



Doncaster Council

Agenda

To all Members of the

CABINET

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

Venue: Room 007a and b - Civic Office Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 3rd July, 2018

Time: 10.00 am

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. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday 28th June 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk)

Jo Miller
Chief Executive

Issued on: Monday, 25 June 2018

Governance Services Officer for this meeting:

Amber Torrington
Tel. 01302 737462

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 19th June 2018 for noting (previously circulated).

A. Reports where the public and press may not be excluded

Key Decisions

- | | | |
|----|---|---------|
| 6. | Youth Justice Plan 2018/19. | 1 - 42 |
| 7. | Commissioning Support - School Improvement Provision. | 43 - 50 |
| 8. | St Leger Homes Management Agreement Review. | 51 - 62 |

Cabinet Members

Cabinet Responsibility For:

Chair – Ros Jones, Mayor of Doncaster

Budget and Policy Framework

Vice-Chair – Deputy Mayor Councillor Glyn Jones

Housing and Equalities

Councillor Nigel Ball
 Councillor Joe Blackham
 Councillor Rachael Blake
 Councillor Nuala Fennelly
 Councillor Chris McGuinness
 Councillor Bill Mordue
 Councillor Jane Nightingale

Public Health, Leisure and Culture
 Highways, Street Scene and Trading Services
 Adult Social Care
 Children, Young People and Schools
 Communities, Voluntary Sector and the Environment
 Business, Skills and Economic Development
 Customer and Corporate Services.

3rd July, 2018

**To the Chair and Members of the
CABINET**

Youth Justice Plan 2018-19

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Lead Member for Children, Young People and Schools	All	Yes

EXECUTIVE SUMMARY

1. The purpose of this report is to present a new statutory, strategic Youth Offending Service Plan (YOSP) for 2018/19 for the Youth Offending Service (YOS) in Doncaster, where responsibility for the discharge of the Plan lies. The YOSP is due for review and submission to the Board annually.
2. Firstly the plan will highlight the performance against last year's targets. This will demonstrate that the strategy to reduce first time entrants into the criminal justice continues to be effective. Likewise the YOS continues to demonstrate very good performance in relation to preventing re-offending and the usage of custodial sentences.
3. The Plan sets out the resourcing and value for money, challenges to future provision, structure and governance, partnership arrangements and risks to future delivery for the service. In relation to these, actions and timescales are set to develop the service and ensure the best service for the children and young people of Doncaster.
4. For the third time we have produced a Young People's Youth Justice Plan which compliments the corporate report, and is designed to be accessible and understandable for our young people and families. The Young People's Youth Justice Plan has been identified by the Youth Justice Board as a national example of good practice and has been adopted by other areas throughout the country.
5. In 18/19 a new cohort measure for re-offending will impact on the overall performance of the YOS, and this will be reflected in the national trend. The cohort is now taken across a three month period as opposed to a twelve month period. This means that one prolific offender can dramatically alter a cohort's performance. For the first time the YOS is therefore setting an increased target in relation to its binary re-offending rate. Although the new target will almost certainly place the YOS below the England national average.

6. Finally, the YOS has experienced some budgetary reductions for partners this year. The National Probation Service has issued new guidelines on resource allocation for YOT's which may mean that the current compliment of seconded Probation Officers reduces from 1.5 to 0.5. Although this is currently under review by the Youth Justice Board. South Yorkshire Police have reduced their seconded officers from three to two to meet internal capacity challenges. Whilst this provides some challenges in terms of operational delivery, the recent restructuring of Young People's Services, means that this capacity issue will be managed through other resources in the wider structure.

RECOMMENDATIONS

7. It is recommended that the Cabinet give consideration to review the Youth Justice Plan further to consideration by Full Council.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. The citizens of Doncaster will be protected from offending, re-offending and the fear of crime. The successful implementation of the Youth Justice Plan will contribute to an overall reduction in offending and will, through the work of Team EPIC, continue to reduce the number of First Time Entrants into the Youth Justice System.
9. This has significant and far reaching positive consequences in terms of raising aspirations with young people and their families, making communities safer and more inclusive. Crucially, the targeted work of team EPIC will continue to assist those communities experiencing anti-social behaviour, by intervening earlier with young people, deploying whole family approach to support the priorities of DMBC's Stronger Families programme.

BACKGROUND

10. This strategic plan impacts upon the delivery of Youth Justice in all wards of Doncaster. It involves expenditure of £1,858,260 in 2018/19 (estimated, some contributions to be confirmed) of which £833,541 comes from Doncaster Metropolitan Borough Council as part of its contractual arrangements with Doncaster Children's Services Trust (DCST).
11. The Crime and Disorder Act 1998 sets the statutory functions for Youth Offending Teams. The relevant provisions dealing with the Youth Justice System are set out in Part III of the Crime and Disorder Act 1998 ("the 1998 Act"). Section 37(1) of the 1998 Act states that it shall be the principal aim of the Youth Justice System to prevent offending by children and young persons.
12. Section 38 places a duty on Local Authorities, acting in co-operation with the agencies listed below, to secure that, to such extent as is appropriate for their area, all "Youth Justice Services" are available there. Those agencies are:
 - Chief Officer of Police or Police authority, any part of whose Police area lies within the Local Authorities area.
 - The Secretary of State in relation to his functions under sections 2 and 3 of the Offender Management Act 2007.
 - Every provider of Probation services that is required by arrangements under section 3(2) of the Offender Management Act 2007 to carry out the duty under this subsection in relation to the Local Authority.

- Every local Probation Board, Strategic Health Authority, Local Health Board or Primary Care Trust, any part of whose area lies within that area.

13. Section 40 of the 1998 Act sets out the duty of each Local Authority to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded and their functions and composition. Youth Offending Teams must co-ordinate the provision of Youth Justice Services for all those in the authority's area that need them and carry out the functions of the Youth Offending Service Plan.

OPTIONS CONSIDERED

14. The Youth Justice Plan is a statutory Plan, the option is to approve in its current format or return the plan to the Senior Head of Service of Young People's Services for further consideration and review.

REASONS FOR RECOMMENDED OPTION

15. As a statutory plan the Council is required to produce annually to inform the strategic and operational activity of Youth Justice Services. The options in this case are to recommend that the Plan proceeds to Full Council for approval.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

16.

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and more prosperous future:</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Reducing First Time Entrants into the Youth Justice System significantly reduces the financial burden on other statutory services, and therefore protects against services being overwhelmed and placed under budgetary pressure when earlier intervention could have been undertaken successfully. Creating an aspirational culture amongst young people involved in anti-social behaviour and offending will lead to greater engagement with education, training and employment opportunities. Andy Hood, 01/04/18</p>
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time:</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities 	<p>Doncaster YOS is committed to ensuring that all young people receive a full health assessment from the seconded Project 3 practitioner and will ensure any attendant issues addressed. In addition, young people will have access to a Speech and</p>

<p>through Physical Activity and Sport</p> <ul style="list-style-type: none"> • Everyone takes responsibility for keeping Doncaster clean • Building on our cultural, artistic and sporting heritage 	<p>Language Therapist, Systemic Family Psychotherapist and Trainee Forensic Psychologist. In addition, as part of a re-framed prevention offer, Doncaster YOS will continue to engage young people on the cusp of offending and anti-social behaviour, through Team EPIC in a range of diversionary activities, which will include positive physical activities.</p> <p>Andy Hood, 01/04/18</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling:</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>A successful implementation of the Youth Justice Plan will divert young people on the cusp of offending, but crucially will also prevent recidivism in those who do offend. A reduction in offending will lead to safe communities, in which its young citizens are more invested and consequently are actively engaged in the development of those communities.</p> <p>Andy Hood, 01/04/18</p>
<p>Doncaster Caring: Our vision is for a Borough that cares together for its most vulnerable residents:</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The Youth Justice Plan will support families who have presenting issues, through the YOS commitment and ongoing contribution to the Stronger Families initiative, the outcome of which will be that more families turned around in phase two of the programme and a culture which enables families to reach their full potential.</p> <p>Andy Hood, 01/04/18</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and 	<p>Doncaster YOS has always strived to deliver value for money by tracking best national practice and amending service provision to meet these needs. All posts are reviewed when they become vacant to assess the need for this post or provision in the future. In 2018 the YOS will continue its campaign of recruiting graduate volunteers to supplement the full time</p>

<p>residents to provide effective leadership and governance</p>	<p>staffing resource, and we have established a strategic relationship with Nottingham University to supply Trainee Forensic Psychologists on a voluntary basis. Consequently, we have increased the offer, in an ongoing climate of reduction at no additional cost. Andy Hood, 01/04/18</p>
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RISKS AND ASSUMPTIONS

17. The risk factors are outlined in the YOS Plan itself. The most pertinent risks are in relation to policy change, partnerships and financial contributions to YOS for 2018/19. The plan itself has been written to minimise risk to delivery, and links to other strategic plans for Doncaster help to achieve this.

LEGAL IMPLICATIONS HP 19/6/18 AH 01/04/18

18. Section 40 of the Crime and Disorder Act 1998 (the 'Act') sets out the duty of each Local Authority to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded and their functions and composition. Youth Offending Teams must co-ordinate the provision of Youth Justice Services for all those in the Authority's area that need them and carry out the function of the Youth Offending Service Plan.

Section 37(1) of the Act states that it shall be the principal aim of the Youth Justice System to prevent offending by children and young persons.

FINANCIAL IMPLICATIONS AB 19/06/18

19. In 2018/19 DCST have set out that they will use £708k of the funding they receive via the contract between DMBC and DCST to fund the Youth Offending Service.
20. In addition, DMBC receive income from partner organisations that is then paid over to DCST as part of the contract payments. The confirmed income that DMBC is to receive in 2018/19 is £57k from Doncaster Clinical Commissioning Group via a Section 256 agreement, £152k from the Office of the Police and Crime Commissioner, and £126k Troubled Families Grant. DMBC are still awaiting confirmation of the income to be received from the Youth Justice Board (was £604k in 2017/18). There is an expectation that the Grant from the Youth Justice Board will reduce by up to £50k in 2018/19 and DCST have included this assumption in their Medium Term Financial Strategy (MTFS), therefore DCST will manage the Youth Justice Plan within the funding allocated.

The total budget of the Youth Offending Service (YOS) including all 'in kind' contributions from partner agencies for 2018/19 is £1,858,260.

HUMAN RESOURCES IMPLICATIONS MLV 018/06/18

21. There may be human resources implications arising from this report with regard to the deployment of resources, particularly as partner organisations are indicating their intention to reallocate and/or reduce resources. The ability to deliver the outcomes of

the plan should be taken into consideration within the context of the available resources.

TECHNOLOGY IMPLICATIONS PW 19/06/18

22. There are no direct technology implications arising from this report. Any requirement for new, enhanced or replacement technology to support the delivery of the Youth Justice Plan would need to be considered by the ICT Governance Board (IGB).

HEALTH IMPLICATIONS RS 19/06/2018

23. Youth offending has a direct impact on health. Reducing youth offending through building individual and community resilience and good wellbeing habits, supported by wider system approaches including increasing skills, employment and secure tenancies and housing aligned with reducing poverty should improve health and wellbeing of individuals and communities. Specific links and assertive outreach with public health services such as project 3 should be made to ensure specific clinical needs are addressed.

EQUALITY IMPLICATIONS AH 01/04/18

24. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equalities Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
25. Doncaster Youth Offending Service is a statutory service which administers the delivery of Court Orders to all young people throughout the borough. Doncaster Youth Offending Service is governed by the National Standards for Youth Justice Practice which guarantees the consistency of the service offered to both those who share a "protected characteristic" and those who do not share a "protected characteristic". Consequently, there are no specific equality implications arising from this report. However, any activities arising from the management of strategic risks will need to be the subject of separate 'due regard' assessments. A copy of the YOS Due Regard Statement is available upon request.

CONSULTATION

26. As a statutory plan, consultation occurs with the relevant boards, notably YOS Management Board.

BACKGROUND PAPERS

Youth Justice Plan (attached).

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Young People's Services
Doncaster Youth Offending Service
Youth Justice Plan 2018/19
(DRAFT)



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1. Executive Summary

The following plan outlines the statutory priorities for the delivery of Youth Justice Services throughout the borough of Doncaster in 2018/19.

The report highlights some very good performance in relation to the continued success of the YOS in reducing re-offending rates and reducing the use of custody.

The Youth Crime Prevention Programme, Team EPIC, has built on its success in 2017/18 in reducing First Time Entrants to the Criminal Justice System and Doncaster continues to be one of the fastest reducing areas in the UK.

Both the YOS and EPIC have benefitted from a practice development programme which has seen the embedding of Dialectical Behaviour therapy, Forensic Psychology, Speech and Language Therapy and Multi-Systemic Psychotherapy.

In the past year fewer children than ever before have entered the Criminal Justice System. Those that have entered the Criminal Justice System have re-offended less frequently than comparator areas and fewer children than ever have received custodial sentences.

Lastly, the plan will outline the targets for 2018/19, which take into consideration a significant national change to how re-offending cohorts are measured, which will affect performance both nationally and locally. However, the plan outlines how Doncaster YOS will adapt to these challenges to maintain the strong performance which has been achieved over the past two years.

In addition to its statutory priorities, Doncaster YOS and Team EPIC remain committed to working within communities to reduce youth led anti-social behaviour, promote community cohesion and to make Doncaster a better place to live, work and achieve within.

2. Who are we and what do we do?

Doncaster Youth Offending Service (YOS) is part of Doncaster Children's Services Trust (DCST) Targeted Youth Support Service (TYS).

TYS is comprised of the YOS, the leaving care service (Inspiring Futures) and the youth crime prevention service, (EPIC; Encouraging Potential Inspiring Change). TYS is committed to improving outcomes for children, young people and their families, specifically to help them lead happy, safe and aspirational lives.

Youth Offending Teams (YOT's) were formed in England and Wales in April 2000 under the Crime and Disorder Act 1998, providing a multi-agency approach to preventing offending by children and young people. As Doncaster's YOT, the YOS consists of professionals from a range of disciplines including police, health, probation, youth justice, social work, education, housing, information advice and guidance, substance misuse and systemic family therapy.

The statutory aim of the Youth Justice System, as laid out in the 1998 Act, is to prevent youth offending. Work to prevent young people from offending and entering

the Youth Justice System is undertaken by EPIC, while the YOS works with children and young people who have offended and already entered the Youth Justice System in order to help them to avoid re-offending. It also works to keep young people safe from harm and to protect the public from young people who may pose a risk of causing serious harm. The YOS conducts these responsibilities through robust risk management processes including engagement with forums such as MAPPA (Multi-agency public protection arrangements).

EPIC has been operational since 2016 and is designed to divert young people from entering the Youth Justice System for the first time, using a robust triage model to offer voluntary intervention as an alternative to a formal Police Caution or prosecution, where it is safe and proportionate to do so. EPIC delivers a number of programmes based on building emotional resilience and consequence awareness, whilst encouraging young people to engage in programmes and interventions designed to increase aspiration and opportunity.

The YOS uses the AssetPlus assessment tool with all young people referred. This is a “strengths based” predictive methodology to understand the issues young people face in relation to their offending, to help practitioners formulate an intervention plan to address any presenting needs and to build on the strengths already displayed by young people. The YOS also undertakes specialist work in the areas of young people who present sexually harmful behaviours and also with young people who may benefit from restorative justice interventions with our commissioned partners, The Junction and REMEDI.

Young people referred to EPIC are screened via a locally and specifically designed tool drawing on Signs of Safety. If more detailed assessment is required following the screening then this is carried out using the new AssetPlus assessment tool.

Doncaster YOS is committed to the use of whole family approaches to achieve sustained change to familial cultures which supports better outcomes for children and young people. Therefore, we work closely with Doncaster MBC’s Stronger Families programme (the local response to the government’s Troubled Families initiative) using systemic approaches to strengthen families and improve communities.

The operational work of Doncaster YOS is overseen by its strategic Management Board which is composed of Senior Managers and leaders from partner organisations who have the operational and strategic expertise to challenge and develop the offer from Doncaster YOS.

The Management Board composition is as follows:-

Mark Douglas (Chair)	Chief Operating Officer, Doncaster Children’s Services Trust
Neil Thomas (Vice Chair)	Superintendent - South Yorkshire Police
Riana Nelson	Assistant Director Learning and Opportunities DMBC
Claire Scott	Stronger Communities and Families Manager - DMBC
Richard Cherry	Chief Clerk to the Justices
Mark Steward	Head of Access to Homes – St Leger Homes
Paulette Page	Team Manager – National Probation Service

Andy Maddison	Public Health Specialist
Cllr Nuala Fennelly	Lead Member for Children, Doncaster MBC
Cllr Chris McGuinness	Lead Member for Crime, Doncaster MBC
Robert Allen	Head of Service, Early Help DMBC

The Head of Service is directly managed by the Chair of the Management Board ensuring a clear line of sight to operational practice.

The YOS strategic Management Board also feeds into the following local strategic boards:-

- Safer, Stronger Doncaster Partnership Board
- Strategic Education Attendance Board
- Children Young People and Families Board
- Opportunity Area Partnership Board

3. Performance against last year's plan

In last year's plan a number of key performance indicators were set to demonstrate the YOS's progress against its strategic and operational goals. This section highlights progress in these key areas and provides narrative on how targets were achieved and what further action may be required to consolidate improvements.

Reducing First Time Entrants

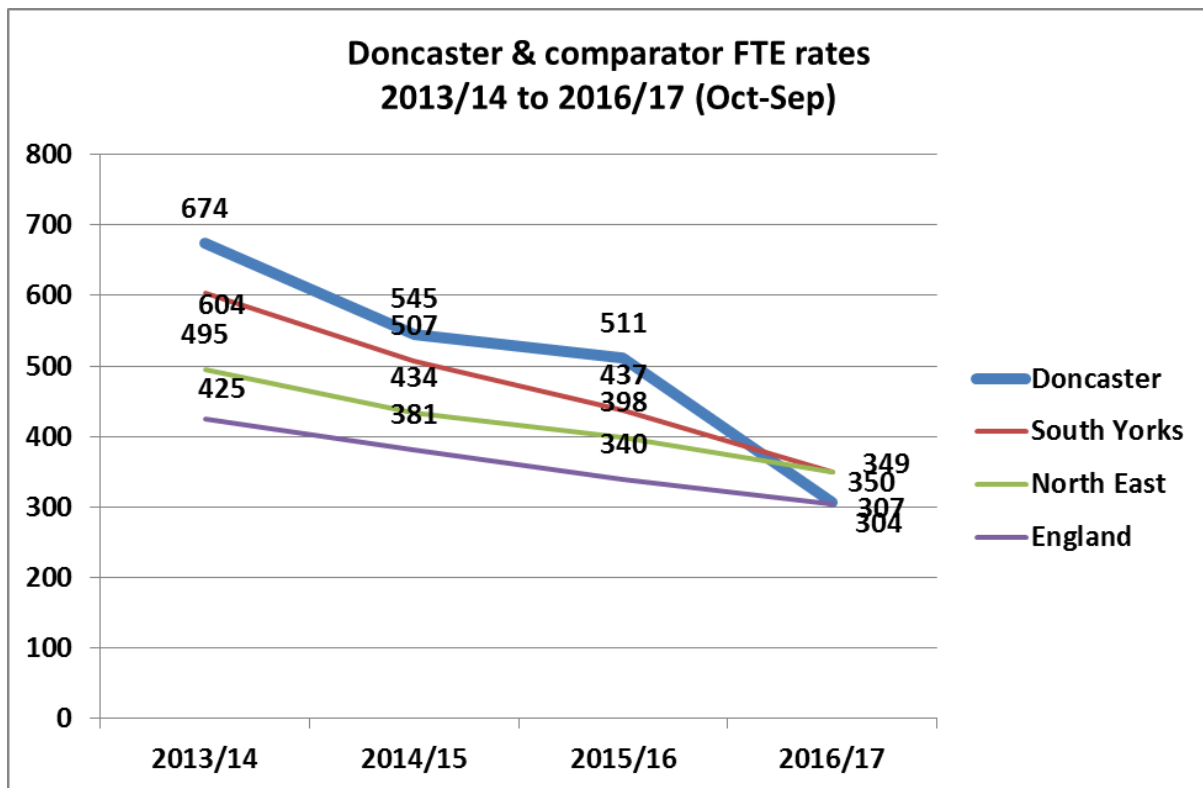
Young people who enter the Youth Justice System for the first time are known as First Time Entrants (FTE's). Entering the Youth Justice System can have a severe impact on young people's career prospects as they acquire a criminal record which may have to be disclosed to prospective employers. There is also a risk that bringing young people into the Youth Justice System prematurely can "criminalise" them, such that they start to see themselves as "offenders" and begin to adopt pro-criminal associates and lifestyle. Therefore bringing young people into the Youth Justice System should be a last resort, taken only when all other viable options for diversion have been exhausted.

In 2015/16 Doncaster had the 5th highest FTE rate in England, and South Yorkshire as a whole had the highest rate amongst all policing areas in England. Therefore we set a target of reducing the number of FTE's by 15% in 2016/17 and by a further 15% in 2017/18.

The strategy for achieving this was to establish EPIC and to provide robust alternatives to Police Cautions, Youth Conditional Cautions and prosecutions where young people have begun to offend.

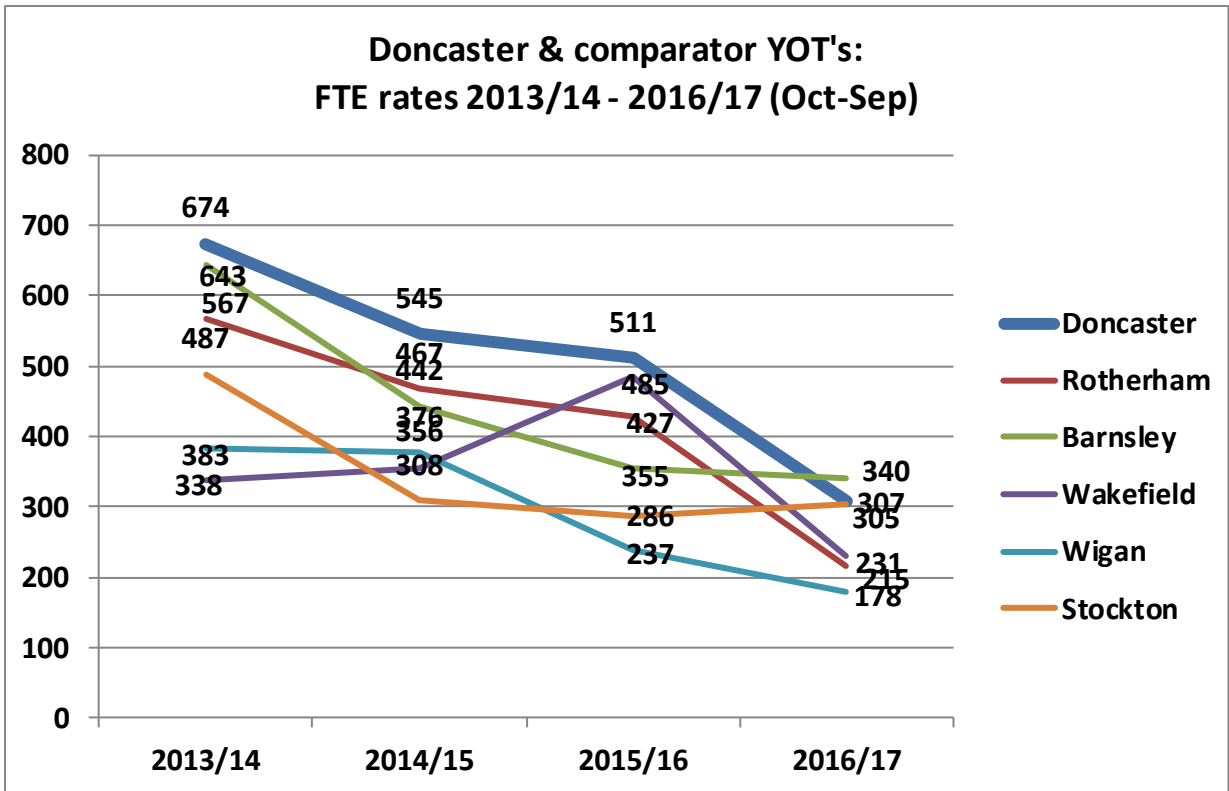
The official data shows that in 2016/17 there was actually a 45% reduction on the 2015/16 numbers. Both locally-held data and official data show that this reduction has continued into 2017/18. However, the official performance data is based on Police National Computer (PNC) data, and the outturn for the whole of 2017/18 will

not be known until late 2018. The latest official data is for the year to September 2017 and includes the whole of the first year that EPIC was operational. The graph below shows how Doncaster's FTE performance over the last 4 years compares with that for the South Yorkshire PCC area, the North East region and England:



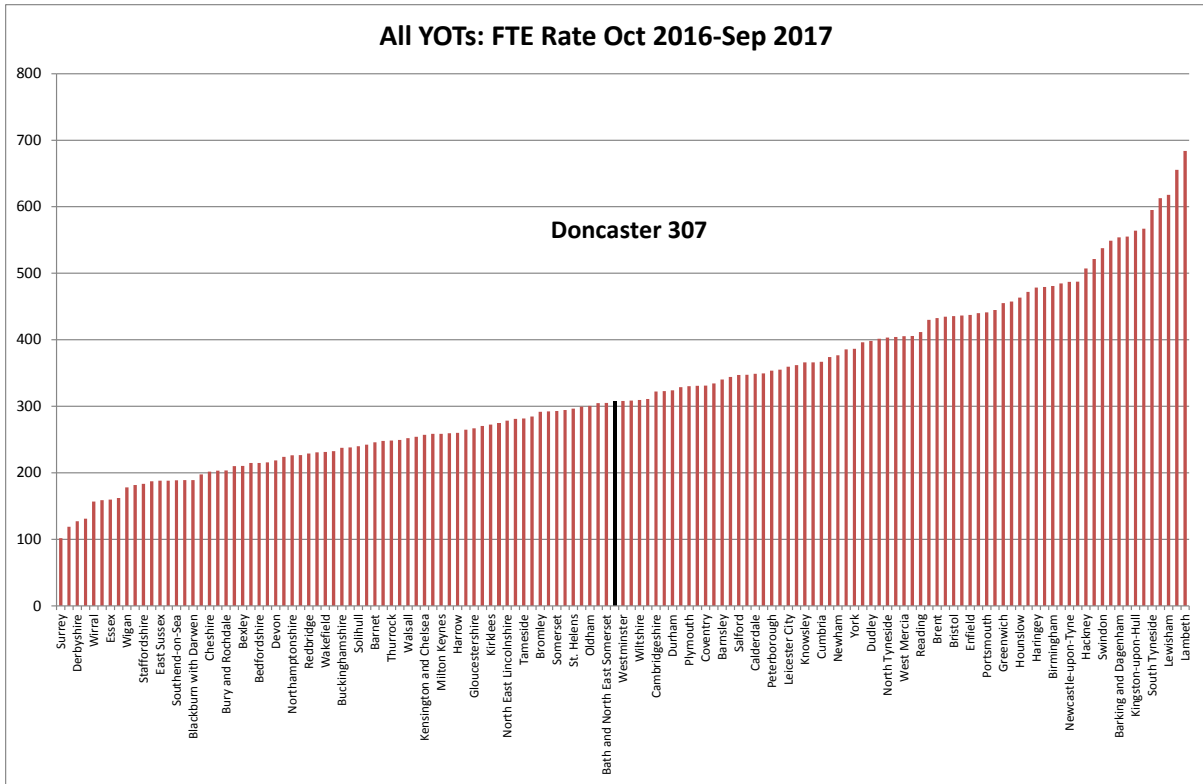
It shows that whilst there has been a general reduction in national and regional rates, the local rate has reduced far quicker over the last year. Doncaster has one of the fastest reducing FTE rates in England and is now very close to the national rate.

The following chart indicates Doncaster's performance compared with the 5 most similar areas:



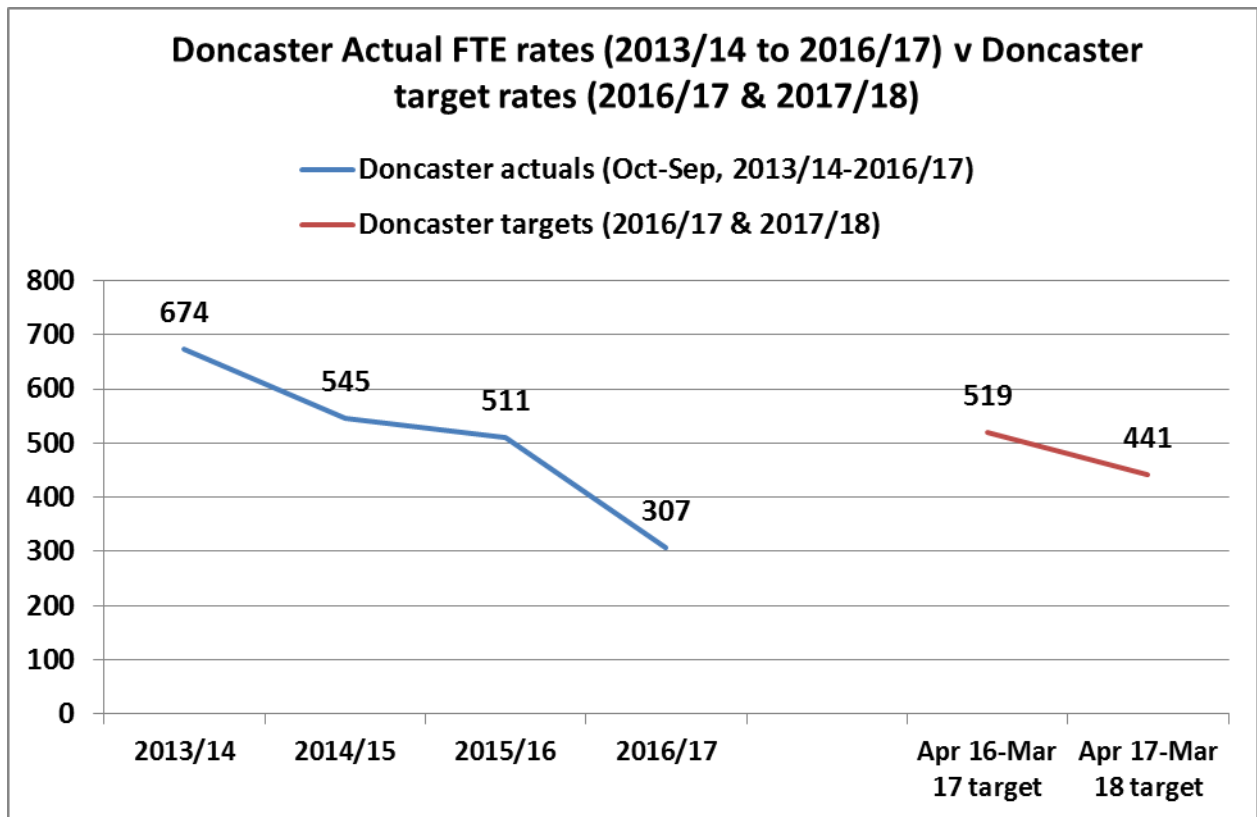
It shows that the rate for Doncaster has reduced remarkably over the period but nevertheless remains the 2nd highest amongst the 6 YOT areas as their rates have also generally reduced during this period.

The graph below shows how Doncaster now sits in relation to all other YOT areas in England:



Doncaster is now midway in the national table. Whilst Doncaster has made huge progress since 2015/16 the aim now must be to be in the top quartile.

The chart below shows how the latest FTE performance compares with the targets set for 2016/17 and 2017/18 as laid out in last year's Youth Justice Plan:



This shows that we are easily outstripping the targets set.

Further progress in reducing the number of FTE's in Doncaster is being made through a process change in addition to the availability of the EPIC resource. The process change is the introduction of the Triage Panel. This is a weekly meeting of police and Doncaster Children's Services Trust representatives to look at all the cases where the police are looking to caution or prosecute children and young people. Information on the offences and the young person's background is gathered and the Panel decides whether the young person may be diverted from the Youth Justice System by the offer of intervention from EPIC.

The process was implemented in October 2017 and ensures that no young person can become an FTE without their case having been referred to and discussed by the Triage Panel. This ensures that options for diversion are considered in every case where there is an admission of guilt and the young person could enter the Youth Justice System for the first time.

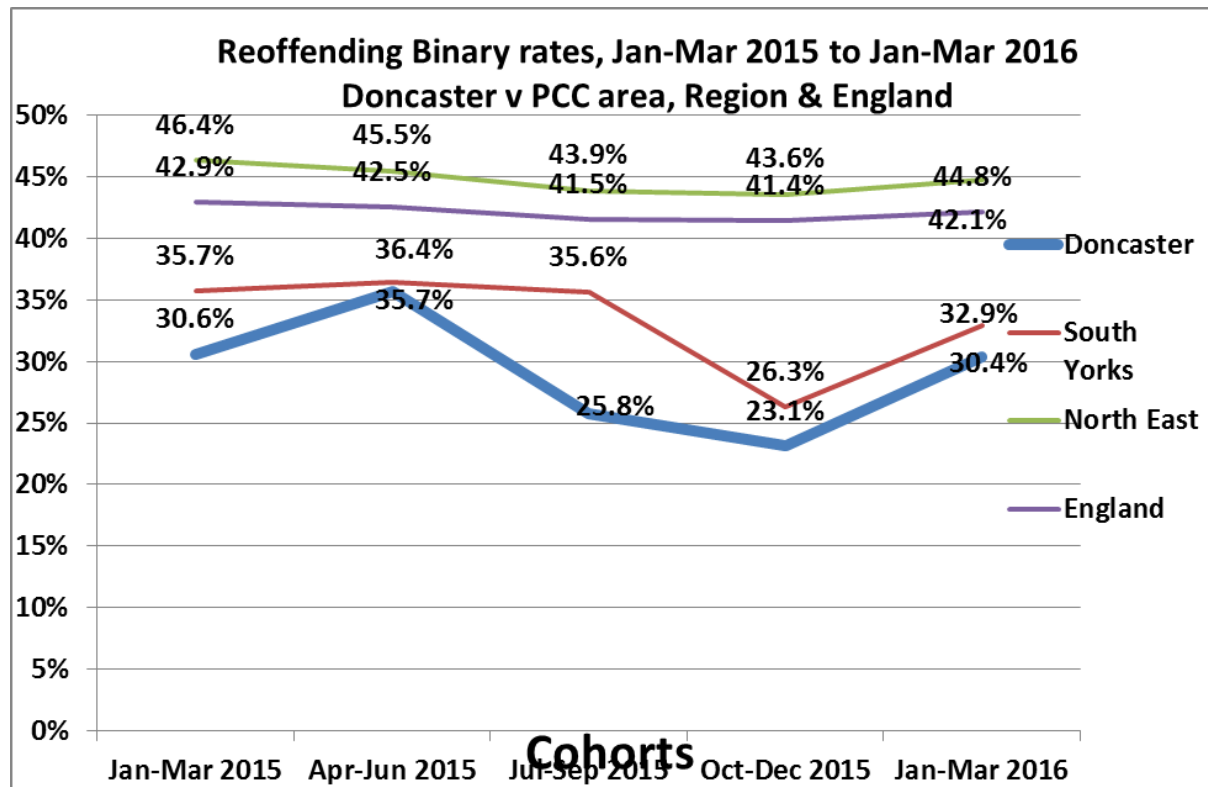
Reducing Re-offending

Reducing re-offending by young people is perhaps the primary reason for YOT's existence.

The measure is based on a cohort of young people receiving pre-court and court-ordered disposals or being released from custody during a 3-month period. Their proven re-offending is then tracked over 12 months from the date of the disposal. To allow for court proceedings to be completed there is a time lag in data being

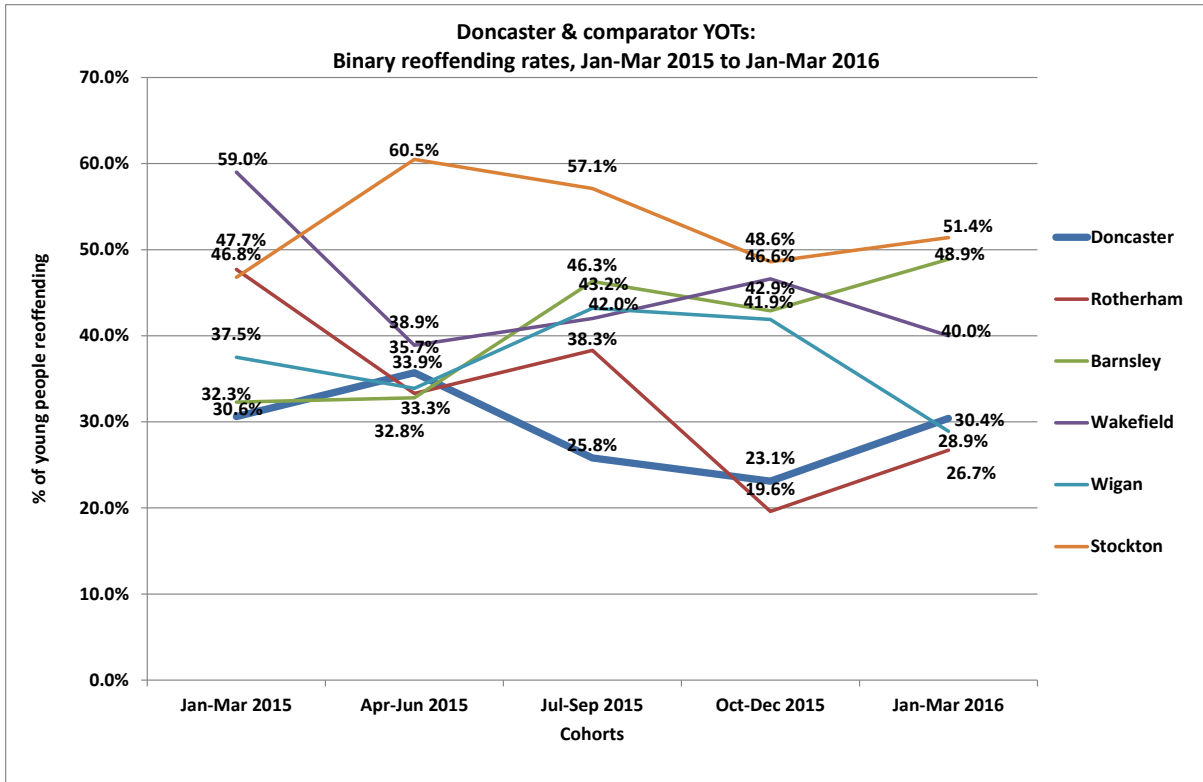
published. This means that the latest official data is for the January – March 2016 cohort.

The charts below show Doncaster’s binary re-offending performance for the last 5 cohort periods as against that for the South Yorkshire PCC area, the North East region and England:

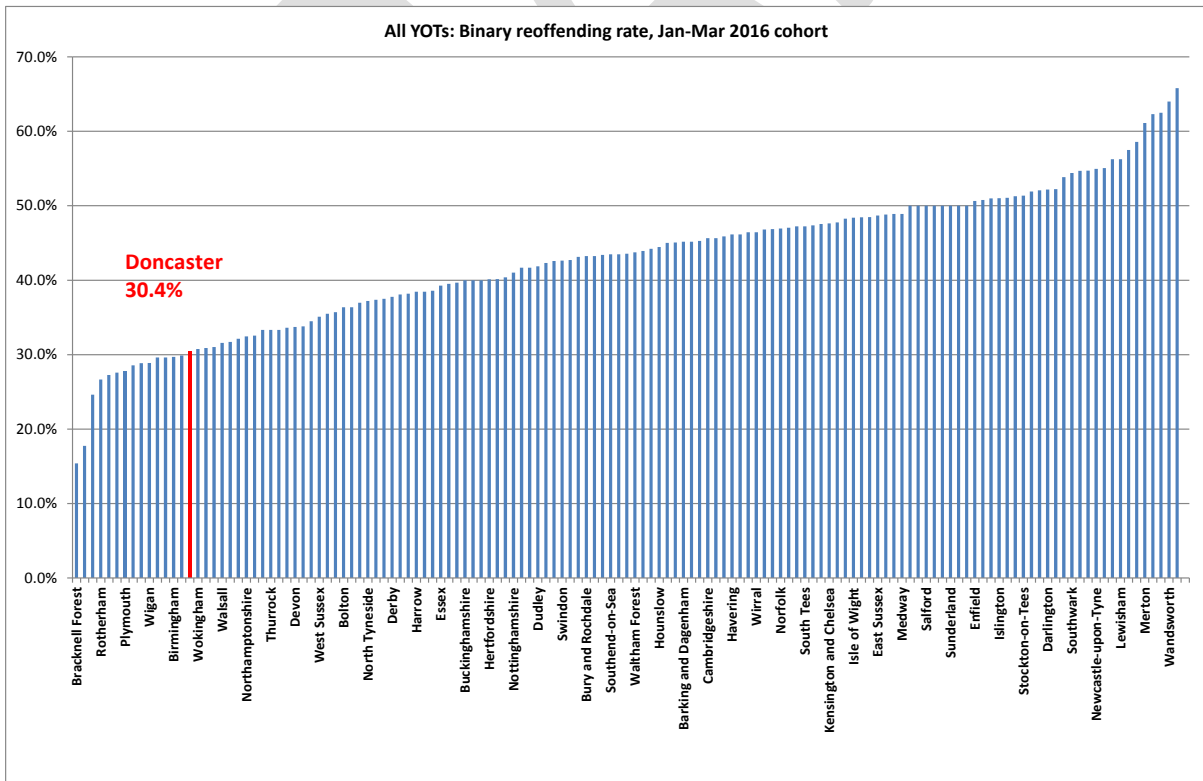


The latest rate of 30.4% is close to where it was for the same quarter the previous year. There were 69 young people in the latest cohort, of which 21 re-offended, committing 91 offences between them. This gives a frequency rate of 1.32 offences per cohort member. As cohorts are now measured quarterly rather than annual, the membership is much smaller and this leads to greater volatility in the rates from one cohort to the next. We therefore need to be looking at the underlying trend and it is clear that Doncaster’s re-offending rate is consistently lower than the regional and national rates.

The chart below shows how Doncaster’s binary re-offending rate over the last 5 cohort periods compares with those for the comparator areas:



With a binary rate of 30.4% Doncaster now has the 15th best re-offending rate amongst all YOT's in England, as shown below:



It should be noted that over the last decade the numbers of young people in the national and local cohorts has reduced by around two thirds. This means that those young people remaining in the cohort have, on average, far greater needs and risks

than those in earlier cohorts, and thus the likelihood of their re-offending is higher. Given that context, these results are particularly encouraging.

However, the activity to produce these results took place between one and two years ago and the official results of the work the YOS is doing now will not be known for another 2 years. In order to improve the re-offending rate of those young people in current cohorts we are using the YJB Re-offending Live Tracker. This includes all the young people in the cohort (whether currently on the YOS caseload or not) and enables a strategic view to be taken, looking at trends but also enabling us to ensure that young people get the right intervention at the right time to prevent them from re-offending or at least to reduce the frequency if they have already begun.

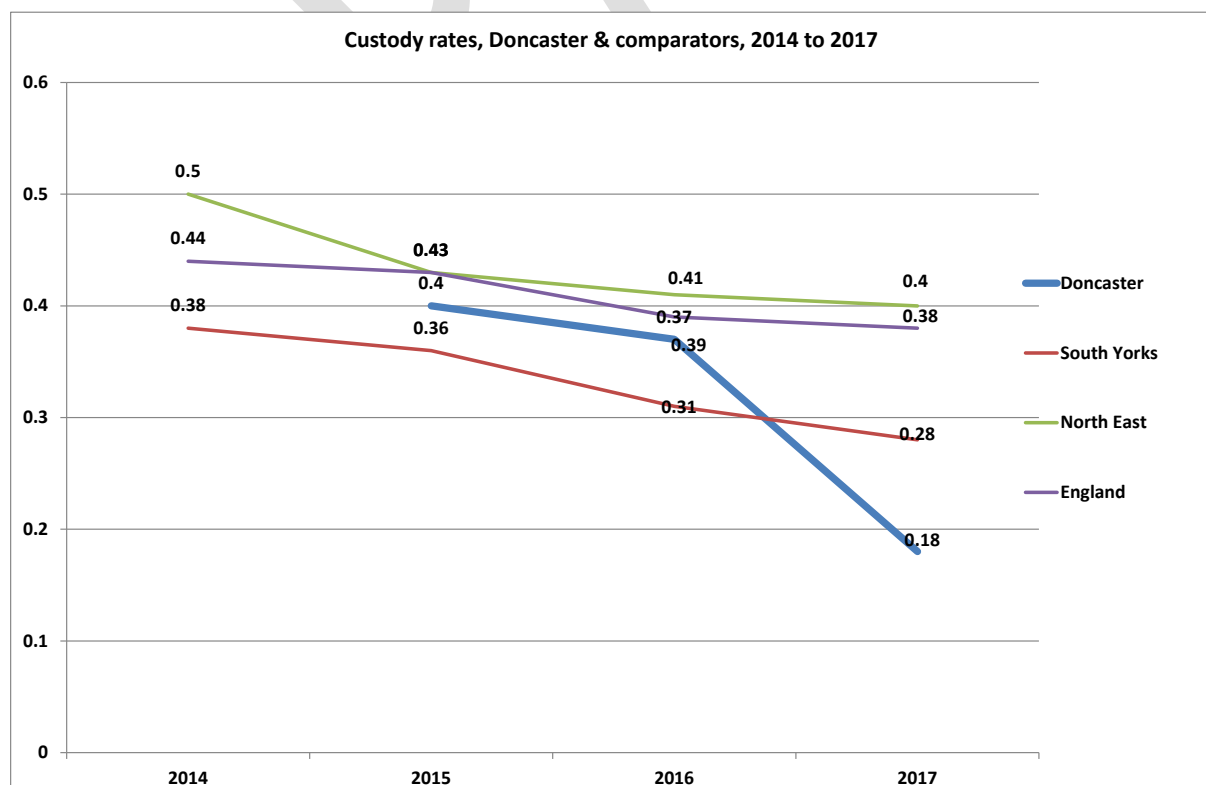
Reducing the use of custody

The YOS set itself an aspirational target of reducing the numbers of young people going to custody to 0.3 per 1000 of the 10-17 population in 2017/18 and 2018/19, which is below the national average. This was to be achieved by improving the confidence of the courts in the community based alternatives to custodial sentences offered by the YOS.

Outcome: Doncaster achieved a custody rate of 0.18 per 1000 of the 10 to 17 population for the latest period reported, well below the target set.

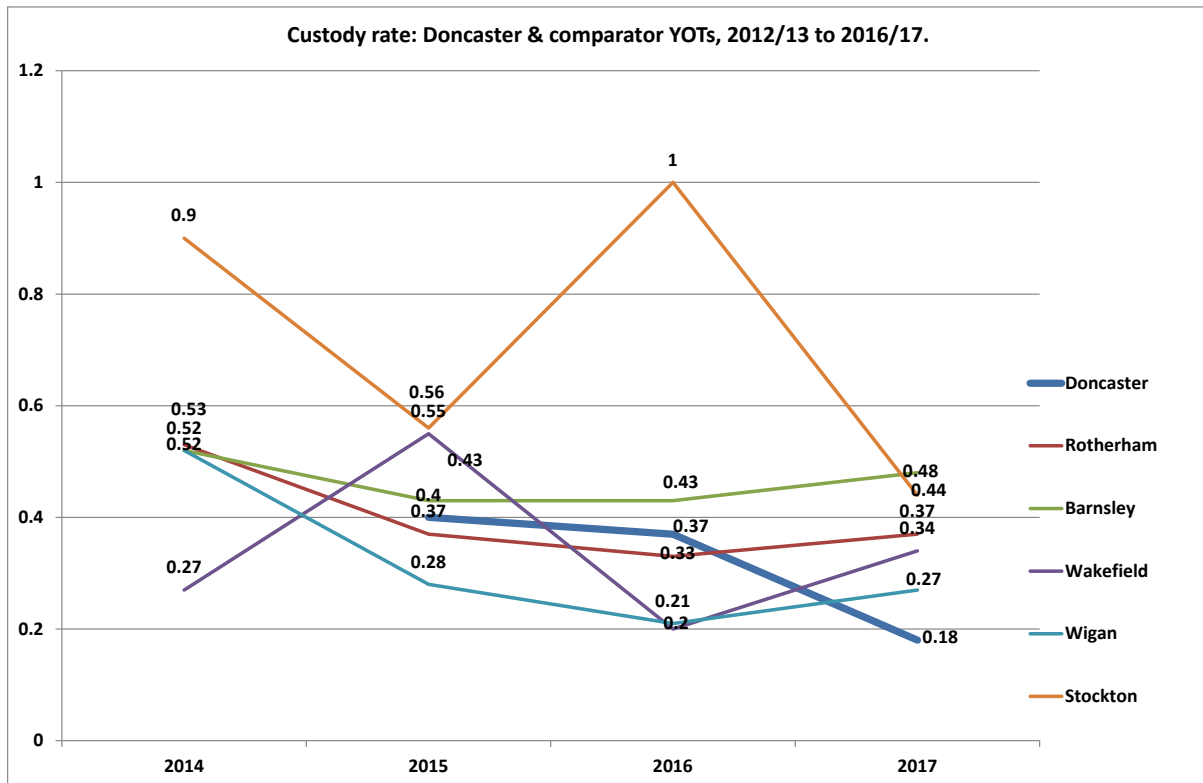
In real terms, this represents a reduction in the number of custodial sentences from 10 in 2016 to 5 in 2017.

Doncaster's custody performance against comparator areas is shown in the charts below:



This shows that Doncaster is now performing better than the South Yorkshire PCC area, the North East region and England as a whole.

The following graph highlights Doncaster’s custody performance compared with that for the most similar YOT’s:



This shows that our custody rate is the lowest in the group of most similar YOT areas.

The strategy is to maintain this low custody rate by continuing to provide courts with good quality Pre-Sentence Reports outlining robust community-based alternatives to custodial sentences.

Ensuring Young People who offend are in suitable accommodation and in appropriate full-time education, training or employment at the end of the order

If young people are to avoid re-offending then it is crucial that they are in appropriate accommodation and in appropriate education, training or employment by the time they come to the end of their YOS intervention.

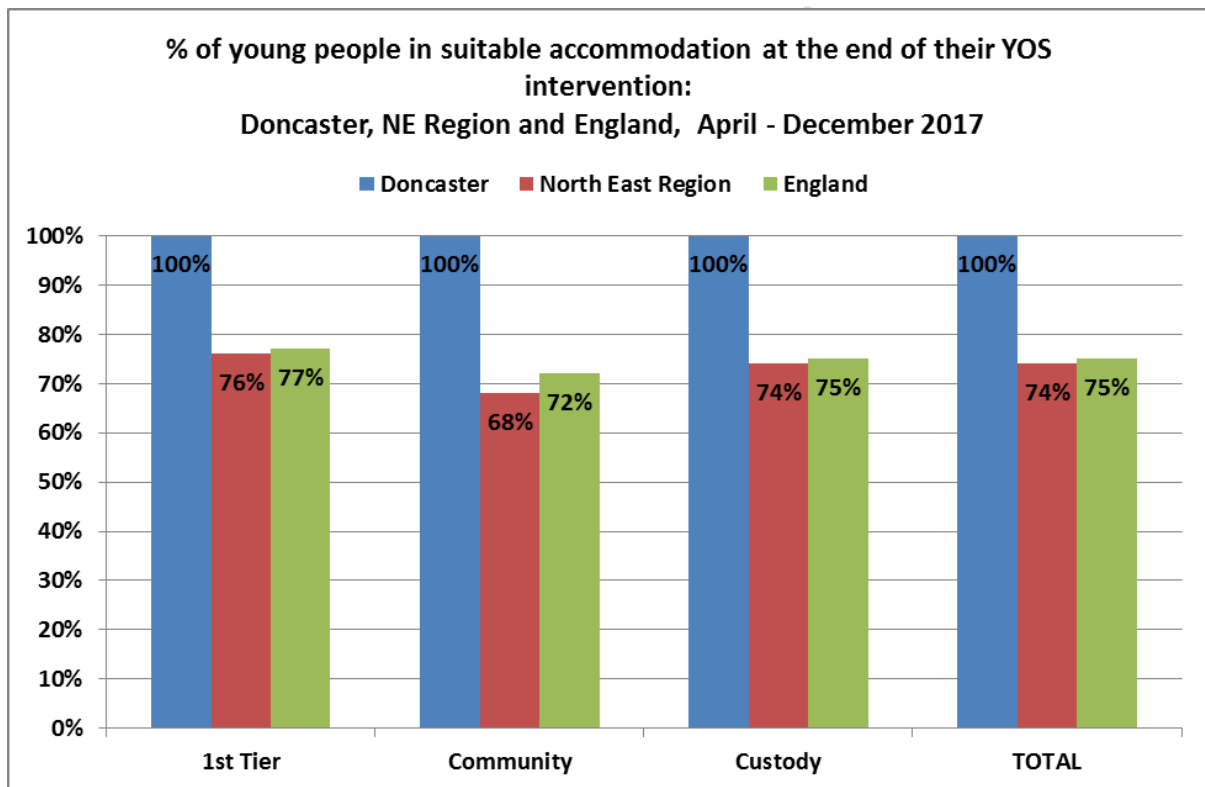
Accommodation:

The target set in the 2017/18 Youth Justice Plan was for 100% of young people to be in suitable accommodation by the end of their court order.

The strategy for achieving this has been for the YOS to continue to develop good professional relationships with partner agencies such as YMCA who notify us when they have vacancies coming up; Case Managers are pro-active in supporting young people to access this support by attending interviews with them. The YOS are also

represented at Homelessness Partnerships meetings which involve DMBC, St Leger Homes and charitable organisations, so that we are aware of changes to policy and procedure and can make wider links with specialist support. We also work closely with Children’s Social Care and offer family support so that where appropriate young people can remain at home, or with wider family members or in their Social Care placements.

The chart below shows this 100% target is being achieved so far in 2017/18. The North East region and England as a whole only achieve just over 70% of young people being in suitable accommodation at the end of their court orders.

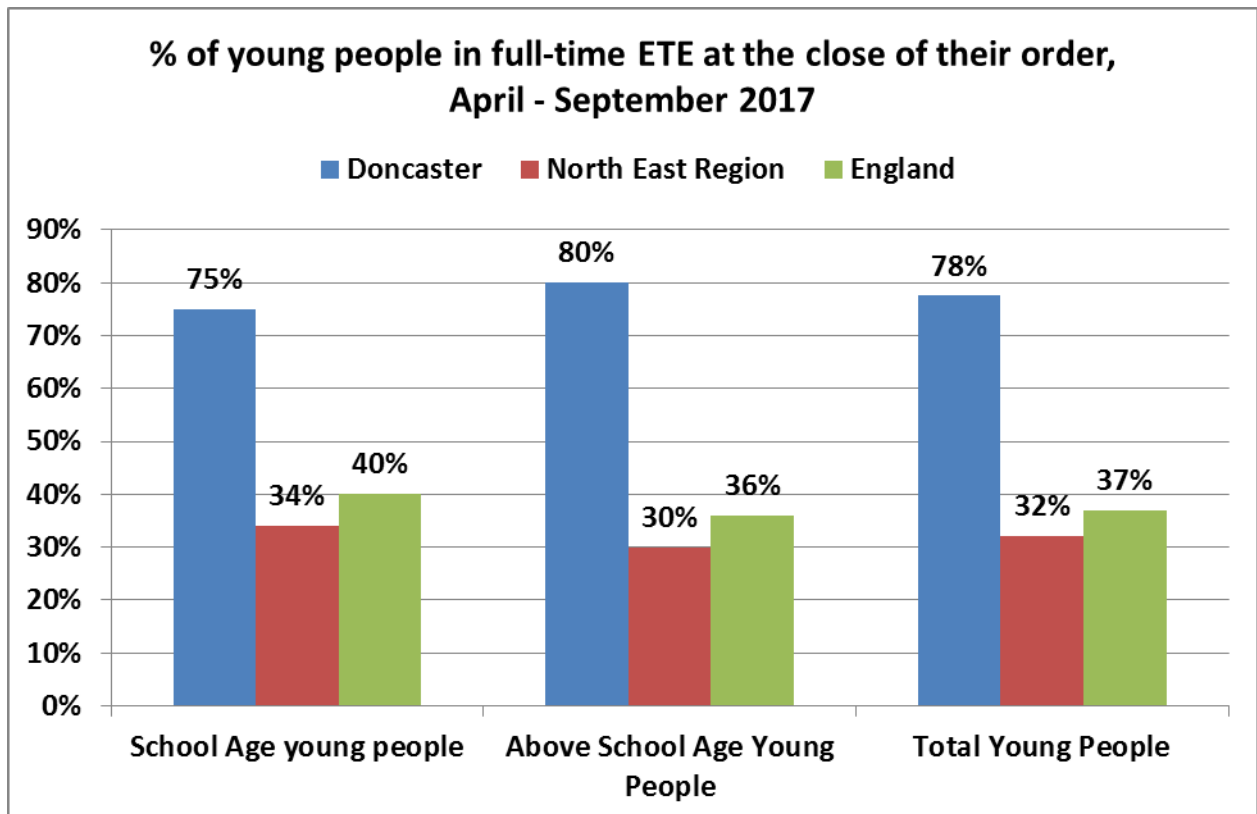


Education, training and employment (ETE):

Again the YOS set a very aspirational target of 90% of all young people being in suitable ETE provision on the final day of their order.

Doncaster YOS has a particularly strong ETE offer for both school-age and post-16 young people. Strong links exist with local secondary schools and academies, Doncaster College and Wetherby Young Offenders Institution, with whom working protocols are in place, which are frequently reviewed. This is further supported by the maintenance of positive professional relationships. In order to advocate on behalf of some of our more challenging young people, the YOS Education Co-ordinator is a standing member of the secondary inclusion panel and the Head of Service sits on the strategic education board.

The graph below shows how Doncaster YOS is performing against this demanding target in 2017/18 and how this compares with performance across the region and England.



This shows that the target has not been achieved so far for those young people of school age, nor those above school age. However, Doncaster still has far better rates than the region and England for both school-age and post-16 young people.

4. Strategic Objectives 2018/19

The key priorities of the Youth Offending Service in 2018/19 are:

- reducing the number of First Time Entrants into the Youth Justice System
- reducing the proportion of young people re-offending and the number of offences they commit
- reducing the use of custody and
- keeping young people and communities safe.

The following sections highlight the key work which the Youth Offending Service will undertake to achieve these aims.

Preventing young people from entering the Youth Justice System

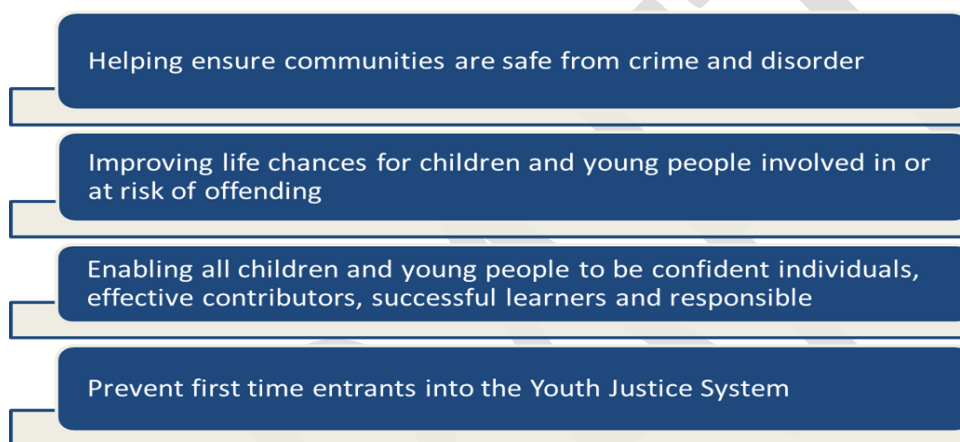
Whilst according to the latest data the number of First Time Entrants has reduced by 45% compared to the same period the previous year, Doncaster's rate can still improve further.

Preventing offending and criminalisation is integral to our shared vision of Doncaster becoming the best place to grow up in Yorkshire. Doncaster Children's Services

Trust and its partners are keen to ensure that Doncaster becomes and remains a positive place to live, a place where young people are safe, nurtured, healthy, achieving, active, respected, responsible and included.

We believe that as far as possible children and young people should be kept out of the Criminal Justice System because bringing them in too quickly criminalises them unnecessarily, giving them a criminal record which can blight future prospects. However, this is not to say that early offending should be ignored. Where offending does take place, good quality assessments leading to effective and timely interventions are needed to address the behaviour and its causes.

We take a whole family and child-centered, preventative approach focused on the following outcomes:

- 
- Helping ensure communities are safe from crime and disorder
 - Improving life chances for children and young people involved in or at risk of offending
 - Enabling all children and young people to be confident individuals, effective contributors, successful learners and responsible
 - Prevent first time entrants into the Youth Justice System

Families have a crucial role in supporting children and young people who begin to offend. EPIC works in partnership with families, recognising that they will remain in place long after the professionals have completed their interventions and therefore are key to sustaining change in young people's lives. Without harnessing the support of parents and families we are unlikely to bring about enduring improvements in young people's capacity to avoid offending.

Children may need help to take responsibility for their decisions and actions in line with their stage of development and understanding. Most children and young people who offend will mature into responsible adults.

Research shows that early intervention is central to preventing youth crime. The most cost-effective way to reduce youth crime is to prevent young people from getting into trouble in the first place. Preventing youth crime brings about huge savings of economic and social costs.

Local Authorities bear the largest share of the cost at £6.5 billion per year followed by the welfare system at £3.7 billion and the NHS at £3 billion. There are also high long-term costs to young people committing crime because we know that crime is associated with a range of poor economic and social outcomes. Preventing youth crime can therefore reduce these economic and social costs. We can achieve this by

dealing with those problems that make it more likely young people will commit crime or anti-social behaviour.

£3,620: Estimated average cost of a first time entrant (under 18) to the criminal justice system in the first year following the offence.

£22,995: Estimated average cost of a first time entrant (under 18) to the criminal justice system, nine years following the offence

£113,000,000: Estimated savings if one in ten young offenders were diverted toward effective support

EPIC is central to the strategy for reducing First Time Entrants by offering a robust programme of intervention for children and young people who would otherwise be issued with a Police Caution, Youth Conditional Caution or prosecuted and thereby brought into the formal Youth Justice System.

Performance Indicator	Out Turn 2016/17	Target 2017/18	Target 2018/19
First Time Entrants (FTE) PNC rate per 100,000 of 10-17 population YJB data. This comprises young people who receive a Police Caution or a Sentence	337	275	250

As can be seen from the data in the previous section, good progress has already been made in reducing the FTE rate in Doncaster, with a rate of 307 for the year to September 2017. However, we are setting targets of 275 and 250 for this year and next, which represents year on year reductions of 18% and 26% compared to the 2016/17 rate. A rate of 250 would currently be on the border of the 1st and 2nd quartiles of national performance.

However, in order to contribute to the vision of Doncaster being the best place to grow up in Yorkshire, the resource (EPIC) and the process (the Triage Panel) need to be brought together to embed the system-change in the way decisions are made regarding which young people need to be cautioned / charged and who can be safely diverted from the system.

With an effective Triage Panel in place and a credible and viable alternative disposal available (EPIC) then the prospects of achieving and surpassing the FTE reduction targets in the next year are very good.

Reducing Re-offending

Reducing re-offending remains a key priority for the YOS. The number of young people involved in the Youth Justice System has reduced substantially both nationally and locally over the last decade. Those young people remaining in the Youth Justice System on average have more previous offences, more previous disposals and who are more entrenched in offending than earlier cohorts, and this increases the average likelihood of re-offending, making performance improvement very challenging.

Doncaster YOS has adopted live tracking of the re-offending cohort. This is not simply to gain more up-to-date performance data (although this is useful) but also to seek to improve re-offending performance by ensuring the right action is taken at the right time with the right young people to prevent re-offending or at least to reduce its frequency once young people have begun to re-offend.

In order to work effectively with this more challenging cohort, the YOS has adapted its intervention offer to improve outcomes for young people. This has been informed by the recruitment of a Trainee Forensic Psychologist to support the re-evaluation of existing interventions and create new ones to respond to the challenges identified in the cohort.

In addition, the recruitment of a Speech and Language Therapist has assisted the YOS in re-framing the largely language-based interventions that the YOS currently uses with young people. Revising these interventions and providing materials which are more meaningful to young people with speech, language and communication difficulties is increasing their efficacy thereby reducing the number of young people who go on to commit further offences.

In addition to the revised intervention offer, the YOS understands the need for the development of a more robust use of intelligence to predict thematic issues arising from the cohort. The subsequent operational changes to practice which are required to address these issues will be pivotal to our success.

For the latest cohort reported on (January – March 2016) Doncaster achieved a binary re-offending rate of 30.4%, which is the 15th best in the country. This is very good given the association between social and economic deprivation and offending rates.

In the 2017/18 Youth Justice Plan the re-offending target was to maintain a binary rate at 28.1%. However, since then the counting rules have changed and the cohorts measured are quarterly rather than annual, and this increases overall re-offending rates by several percentage points as persistent offenders are more likely to appear in each cohort. With the latest official data showing a rate of 30.4% the YOS appears to have missed this target by some margin. However, if we compare like with like and look at the most recent *annual* rate, this is 28.6% and only half a percentage point above the very demanding target we set ourselves. In setting future performance targets we need to be aware that given Doncaster's current very good performance there is limited scope to improve further.

There is also another factor which may reduce Doncaster's scope for further improvement in the re-offending rate. We are determined to reduce the FTE rate further and have a clear strategy in place to achieve this. However, reducing the number of young people in the Youth Justice System will inevitably mean that it is the lower-level, less frequently offending young people who will be diverted, kept out of the Youth Justice System and thereby kept out of the re-offending cohort. Therefore future cohorts for Doncaster are likely to be smaller but made up of young people who are on average more likely to re-offend than those who were in previous cohorts. Therefore, to a certain extent, any success we have in reducing FTE's is likely to put pressure on our re-offending rate.

It is for these reasons that we propose a target which is midway between the latest national average under the old measure (41.9%) and the latest national average under the new measure (42.1%) for the next 2 cohorts.

Performance Indicator	Out Turn Jan-Mar 2016 cohort	Target Jan – Mar 2017 cohort	Target Jan – Mar 2018 cohort
Proven binary re-offending rate for cohort members. This is the percentage of young people who re-offended in the identified cohort	30.6%	42%	42%

It should also be borne in mind that the Jan – Mar 2017 cohort has already completed, although the result will not be known until December 2018 – and therefore there is no action that can be taken now to improve the result.

Reducing the use of custody

Nationally, between 2011/12 and 2016/17 there was a 53% reduction in the use of custody for young people. Doncaster was outlier in terms of its use of custody 5 years ago, with rates significantly higher than national average. However by 2016/17 Doncaster reduced its rate to below regional and national averages.

Changes to operational practice and delivery including the implementation of risk assurance panels, revised risk management procedures, more effective use of engagement meetings to intervene with non-compliance earlier and improved quality assurance work undertaken on Pre-Sentence Reports have all significantly contributed to the reduction in young people going to custody.

The Youth Justice Plan 2017/18 set a target of 0.3 custody cases per 1,000 local youth population. The latest data, for the calendar year 2017 gives a rate of 0.18 and therefore the 2017/18 target is well on course to be achieved.

Having already made considerable reductions in the local custody rate, further reductions may be challenging to achieve. However, Doncaster YOS aims to have a custody rate lower than the national average. In 2016/17 the average custody rate in England was 0.39 per 1,000 of 10 -17 population and therefore we set a target of 0.25 for Doncaster in 2018/19.

Performance Indicator	Out Turn 2016/17	Target 2017/18	Target 2018/19
Use of custody rate per 1,000 of 10 -17 population	0.26	0.30	0.25

Keeping young people and communities safe

Keeping young people safe is not a role for the YOS in isolation. The work across the Safer, Stronger Doncaster Partnership is crucial to ensuring safe outcomes for children, young people, families and their communities.

The YOS has a significant role to play in ensuring this. In pursuance of this role the YOS has undertaken a review of its quality assurance process. The conclusions of this review are that:

- A new QA process is adopted in the YOS which combines dip-sampling and universal processes, such that all cases are subject to basic QA but a selected sample is subject to more in-depth QA
- A new tool is adopted to enable the combined process
- More staff (e.g. Team Leaders, plus skilled and experienced Case Managers) are brought into the QA process. This would;
 - provide sufficient resource for the proposed combined approach
 - enable QA to be independent of immediate line management
 - help establish and embed agreed and consistently applied standards across the service
 - prepare more experienced staff for becoming managers in the future
- A system is established for checking that all required changes identified through QA are implemented
- Quarterly QA workshops are established for all operational staff to attend in order that themes needing to be addressed service-wide are taken forward
- The findings from QA audits are taken to the YOS Management Board as part of the performance report
- The revised YOS QA system includes cases held by EPIC
- There is an annual report looking specifically at QA within the YOS

These recommendations will be implemented during 2018/19 and will prepare the service for any new inspection under the revised HMIP inspection program.

Education, Training and Employment

It is recognised that young people engaged in appropriate Education, Training or Employment (ETE) are at a significantly lower risk of re-offending and being at risk of harm. We can report that in the period April – December 2017 the proportion of young people engaged in appropriate ETE at the end of their YOS intervention was 78%. In the Youth Justice Plan 2017/18 the target set for ETE was 90%, and

therefore this target is not yet being met. However, we remain aspirational and therefore the 90% target will be extended to 2018/19. It should be noted that the national average is just 37%.

Accommodation

Another area which the YOS is responsible for is ensuring that all young people have suitable accommodation which meets their needs at the end of their order. We can report that for the third consecutive year this figure is 100% and we will once again aim for 100% in 2018/19. Our work with partners (most notably St Leger Homes and the Resettlement Consortium), have been pivotal in this performance.

Performance Indicator	Out Turn, April - December 2017	Target 2018/19
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	78%	90%
Percentage of children and young people known to the YOS in suitable accommodation	100%	100%

Prevent and Channel

As with all areas, Doncaster is committed to preventing radicalisation of young people which could result in offending and re-offending.

Radicalisation issues in Doncaster are not currently prevalent and the issues which do exist have so far tended to be focussed on far right groups and have mainly involved adults.

To ensure that practitioners within YOS are well sighted on radicalisation issues and the signs to be aware of when undertaking assessments, all operational staff have completed mandatory e-learning models in “Prevent and Channel”.

Operational managers have undertaken Wrap 3 training which is the standard Home Office approved training for practitioners in relation to identifying and preventing radicalisation and extremism and is a key part of the Government’s Prevent agenda.

5. Resources and Value for Money

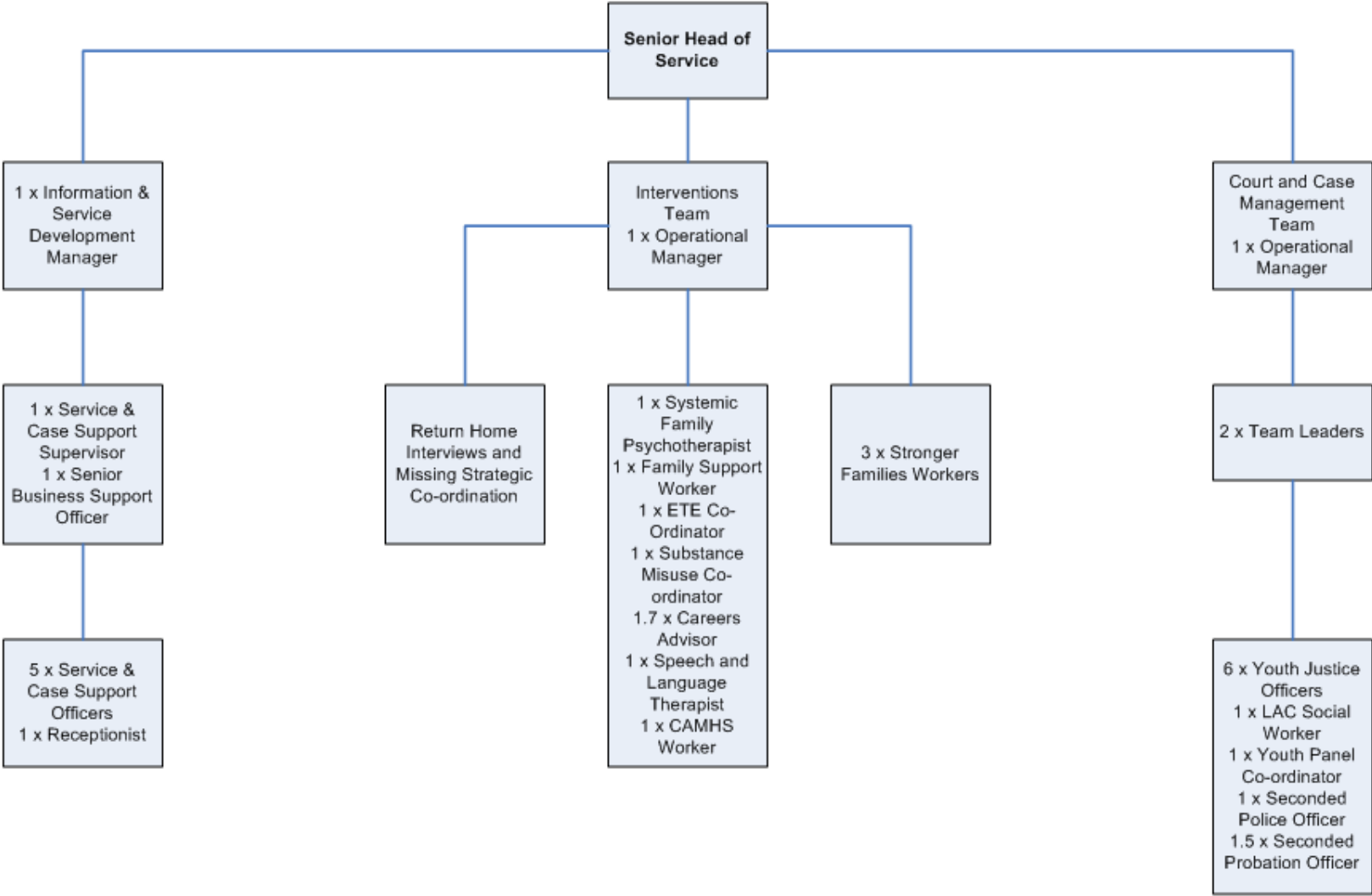
The YOS is constantly looking for ways of improving its value for money and ensuring that staff are deployed where the need is. With a continuing reduction in the numbers of young people in the formal Youth Justice System, the YOS has taken the opportunity to move some of its staffing resources further “upstream” to work preventatively in EPIC. This will enable a virtuous cycle to be established whereby

reduced statutory caseloads enable more staff to be deployed preventatively, leading to reduced numbers of First Time Entrants leading to further reduced statutory caseloads.

Further efficiencies and cost effectiveness are being achieved by merging the Business Support teams for the YOS, EPIC and Inspiring Futures into one team servicing the whole of TYS.

The chart below shows the staffing structure of the Youth Offending Service.

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The table below shows how the Doncaster YOS budget is composed:

Partner contributions to the youth offending partnership pooled budget 2018/19 and variance from 2017/18:

Agency	Cash (£)	Payments in kind – (Including staffing) (£)	TOTAL (£)	Variance from 2017/18 (£)
Youth Justice Board for England & Wales (YJB) *	£582,954	£0	£582,954	£0
Doncaster Metropolitan Borough Council **	£833,541	£0	£833,541	-£169,921
National Probation Service	£0	£54,609	£54,609	-£54,609
South Yorkshire Police & Crime Commissioner	£152,000	£0	£152,000	£0
Health	£57,348	£67,832	£125,180	£0
South Yorkshire Police	£0	£88,524	£88,524	-£43,612
Junior Attendance Centre funding (YJB) *	£21,452	£0	£21,452	£0
Total	£1,647,295	£210,965	£1,858,260	-£268,142

* YJB main and JAC funding has not been confirmed for 2018-19 - 2017-18 allocation included in the table

** Includes £126k Troubled Families Grant

It is nationally recognised that more than 60% of young offenders have speech, language and communication needs. It is therefore safe to assume that any young person being supported by the Youth Offending Service has communication needs until proven otherwise. The impact this has includes:-

- Many young people have difficulty understanding vocabulary commonly used in the Justice System and in Courts, such as the words “remorse”, “victim” and “breach”
- Offender treatment programmes are largely verbally mediated. Evidence shows that around 40% of offenders find it difficult or are unable to access and benefit from verbally mediated interventions such as anger management and drug rehabilitation courses

Consequently, the recruitment of a Speech and Language Therapist, coupled with training operational staff in ELKLAN, a method of assessing and understanding

speech, language and communication skills has allowed the YOS to work more effectively with a range of young people involved in the Youth Justice System.

In addition, the YOS has entered into regional commissioning arrangements with REMEDI for provision of restorative justice, victim and reparation services and with The Junction, in terms of specialist interventions for young people presenting sexually harmful behaviours. This has saved the YOS in excess of £25,000 without reducing the intervention offer to children, young people and their families.

The Management Board can be assured that the YOS will continue to seek opportunities to develop its service provision to mirror those deployed in exemplar services, but with a creative approach to sourcing and funding these provisions, which we believe demonstrates strong financial governance in a climate of fiscal uncertainty.

Grant Funded Activities

The core YOS grant from the YJB, along with the funding from other partners, is used for all direct delivery activities, the largest proportion of which is allocated to fund the staffing establishment. However, it should be recognised that the majority of the contribution from partners is an “in kind” resource in terms of the provision of staff as listed in the table above.

In addition, part of the YJB Core Grant is used to fund restorative justice provision and an appropriate adult scheme, which is commissioned on a regional basis with the providers REMEDI and SOVA respectively.

Doncaster YOS continues to offer a Junior Attendance Centre, and this is now staffed from the core YOS establishment as this provision becomes more closely aligned with core delivery.

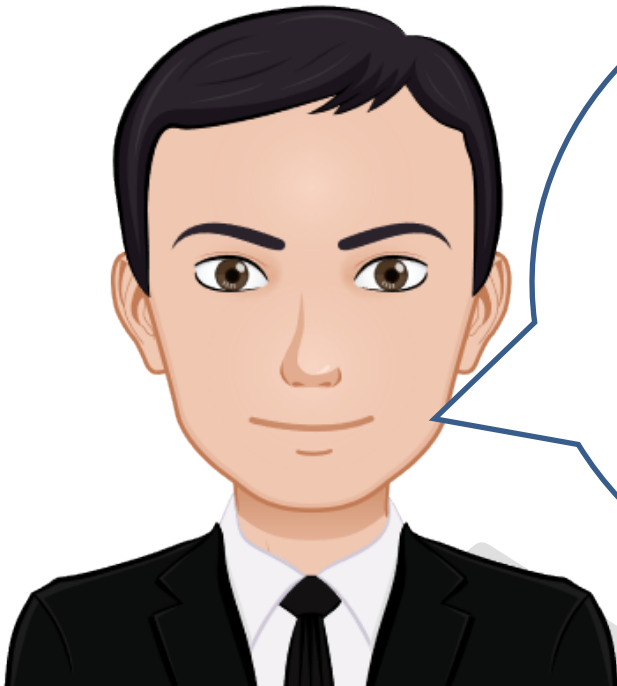
6. Young People's Youth Justice Plan



*Young People's Services
Doncaster Youth Offending Service
Young People's Youth Justice Plan 2018/19*

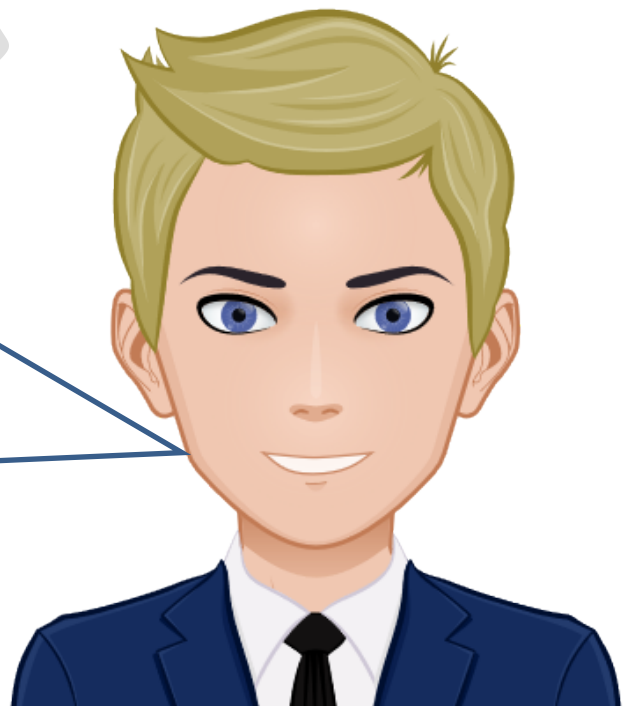


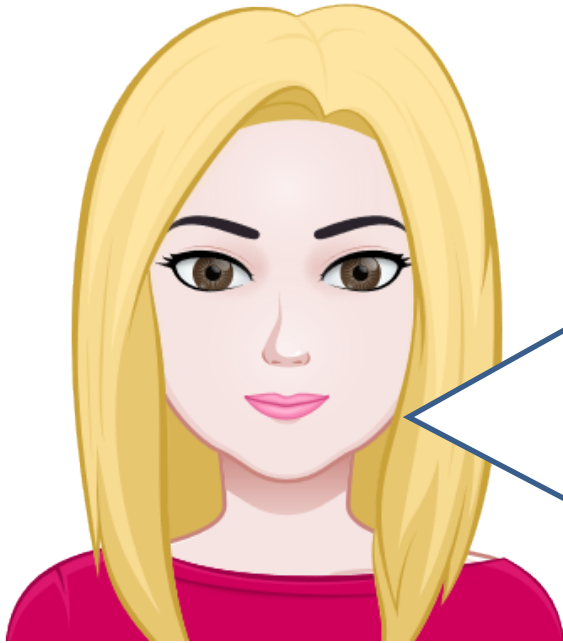
Meet the team



Hi, I'm Mark Douglas. I'm Chair of the YOS Management Board. That's a group of people that keeps track of what is happening in YOS and makes sure that Andy and his team do what they say they are going to do. It's important that what you think and feel about the YOS helps shape the service in future, so if you think we can do things better then let Andy know and I'll make sure the Board thinks about if it can be done.

Hi, I'm Andy Hood. I'm the Senior Head of Service, it's my job to make sure that the YOS has everything it needs to give you a good service. It's my job to write this plan. I manage Helen and Kathryn and make sure that you are getting all the help you need to stay out of trouble and lead a happy and healthy lifestyle. If you think we can do anything better at YOS you need to let me know and I'll look into it. If we can do it, then we will; if we can't then I'll let you know the reasons

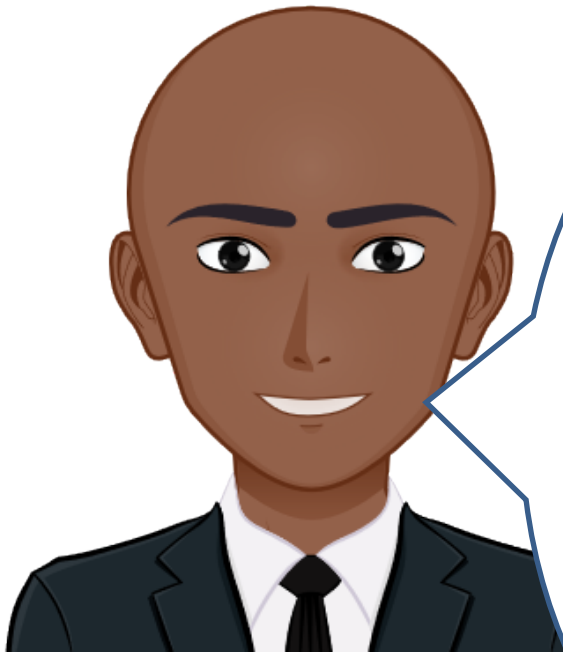




Hi, I'm Kathryn West. I'm the Operational Manager of the Court and Case Management Team. It's my job to make sure you are safe and that you don't harm yourself or anyone else. I manage the Youth Justice Officers who work with you on a day to day basis and who write your Pre-Sentence Reports and do your assessments. It's my job to make sure these are of a good quality and help you to make plans that will keep you out of trouble. If you are not happy with something that is happening on your order then you need to let me know and I will look into it and let you know if there is anything we can do better.

My name is Helen Jones and I'm the manager of the Interventions Team; what I do is manage a group of people who can help you with a whole range of stuff if you are on a Court Order. You might have help from; a Careers Advisor, support to attend school, substance misuse worker or support with feeling low, or if you feel like harming yourself. You might also want to meet with a family worker who helps you and your mum, dad or carer to get along better. You might also be asked to attend a group programme to look at the way you deal with situations and how different people are affected by crime. Together we make up the Interventions team and we will work with you and your YOS worker to help you improve things in your life so that you don't get into any more trouble and are happy and healthy.



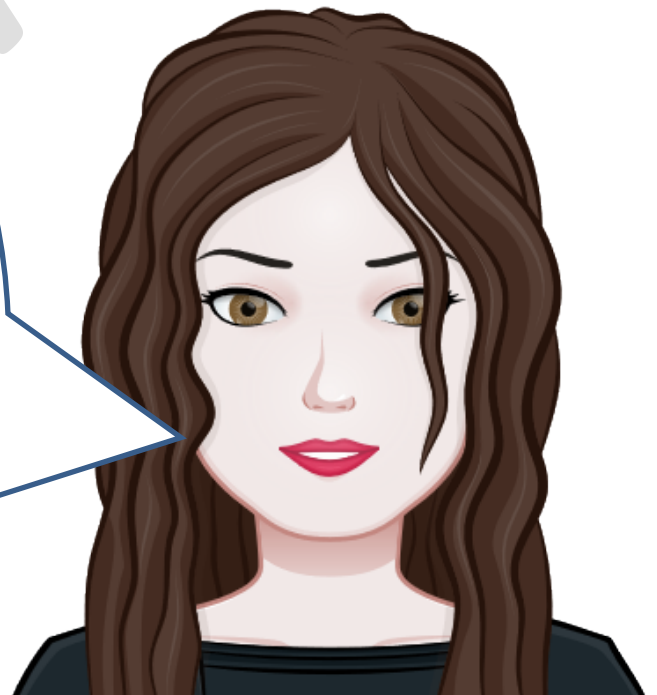


My name is Marcus Isman-Egal, I'm boss of EPIC. As a team we bring creative learning to life! And it all starts with a Yes. My team can help you with lots of different stuff and can get you involved in things like sports, music, dance, media, the world of work, enterprise, volunteering and helping you stay focussed on the things that are important to you. If you have got in trouble with the Police for the first time then we are the team that will help you get back on track. As they say a belly laugh a day keeps the doctor away, we're a fun bunch and enjoy creating positive learning opportunities that can help you move away from things that might be causing you to get into trouble and help you unlock your true potential.

My name is Jean Clarke, and I am a Systemic Family Psychotherapist which simply means a person who talks to families about their thoughts and feelings. Talking together with your family or on your own can help you manage and cope with:-

- Feelings and thoughts that you don't understand and are difficult to handle
- Feeling physically unwell or low
- Difficult experiences
- Being able to talk to you and your family about difficult situations or arguments between you and your parents

We also work with you and your family to keep you safe and out of harm.






Hi I am Rachel Ely Hiscock one of three Police Officers work at the YOS. Our Police Officers do not wear their uniforms (most of the time) to help build positive relationships with you so that you are not put off by our uniform and see us as people who are here to help you.

It's our job to protect you from becoming victims of crime and to protect you from people who might want to cause you harm. We will offer you positive encouragement but also explain consequences of your behaviour and what further offending might mean for you. Sometimes we might have to pass information you may give us to our police colleagues to protect you and your family in the community.


What is the YOS and what does it do?


The YOS is a multi-agency team of professionals. That means that people from different areas of work come together to try and help you to stay out of trouble and lead happy, healthy positive lives. Some of the people who work here are Social Workers, Probation Officers, Police officers and there are lots of others from different areas of work, all here to help you.

We work with young people who have got in trouble for the first time, through Team

EPIC (remember Marcus , he's the Manager of that team) we also work with young people who have got in trouble more than once and have got a Court Order. We also work with young people who have either done something very serious or have got into trouble several times and have ended up going to custody (remember

Kathryn , she's the Manager of that team). Although we try everything we can


to make sure that doesn't happen to you, Kathryn's  team will write reports to the Court about why you got in trouble and what help you might need to get back on


track. Kathryn's  team are helped by doing assessments about you, your family and your needs. These assessments are called AssetPlus and you can ask to see yours anytime you want.

We know that everyone needs a bit of help sometimes, including you. We can help with lots of different things in your life; this might be help at school or finding a job, help at home if things aren't going well for you, helping you find somewhere safe to live if you need it and help with stopping using drugs or alcohol. We have a team of people who can work with you to make these things in your life better (remember

Helen , she's the Manager of this team).

Every year the YOS has to produce a plan to say what it's going to do to help young people. This is the third year that we have produced a plan for you. We think you should know what we are trying to do and why we are trying to do it.

This plan is written by Andy (remember Andy , he's the Senior Head of Service) it's Andy's job to look at what happened last year and to make plans for this year to make sure that you all have everything you need to stay out of trouble and lead safe, happy lives. For example last year much fewer young people in Doncaster got in trouble with the police for the first time than they had before, and young people working with the YOS re-offended less often too. Fewer young people had to go into

custody too! But Andy  needs to make sure we keep on getting better, which is why we've written this plan and why we want to hear from you about how we can do this.

So that's what the YOS does. It helps you with lots of different things, and hopefully stops you getting into trouble with the Police again.

What are we trying to do this year?

There are things that the YOS has to report on to the Government; these are called performance indicators. What that means, is it is a measure of how well we are doing in different areas to help you to stay out of trouble.

The most important of these are:-

First Time Entrants - All this means is the number of young people who get in trouble for the first time. It's important that we stop as many young people as possible getting into trouble and if you get into trouble it's our job to make sure that this doesn't happen again. That's why we created Team EPIC.

If you get into trouble now, Team EPIC will help you get back on track. You might have to do some programmes to help you understand the consequences of what you have done for you and your family, but also there will be lots of fun stuff for you to do including sports, dance, music and meeting other young people interested in the same things as you.

This year we want fewer young people getting into trouble than there were last year. What that means is if 20 young people got in trouble last year, this year we hope that number of young people will only be 16.

If you get the chance to go onto Team EPIC, we think they will help you with whatever you need to get back on track and that you will have some fun whilst you are doing it. If you think things can be done better in Team EPIC then let Marcus



know. What you think is important to us and makes us better at helping you.

Reducing Re-Offending - All this means is bringing down the number of young people who commit another offence after getting a Court Order or becoming part of Team EPIC.

We do very well in Doncaster in helping you not to get in trouble again after you start working with us. Last year we were one of the best areas in England at helping young people not to re-offend!

We are really pleased with this and if you stick to your order you can really help us do even better.

We know that quite a few of you have trouble with speech, language and understanding things. We know it's hard when you don't understand something and sometimes you don't want to ask because you don't want to feel different from other young people. Sometimes this means you stop coming to the YOS or you don't ask for the help you need. To try and make this better we have got a Speech and Language Therapist to help you. This is a person who is good at explaining things in different ways so that you understand and it makes sense to you. We think this will help some of you do better on your orders and stop you getting into more trouble in the future.

We also know that sometimes the help we offer needs to change to meet your needs. Some of our programmes to help you, like the Core Thinking Skills Programme, have been around for quite a while. We think that these programmes need to be looked at again, so we have now got a Trainee Forensic Psychologist to help us. This is a person who is good at looking different problems and coming up with good ideas to make things better. They are also good at talking to young people who might be confused about some of the things they are thinking or feeling and helping to make sense of their ideas.

We want to know what you think about the help you get from YOS so if you have any

ideas about how we can do things better then speak to Kathryn .

Reducing the use of custody- All this means is bringing down the number of you that end up getting a custodial sentence. In Doncaster we used to have a lot of young people going to custody, more than in lots of other places. Last year we did our best to change this and the number of young people going to custody was the lowest it's ever been.

We don't think going to custody is good for young people, but sometimes you might do something so serious that the Court decides that you have to.

We will try everything we can to stop this happening. That might mean you getting an Intensive Supervision and Surveillance (ISS) order that means you have to come here every day and do lots of different things, like going to school or training, going on programmes and doing in activities. We promise that if this happens to you we'll try and make sure that everything you do is helping you and that you feel it means something.


What is important is that you keep coming to appointments, because if you don't, you might get sent back to Court and sometimes this can also mean going to custody.

We now have fewer young people going to custody than most other areas. We think we can do better and some of the things we mentioned earlier like employing the Speech and Language Therapist and the Trainee Forensic Psychologist, will also help some of you not to get in trouble again and getting locked up. Next year, it's our aim to have fewer young people getting locked up.

Keeping young people and Communities Safe - This is the easiest one to explain, it's our job to make sure you are safe. Sometimes there are people who might try and harm you, sometimes you might feel like or, even actually, harm yourself and sometimes the things you do might harm others.

To stop somebody harming you we have Police Officers who work here, who will help protect you and your family if somebody threatens you or tries to harm you



(remember Rachel , she's one of our Police officers). You can ask to see one of our Police Officers anytime you want.

Sometimes our Police Officers might have to share information about you if you are doing things that might harm you or someone else.


Sometimes if you are harming others your Case Manager will have Risk Management Meetings. These look at what more support you might need from Helen's team to stop you doing these things in future. We think that if you are harming other people then you are probably not very happy and there are things about yourself you will want to change and we will help you to make those changes.

Sometimes these things are about what is happening in your family. Our Systemic



Family Psychotherapist (that's Jean , remember her) will help you say things to



your family that you might have found hard to say in the past. Jean  will help you understand your thoughts and feelings about your family and will help you, or mum, your dad or your carer to get along better and hopefully make things better for

you at home.

Lastly we think that you will be safest and happiest if you are doing education or training or are in a job that you're really enjoying. We know that sometimes you might not have had a great experience of these things in the past. Last year we helped 8 out of every 10 young people get into something they enjoyed. That's a lot, but we think we can do better this year and we aiming to get 9 out of every 10 into education, training or employment that you want to do.

You might ask why not 10 out of 10? and you would be right, but we know sometimes that for a lot of different reasons you might not be ready to go into formal education, training or employment, but we will help you with different courses to makes sure than when you do feel ready you have all the skills you need to be whatever you want to be.

So that's the plan; I hope it makes sense and you know what we are doing and why we are doing it, but if you are not sure just ask to see me when you come to YOS and I'll explain it to you. If I'm not here, then your Case Manager will make an appointment for you to see me when you are next here. Thanks for reading this and if you think there is anything that we can do better, then just let me know.



Andy Hood
Senior Head of Targeted Youth Support Services



Doncaster Council

Report

To the Chair and Members of the Cabinet

Date: 3 July 2018

COMMISSIONING SUPPORT - SCHOOL IMPROVEMENT PROVISION

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools	All	Yes

EXECUTIVE SUMMARY

1. To enable continuing and sustained improvement of Doncaster's primary, secondary and special school education settings it is our commissioning intention to seek an external provider(s) to deliver school improvement programmes for all 106 Doncaster primary settings including – maintained schools, academies, special schools, maintained Pupil Referral Units, 18 Secondary Academies and 5 Special Schools in partnership with Doncaster Council.

The programme will provide Doncaster Council with continued robust intelligence on the effectiveness of all Doncaster schools, academies, special schools and maintained Pupil Referral Units including enabling early identification and swift response for schools needing additional support. For education settings it will provide robust external evidence, validating self-evaluation and informing standards in education, children's services and skills (Ofsted) inspections.

2. The programme will be expected to receive continuous highly positive feedback from education settings monitored, with outcomes of high levels of satisfaction amongst system leaders and improvements in Ofsted gradings. The development of the programme identified in this report must be sustainable over the lifetime of the contract period, including extension over a further two years, following funding agreement by the School's Forum. The successful provider will be monitored in line with the Local Authority's contract management arrangements.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. The Chair and Members of the Cabinet are asked to :
 - a) Note the contents of this report

- b) Approve the commissioning intention for the School Improvement Provision.
- c) Approve the use of funding for this programme that was agreed at School's Forum on 11 April. This funding will finance the programme for the academic year 2018/19
- d) Review school improvement provision in April 2019 with a view to approving a school improvement programme for a further 2 academic years.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 5. Local Councils play a key role in helping to shape and drive forward improvement in education settings and it is important that they are involved in shaping the quality of provision in their area.

BACKGROUND

- 6. Since September 2016, Kirk Sandall Teaching School Alliance (Partners in Learning) has been grant funded by Doncaster Council through school's forum Dedicated Schools Grant (DSG) to support the Council's Standards and Effectiveness Team with the delivery of a school improvement programme for all maintained primary and special schools and the 2 maintained Pupil Referral Units, the Levett School and Maple Medical Centre. This programme is the Standards and Effectiveness Partner programme (STEP). The original funding was made by way of a grant to Partners in Learning to facilitate the market through a representative partnership model. Hungerhill Teaching School's Alliance (Partners in Learning) has been grant funded to provide support for Secondary Transition and Key Stage 4 Improvements in Secondary Academies.
- 7. Over the last two academic years, the school improvement programme delivered by Partners in Learning has provided high quality support and challenge to all our maintained schools and is highly valued across Doncaster schools and other education settings. Partners in Learning has also represented Doncaster schools in a variety of regional events and is highly regarded for the progress and contribution it has made in a number of key activities, including the establishment and development of the Research School and delivery within the Social Mobility Opportunities Area programme.
- 8. The education market is now more developed, with the changing educational landscape and the increase in the number of academies, it is essential that the reach of this programme is extended to include all schools to enable equality of provision. The development of this programme means that the School's Forum as agreed to extend the provision to all schools, regardless of designation, to benefit from a rigorous but supportive school improvement provision.
- 9. A school improvement provision is an essential part of the Local Authorities School Improvement Strategy, enabling us to risk assess schools accurately and target support and challenge appropriately.
- 10. The provision allows for strong alignment between school risk assessments and inspection outcomes to ensure that the Council has a firm grasp of the state of the primary sector.
- 11. The current school improvement partnership provision received a positive mention in the recent Association of Directors of Children's Services Peer Review of school improvement in Doncaster.

12. There has been an upward trend in the percentage of good or better primary schools from 58% in 2016 to 81.4% in 2018 as evidenced by 'Watchsted'. During the same period, secondary OFSTED outcomes have only shown marginal improvement, with 50% of secondary schools in Doncaster rated good or better in 2018 ranking 144th out of 150 local authorities
13. The successful delivery partner(s) will work in close partnership with the Council to ensure the alignment of the work programme to meet the needs of all education settings. Information is shared via elements of the current Council's Nexus system which allows the sharing of findings and intelligence using a digital solution.
14. The provision will be reviewed quarterly through to the period in April 2019, with a view to extending the school improvement for a further 2 academic years. The extension will require School's Forum approval, pending funding availability and therefore will be presented to School Forum in autumn 2018, with a detailed proposal being progressed for decision in April 2019 for the subsequent academic year (2019/2020). This timescale will also be followed for 2020/21.

OPTIONS CONSIDERED

15. The below options were considered:

- a) Do nothing – this option was discounted due to the ambition of Doncaster Council to continuously support education settings to improve.
- b) Stay the same – there is now a developed market and therefore the option to grant award was discounted.
- c) Commissioning of a School Improvement programme – to continue to build on our current performance this option is the preferred option, extendable up to a further two academic years.

REASONS FOR RECOMMENDED OPTION

16. The recommended option is to commission a School Improvement programme.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The programme will contribute to establishing firm foundations in all education settings for children and young people to flourish and pursue their ambitions.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within 	<p>Children and young people benefit from improved education and attending local schools with</p>

	<p>and beyond school</p> <ul style="list-style-type: none"> • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>improved standards.</p> <p>Teachers, School Leaders and Governors benefit from additional training and support opportunities and shared intelligence products.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>A good or better education setting ensures that children have the best start in life</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Children and Young people of Doncaster will be provided with high quality, appropriate provision to meet their needs and enable them to flourish.</p>

RISKS AND ASSUMPTIONS

17. Reputational Risk: There is a risk to the council that not achieving the outcomes of the School Improvement Provision would result in a lack of appropriate provision within the Borough. Children and young people would be educated within less appropriate provision increasing the risk of them being unable to reach their full potential.
18. Financial Risk: There would be a risk of increasing pressure on the High Needs Block due to higher cost of alternative education provision, out of authority placements and transport costs.

19. Procurement Risk: this procurement process bears some risk in ensuring that the Council attracts the most skilled and capable supplier to undertake the school improvement activity. The preparation of the specification will clearly allow the market to understand the Councils requirements and the open and transparent procurement process will help mitigate against the procurement risk.

LEGAL IMPLICATIONS

20. The Education Act 1996 places a statutory duty on the Council to: ensure that efficient primary, secondary and further education is available to meet the needs of the local population and to ensure that its education functions are discharged with a view to promoting high standards

21. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

22. The procurement of a provider to deliver a school improvement programme must be procured in accordance with the Council Contract Procedure Rules and the Public Contracts Regulations 2015.

23. Further legal advice and assistance will be given as the programme develops.

[Officer Initials NJD Date 30th May 2018]

FINANCIAL IMPLICATIONS

24. Funding of £340k was approved for the 2018/19 academic year at an extraordinary Schools Forum meeting held on 11th April 2018, in order that the LA could undertake a School Improvement Programme for all Primary Schools, Special Schools and Pupil Referral Units. The funding of £340k is a maximum amount, based on all 106 schools participating in the programme.

25. Funding of approximately £80k would be required to undertake a School Improvement Programme for all Secondary Schools, with the intention being that a proposal for funding is to be presented for approval at the next School Forum meeting on 28th June 2018. Should this approval not be granted then budget would need to be reprioritised and identified from within LOCYP general fund budget for 2018/19.

[Officer Initials DB Date 29/5/18]

HUMAN RESOURCES IMPLICATIONS

26. While there are no specific HR implications related to the decision to commission a school improvement programme it is possible that there may be implications once the outcome of the tender process is known, for example possible TUPE implications for the current provider. This will become clearer once the successful bidder is identified and any specific HR implications can be clarified at that point.

[Officer Initials MLV Date 25/05/18]

TECHNOLOGY IMPLICATIONS

27. ICT Deliver a variety of services e.g. Admin/Curriculum/SIMS/Internet connectivity/FMS etc. to over 50 schools presently in Doncaster as part of the traded services 'Buy Doncaster' offering. If new technological service/solutions/requirements are identified by the partner, these will require further reviewing and funding or alterations to the buyback offer, including potential staffing implications. Therefore, any requirement for new, enhanced or replacement technology to support the delivery of this work and/or resulting outcomes, must be submitted via the prescribed Business Case pro-forma for consideration by the ICT Governance Board.

[Officer Initials ME Date 29/05/18]

HEALTH IMPLICATIONS

28. Learning outcomes and health outcomes are intrinsically linked. On the whole, investments in improving learning outcomes should also improve health outcomes. Evidence shows that education, training and employment are key socio-economic factors in determining health status (Marmot, 2010). A School Improvement Programme would enhance education, training and employment prospects for children in Doncaster

29. Any school improvement measures should be inclusive supporting the health and wellbeing of pupils, staff and wider school community. The public health programme Healthy Learning Healthy Lives will support educational settings to promote a better level of health and wellbeing for their school community

[Officer Initials CW Date 23.05.18]

EQUALITY IMPLICATIONS

30. The provision of a School Improvement provision for all primary, secondary and special education settings will allow continuous improvement to ensure that all children's education and development continues to benefit; this will increase and strengthen our Local Offer and support our obligations under the Equality Act 2010.

31. The Council's duty under section 149 of the Equality Act 2010 when exercising its functions to advance equality of opportunity and foster good relations between those who have a protected characteristic and those who do not share that protected characteristic, ensure fair access to learning and opportunities for all Doncaster children and young people.

[Officer Initials JM Date 08/05/18]

SOCIAL VALUE IMPLICATIONS

32. This programme will allow the council to promote social value through improving standards of education across all phases and therefore help the council to meet its objectives in the **Doncaster Learning** strand of *Doncaster Growing Together*. This programme also aligns with the Social Mobility Opportunity Area programme specifically around Priorities One and Two.

CONSULTATION

33. Discussions have been held with members of the School Forum regarding this programme.
34. Following discussions with the School Forum a commissioning model has been developed.

BACKGROUND PAPERS

Grant to Partners in Learning - [Revenue Budget 2017/18](#)

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Doncaster Council

Report

Date: 3rd July 2018

To the Chair and Members of CABINET

St Leger Homes Management Agreement Review

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Glyn Jones	All	Yes

EXECUTIVE SUMMARY

1. During March 2014 Cabinet considered a report on the future of its Housing functions and agreed to extend the management agreement between Doncaster Council and St Leger Homes. The agreement was on the proviso of a rolling 5 year basis subject to a performance and value for money assessment.
2. This report highlights the findings from an independent performance assessment (House Mark) which demonstrates that St Leger Homes is, in general, a low cost, mid to high performing organisation when benchmarked with its peers (28 organisations) and housing providers nationally (255 organisations). The report highlights areas of good performance whilst also acknowledging areas for improvement.
3. The purpose of this report is therefore to give consideration and agreement to the renewal of the Council Housing Service to St Leger Homes for the period 1st April 2019 to 31st March 2024.

EXEMPT REPORT

4. The contents of this report are not exempt from publication

RECOMMENDATIONS

5. Members of Cabinet consider the content of this report; given the assessment demonstrates that St Leger Homes are mainly operating at a low cost and mid to high performing Housing ALMO, it is recommended that:
 - Doncaster Council determines to renew the 5 year contract with St Leger Homes for the period from 1st April 2019 to 31 March 2024 with a proviso of a break clause built in at year 3.
 - St Leger Homes presents annually to Doncaster Council a review of its performance including a Value for Money assessment.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The provision of Housing related functions are integral to the Council's ability to

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support its residents; the report provides an independent assessment of how satisfied our residents are with the current Management Agreement undertaken by St Leger Homes, and presents a recommendation that supports our residents housing requirements for the next 5 years.

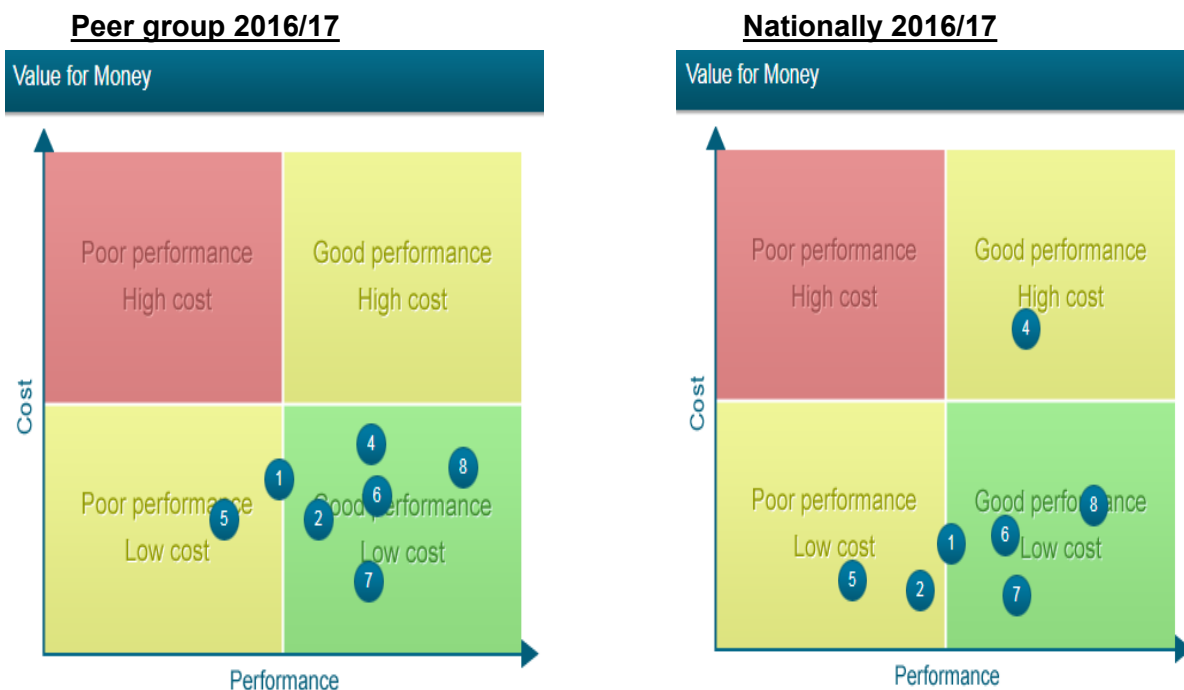
- To place this in context St Leger place its tenants and customers at the heart of everything they do, with the [2017 Customer Satisfaction Survey](#) showing 91% overall satisfaction with its service. This is in the top quartile when benchmarked against other housing organisations.

BACKGROUND

- St Leger Homes is an Arm's Length Management Organisation, or 'ALMO', created by Doncaster Council in 2005. With the support of Central and Local Government, St Leger Homes provides housing related services across Doncaster for both the social and private sectors.
- Since achieving a [3 star rating](#) from the Audit Commission in 2010 St. Leger Homes has gone from strength to strength being recognised with a range of awards and accreditations from independent bodies. These have included receiving the British Safety Council's highest accolade for health and safety management, the Sword of Honour, each year from 2011 to 2015 as well as being awarded an 'Excellent' rating by the Social Housing Equality Framework and the Customer Service Excellence (CSE) accreditation each year from 2011 to 2017. St Leger Homes produced its first set of social accounts in 2015, followed up with social accounts in 2016 and 2017, demonstrating the positive impact they are having on our resident's lives. In addition they have also won some prestigious awards, including the Business in the Community's (BITC), Responsible Business Award for Championing an Ageing Workforce, and the 'Making a Difference in Communities' at the 2016 National Federation of ALMO's (NFA) conference for their inspirational World of Work (WOW) academy.

Independent Assessment:

- In relation to the performance of Housing companies one of the main methods of benchmarking is through its membership of Housemark. At the highest level, a value for money dashboard is produced from a selection of performance indicators and shows how an organisation compares with its' peer group, geographically or nationally. The dashboard is intended to give a snapshot of how St Leger are performing against a set of national benchmarks, for ease the chart below highlights key elements from this report:



Key

1) *Responsive repairs and void works*; 2) *Rent arrears and collection*; 3) *Anti-Social Behaviour*; 4) *Major Works*; 5) *Lettings*; 6) *Tenancy Management*; 7) *Resident Involvement*; 8) *Estate services*.

11. In summary, for all benchmarking information submitted, it shows that St Leger is in general a low cost, mid to high performing organisation. The assessment of St Leger performance against its peer group highlights areas that are providing a quality service at a low cost, these include: major works, tenancy management, resident involvement, rent arrears and collection and estate services. Areas that are delivered at a low cost however the performance requires improvement include: responsive repairs and void works and lettings.

Understanding the service costs and performance and how they compare

12. St Leger Homes is an income led organisation, receiving management fees to manage and maintain around 20,200 homes including leaseholders, 100 shops, 2,800 garages and sites and some HRA land, and a number of other housing services. Income has been largely static for the past few years as a result of the challenging economic climate and resulting cost reduction strategies of both DMBC and St Leger, this is not uncommon amongst most ALMO's nationally.
13. In addition to the information presented by House Mark, St Leger Homes maintains a suite of Key Performance Indicators across all service areas (Detailed below). Of critical importance is the validation of performance by a number of employee and customer surveys, the main survey being an annual Survey of Tenants and Residents (STAR) and, for 2016/17, this was again consistent and positive overall, with a total of 91% achieving top quartile for performance.
14. For the purpose of this report we have included the newly agreed targets for 2018/19 (Annex A) which present a level and expectation of ambition that St Leger Homes deem challenging but are confident can be achieved.

Indicator Description	14/15 Outturn	15/16 Outturn	16/17 Outturn	17/18 Outturn	Target Achieved
% of current rent arrears against annual debit	2.67%	2.56%	2.47%	2.62%	Not Met
Void rent loss % of rent loss	1.19%	1.37%	1.00%	0.78%	Met
Repairs - Right first time	97.33%	97.85%	98.19%	99.24%	Met
Repairs - % of scheduled repairs promises kept	95.86%	98.85%	99.45%	99.00%	Not met
Gas servicing - % of properties with certificate	100.00%	100.00%	100.00%	100.00%	Met
Overall complaints - Against service contacts	20.10%	20.00%	24.00%	20.00%	Met
Days lost through sickness per FTE	9.58	8.40	8.26	8.04	Not Met
No. of households in temporary accommodation	13	9	25	<i>No longer captured</i>	Met
No. of households independent living	38	39	40	49	Met
Purchase Invoices – % paid within 30 days	n/a	92.80%	97.21%	96.25%	Met
Percentage of Local Expenditure				58.27%	Not Met

Added Value

15. National and Regional recognition – During May 2018 St Leger Homes were highly successful in obtaining the following Northern Housing awards:
- Best Partnering Scheme of the Year – for the work done with Doncaster Children's Services Trust and Doncaster Council to provide care leavers accommodation in Cantley.
 - Best Initiative For Tackling Homelessness – focussing on the Complex Lives work alongside colleagues at Doncaster Council.
 - Best Resident Involvement Initiative – looking at a variety of initiatives and services provided by placing customers' needs first, including the Tenants and Residents Involvement Panel (TRIP); Customer Service Charter; STAR tenant satisfaction survey; our diversity work; as well as our innovative Tenants' Choice Awards

Doncaster Growing Together Programme

16. St Leger Homes are a key member of Team Doncaster and are at the heart of driving the delivery of DGT reforms within Doncaster over the next 4 years. The benefits to residents are highly significant, including better housing options, and tackling difficult housing related agendas, what is clear is that St Leger are instrumental in delivering these reforms and have taken up the challenge by already driving the target to achieve local procurement spend. However St Leger importance at a strategic level does not stop there, for example:
17. Supporting the successful Homes for all Programme Board – The Chief Executive of St Leger Homes is chairing the Homes for All Programme Board which is part of the living section of DGT. The Board are trying to adopt an evidence based strategic approach to housing development by identifying the housing need for general and specialist housing on an area by area basis and identifying the options to meet those needs and aspirations. In this role, they have also agreed to support adult social care in the commissioning of homeless support services.
18. Safeguarding - St Leger Homes play a key part in developing policies and procedures that help keep our communities safer. Most recently, SLHD staff was heavily involved in developing the Hoarding & Self Harm Policy which was adopted by the Adult Safeguarding Board.
19. Complex Lives – St Leger Homes initiated some of the early discussions that led to the creation of the complex lives team, introducing Doncaster to the Making Every Adult Matter (MEAM) approach, which ultimately is the concept that the Complex Lives team have adopted. They suggested that the Flexible Homeless Support Grant could be used to front fund the project, helped develop the job descriptions & person specifications and are involved as a key partner in the Complex Lives Alliance, chairing the Strategic Board.
20. World of Work Programme - The World of Work Academy (WOW) programme incorporates a number of different opportunities intended to help people into work by helping them to build skills and gain work experience. When WOW was established in 2014, its initial core focus was to support St Leger Homes' tenants into work through:
- a) **'Ready for Work' accredited learning programme.** This is typically a 2 week Level 2 accredited college course, which provides a route into 'Support and Learn' paid work experience and unpaid work experience placements.
 - b) **'Support and learn' paid work experience** is typically a 6 month training contract that build skills whilst earning a wage. This is the element most people within St Leger Homes think about when referring to WOW and is only open to St Leger Homes' tenants.

21. Over the last year a number of our 'work experience' offers have been brought together under the WOW banner, namely:
- c) **Voluntary, unpaid work experience placements** of up to 16 hours per week for up to 8 weeks. These provide an opportunity for adults to try different types of work and to build skills.
 - d) **School-age voluntary work experience** placements tend to be two-week opportunities and are open to local school pupils.
 - e) **Apprenticeships** lasting one or more years, which provide paid work-based training to build skills whilst also completing an NVQ at Level 2 or above.
 - f) **'Opening doors' support** is offered to anyone who participates in any WOW scheme. It provides employability skills training (CV, applications, interviews etc.), and information about job and training opportunities.
 - g) Three paid **undergraduate student placements** are offered each year, one in each directorate.
22. Since 2014:
- 165 people have 'graduated' from WOW by completing the 'Ready for Work' course, of which:
 - 92 people have found employment with St Leger Homes support.
 - 27 people are currently participating in WOW.
 - 336 qualifications have been achieved.
 - 12040 learning hours have been completed.
 -
23. When considering the future of WOW, St Leger Homes are looking to widen its scope to support residents into employment and have been successful in a bid for European Social Fund (ESF) which, when received by DWP will bring an additional £127k to support the widening of the programme.
24. Homelessness - St Leger Homes undertake the statutory homeless responsibilities on behalf of the Council. Whilst formally being responsible for only the core statutory functions, they have taken a whole system view of this role, leading on the creation of the Homeless & Resettlement Pathways, appointing an Access Officer who works with Adult Social Care commissioned services to identify vacancies and manage the pathway for individuals through the hostel and supported accommodation units. They have also taken the lead on coordinating accommodation for the Severe Weather Emergency Protocol and during the recent prolonged cold spell in February and March 2018, SLHD made available over 40 units of general needs housing as temporary emergency accommodation, including 15 'crash pads' to enable short term additional capacity. SLHD have also been working with Riverside and Target Housing to develop up to 20 units of leased supported accommodation dispersed throughout the Borough.
25. Fire Safety- St Leger Homes, in conjunction with Doncaster Council and its partners, has continued to prioritise and review fire safety in its high rise buildings, to maximise the safety of its residents following the tragic events at Grenfell Tower.
26. This proactive approach to ensuring the installation of sprinkler systems in all high rise flats ensures the maximum safety and minimum risk of any fire spreading. St Leger Homes and Doncaster Council continue to ensure the safety and security of our residents is our main priority.
27. Future Plans – During 2017 and beyond there has been considerable number of internal reforms that aim to provide a better service to our residents; including restructuring of the workforce to ensure more resources are deployed at the front line; investment in technologies to provide a faster responsive service, a significant investment into the capital housing stock to ensure a reduction in repairs; a

transformation programme is underway and central to this is a new Integrated Housing Management Solution (IHMS) which will change the way the whole company works. Processing mapping in all service areas is underway and over the next two years St Leger will move to one integrated housing solution which will speed up response times to customers and free up capacity to deliver more and better services.

28. However it is also important to note that the implementation of Universal Credit and the continued roll out of Welfare Reform has seen many tenants suffer financial hardship. SLHD has re-structured its Housing Management section to create a Tenancy Sustainment Team to work alongside the Income Management Team to support tenants and help them sustain their homes.
29. The first phase has been funded through efficiency savings via the reduction in senior and back office staff. St Leger Homes have planned further efficiency savings to continue to invest in front line services.
30. The Company has an increasingly ageing tenancy profile and is working with health providers in reviewing its existing services to see how best it can meet the needs of its older residents. At the same time, St Leger Homes is keen to work with younger customers and has established a Young Persons Tenants & Residents Association and has adopted a strong social media profile to engage with, and attract, younger customers.
31. During 2018, the Company will be consulting on a new 5 year Corporate Plan with the intention of aligning itself to the Doncaster Growing Together Strategic Priorities and will continue to develop its links with other area based services. Key to this will be a level of consultation that includes all stakeholders, ensuring the Plan represents the interests of our residents and our corporate priorities.

OPTIONS CONSIDERED

32. In consideration of the options there are a plethora available that Doncaster Council could consider, for example the local authority could:
 - Maintain the current arrangement and determine to agree to a further 5 year extension for St Leger Homes for the period 1st April 2019 to 31 March 2024 (With the proviso of a 3 year break clause).
 - Determine to bring all or part of the housing related functions that St Leger delivers back into Doncaster Council.
 - Commission another provider to deliver the housing related functions.

REASONS FOR RECOMMENDED OPTION

33. St Leger Homes has been in operation within Doncaster since 2005; independently assessed, the majority of the services provided are at low cost and high performing; St Leger Homes recognise their challenges and have adjusted their structure, systems and operating arrangements to ensure the best level of service is offered to our residents; it is on this basis that given the level of service provided currently, coupled with performance of Doncaster specific performance metrics the contract should be extended beyond March 2019 for a further five years (With the proviso of a 3 year break clause).

IMPACT ON THE COUNCIL'S KEY OUTCOMES

34. The following demonstrates how St Leger impact on the Councils Corporate objectives:

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>St Leger Homes are instrumental in shaping the reforms contained within the Doncaster Growing Together Programme; at the heart of these St Leger are leading on Housing related reforms, to supporting residents into employment through the world of work contract. St leger provides vital services to our residents including leading and supporting on the welfare reforms.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>St Leger Homes provide a vital service to our residents and will continue to maintain and enhance this standard, for example through its investment of capital housing stock; providing energy efficiencies to decent homes thus ensuring that the cost of living for our residents is kept to a minimum.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>St Leger World of World programme is one example of how the organisation is diversifying into different markets to support residents in their skills development; this programme is becoming highly successful and has attracted further resources from DWP.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The very auspice and nature of St Leger Homes is to ensure our residents receive the appropriate level of care in their housing needs; this is evidence through a 91% customer satisfaction rate which is in the highest quartile within the UK, our priorities are to continue this level of support and care.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions 	<p>Within the report we have highlighted how St Leger have made organisational changes to ensure a flexible and efficient</p>

	<ul style="list-style-type: none"> • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>workforce; in addition to our external independent survey that benchmarks our services at low cost – medium to high performing. The report also highlights the significant value St Leger bring to the partnership agenda, delivering and supporting a number of partnership priorities, including DGT Programme reforms.</p>
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RISKS AND ASSUMPTIONS

35. Key to determining this decision is the timeframe; for example the decision to renew St Leger Homes contract needs to be made expediently ie prior to September 2018 if we are to provide reassurance to a significant number of St Leger Homes staff. Failure to do so could result in St Leger Homes staff exploring alternative employment opportunities to the detriment of our residents.

LEGAL IMPLICATIONS (N Dobson 21st May 2018)

36. Section 1 of the Localism Act 2011, allows the Council to do anything which a person may generally do.

37. The Services currently carried out by St Leger are caught by the EU Procurement Regulations and would normally be awarded following a full EU Procurement exercise. However St Leger Homes is a “Teckal” company for the purposes of the Public Contracts Regulations 2015 (the “Regulations”) and therefore the Council is permitted to award work and services to St Leger Homes without the need to conduct procurement in accordance with the Regulations.

38. A proposal to award the services to any other provider would however require a procurement exercise (with the exception of an in-house model). If services were transferred elsewhere, TUPE would apply and a significant project team would be required to manage the process.

39. Legal should be consulted to prepare the new contractual documentation.

FINANCIAL IMPLICATIONS (MS 9th May 2018)

40. SLHD aims to set a balanced budget each year where income equals expenditure, the income and expenditure budgets for 2018/19 are £42m.

SLHD receives four main sources of income:

- Management fee from the Housing Revenue Account (HRA) - £29m
- Management fee from the General Fund (GF) - £1m
- Income from the Capital programme - £11m
- Other Income - £1m

41. By renewing the 5-year contract the Council is committing to paying St Leger for its services. The costs of the contract are reviewed each year as part of the Council’s budget setting process.

HUMAN RESOURCES IMPLICATIONS (AC 16th May 2018)

42. There are no immediate HR implications for Doncaster Council employees arising from the recommendation to renew the 5 year contract with SLHD. However, both other options have potential implications for the workforce and would therefore require HR engagement at the appropriate time.

TECHNOLOGY IMPLICATIONS (PW 16th May 2018)

43. There is a service level agreement (SLA) between the Council and St Leger Homes of Doncaster for the provisioning of IT services, that is reviewed on an annual basis. It is assumed that this agreement would continue for the duration of the proposed new 5 year contract. As outlined in the body of the report, SLHD are seeking to procure and implement an Integrated Housing Management System. An outline business case in relation to this was considered and supported by the ICT Governance Board (IGB) at their meeting in December 17. The new solution will support the delivery of excellent and consistent services to customers, enable a more joined up approach with the Council and seek to replace a number of legacy core housing management systems, in line with the Council's ICT Strategy objective of Systems Rationalisation. Digital & ICT involvement will be required throughout the procurement process and subsequent implementation to provide the necessary expert advice, guidance and support.

EQUALITY IMPLICATIONS (CF 4th May 2018)

44. The public sector equality duties run through the very heart of St Leger organisations core values, ensuring all residents are supported in their housing need requirements.

HEALTH IMPLICATIONS (CH 4th May 2018)

45. The favoured option of the report is to maintain the current arrangement and agree to a further 5 year extension for St Leger Homes for the period 1st April 2019 to 31st March 2024.
46. Access to decent and adequate housing is critically important in terms of health and wellbeing. The upkeep and maintenance of the housing stock is also important and St Leger has made good progress in meeting the majority of their indicators. However, in relation to Public Health the following three indicators are crucial in ensuring the ongoing quality of the home for residents.
- Repairs - Right first time
47. It is pleasing that the % increase has consistently risen since the year 2014/15 and has met the indicator target. Public Health would recommend this is continually measured to ensure that levels do not drop and that St Leger continues to provide a high level of service in ensuring properties are maintained to ensure the home is safe and of high quality.
- Repairs - % of scheduled repairs promises kept
48. Again the % increase has consistently risen over the reporting period which demonstrates the effort being put into improvement against the indicator. However in this instance the target has fallen slightly short of the target. Again, Public Health would recommend the target is continually monitored and measures put in place to ensure that in future the target is reached.
- No. of households in temporary accommodation

49. Stable accommodation that is safe, comfortable and appropriate to the needs of the residents is a significant factor in people being able to live in good health and wellbeing. Although this target is met it is imperative work continues to ensure the use of temporary accommodation is consistently reduced. Again continued regular monitoring of performance will ensure that improvements to the indicators are tracked and measures put in place to manage the situation.

Added Value offer

50. We know that the home environment is important in enabling access to other health improving opportunities, for example employment, social networks, essential services and amenities such as green space. St Leger has shown considerable progress in their added value offer and Public Health would wish this to remain an integral part of the service offered. For example through the World of Work programme a number of residents have been able to access training and work experience which has enabled them to gain employment; having a job is one of the key contributors in improving health inequalities.

51. Over the current provision period St Leger has sought to make improvements to all aspects of its service and this has been demonstrated through the improvement of targets being met and several awards and accolades it has received and most importantly feedback from the customer. Public Health can see no reason why the preferred option to extend the current contract for a period of 5 years should not be approved. Continuation will ensure stability in housing provision for our community.

CONSULTATION

52. Key to the determination of this decision is the views of our residents; satisfaction rate at 91% demonstrate a high quartile performance and demonstrates a public perception that the service is delivering the needs of our residents. In addition it is also important to gauge the views of officers within Doncaster Council and its Elected Members, a significant number of which have been consulted on the content of this report.

BACKGROUND PAPERS

- Annex A attached to this report includes the Performance Indicators for 2018/19.

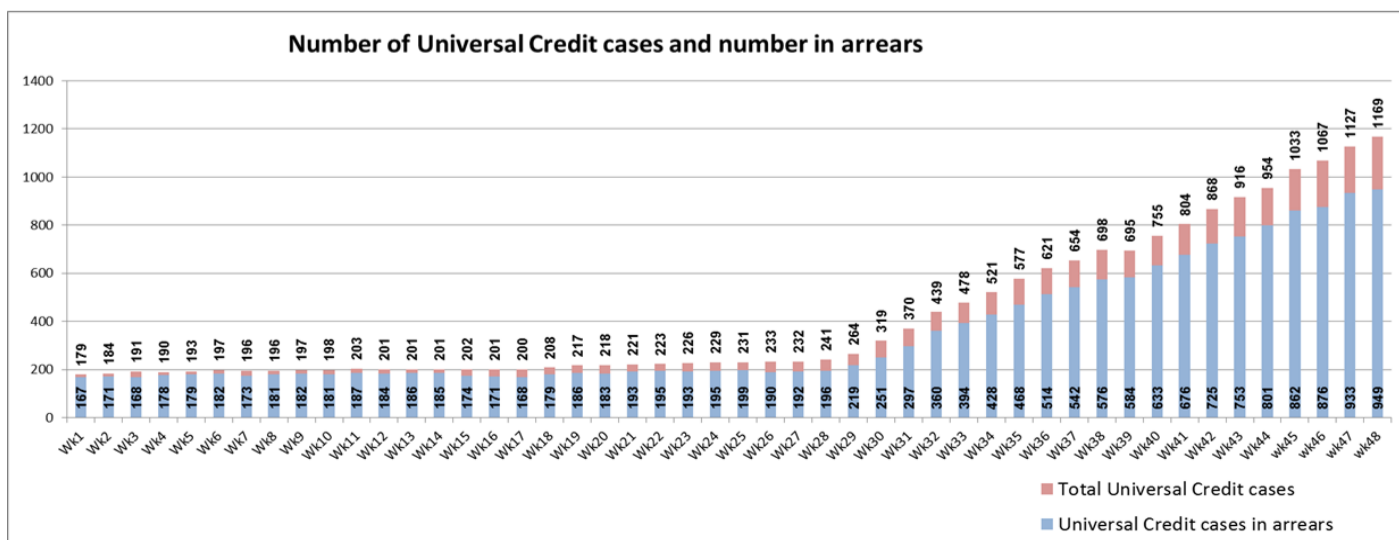
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APPENDIX A - 2018/19 KPI

Directorate	KPI Reference	KPI	2013/14 Outturn	2014/15 Outturn	2015/16 Outturn	2016/17 Outturn	2017/18 Targets / Measures	2017/18 Outturn	2018/19 Targets (Proposed)	Current Housemark Quartile (End Q3)	Housemark Top Quartile (End Q3)	Housemark Median (End Q3)	
HOUSING SERVICES	KPI 1	% of current rent arrears against annual debit	2.74%	2.67%	2.56%	2.44%	2.50%	2.62%	2.95% To be agreed	Median 2.64% (11th of 18 ALMO Peers)	1.68%	2.46%	
		<p>Lower is Better</p> <p>This is considered a challenging target in light of the impact of Universal Credit during 18/19. The graph below shows the direction of travel with regards to UC cases and arrears - as the number of UC cases is increasing, the proportion in arrears is significant.</p>											
	KPI 2	Void rent loss % (£) of rent loss through vacant dwellings	1.02%	1.19% (£875,307)	1.37% (£1,031,346)	1.00% (£751,812)	0.97%	0.78% (£579,196)	0.80%	0.80%	Median 1.01% (10th of 16 ALMO Peers)	0.81%	0.89%
		<p>Lower is Better</p> <p>Improvements have been made since the 2015/16 outturn of over £1,000,000 of void rent loss. Our proposed target of 0.80% would mean approximately £600,000 of rent loss - a 40% reduction in 3 years. Benchmarking figures include all rent loss, whereas our KPI calculation excludes some properties. The comparable benchmarking performance figure at Q3 is 1.01%.</p>											
	KPI 3 (new)	Relet time for standard voids (days)				43.42 days	N/A	36 days	23 days	23 days	Lower 36.83 days (16th of 19 ALMO Peers)	17.54 days	20.01 days
		<p>Lower is Better</p> <p>Whilst this hasn't been a KPI in previous years, we have been measuring and reporting relet times (including to Cabinet). Performance at the end of 2016/17 was 43.42 days. By targeting 23 days, we will have almost halved the relet time in 3 years. The Housemark benchmarking figures only include standard voids only, whereas we typically include all voids. We have chosen to provide a higher quality standard than comparable organisations, many of which only carry out the minimum safety checks (e.g. gas, electrical) whilst the property is void and carry out repairs whilst tenants are occupying the property.</p>											
	KPI 4 (new)	Number of Households Placed in B&B Accommodation				Not reported		Q4: 28	N/A	N/A		N/A	
	<p>Lower is Better</p> <p>Cabinet have asked that a target is not set. Whilst lower is usually thought to be better, there are some circumstances under which placing into B&B may be the right course of action for that person at that time.</p>												
KPI 5 (new)	Full duty homelessness acceptances.				Not reported		328	315	315		N/A		
	<p>Lower is Better</p> <p>Our annual target will be to reduce the total compared to the previous 12 months. This will be measured both monthly and cumulatively. We are looking to measure prevention, though this is challenging to measure consistently. This is a new measure although some historical data has been recorded. Our cumulative performance up to the end of March was at the lower end of our forecast of 330 to 340 cases. We are targetting a reduction on this for 2018/19. Central Government guidance suggests that the introduction of the Homeless Reduction Act will result in a 24% increase in caseload.</p>												
KPI 6	Number of households maintaining or established independent living	Not measured	38	39	40	40	49	46	46			N/A	
	<p>Higher is Better</p> <p>Our target of 40 is contractual and we will continue to meet or exceed expectations during 2018/19.</p>												
KPI 7	Analysis of complaints received – percentage of complaints upheld against customer interactions				Not measured		New measure	0.06%	0.08%			N/A	
	<p>Lower is Better</p> <p>This measure was introduced in Q3 of 2017/18, where we upheld an average of 15 complaints, compared to an average of 26,000 transactions per month.</p>												
PROPERTY SERVICES	KPI 8	Right First Time	97.07%	97.33%	97.85%	98.19%	98.0%	99.24%	99.0%			N/A	
		<p>Higher is Better</p> <p>We will continue to build on recent good performance and are proposing to increase the target to 99%, which will be challenging given the extended guarantee period we offer. This increases the pressure on the service to achieve a better quality of service.</p>											
	KPI 9	Scheduled Repairs	98.81%	95.86%	98.85%	99.45%	100%	99%	100%	100%			N/A
	<p>Higher is Better</p> <p>Again, we will continue to build on recent good performance and propose to retain the target at 100%, having been close to achieving this in recent years.</p>												
KPI 10	Gas Servicing - % of programme complete	100%	100%	100%	100%	100%	100%	100%	100%			N/A	
	<p>Higher is Better</p> <p>We have a legal obligation to ensure properties with gas appliances are visited and hold a valid certificate (CP12).</p>												
CORPORATE SERVICES	KPI 11	Days lost through sickness per FTE	10.98 days	9.58 days	8.4 days	8.27 days	7.9 days	8.04	7.9	Upper 5.7 days (3rd of 17 ALMO Peers)	6.6 days	7.8 days	
		<p>Lower is Better</p> <p>Performance has improved year-on-year from almost 11 days per FTE in 2013/14. We are proposing to maintain the target at 7.9 days per FTE in 2018/19, since we are currently projecting to narrowly miss this target in the current year. We have seen a 1.25% decrease in sickness compared to last year, compared with a 11.11% increase for the ALMO peer group. By way of comparison, the DMBC target is 8.75 days.</p>											
	KPI 12	% of invoices paid within timescale	Not measured		92.8%	97.2%	96.0%	96.24%	96.5%	96.5%			N/A
	<p>Higher is Better</p> <p>This is considered a stretching target and builds upon our recent success. The wider Public Sector target is 95%.</p>												
KPI 13	% of local expenditure				Not measured		66%	58%	66%			N/A	
	<p>Higher is Better</p> <p>This new KPI was introduced in 2017/18. We are proposing to set the target at 66%, which is considered extremely challenging as a larger proportion of our external expenditure is for major works, which are subject to European (OJEU) procurement rules. We will continue to organise 'meet the buyer' events to encourage local business to tender for contracts.</p>												



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