or effective reviews.
- While recent improvements were seen, work undertaken under Public Law Outline (PLO) pre-proceedings is not of sufficient quality or effectively reviewed to ensure that decisions that are made are consistent and timely. The initial plans presented to court are not comprehensive.
- Assessments seen on this visit were not all updated in a timely way and the information was not always effectively analysed to support clear planning and interventions.
- The voice of the child is clear in the vast majority of cases seen, with children being visited regularly and seen alone. The understanding of the child's experience is not consistently used to underpin the work.
- Clear, recent improvements in the quality of management oversight of casework have been supported by the successful recruitment of permanent team managers.
- All staff and managers who spoke with inspectors were positive about working for the trust in Doncaster and about the support, challenge and professional development that they receive. They described feeling that Doncaster is now a much safer place for children and for employees of the trust.

Evaluation of progress

Performance management information and quality assurance work are particular strengths. Comprehensive performance data for children in need, which includes child protection, demonstrates clear improvements in many of the key performance areas. Data is used to monitor and report on compliance and, increasingly, is being utilised alongside quality assurance programmes to support and improve the quality of work.

Data is also being used to inform managers' actions, for example in monitoring social workers' caseloads. This means that performance and quality assurance systems are used as effective 'preventative' and support tools in developing the performance management culture. There is good understanding of what underlies the data and where action is required to improve performance and quality.

An effective audit process engages frontline workers and managers in supporting individual case and broader practice improvements. Thematic audits have improved practice and monthly audit trends also demonstrate improvements in the quality of work.

Workforce development is contributing to improvements in quality. The intensive practice improvement programme and successful recruitment and retention work are key elements, underpinning improvements made in the quality and consistency of practice seen on this visit. This has resulted in permanent appointments for team managers and child protection chairs, and there has been a reduction in agency staff, now at 11%. Caseloads are reducing. Training for staff is targeted to address areas where practice needs to improve. There are regular 'stop the clock' sessions, when practice advisers provide training on aspects of practice arising from quality audits or from social workers identifying shortfalls in their knowledge or experience.

The trust conducted a children in need audit in April 2016 which identified shortfalls in practice in relation to drift and delay, the quality of assessments and step up/step down arrangements. As a result, practice advisers have subsequently delivered workshops on assessments, chronologies, recording and planning to tackle the weaknesses identified, and managers have an increasing grip on drift and delay. A re-audit is planned to capture evidence of improvement.

There is clear improvement from the single inspection in that all cases seen have a plan, and the quality of the plans has improved from a low baseline. However, not all plans consistently focus on the key areas or detail how progress will be measured in a timely way. Initial care plans presented to court are not sufficiently comprehensive to support clear and timely case management through the court process and timely progression to long-term outcomes for children.

Reviewing processes for child protection work are improving and progress is now being made on work that has previously been subject to drift and delay. Child protection conferences utilise a nationally recognised practice framework, and this

supports the effective engagement of families and encourages the voice of children. This has been supported by a fully staffed team of child protection chairs with manageable caseloads. There is increased evidence of challenge by child protection chairs to support practice improvement, including in cases seen on inspection. Further work is required to embed the recently reviewed dispute resolution process to support consistent timely resolution of issues raised.

Core groups are effective in supporting ongoing case progression and evaluation. Core group meetings are held regularly and progress is updated with specific reference to, and update of, child protection plan actions. There is good multi-agency attendance at the vast majority of cases. Current levels of risk are evaluated and responded to on an ongoing basis.

The quality of reviewing practice for children in need work is variable, with some cases seen not being subject to timely or effective reviews. Reviews do not take place regularly and, in a small number of cases seen, there is no evidence that reviews have taken place. When there has been drift and delay, this has not been effectively identified or addressed through children in need reviews. When there have been children in need reviews, these do not focus sufficiently on the detail, progress and development of the child in need plan.

The trust has set a high standard for the review and update of all assessments every six months. However, assessments seen on this visit were not all updated or completed in a timely way, and the information was not always effectively analysed to support clear planning and interventions. Very detailed recording is evident, but insufficient focus is placed on the child's experience, with limited consideration of wider family members.

Work undertaken under Public Law Outline (PLO) pre-proceedings work is not of sufficient quality or effectively reviewed to ensure decisions that are made to enter proceedings or exit from the PLO process are consistent and timely. However, there have been improvements in the use of the PLO process, with 32 children at the time of the monitoring visit, increasing from a very small number at the time of the single inspection. A new tracking system is in place, however drift and delay are evident in both entering and progressing work under the pre-proceedings PLO. The legal gateway panel does evidence senior management oversight of decisions to enter the PLO process, but does not give sufficient case direction to support the timely progression of work.

There is significant variability of practice in clearly defining the concerns and detailing timely and measurable outcomes to underpin PLO work, both in letters before proceedings and in PLO meetings with parents. Insufficiently detailed contingency planning indicates that it is unclear whether the threshold for proceedings is met. The frequency with which PLO meetings and reviews are held is not consistent and there is no clear link to child protection or child in need reviewing processes. There is insufficient focus on the key concerns and evaluation of the

progress in PLO meetings. This means that decisions relating to children in this area of work are not made in a consistently timely way.

The voice of the child is clear in the vast majority of cases seen. Visiting is timely and well recorded. Children are seen alone, and a variety of methods and tools is utilised to facilitate communication. The views of children are gained from different professionals and, in some cases, advocates are used effectively and appropriately.

The understanding of the child's lived experience is not consistently detailed, and does not contribute sufficiently to the analysis or planning of interventions.

There is clear evidence of work to engage parents and families, and the increased and effective use of family group conferences to ensure that children are supported within their family whenever possible. Action is also taken to visit out of hours when this has been deemed appropriate to ensure that all family members can be seen. In a small number of cases, work has not been persistent or sustained in engaging absent fathers or other significant males.

The quality of work addressing issues of identity and diversity is variable in cases seen. While some assessments do clearly identify and address issues of diversity, in other cases the issues impacting on the child's identity and place in the family were not considered.

Recent supervision and management oversight have improved in frequency and quality, supported by the recruitment of permanent team managers. This has contributed to progressing work with children and families, including in cases where there has been drift and delay. There were good examples of the use of a nationally recognised practice framework in some of the supervision sessions, with clear direction for workers from managers.

Without exception, workers and managers who shared their views with inspectors are positive about working for the trust in Doncaster. Management support is valued, and leaders are seen and provide clear vision and direction.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Graham Reiter
Her Majesty's Inspector

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TO THE CHAIR AND MEMBERS OF THE SCHOOLS CHILDREN AND YOUNG PEOPLE SCRUTINY PANEL

CHILDREN IN CARE – VIRTUAL SCHOOL

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

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Members with a verbal update and overview on the work of the Children in Care Virtual School.

EXEMPT REPORT

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

RECOMMENDATIONS

3. That the Scrutiny Panel considers the information presented.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

5. An ACDS Peer Challenge will take place on the 28th and 29th November 2016. (See attached guidance).

The scope for the Peer review will focus on:

- The effectiveness and governance and leadership of the Virtual School
- Progress of Looked After Children
- The impact of Pupil Premium
- The impact of Independent Reviewing Officers and role of the Doncaster Trust.

Damian Allen, Director Learning Opportunities and Skills will provide a verbal update on the review. Chris Hargreaves, Head of Virtual School will also be in attendance.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Panel with information relating to Children in Care Virtual School.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

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

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

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

12. 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

13. There is no consultation required for this report.

BACKGROUND PAPERS

14. None

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Sector led Improvement in Yorkshire and the Humber

PEER CHALLENGE – NEED TO KNOW

WHY HAVE PEER CHALLENGE?

Directors of Children's Services and LSCB Chairs in the region believe that peer diagnostic and review processes, which bring an external and independent view to bear on aspects of services, can be powerful contributors to informing the development of services for children and their families. This view is shared by the Local Government Association and most recently is an approach that has been endorsed by Professor Eileen Munro,

Peer challenge is NOT inspection – it is about having a 'critical friend'

We want the region to be a place where there is:

- a learning culture
- reflective practice
- Honest and frank self-reflection and self-assessment
- A willingness to provide evidence based challenge to peers
- An openness to challenge from peers
- Recognition that improvement is continuous.

We believe that implementing a common, structured and consistent approach to peer challenge is one way of achieving these aspirations. Peer challenge will have the greatest chance of success if all those involved embrace the above principles

WHAT HAPPENS IN A PEER CHALLENGE?

Every local authority (LA) in the region will engage in delivering and receiving a peer challenge over an 18 month cycle (15 Challenges in total). Challenges will usually last for about 3 days. More recently, LSCBs have made a similar commitment.

Each LA/LSCB will decide on the nature of challenge it wishes to receive. The challenge will be focussed on a particular aspect of business/service to ensure that there is sufficient depth to the activity

A peer challenge team of 3 people (usually a DCS/LSCB Chair and 2 x senior managers) will provide the challenge. All peer challengers will be experienced in children's services and will be trained in peer challenge techniques by the Local Government Association.

The Peer challenge process will always include: a planning meeting(s); analysis of data provided by the receiving LA/LSCB; 3 days 'on-site' activity; a feedback meeting; a report identifying evidenced strengths and areas for development. The final report will be a public document.

The 'on-site' activity is likely to include some or all of the following, dependent on the focus of the peer challenge: individual discussions and group discussions with key staff and partners, group observation of practice, focus group discussions, and analysis of documentation for coverage/quality.

WHAT IS YOUR ROLE?

Peer challenge is about identifying exactly what is happening in a particular part of an organisation or a particular set of processes, and spotting where there are strengths and where there are things that could be improved. The learning from peer challenge can help to contribute to continuously improving services for children.

If you are asked to be interviewed or to take part in a group discussion you will be playing an important role in the peer challenge process. You are encouraged to be open and honest in your responses - **You can be confident that all interviews and discussions will be confidential and any notes/reports compiled as a result will be non-attributable.**

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6th December, 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 2016/17**

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

EXECUTIVE SUMMARY

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

EXEMPT REPORT

2. Not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

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

OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDED OPTION

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

IMPACT ON COUNCIL'S KEY OBJECTIVES

	Outcomes	Implications
1.	<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>
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.	All families thrive. • <i>Mayoral Priority: Protecting Doncaster's vital services</i>	
5.	Council services are modern and value for money.	
6.	Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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

CONSULTATION

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

Background Papers

16. None

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Schedule of Overview & Scrutiny Meetings

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

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

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 1 16/17 SLHD Finance & Performance Qtr 1 16/17 			<ul style="list-style-type: none"> Economic Plan – Outline Place Marketing – update Additional Housing Update 	Domestic Abuse Review continued: <ul style="list-style-type: none"> 10am – meeting with victims who have experienced domestic abuse and been supported.
Nov	Weds, 2 nd Nov 2016, 1pm – Chamber (CM)	21 st Nov 2016, 3.30pm Oak House Junc 1 M18 (CM)		Mon, 28th November 2016, 9.30am - Room 409 (CR)	Friday 25 th November, 2016 at 9.30a, room 410 (CR)
	<ul style="list-style-type: none"> Call-In 	CWT Joint Scrutiny Wed, 23 rd Nov 2016, 10am – 007b (CM)			
	Thurs, 10 th Nov 2016, 10am – Chamber (CR)	<ul style="list-style-type: none"> Adult Safeguarding Report Doncaster Immediate Care - Changes to Current Services – Update STP (Sustainability and Transformation Plan) Health and Care Local Place Plan 		<ul style="list-style-type: none"> Homelessness across the Borough 	Domestic Abuse Review - Strategy and recommendations
	<ul style="list-style-type: none"> Stronger Families Update 				
Dec	13 th Dec 2016, 11am - (CR or CM)		Tues, 6 th Dec 2016, 10am – Chamber (CM)		
	<ul style="list-style-type: none"> Budget (informal) 				
	Thurs, 15 th Dec 2016, 1pm – Chamber (CR)				
	<ul style="list-style-type: none"> Progress on Digital Council Children's Trust Recovery Plan DMBC Finance & Performance Qtr 2 16/17 SLHD Finance & Performance Qtr 2 16/17 		<ul style="list-style-type: none"> Childrens Trust Update (DMBC) Education & Skills Commission (Standards & Strategy) Chair Children's Safeguarding Board: – <ul style="list-style-type: none"> a) Annual report b) CSE Update c) Outline and Function of the Performance Account Board (PAB) CIC – Virtual School 		

Jan	Thurs, 19 th Jan 2017, 10am – Chamber (CR)	Wed, 25 th Jan 2017, 2pm – 007b (CM)	H&ASC O&S - Invite Wed, 25 th Jan 2017, 2pm – 007b		
	<ul style="list-style-type: none"> Budget (formal) 	<ul style="list-style-type: none"> Transformation programme as that will cover direct payments and the development of the community led model Mental Health within Children’s Services (jt with CYP O&S) Update on Care and Support at home <p>CCQ Informal Presentation to follow the meeting.</p>	<p>CYP O&S Invite for the following;</p> <ul style="list-style-type: none"> Mental Health within Children’s Services (jt with CYP O&S) 		
Feb	9 th or 23 rd Feb 2017, 10am – Council Chamber (CM or CR)	Mon, 13 th February 2017 time TBC Oak House Junction 1 M18 (CM or CR)	Mon, 27 th Feb 2017, 10am – Chamber (CR)		Mon, 13 th Feb 2017, 10am – 007b (CM or CR)
	<ul style="list-style-type: none"> Budget (formal – if required but tbc) 	CWT Joint Scrutiny final proposals	<ul style="list-style-type: none"> Children’s Trust Update split screen report Children’s Trust Annual report Annual Complaints Exam Results (& update on actions from E&SC) Council’s response to the Education & Skills Commission Effectiveness of Pupil Premium across Doncaster 		<ul style="list-style-type: none"> Crime & Disorder Meeting <ul style="list-style-type: none"> Performance & Update on Priorities Community Safety Strategy Fly Tipping – Enforcement Hate Crime
Mar	Thurs, 23 rd March 2017, 10am – Chamber (CM)	15 th March 2017, 10am – 007b (CM)			H&ASC O&S - Invite 15 th March 2017, 10am – 007b - invite
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 3 16/17 SLHD Finance & Performance Qtr 3 16/17 	<ul style="list-style-type: none"> Public Health Protection Responsibilities (annual) to include: <ul style="list-style-type: none"> Vaccinations – how is data on reactions used Air Pollution (performance targets/impact on public 			<p>C&E O&S Invite for the following;</p> <ul style="list-style-type: none"> Public Health Protection Responsibilities (annual) : <ul style="list-style-type: none"> Air Pollution (performance targets/impact on

		health <ul style="list-style-type: none">• Intermediate Care – changes to current service			public health
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Other potential issues to be considered and confirmed

<p><u>Ongoing List of Plans</u></p> <p>Council Plans:</p> <ul style="list-style-type: none"> Corporate Plan Refresh - 27th June 2016, 2pm <p>Statutory Plans: -</p> <ul style="list-style-type: none"> Local Transport Plan – TBC Community Safety Plan (known as Crime and Disorder Reduction Strategy – Refresh 2016/New Plan 2017) – May refer to Crime and Disorder Committee Health and Well-being Strategy - not required 2016 Local Plan (Development Plan) – TBC 2017 Maybe carried to 2017/18 work plan <p><u>Other:</u></p> <ul style="list-style-type: none"> New Library/Training/Museum/Cultural Centre (FP Item) - TBC Equality Action Plan/Equalities - Policy and Governance - TBC Borough Strategy (Sustainable Community Strategy no longer obliged to have as a Statutory Plan) Community Engagement Strategy – TBC Devolution (was 9th Nov) – deferred. 	<p>Transformation Programme – 7 key projects:</p> <ul style="list-style-type: none"> IAG (Information Advice and Guidance) Community Led Support Learning Disability part of the commissioning key project Commissioning <p>Other</p> <ul style="list-style-type: none"> New Commissioning Model – Impact on the Council Quality Accounts (annual) Updates e.g. NHS England, CCG,H&WB <p>Areas to be transferred for possible consideration in 2017/18:</p> <p>District Nurse Access</p> <p>Review - Developing an Age Friendly Doncaster</p>	<p>Other: -</p> <ul style="list-style-type: none"> ETE Opportunities for CIC – Career Advice & Guidance (CYP O&S Members involvement) Update – Ofsted 	<ol style="list-style-type: none"> Economic Plan Refresh – to consult with the Panel (will include element of housing) – Autumn 2016 First meeting 10th October to be programmed further when available. Housing – 28th November <ul style="list-style-type: none"> Homelessness – Strategic overview Proposed changes to legislation Town Centre Masterplan for consultation - awaiting development. Green Belt Policy for Local Plan – consultation due prior to Council in June/July 2017 	<p>Waste – Briefing Note require update on Christmas Collections.</p> <p>Vol/Com Strategy – update and impacts of the new grant scheme.</p>
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