



Agenda

To all Members of the

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

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

Venue: Room 008, Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 5th March, 2019

Time: 5.00 pm

Items for Discussion:

1. Apologies for absence
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes of the meeting held on 11th December, 2018 (*Pages 1 - 10*)
5. Public Statements

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

Jo Miller
Chief Executive

Issued on: Monday, 25 February 2019

Governance Services Officer for this meeting

Christine Rothwell
Senior Governance Officer

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

6. Doncaster Youth Council Update (*Pages 11 - 16*)
7. Children and Young People's Mental Health in Doncaster (*Pages 17 - 40*)
8. To Reconfigure the Doncaster Children's Trust as an Arms Length Management Company (*Pages 41 - 54*)
9. Social Mobility Opportunity Area Programme (*Pages 55 - 68*)
10. Behaviour Improvement Programme (*Pages 69 - 82*)
11. Overview and Scrutiny Work Plan 2018/19 (*Pages 83 - 102*)

MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

Chair – Councillor Neil Gethin

Vice Chair – Councillor Lani-Mae Ball

Councillors Nick Allen, Jane Cox, Sean Gibbons, Nikki McDonald, John Mounsey, Frank Tyas and Sue Wilkinson

Education Co-optees*

John Hoare

Bernadette Nesbit

Invitees:

Jim Board (UNISON)

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

Agenda Item 4.

DONCASTER METROPOLITAN BOROUGH COUNCIL

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

TUESDAY, 11TH DECEMBER, 2018

A MEETING of the CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL was held in ROOM 007 A&B, CIVIC OFFICE, DONCASTER on TUESDAY, 11TH DECEMBER, 2018 at 5.00 PM

PRESENT:

Chair - Councillor Neil Gethin

Councillors Lani-Mae Ball, Nick Allen, Jane Cox, Sean Gibbons, John Mounsey, Frank Tyas and Sue Wilkinson

ALSO IN ATTENDANCE:

DMBC;

Damian Allen – Director of People

Riana Nelson - Assistant Director Partnerships and Operational Delivery

Lee Golze – Head of Commissioning and Transformation

Paul Thorpe - Quality and service Improvement Manager

Deborah Burton - Engagement Manager

DCST;

James Thomas - Senior Head of Service: Performance and Improvement

Mark Douglas - Chief Operating Officer

Rob Moore – Finance Manager

Other Councillors;

Councillor Kevin Rodgers

Councillor Dave Nevett

Other Attendees;

Aidan Nicol – Young Advisor

Members from the Youth Parliament

		<u>ACTION</u>
115.	<u>APOLOGIES FOR ABSENCE</u>	
	Apologies for absence were made by Councillor Nikki McDonald, John Hoare and Bernadette Nesbitt.	

116.	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
117.	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor John Mounsey declared a non-pecuniary interest in Agenda Items No.8 Attendance Strategy, by virtue of his role as Chair of Governors at Danum and Adwick.	
118.	<u>MINUTES OF THE MEETING HELD ON WEDNESDAY, 5TH SEPTEMBER 2018</u>	
	The minutes of the meeting held on Wednesday 5 th September 2018, were agreed as a true record.	
119.	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
120.	<u>DONCASTER MEMBERS OF YOUTH PARLIAMENT UPDATE</u>	
	<p>The purpose of this report was to provide an opportunity for Members to give consideration to reports and presentation by Doncaster members of the Youth Parliament. The presentation provided an update on the annual Make Your Mark consultation, the priorities identified from the results and future campaign plans.</p> <p>The following highlights were provided from the presentation, that;</p> <ul style="list-style-type: none"> • Over 42 schools, colleges and youth organisations supported the Youth Council campaign and voted. • Those schools with a low number of votes did not have students that were also members of the Youth Parliament. • At the top of Doncaster results were 1. Mental Health and 2. End Knife Crime. • Social media platforms were a contributor to the high number of votes. <p>Members were informed that 11,636 11-18 year olds voted this year which was an increase on the previous year. It was explained that various strategies had been used but it was mainly due to the use of social media that had made a significance difference.</p> <p>Engagement - A Member commented that in terms of engagement, it was a big achievement to be proud of. It was outlined that 5 schools accommodated for over half of the response. It was noted that those schools with no Youth Parliament members had made a difference in</p>	

<p>terms of engagement.</p> <p>The Ward Member for Adwick (who was also the Chair of Governors for Adwick and Danum) suggested that the Youth Council make contact with him in respect of Youth Council representation. It was noted that all schools had previously been contacted.</p> <p>A Member raised their concern that there was a lack of awareness about the Youth Council within certain circles. In terms of publicising the Youth Council, Members were informed that it had been advertised widely within communities, through local organisations such as libraries and Expect Youth. It was suggested that more could be done to further publicise the Youth Council, for example, Ward Members could help link it to schools and communities.</p> <p>Members were reassured that the Youth Council had used a number of mechanisms to engage with schools. It was added that a joint letter could be forwarded to invite those schools who had not engaged with the Make Your Mark consultation and ask them to outline how they planned to intervene with young people moving forward.</p> <p>Mental Health – It was recognised that mental health was a big issue as there was more pressure in schools for high grades to be achieved and progress to be made. Members of the Youth Parliament explained that part-time Counsellors in schools were not always known about by students. It was also the case that a referral could be made to CAMHS without the young person’s parent being made aware. It was felt that a significant issue was ensuring that teachers were aware of how to treat children in regards to mental health. It was requested that members of the Youth Parliament returned to the Panel in March 2019 with results of the consultation.</p> <p>Knife Crime – Efforts were being made to find out more about knife crime and why it was occurring. It was highlighted that;</p> <ul style="list-style-type: none"> • A Police Officer (who currently sat on the Children and Families Executive Board) had agreed to work with the Youth Parliament on this area. • More in-depth consultation was to be undertaken on why knife crime was voted for so highly and to find out whether people feel safe within their communities <p>A Member spoke about a presentation by the Yoyo project on ‘How can I avoid Gun, Knife and Gang Crime at a local school, and expressed that he had found it extremely useful.</p> <p>RESOLVED that the Panel;</p> <ol style="list-style-type: none"> I. Note the report and presentation II. That an update on the issues raised be provided at the Panel’s 	<p>Senior</p>
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	next meeting on the 5 th March 2019.	Governance Officer
121.	<u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 2, 2018/19</u>	
	<p>This report provided a review and analysis of the operational and financial performance challenge carried out by the Director of People of the Doncaster Children's Services Trust (the 'Trust') in Quarter 2 of 2018/19.</p> <p>The following highlights were provided, that;</p> <ul style="list-style-type: none"> • Since the last report to the Panel, a further children's home had achieved an outstanding grading in the quarter, meaning that the quarter ended with all homes managed by the Trust being rated, good, or better. • The Trust which was also registered as a Voluntary Adoption Agency was inspected by Ofsted and achieved an improved grading from 'Good' to 'Outstanding' indicating a pleasing trend of performance <p>It was outlined that areas of good performance included;</p> <ul style="list-style-type: none"> • A2 - Timeliness of Single Assessments – Quarter 2 = 91 % • A3 - Percentage of case file audits rated 'Requires Improvement' or better – Quarter 2 = 100% • • A8 - Children in Need with Open and Current Plan (Quarter 2 = 94%) <p>And areas of potential concern highlighted included;</p> <ul style="list-style-type: none"> • A1 - Percentage of Re-referrals in last 12 months (Quarter 2 = 27%) – Whilst it was recognised that high demand pressures had the potential to impact adversely on casework, referrals and re-referrals, systemic issues were also having an impact. It was stated that Ofsted had rated practice as 'Good' with appropriate application of thresholds. • E1 - Number of contacts into Social Care (Quarter 2 average = 1898) <p>It was recognised that RAG ratings mechanisms were not to be used as absolute thresholds of judgements. It was felt that comparisons were useful and it was recognised that some cohorts were very small, which can 'skew' the figures year on year.</p>	

<p>The following areas of performance were raised during the Panel discussion;</p> <p>A4 – Children Seen in appropriate timescales (CIN, CPP and CIC) – It was explained that the number and volume around Children in Need (CIN) continued to be a challenge to keep this indicator within tolerance. Members were informed that this challenge related to a wider problem and that there was a need to understand the data better and consider how it played into the wider early help system. Members were told that the Council had commissioned the Innovation Unit to help understand the stem of flow and process issues through a separate analysis. It was explained how it could be a symptom of other issues, the robustness of the Early Help Offer and partners contribution. It was noted that the Early Help Offer needed to be addressed and if resolved should have a positive impact on this performance measure.</p> <p>An offer was provided from the Director of People to circulate the report from the Innovation Unit.</p> <p>Members were informed that nationally demand was increasing and that there was a higher rate of incidence and social care intervention. It was commented that 3 years ago there wasn't a robust system in place - an area that had significantly improved.</p> <p>Members were reminded about the regular performance challenge meetings taking place that included the quarterly meetings and monthly finance and performance meetings.</p> <p>E34/E35 - Number and rate (per 10,000) of Children in Need – (Quarter 2 average = 1677/396) - It was recognised that the numbers of Children in Need remained high. Members were informed that the demand on children's social care was increasing amongst different categories of need and this was something that the Trust would need to address. It was commented that there was a national concern around the rising demand of Children in Need and that assumptions were sometimes made that those in Children in Need were at risk when they weren't. It was viewed that further work needed to be undertaken to identify what the story was about behind the case.</p> <p>It was commented that at any point around 30% of children were being assessed. It was recognised that the numbers appeared high and it was questioned whether some of those children could be stepped down in to Early Help support and intervention..</p> <p>It was reported that at the end of March 2018 there had been a 10/11% reduction on numbers, and that other local authorities would release their statistics which would be published nationally by the Department of Education at the end of March 2019 and comparisons could be made. It was stated that there was a confidence that Doncaster's</p>	<p>Director of People</p>
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<p>performance would be closer to that of the comparator group.</p> <p>It was reported that there had been a number of Ofsted inspections recently and that all external inspections of children’s services in Doncaster had shown that children were in the right part of system and receiving timely services.</p> <p>A Member commented that Early Help had various meanings in different organisations which could cause confusion. The Director of People offered to circulate the Early Help strategy that would include definitions of Early Help to Members of the Panel.</p> <p>In terms of what was being undertaken around Children in Need, Members were informed that there would be a joint response with a range of activity (as part of the Early Help strategy). Reference was made to the specific legal term in the 1989 Children Act which stated that a child was in need if their health or development would be impaired without services. From this, it was explained that services could intervene earlier where needs were escalating but that it was also about the wider partnership response who have a duty to collaborate. Concern was also raised around the negative impact that austerity has had to children and families as well as challenging communities.</p> <p>Other improvement work which was taking place, was discussed and this included the following :-</p> <p>Joint Council and Trust Focus for improvement work in the next quarter - In addition to the actions and reviews being undertaken, it was explained that a joint Future Placement Needs Strategy group had been set up with representatives from the Council and the Trust. This group was to consider what joint commissioning work and decisions were needed in regards to the service provision required in Doncaster and would explore options and solutions to reduce the costs of children placed into care outside the area.</p> <p>Annual Contract Review – It was noted that each year, the Council was required by the terms of the contract between the two parties, to carry out a review of the operation of the–Children’s Trust and report this by 31st December to the Secretary of State for Education.</p> <p>It was explained that the Council was currently awaiting the outcome of a DfE commissioned review by on the options for the governance of the Trust going forward. Members were informed that so far this had identified the need to work closer together to understand the demand and forecasts across the whole.children’s system, which would include the care ladder. It was added that this included considering what immediate controls would be put in place. The DFE report would consider a future operating model for-the Trust</p>	<p>Director of People</p>
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	<p>Sector Led Improvement – Members were informed of the Joint Strategic Improvement Group held in October, 2018 when the meeting discussed the Association of Directors of Children’s Services annual regional performance challenge, which included a requirement for all Authorities to identify and evidence their strengths and areas for improvements on which they were challenged by other Authorities. . It was reported that Doncaster’s 6 strengths comprised the following: -</p> <ol style="list-style-type: none"> 1. Leadership 2. Safeguarding and child protection 3. Adoption 4. Youth Offending 5. Key Stage 2 Outcomes 6. Children and Young Plan Mental Health <p>And the 6 areas of improvements comprised:</p> <ol style="list-style-type: none"> 1. Children in Care Placement and Commissioning 2. Front Door 3. Key Stage 4 Outcomes 4. Attendance and Exclusions 5. Early Years (Inequality Gap) 6. Certain systemic issues early help <p>DCST Finance Update - In terms of the financial pressures being experienced by the Trust, Members were reminded that an updated DCST Finance report would be considered by OSMC on the 21st January 2019. The Chair of OSMC in attendance at the meeting invited Members of the Children and Young People Overview and Scrutiny Panel to attend that meeting or alternatively, would be welcomed to provide any questions to be raised during the Committee’s discussion.</p> <p>Investment in Technology – Members were told that investment in technology had recently been made to provide 4G enabled tablets to frontline staff to allow mobile working. It was explained that this was being rolled out and that users receiving the new equipment were undergoing training. It was commented that improvements were already being seen in the timeliness of recording.</p> <p>Members commented that they were heartened to see the positive work being undertaken between the Council and the Trust.</p> <p>RESOLVED that the Panel note the report</p>	
122.	<u>ATTENDANCE STRATEGY UPDATE</u>	
	The purpose of this document was to provide the Panel with an update of the Attendance Strategy which had been previously discussed early 2018. Members were reminded that the original Attendance Strategy	

document came about as a consequence of Cabinet's consideration of the trends in school absence in Doncaster.

The Panel discussed the following areas;

Home-schooling - A Member raised concern that children being home-schooled were potentially those children who were being excluded and therefore this presented an easy option for those parents affected. Members were reminded that there were cultural reasons behind some children being home-schooled. It was also acknowledged that some parents had certain opinions around mainstream schooling and that there were clusters of movement taking place around the country.

It was questioned how it was known whether home-schooled children were safe. Members were assured that there were systems and processes in place and that steps were being taken to actively challenge the landscape of provision.

Fixed Term Rate Exclusions – It was explained that figures were based on information from the first two terms of last year, which was all the data that was immediately available. It was noted that the rate of increase had slowed down in comparison with national rates. It was added that the HMI report used exclusions for the whole year in arrears where nationally we was 2nd from the bottom. An offer was made by the Director of People to circulate a report on a termly basis in arrears to Members of the Panel commencing end of January 2019.

It was commented that absence was a proxy for other needs that were not being met and that was the purpose behind the strategy.

Members had been informed that attendance was one of the three strands from the work of the Doncaster Growing Together inclusion board which provided overall governance for the strategy. It was explained that it was strongly correlated with the work of the Social Mobility Opportunity Area.

Engagement with Schools - A Member questioned whether all schools were fully engaging with the strategy. It was responded that although they weren't that was due to the system and the way that some schools interacted with it. Schools had been challenged around existing approaches to attendance and a common approach to leading attendance in Doncaster schools had been developed. It was explained that there were conflicting views around behaviour provided by schools and Ofsted.

Members were informed that the Director of People had attended a recent Secondary Heads meeting and had presented a challenge around the rate of increase that will see Doncaster exceed 2018/19 numbers.

	<p>It was added that the Director of People had also allocated 18 half days to allow them to understand problems around behaviour at each individual school using the national inclusion quality mark to check against. It was added that presently there were no schools that had been accredited with the quality mark.</p> <p>Members were informed that there was a challenge in place for schools to sign up to Opportunity Areas Inclusion Charter in reducing fixed term exclusions across the borough. It was explained that Opportunity Areas would follow by supporting those schools that had signed up.</p> <p>It was explained that the Regional Schools Commissioner had the accountability to ensure that academies were delivering against the statutory guidance in place. It was added that although the Council did not have the power to convene academies they were able to bring them to the attention of the Regional Schools Commissioner. It was noted that in accordance with the 2010 Localism Act it was possible to write to the Chairs and Chief Executives of academy trusts to positively engage with them through requesting a meeting.</p> <p>In addition to the above, Members were made aware of the following;</p> <ul style="list-style-type: none"> • That consideration would be provided to standards of behaviour and attendance figures at the next trust meeting. • Timpson Review – That recent reviews undertaken by the Government around school exclusions contained a deep personal commitment outlining some challenging areas, and alongside Ofsted was reviewing the framework. • Big Picture Model – That there was a need to expand the Big Picture Model to include a more inclusive curriculum and maximise all outcomes for all children. • Reference was made to a local authority that published their performance league tables for attendance and inclusion report figures within the public domain. Members suggested that Doncaster could also do this and was informed that the information was already published as part of a report brought to Cabinet on an annual basis. <p>The Ward Member for Adwick welcomed a deep dive into specific issues around attendance and behaviour at Outwood Academy at Adwick and Danum. In view of learning more about those Members who were also School Governors, the Director of People offered to circulate a list of them to the Panel for information.</p> <p>RESOLVED that the Panel note the report.</p>	<p>Director of People</p>
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123.	<u>WORK PLAN REPORT - DECEMBER 2018</u>	
	<p>The Panel gave consideration to the current work plan position updated December 2018. Members were informed that there would be a Members Briefing held on the 29th January 2019 to consider Child Poverty.</p> <p>The Chair made reference to an email received from the Health and Adult Social Care Overview and Scrutiny around their concerns of suicide rates in the youth justice system as it had been identified as a risk factor. It was also noted earlier on in the meeting, that the Youth Council had presented the Make Your Mark priorities with the top one being that of mental health. It was therefore agreed that an informal meeting around mental health and suicide prevention to take place prior to the Panels meeting on the 5th March 2019.</p> <p>The Panel was also updated on a recent session that had taken place with two Members from the Panel and Children in Care. It was stated that it had been an interesting and purposeful meeting and feedback had been passed on. It was noted that there would be another similar session to be held in the future</p> <p>RESOLVED that the Panel:</p> <ol style="list-style-type: none"> I. Note the workplan update for December 2018 II. That a Members Briefing take place with a focus on Children and Young People’s Mental Health and Suicide Prevention (including that around suicide rates within the Youth Justice System). III. That a joint letter be forwarded from the Children and Young People Overview and Scrutiny Panel and Council to those schools who did not engage with the Youth Council national consultation ‘Make Your Mark’. 	<p>Senior Governance Officer</p>



Doncaster Council

Date: 5 March 2019

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

DONCASTER YOUTH COUNCIL UPDATE

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

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an opportunity for members to give consideration to reports and presentation by Doncaster Youth Council. The presentation will provide an update on the recent bi-annual youth council election results, and the future plans around the “Put an end to knife Crime” campaign which was a priority identified in the 2018 Make Your Mark results. The meeting is part of our ambition for Child Friendly Doncaster which enables opportunities for children and young people to be involved in decision making processes and enables them to have a strategic platform for youth voice.

EXEMPT REPORT

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

RECOMMENDATIONS

3. That the Panel:
 - a) Considers the information presented which includes information on school/academy participation in the Youth Council election held across the borough.
 - b) Approve the plans on the “Put an end to knife crime” campaign.
 - c) Seeks to identify any opportunities to work more closely between the Members of Youth Parliament, Youth Council and the children and young people’s overview and scrutiny.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

5. Doncaster Youth Council is the strategic youth voice vehicle for Doncaster’s children and young people. Once elected each member serves a two year term of office. Over the last two years we have seen a real investment in the youth council from LOCYP in terms of expanding the membership increasing more opportunities for young people’s involvement and providing more platforms for youth voice to drive forward service improvement. The youth council are a strategic partner in our ambition to become the “Most Child Friendly Borough” in the country. Elected youth councillors run campaigns based on information gained from their peers, plan partnership events to ensure the views of young people are listened to and enable opportunities for young people to meet with decision makers. They work to ensure young people have a say in the decisions locally, regionally and nationally.
 1. Provide a forum for young people to have a voice.
 2. Represent and communicate the views of young people to the decision makers and the wider community.
 3. Raise the profile of young people in a positive way.
 4. Represent young people locally, regionally and nationally.
 5. Lobby for change.
6. This report provides the results on the Youth Council Election and the action plans on the Make Your Mark priority campaign. **“Put an End to Knife Crime”**
7. The presentation will be provided to the panel by members of the youth council at its meeting on the 5th March 2019. It will provide information on the following:
 1. Youth Council applications received
 2. Number of schools / academies that have participated
 3. Breakdown of youth council structure.
 4. Action plans on the campaign “Put an end to knife crime”

OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDED OPTION

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

IMPACT ON THE COUNCIL’S KEY OUTCOMES

10.

	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 work of Overview a Scrutiny has the potential to have an impact on all the Council’s key objective. The youth council elections and campaign work has the potential to impact across all the key outcomes Doncaster Working, Living, Learning and Caring.</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>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>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>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. 	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initials NC ... Date 12.2.19]

12. There are no direct legal implications associated with the recommendations in this report.

FINANCIAL IMPLICATIONS [Officer Initials (DA Date 12th February 2019)

13. There are no specific financial implications associated with this report.
In 2018-19 a budget of £7,370 exists to support the work of the Youth Council.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...MD]

14. There are no specific HR implications in this case.

TECHNOLOGY IMPLICATIONS [PW 12/02/19]

15. There are no technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials CH 14/2/19]

16. Young people's participation in meaningful activity can impact on a number of factors affecting general health and wellbeing including connectivity, mental wellbeing and aspirations. The youth council offers an excellent opportunity to a wide range of young people across Doncaster to engage in such activities. The Youth Council projects listed demonstrate meaningful contributions young people make in shaping the services that affect them. Public Health continues to ensure youth voice is integral to the work programme and values the Youth Council as a means to engage children and young people.

17. Knife crime has been highlighted as areas of concern for young people through the Make Your Mark findings. Whilst there is currently no evidence knife crime particularly affects young people in Doncaster, an exploration into why this was deemed to be a concern should be carried out.

EQUALITY IMPLICATIONS [DB 19/02/19]

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

CONSULTATION

19. There is no consultation required for this report.

BACKGROUND PAPERS

20. None.

REPORT AUTHOR & CONTRIBUTORS

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Learning and Opportunities: Children and Young People/Adult Health & Wellbeing
Directorates

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Doncaster Council

5th March, 2019

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

Children and Young People's Mental Health in Doncaster

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

EXECUTIVE SUMMARY

1. At the request of the Overview & Scrutiny Panel this report is intended to provide an overview of Children and Young People's Mental Health in Doncaster. The format of the report is principally in the form of a presentation with pertinent background contained to this report document.

EXEMPT REPORT

2. The report is not exempt.

RECOMMENDATIONS

3. The Panel is asked to consider and comment on the information provided and identify Children and Young People's Mental Health topics for future Panel discussion.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny of health is an important part of the Government's commitment to place patients at the centre of health services. It is a fundamental way by which democratically elected community leaders may voice the views of their constituents and require local NHS bodies to listen and respond. In this way, Local Authorities can assist to reduce health inequalities and promote and support health improvement.

BACKGROUND

5. The Future in Mind (2015) report (Section 20 of this document) set out 5 key principles considered to be fundamental to creating a system that properly supports the emotional wellbeing and mental health of children and young people.
6. These principles are as follows:
 - Promoting resilience, prevention and early intervention
 - Improving access to effective support – a system without tiers
 - Care for the most vulnerable
 - Accountability and transparency
 - Developing the workforce
7. Future in Mind (2015) provided a platform for the development of Local Transformation Plans (LTP) which articulated how each area intended to meet the above principles between 2015-2020.
8. Closely aligned to this is The NHS Five Year Forward View for Mental Health (Section 20 of this document) which consolidates national mental health policy into a cohesive investment and development package aimed at raising Mental Health awareness, reducing stigma and recognising holistic physical and mental needs of people accessing the healthcare system. The document sets out the case for change and principles that should drive service development to overcome the poor parity in mental health investment compared with physical healthcare.
9. The Five Year Forward View was developed further into a clear themed program to provide clarity of expectation to commissioners and Mental Health Providers alongside outcome objectives underpinning each initiative. Local interpretation is still required in order to align development with local structures and local determination of needs but the national overarching direction helps to consolidate evidenced based commissioning. The themed implementation guidance can be found within Section 20 of this document “Implementing the Five Year Forward View for Mental Health”
10. Five Year Forward View MH themes specific to children and young people include:
 - Children & Young Peoples Mental Health
 - Perinatal Mental Health
 - Health and Justice
 - Suicide Prevention
 - Sustaining Transformation, including workforce
11. The presentation can be found within Appendix A. This presentation details the case for change and local development framed around the Local Transformation Plan. This presentation also includes an update on both the Green Paper Trailblazer pilot and the recently awarded pilot relating to improving mental health assessments for children entering care.

OPTIONS CONSIDERED

12. There are no specific options to consider within this report as it provides an opportunity for the Panel to receive an update on Children and Young People's Mental Health.

REASONS FOR RECOMMENDED OPTION

13. This report provides the Panel with an opportunity to understand the policy focus and impact on local service improvement.

IMPACT ON COUNCIL'S KEY OBJECTIVES

	Outcomes	Implications
1.	<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>As part of the Children and Young People's plan, there is a focus on raising the aspirations of our local children and young people.</p> <p>We intend to achieve this by ensuring that all children attend a good or better setting, have access to work experience opportunities and aspirations are raised to ensure they reach their full potential and have the best outcomes possible in their adult life.</p> <p>The developments aligned to the Green Paper will also support our children and young people to achieve their aspirations by providing early identification and subsequent intervention(s) in order to support our children and young people to attain the best educational outcomes possible in a supportive environment, free from stigma with increased awareness of social, emotional health and wellbeing.</p>
2.	<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>	<p>Mental Wellness is a key enabler for people to fulfil their ambition and explore their potential. We aim to improve</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>accessibility and resilience of mental health services operating across a broad spectrum of settings from prevention and community through to inpatient care.</p>
<p>3.</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>In Doncaster we aspire to close the gaps between vulnerable and non-vulnerable groups to ensure that Children and Younger people have equity of access to learning and subsequent post-education opportunities.</p> <p>We must do this by ensuring that Children in Care and Care leavers are supported in the school system through better advice and guidance, better tracking, improved advocacy programmes and workforce development and that all children have access to an educational setting, which is appropriate to their needs, including those with SEND and social, emotional and behavioural difficulties.</p> <p>By addressing these gaps via school mental health champions, school mental health support teams and the implementation of the THRIVE consultation and advice model, we are providing Doncaster's children and younger people with opportunities which address the risk factors known to contribute to poor mental health for example; socioeconomic status, employment status and</p>

		<p>emotional resilience.</p> <p>The developments aligned to the Green Paper will also support our children and young people to achieve their aspirations by providing early identification and subsequent intervention(s) in order to support our children and young people to attain the best educational outcomes possible in a supportive environment, free from stigma with increased awareness of social, emotional health and wellbeing.</p>
4.	<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>Through the work of the children's front door, there is an integrated response to ensure that children, younger people and their families receive the right support at the right time with a view to only having to tell their story once.</p> <p>The Perinatal service which will be commissioned to cover the ICS footprint will provide support to expectant/new parents in order to ensure that each child/family has the best possible start in life. This also dovetails with the 1001 days workstream.</p> <p>The new mental health assessment framework for looked after children (pilot in partnership with The Anna Freud Centre) will ensure that children entering care/currently in care, their families/foster carers will have a more holistic and robust assessment of emotional health and wellbeing needs, resulting in a shared formulation across agencies, with a view to improving support</p>

		and an aspiration of reducing their time spent in care.
5.	<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 	Doncaster CCG and Doncaster Borough Council are developing single Lifestage commissioning plans to reflect the better working together opportunity.

RISKS AND ASSUMPTIONS

14. There are no specific risks relating to this report.

LEGAL IMPLICATIONS (HW 220219)

15. In accordance with various pieces of legislation, including but not limited to duties under the Care Act 2014, the Council has a duty to promote an individual's well-being, including their physical and mental health and emotional well-being.
16. The Council's Constitution states that subject to matters being referred to it by the full Council, or the Executive and any timetables laid down by those bodies, overview and scrutiny management committee and its panels will determine its own work programme (overview and scrutiny procedure rule 6a).
17. Specific legal implications and advice will be provided as required on matters brought to the panel.

FINANCIAL IMPLICATIONS (AB 210219)

16. There are no specific financial implications arising from the recommendations in this report. Any financial implications relating to specific reports on the work plan will be included in those reports.

HUMAN RESOURCES IMPLICATIONS (JC 210219)

17. There are no specific human resource implications arising directly from this report. Any human resource implications relating to recommendations made

TECHNOLOGY IMPLICATIONS (NR 21/02/19)

18. There are no specific technology implications in relation to this report.

HEALTH IMPLICATIONS (RS 220219)

19. These are identified elsewhere within this report and within the appended presentation.

EQUALITY IMPLICATIONS (ER 210219)

20. There are no specific equality implications.

CONSULTATION

21. Not applicable.

BACKGROUND PAPERS

- 22.

Future in Mind (2015)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

NHS Five Year Forward View for Mental Health:

www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf

NHS Implementing the Five Year Forward View for Mental Health:

www.england.nhs.uk/wp-content/uploads/2016/07/fyfv-mh.pdf

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Adults Health and Wellbeing Directorates**

Overview and Scrutiny Panel

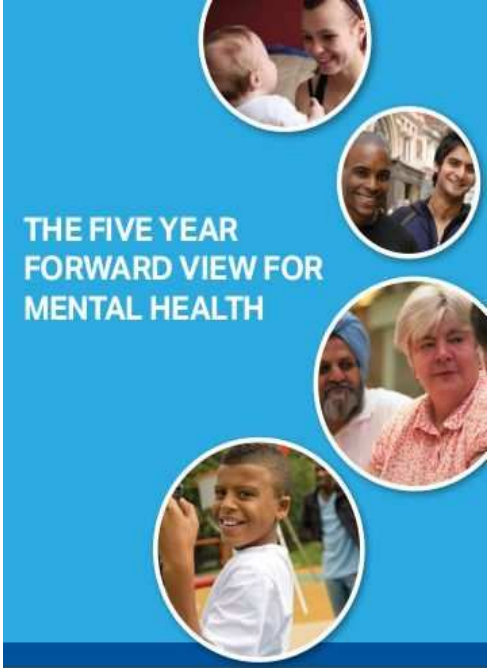
Children and Young People's Mental Health



September 2018

Helping you keep well

Background



A report from the Independent Mental Health Taskforce to the NHS in England
February 2016



Future in mind

Promoting, protecting and improving our children and young people's mental health and wellbeing



Transforming Children and Young People's Mental Health Provision: a Green Paper

Context

The Children and Young People's Mental Health and Wellbeing Taskforce was established in September 2014 to consider ways to make it easier for children, young people, parents and carers to access help and support when needed and to improve how children and young people's mental health services are organised, commissioned and provided.

The Case for Change

- Mental health problems cause distress to individuals and all those who care for them. One in ten children needs support or treatment for mental health problems.
- Mental health problems in young people can result in lower educational attainment
- 75% of mental health problems in adult life (excluding dementia) start by the age of 18.
- Early intervention avoids young people falling into crisis and avoids expensive and longer term interventions in adulthood

Future in Mind (2015)

The Future in Mind (2015) report set out 5 key principles considered to be fundamental to creating a system that properly supports the emotional wellbeing and mental health of children and young people.

These principles are as follows:

- Promoting resilience, prevention and early intervention
- Improving access to effective support – a system without tiers
- Care for the most vulnerable
- Accountability and transparency
- Developing the workforce

The following slides will detail Doncaster's progress against each of the key themes.

Promoting resilience, Prevention and Early Intervention

To act early to prevent harm by investing in universal services, supporting families and those who care for children, building resilience through to adulthood. We also want to develop and implement strategies that support self-care.

NHSE Rating: Fully Confident

Local Rating: Very Good

Progress

- 85% of schools/colleges have an identified mental health lead
- Since the CAMHs worker has been embedded in the front door, the CAMH Service has piloted a new e-clinic. This has been with one nominated school and will enable pupils from that school to be able to access the CAMHs Worker via an App once per week during a set time period.
- CAMHs drop ins were run across the Summer Holidays

Impact

- Greater levels of awareness in schools
- Schools having a direct opportunity to shape future provision
- Children and Young People having clarity about where to go for support in schools
- Enhanced multi-agency working via the front door
- More effective triage, assessment and joint working processes
- Very much in-line with the green paper.
- Families are supported from conception onwards
- Families know where to go for help & are empowered to be resilient

Areas of Focus

- Continue to work closely with education.
- Work towards an integrated model
- Embed the recommendations of the Green Paper if successful in securing funding from wave 1
- Work towards 100% of schools/ academies and colleges having a nominated mental health lead to enable a point of focus in each school and academy.
- Implement the new perinatal mental health service

Improving Access to Effective Support

To change how care is delivered and build it around the needs of children, young people and their families. We will move away from a system of care delivered in terms of what services, organisations provide, to ensure that Children and Young People have early access to the right support at the right time in the right place.

NHSE Rating: Partially Confident

Local Rating: Good

Progress

- The consultation and advice service continues to be embedded into the local system and feedback from schools continues to be very positive. This is another area of the Doncaster LTP that reflects the green paper
- The step downs from specialist CAMHs continue and reflect the movement away from a tiered system.
- In the recent 'Access to children and young people's mental health services ' 2018 report , our provider RDaSH have the sixth quickest access and waiting times in the country with a median wait of 23days
- The 24/7 all age crisis telephone helpline continues to function with a small number of Children using the service.
- Consultation with CAMHS and adult services commenced in May 2018 following an internal staff-side meeting, which will include the extension of the 8-8 CAMHS service across the pathways and including urgent assessments.

Impact

- Children and Young People being identified earlier and provided support at an early stage.
- Children and Young People being supported by professionals they already have a relationship with, rather than a *hand-off* referral (as requested by Children and Young People.
- Schools/ academies and colleges feel much more supported.
- Building of joint working relationships between schools/ academies and colleges and CAMHs.
- Slight reduction in referrals into specialist CAMHs.
- Improved 24/7 crisis support for Children and Young People.
- Clarity of what needs to be done to ensure effective crisis support.

Areas of Focus

- Continue to embed the consultation and advice functions
- Agree start date for a regional Children and Young People section 136 suite and pathways in and out.
- Work across the ICS to further understand what should be commissioned at place and what should be commissioned at scale to inform our crisis support offer

Caring for the Most Vulnerable

To dismantle barriers and reach out to Children and Young People in need, through a flexible integrated system that provides services in a way that they feel safe and are evidence based.

NHSE Rating: Partially Confident

Local Rating: Very Good

Progress

- The IHBT Service continues to work effectively with only 5 admissions in 2018-2019
- The TCP has been rated as Amber by NHSE. This is the first time that this has been achieved across the footprint. However Doncaster are rated as green.
- In the recent North Region CTR-CeTR Audit Report (September 2018) 'There are trailblazers of practice (Sunderland, Doncaster, South Teeside, Sheffield) which will be shared to support those CCGs and TCPs who have yet to establish their own materials or approaches to support all areas in assuring themselves that they are meeting the regional standards; some of the examples have been shared at the CTR feedback event and will continue by further networking'
- Increased capacity within the LD and LAC Services

Impact

- No acute admissions for Children and Younger People who are part of Doncaster's Transforming Care community.
- Children and Young People are given intensive support as an alternative to an acute inpatient admission.
- Support is provided as close to home as possible
- Reduced waiting times for these children and younger people

Areas of Focus

- Maintain a clear local understanding and commitment to the implementation of CETR recommendations through the quality assurance framework in order to inform future practice
- Discussions with specialised commissioning and ACS commissioning colleagues to explore commissioning an ACS wide intensive home treatment service
- Ensure waiting times are comparable with core CAMHs

To be Accountable and Transparent

To drive improvements in the delivery of care and standards of performance, to ensure we have a much better understanding of how we get the best outcomes for children, young people and their families.

NHSE Rating: Partially Confident

Local Rating: Very Good

Progress

- The Mental Health and Wellbeing Strategy Group feeds directly into the Joint Executive Commissioning Group where all commissioning decisions are made. The ultimate accountable group is the Health and Wellbeing Board.
- Doncaster is also very keen on exploring the possibility of becoming a wave two site for the new models of care, as either a stand-alone site or as part of the wider ACS footprint. Discussions have started with specialised commissioning colleagues regarding this

Impact

- Emotional wellbeing and mental health are well positioned strategically
- Effective mechanisms and relationship to jointly commission services.
- An improved offer for children, young people and their families/carers
- Children and Young People have a real voice and opportunity to commission and shape how the system (and services) looks in the future.

Areas of Focus

- Continue to ensure wider strategic thinking around the development of resilience.
- Continue to work closely with specialised commissioning
- Review the current Amber Lodge provision and (working with commissioners) develop a modified service specification giving an improved offer
- Participation champions to be actively involved in all aspects of the commissioning cycle.

Developing the Workforce

That everyone who works with children, young people and families are ambitious for every child or young person to achieve goals that are meaningful and achievable. They will be excellent in practice and able to deliver the best-evidenced care, be committed to partnership working and be respected and valued as professionals.

NHSE Rating: Partially Confident

Local Rating: Good

Progress

- We have developed an information sharing hub that has now gone live. The hub provides a medium for schools to share good practice and knowledge. This is being supported by CAMHs in terms of checking information for accuracy etc.
- Training for early years services has also been completed.
- Progress is now being made against the 13 recommendations, in particular the award of a training contract to Headsight services.
- *97% of those who attended*; 'reported considerable' development in their knowledge of mental health topics , and believed that their practice would 'significantly improve' as a result of the training they received.

Impact

- Potential to develop and embed evidence based competency framework.
- Ability for schools to share good practice, improving the knowledge of the workforce.
- Improved knowledge within Doncaster.
- Improved consistency across the ICS

Areas of Focus

- Implement all 13 recommendations from the workforce audit.
- Commission training programme that links directly to the school competency framework.
- Improve competency levels within the pilot schools linked to a developing evidence base.
- Roll out the schools competency framework and training to all Doncaster schools in 2019.
- Explore the possibility of an ICS wide workforce strategy

NHSE Feedback

- Your plan was reflective, open and transparent with your vision and ambitions succinctly outlined, covering a broad range of services and pathways.
- Your introductory open letter was highly regarded, along with your demonstration of effective partnership working and focus upon system wide transformation.
- Your priorities were clearly set out and strategically framed with clear alignment to local, national and ICS priorities. Your self-assessment of progress was helpful, along with your honest assessment of risks and challenges.
- The impact and outcomes of your work were clearly demonstrated and helpfully supported by comprehensive activity data and narrative.

NHSE Recommendations

- The panel were, at times, unclear of the progress made, as some of the narrative (e.g. perinatal) and data (eating disorders and transition) appeared outdated.
- It would therefore be useful for you to provide further clarity on your key achievements, work undertaken and progress made since the previous refresh, to ensure your plan accurately reflects all of the positive work you are undertaking in Doncaster.

NHSE Recommendations

- Your plan comprised numerous examples of innovative practice, with your priorities clearly informed and responsive to feedback received.
- Your E-Clinics, Early Help Strategy and Consultation and Advice Services were all highly regarded by the panel, along with your positive engagement with the ICS.
- It would have been helpful for you to outline the recommendations and findings from your recent peer review exercise undertaken with Barnsley CCG and the best practice review undertaken by the Intensive Support Team, as both of these highlighted areas of good practice and key achievements which should be celebrated within your plan.

NHSE Recommendations

- Your plan could have been further strengthened through greater inclusion of examples of children and young people engagement activities and outputs (i.e. posters, photographs), patient and carer feedback and case studies.
- This would also help to make your plan more engaging to children and young people. The development of an introductory ‘easy to read’ summary section, co-produced with children and young people, has proven effective elsewhere and this may be something you also wish to consider.

The Green Paper: Trailblazer

- Doncaster has been selected as a Trailblazer site to pilot the recommendations of the Green Paper
- We are one of 6 sites across the North of England and 22 sites Nationally
- Doncaster will be piloting: Mental Health Support Teams (MHSTs) in schools to include special schools and EHE and also piloting the CAMHs 4 week wait
- Successful schools have been informed and various coproduction workshops will be arranged over the coming months to include CYP and school staff
- The MHSTs should be fully operational by December 2019 as the majority of the staff that will form these teams will be attending nationally led training from February 2019
- A multi-agency communications and engagement plan has been developed and led by the Head of Communications for Rotherham and Doncaster CCGs to ensure a consistent and managed approach across the respective pilot sites

Improving Mental Health Assessments for LAC: Pilot

- Doncaster has been successful in being selected as one of 9 sites nationally to pilot a new mental health assessment framework for LAC.
- This work is being led by The Anna Freud Centre and provides Doncaster, our providers and most importantly our CYP with an opportunity to directly influence and shape this framework
- The new framework will be piloted between July 2019- July 2020 and a National Learning event will take place in autumn 2020
- We have decided to focus on children aged between 8 -12 years old. We are aware from the work on the Doncaster Place Plan, that this group of young people often face challenges when trying to achieve permanence and are often looked after for a long period of time. Children that enter care aged between 8 and 12 years will spend an average of 1100 days in care.
- The pilot is currently in the planning and mobilisation phase and updates will be provided as appropriate



Doncaster
Clinical Commissioning Group

Questions

Helping you keep well



Doncaster Council

Report

Date: 5th March 2019

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

TO RECONFIGURE THE DONCASTER CHILDREN'S TRUST AS AN ARMS LENGTH MANAGEMENT COMPANY

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

EXECUTIVE SUMMARY

1. The Children and Young People Panel (CYP) is asked to receive a report on the proposal to change the governance of Doncaster Children's Services Trust (DCST) to an Arm's Length Management Company wholly owned by Doncaster Council and to amend the existing contract to deliver specified children's social care services functions on behalf of the Council. This report is attached at Appendix A and will be presented to Cabinet on 12th March 2019.
2. As part of the Panel's role in understanding the proposed change of arrangements the CYP Panel is asked to receive and note the information on the proposed organisational change, change of governance and contract relationship effective from 1st April 2019 subject to ministerial approval.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. The Panel is asked to receive and note the proposed organisational change, change of governance and contract relationship effective from 1st April 2019 subject to ministerial approval as detailed in the report attached at Appendix A.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Presenting the information to Overview and Scrutiny prior to the decision provides an opportunity to further assist the Panel in its understanding of this proposed decision. This supports openness and transparency of decision making.

BACKGROUND

5. The background to this decision is detailed in the report attached at Appendix A. The CYP Panel has a key role in terms of providing support and critical friend challenge to the Council to ensure its arrangements for ensuring children are kept safe are robust. The CYP Panel is being presented with information relating to the proposed changes ahead of its consideration by Cabinet, to ensure Members are aware of the proposals and have an opportunity to understand how the proposed arrangements will operate.

OPTIONS CONSIDERED

6. The options relating to the proposal are detailed in the attached report.

REASONS FOR RECOMMENDED OPTION

7. The presentation of the proposal to the CYP Panel before consideration by Cabinet is the preferred option as it provides an opportunity for Members to receive and better understand the proposals being presented.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

8. The new arrangements have the potential to impact on all of the Doncaster Growing Together outcomes and these are identified in the attached report. Consideration of this issue by the CYP Panel supports the Connected Council theme of "Working with our partners and residents to provide effective leadership and governance".

RISKS AND ASSUMPTIONS

9. There are no specific risks and assumptions associated with this report. The key risks and assumptions associated with the decision are set out in the report attached at Appendix A.

LEGAL IMPLICATIONS [Officer Initials NC Date 19/2/19]

10. The key functions of an Overview and Scrutiny Committee are set out in the Local Government Act 2000, subsequent legislation, and the Council's Constitution. Core functions include holding the Executive to account and maintaining an oversight of the delivery of Council services. Overview and

Scrutiny Committees have the power to review any decisions or actions taken in connection with the discharge of any functions which are the responsibility of the executive. Reviewing the proposed decision ahead of its consideration by Cabinet on 12th March 2019 is consistent with the roles and responsibility of Overview and Scrutiny.

FINANCIAL IMPLICATIONS

11. No specific Financial implications have been sought for this report. The financial implications associated with this decision are set out in the report attached at Appendix A.

HUMAN RESOURCES IMPLICATIONS

12. No specific Human Resource implications have been sought for this report. The Human Resource implications associated with this decision are set out in the report attached at Appendix A.

TECHNOLOGY IMPLICATIONS

13. No specific Technology implications have been sought for this report. The technology implications associated with this decision are set out in the report attached at Appendix A.

HEALTH IMPLICATIONS

14. No specific Health implications have been sought for this report. The Health implications associated with this decision are set out in the report attached at Appendix A.

EQUALITY IMPLICATIONS [Officer Initials AS Date 15.02.19.]

15. There are no specific Equality Implications associated with this report.

CONSULTATION

16. No specific consultation has taken place in respect of this report. The consultation taken in respect of the proposed decision is set out in the attached report.

BACKGROUND PAPERS

17. None

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Doncaster Council

Report

To the Chair and Members of

Date:

**CYP O&S
Cabinet**

**5 March 2019
12 March 2019**

TO RECONFIGURE THE DONCASTER CHILDREN'S TRUST AS AN ARMS LENGTH MANAGEMENT COMPANY.

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member	All	Yes

EXECUTIVE SUMMARY

1. This paper outlines the proposal to change the governance of Doncaster Children's Services Trust (DCST) to an Arm's Length Management Company wholly owned by Doncaster Council and amend the existing contract to deliver specified children's social care services functions on behalf of the Council.
2. Following a review of the governance arrangements conducted by the Department for Education parties have reached a consensus over the options to change the company structure, which are detailed in this paper.

EXEMPT REPORT

3. The report does not contain exempt information.

RECOMMENDATIONS

4. It is recommended that the contents of this report are noted and that the following are recognised and agreed to:
 - a. Change the current Articles of Association of Doncaster Care Services Trust (DCST) and create an Arm's Length Management Company.
 - b. Revise the underpinning contract to support provision of a sustainable social care offer.
 - c. Delegate to Director of Corporate Resources and Director of People in consultation with the Cabinet Member for Children and Young People the final amendments to the contract prior to contract sign off.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. The OFSTED re-inspection of services for children in need of help and protection, children looked after and care leavers in November 2017 reported Children's Services in Doncaster are 'Good'. Children and young people are reported to be safe. The quality of social work is good and is supported by a well-embedded model of social work practice.
6. The Trust continues its continuous improvement programme with plans in place to increase quality and performance on the steps towards delivering an outstanding service.
7. As a strategic partner, Doncaster Children's Services Trust jointly develops the necessary systems leadership and further opportunities for innovative practice to continue to improve outcomes for Doncaster children, young people, and their families.
8. This organisational structural change brings closer alliances between DCST and the Council at a point where it can build on the mutual strengths of each organisation, examine where efficiencies made possible at the same time as provide the focus on achieving the best outcomes for children and families.

BACKGROUND

9. The Secretary of State Direction of November 2013 requiring the Council to contract with Doncaster Children's Services Trust for the provision of its Children's safeguarding services remains in place.
10. Due to the Ofsted judgement of inadequate at the inspection of services for children in need of help and protection, children looked after and care leavers in 2013, The Secretary of State for Education commissioned a review of Children's Services in Doncaster and subsequently on the 15th of July, issued a Direction requiring the Council to transfer its social care services to an independent Trust. In September 2013 it was agreed for the Council to retain its statutory duty in respect of children's social care services and to commission these services to a new establishment - Doncaster Children's Services Trust.
11. A Memorandum of Understanding was drawn up between the Council and the Department for Education to steer the implementation of the Doncaster Trust in November 2013 setting out the governance requirements of the Board and detailing functions to transfer to DCST.
12. Doncaster Children's Services Trust became operational on 1st October 2014 as a company limited by guarantee, an autonomous organisation, and independent of the Council with the responsibility for the day to day delivery of children's social care services on behalf of the Council.
13. Doncaster Children's Services Trust achieved a 'Good' judgement at the Ofsted re-inspection of services for children in need of help and protection, children looked after and care leavers took place in November 2017. Ofsted reported that since the last inspection, when services were judged to be inadequate, there have been significant improvements in the quality of support for children in Doncaster. In 2018 DCST has received Ofsted Outstanding for two Children's Homes and for its Fostering and Adoption services.

14. The focused Visit for Children with Disabilities report in January 2019 stated that Ofsted “continues to see Doncaster Council and DCST focusing highly effectively on improving its services. They have a challenging ambition of being recognised as outstanding by the next Full Ofsted inspection”.
15. Despite the ‘Good’ Ofsted judgement the 2016/17 Annual Contract Review of the contract highlighted a significant revenue funding gap. The Trust is not alone in these challenges and it has been widely reported that Children’s Services across the country and the South Yorkshire sub-region have been experiencing similar cost pressures. Significant measures have been taken to arrest this increase and Children in Care numbers reduced to 559 in December 2018 down from an all-time high in September 2018 of 593.
16. In January 2018 a core strategic group meeting of Senior Officers was established to review and progress a sustainable business model and associated company structure. These matters were then picked up as part of the Department for Education review of the governance arrangements of DCST from August 2018. The review sought to gain assurance about whether a new delivery model can continue delivering sustained improvement and positive outcomes for children and young people.
17. In November 2018 recommendations were provided to the Parliamentary Under-Secretary of State for Children and Families Nadhim Zahawi MP. These include changes to the Articles of Association, contract and governance side agreement and to confirm to that any revised arrangements retain the operational independence of the Trust.
18. The proposals contained within this report will be considered by the Secretary of State consequently are subject to that confirmation and ratification.
19. The aspiration of the parties is for the new arrangements to be in place by 1 April 2019.

KEY PROPOSAL

Articles of Association

Existing Company Arrangements

20. DCST was originally established as a Company Limited by Guarantee which is owned by its Members. Each of the Directors is classed as a Member and has personal responsibility for the operation of the Company and for any financial losses which the Company may sustain. Members are appointed by the Secretary of State (acting through the DCST Chair). The Council may recommend two members, whilst other members were recruited from Team Doncaster partners and national social care figures.
21. DCST, DMBC and DfE have agreed that the current board structure be revised, and a smaller, more focused board is proposed with recruitment of board members designed to add particular areas of challenge to the governance. Three senior DCST executives will be represented on the board, together with two staff representatives (as observers), two DMBC appointed non- executive Directors and a further two non- executive Directors appointed by the Chair to supplement the organisation’s governance.

Proposed Company Arrangements

22. DCST will remain a Company Limited by Guarantee but will be wholly owned by DMBC. The Company will be structured to meet the “so called” *Teckal exemption*. This will mean that the Council will be able to award DCST a longer contract for the provision of services without the need for a further procurement exercise. Without these changes, at such point as the Secretary of State Direction is lifted, the current contract with DCST will cease and the services would either revert to the Council or require a fresh procurement exercise. These changes mean that DCST may plan for a longer term future and thus staff and services have certainty going forward.

Service Contract

23. The original contract signed in 2014 is being updated to reflect changes in law and practice and to reflect the changes in the relationship between the Council and DCST. As set out in the Financial Implications below, the changes in ownership shift the financial relationship between the parties and the updated contract reflects this.
24. The proposed service contract will be for an initial 5 year term with two potential two-year extensions.

OPTIONS CONSIDERED

25. Options were considered prior to the DfE’s review. The recommendation for the future delivery model were supported by Parliamentary Under-Secretary of State for Children and Families and confirmed in writing to the council on the 17 December 2018. This report outlines the Council’s commitment and execution of the Parliamentary Under-Secretary of State for Children and Families expectations.

REASONS FOR RECOMMENDED OPTION

26. The approach being outlined satisfies the DfE expectations to maintain a children’s social care services delivery model which is capable of continuing to deliver sustained improvement while maintaining operational independence.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

27.

	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>Further development of a sustainable, professional workforce to ensure continuity of a quality service delivery</p> <p>Investment in local workforce to decrease reliance on agency workers</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>	<p>Strengthened working relationships and support for organisations working with young people will ensure a high quality delivery offer</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>where young people enjoy spending time</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>Increased opportunities for life-changing experiences through the increase in the range and availability of opportunities locally for young people</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>Doncaster children will be safe and protected from the risk of harm by strengthened safeguarding policies and procedures which ensures timely and targeted support for the most vulnerable families</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>Strengthened working relationships and partnership with Team Doncaster</p> <p>Easily accessible information on pathways and availability on services to families and opportunities for families to thrive and feel connected to their local community</p>

RISKS AND ASSUMPTIONS

28. **Risk 1: Strategic Relationship** –The movement to a new structure could potentially impact upon joint working relationships.
Mitigation – There is a desire in both organisations to continue to develop joint working relationships, and forums in which to do this.
29. **Risk 2: Financial** – There is a cost pressure to the Trust budget that has a real impact upon the Council finances. If this continues moving forward there is an on-going cost pressure to the Council.
Mitigation – Both the Council and the Trust are committed to reducing the cost pressures through a number of joint initiatives. This includes out of area placements, reducing the number in the care system and shared resources/costs.
30. **Risk 3: Workforce and Culture** – There may be a legacy risk for some employees of the Trust who will now be more closely aligned to the Council. This may demotivate some staff who feel they are going back to the Council.
Mitigation – Children and Young People services at the Council are in a much different place to where they were at the time of transfer. Significant improvements have been made and the vast majority of staff are aware of this. If any staff raise any concerns then jointly these can be allayed.
31. **Risk 4: Reputational Risk** – If the Trust fail to achieve the required levels of performance and quality there is a reputational risk to the Council.
Mitigation – The Trust were rated as good in Nov 2017 and have a number of other good and/or outstanding judgements. In addition the Council and Trust will work in partnership to develop key performance and quality indicators that will allow effective monitoring. This will ensure any under-performance is identified early.

LEGAL IMPLICATIONS Name: SRF date: 05/02/19

32. In originally establishing Doncaster Childrens Services Trust, (“DCST”), the Secretary of State for Education used legal powers under Section 497A(4) of the Education Act 1996 to issue a Direction instructing the Council to transfer the delivery of children’s safeguarding functions to DCST. That Direction still exists until such time as the Secretary of State may revoke it and the changes envisioned by this report are consistent with the terms of that Direction.
33. This report proposes that the ownership of DCST will transfer to the Council and new Company Articles and Memorandum of Association will be agreed which will reflect the new ownership of DCST. DCST will continue to provide the services. The Services contract between DCST and the Council is also subject to amendment in order that it reflects changes in law and practice which have occurred since the contract with DCST was originally established.
34. The ownership changes will have no effect on staffing structures and no transfer under TUPE will occur. DCST remains the employer of the staff providing the services and remains liable for their pension provision.
35. The Services currently carried out by DCST are caught by the EU Procurement Regulations and would normally be awarded following a full EU Procurement exercise. The Secretary of State Direction meant that Procurement was not required, however the contract was originally drafted so that contract with DCST would terminate at any point that the Direction was lifted. The amended contract states that in the event of the Direction being lifted DCST will now continue to

provide the services and the contract with DCST will continue. The changes to the ownership of DCST will ensure that DCST will meet the “Teckal” exemption for the purposes of the Public Contracts Regulations 2015 (the “Regulations”) and therefore the Council will be permitted to award work and services to DCST without the need to conduct a procurement exercise in accordance with the Regulations.

- 36.** As before, despite the Secretary of State Direction, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings will continue to be brought in the name of the Council. Ultimately the financial risk associated with these services also sits with the Council via its legal duties
- 37.** Doncaster Children’s Services Trust Limited (“the Trust”) is a Company Limited by Guarantee. The Council may appoint 2 Directors to the Company & must be consulted with in relation to the appointment of both the Chair and the Chief Executive of the Trust. Directors of the Trust will be registered at Companies House and are legally obliged under the Companies Act 2006 to act in the best interest of the Company (the Trust). The Council will need to carefully consider who to appoint to these positions given that there is a possibility of conflict between the day-to-day Council roles of such appropriately qualified candidates and their required duties as a Trust Director.
- 38.** DCST will continue to be a Contracting Authority for the purpose of the European Procurement Regulations and so will be expected to procure any goods and services it buys in the same manner as the Council does.

39. Contract Provisions

As set out in the draft contract, the Trust will provide the services and in exchange the Council will make payments to the Trust in accordance with an agreed payments profile.

- 40.** The Trust is restricted from assigning the services to another provider. Although the use of third party providers is acceptable, major sub-contracting arrangements must be in consultation with the Council.

41. Contract Monitoring

The Contract requires the Trust to provide the Council with monthly monitoring reports showing achievements against the performance levels set out in the Contract. There will also be an Annual Review process carried out each Contract Year to assess whether the Agreement is operating in the most satisfactory manner and whether the Services are being delivered to the standard set out in the Contract. The amended contract also requires “open-book accounting” and provides the Council with increased visibility on the financial position of DCST.

42. Contract Term, Termination & Step In

The contract with the Trust is for an initial period of 5 years with two further two year extensions. As currently drafted at the time of writing, the Council may terminate the contract (having first received the consent of the Secretary of State) in the instance of either “Consistent Failure” (the issuing of 3 rectification notices during a rolling 12 month period) or “Catastrophic Failure” (serious failure to deliver services which either breaches the Councils Statutory duties or in the Councils reasonable opinion results in increased risk of harm to Children and young people in Doncaster). At the end of the contract term, the Council will need to either arrange alternative provision or return the Services to the Council. The staff employed by the Trust at that point

will be subject to the provisions of TUPE and if they meet the TUPE test will transfer accordingly.

FINANCIAL IMPLICATIONS Officer Initials...AB Date 06/02/19

43. The Trust is a significant budgetary pressure to the Council. The budget for 2019/20 is to be rebased to £53.3m, an increase of £6.735m, this includes the effect of increased demand/complexity of cases that will continue into 2019/20, and is projected to support an average of 1,216 children in the care of others. The increased budget also includes £250k for additional resources to manage Special Guardianship Orders (SGOs). The increased budget reflects the national position where Children's Services across the country are experiencing similar cost pressures. It is still subject to formal agreement by the Council with the Cabinet meeting planned for 12th February 2019 and final Council approval on 4th March 2019.
44. The Council and the Trust are committed to reducing the cost pressures. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand. A Future Placement Needs Strategy group with members from the Council, Doncaster Children's Services Trust and Doncaster CCG has commenced to consider what joint commissioning work and decisions are needed in regards to the service provision that is required in Doncaster moving forward to meet the needs and complexities of the current and future children in the system. The group are aiming to have recommendations by the end of February 2019. Additionally, joint work is progressing on strengthening collective commissioning arrangements to support improved care outcomes and better value for money.
45. The change in governance arrangements will convert the Trust from its current form of being owned by its members to an Arm's Length Management Company wholly owned by Doncaster Council, which will be fully responsible for the company's costs. The contract between the Trust and the Council has been updated to reflect the change in ownership.

HUMAN RESOURCES IMPLICATIONS Officer Initials...AT..... Date: 08/02/19

46. There are no Human Resources Implications.

TECHNOLOGY IMPLICATIONS Officer Initials: AM... Date: 11/02/19

47. There are no technology implications, as the current arrangements will continue.

HEALTH IMPLICATIONS: Officer Initials: CH..... Date: 11/02/19

48. If a child is known to social services we know that they are at greater risk of poor health and wellbeing outcomes. Any changes to the governance structure of the Children's Care Trust should try to ensure minimal disruption to front line service delivery and impact on young people to ensure risk to those children and young people are not increased.

EQUALITY IMPLICATIONS Officer Initials: DH... Date: 11/02/19

49. There are no direct equality implications arising from this report.

CONSULTATION

50. These organisational changes arise from the DfE review and are intended to strengthen arrangements for children and families. Consultation has taken place with existing DCST board members however as there are no direct changes to service delivery this hasn't been extended to children and families in receipt of services.

BACKGROUND PAPERS

Previously presented reports include:

November 2013 Cabinet report [Memorandum of Understanding November 2013.pdf](#)

February 2014 Cabinet report [Services to be transferred](#)

April 2014 Cabinet Report [April 2014 Project Plan doc.pdf](#)

July 2014 Cabinet Report [4148 DCST Progress Report 2 July 2014.htm](#)

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Doncaster Council

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

Date: 5th March 2019

SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME

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

EXECUTIVE SUMMARY

1. This paper provides detail regarding the Doncaster Opportunity Area Programme, the progress that has been made since the plan was published in January '18.
2. The programme has made significant progress since you were last briefed on this work, in total over £6m has been allocated to a variety of projects and programmes aligned with our priorities and the ambition is to have allocated the full budget by the end of this academic year.
3. Early successes, include: the summer programme, on which you have already received briefing; training for primary teachers where we have seen really positive engagement and early feedback on the quality of training available and the establishment of a careers hub to share best practice around careers education information advice and guidance and the delivery of a coaching and mentoring pilot for vulnerable young people that has provided a with valuable insight into supporting this cohort that has informed larger programmes Challenges remain around ensuring the schools sector is able to engage and that this investment has an ongoing impact.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. It is recommended that O&S note the progress made on implementation and offer thoughts and insights on the programme to date and the future programme.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Doncaster Opportunity Area Delivery Plan sets out an ambitious agenda to improve social mobility for the children and young people of Doncaster by reducing the gap in attainment between disadvantaged and non-disadvantaged children at primary school; improving the performance of the borough's secondary schools, helping Doncaster's young people to find the right academic and vocational routes to the careers they aspire to; and taking active steps to help the most vulnerable, to access opportunities that will

support them in and out of education.

BACKGROUND

7. The Doncaster Opportunity Area Delivery Plan was published in January 2018, half way into the first year of a three year programme. In the time since publication Cabinet have been engaged twice and this is the third report to the Overview and Scrutiny Committee, the previous Cabinet Reports have been included as background documents.

FUNDING

8. In addition to the £6m of OA funding which will be transferred through to the Council, in quarterly instalments, the OA programme brings with it £2.75m of Essential Life Skills (ELS) funding. The assumption is that this funding will be used to deliver the activities and ambitions in the plan. The annual profile of funding for the OA and ELS funding stream is included in table 1 below.

Table 1

	2017/18	2018/19	2019/20
OA ¹	£450,000	c£3.5m	c£2m
ELS	£1,008,267.22	£1,750,199.70	0
Total	£1,458,267.22	£5,250,199.70	£2,000,000

9. In addition to these dedicated funds national programmes are also being focussed on OAs. This includes funds such as the Teaching and Leadership Fund and the Strategic School Improvement Fund. This funding will go to national providers who will deliver training to teachers in schools in the borough, this is managed nationally so the Council will not be required to commission this provision.

PROGRESS TO DATE

10. This section details the full range of activity underway across the Opportunity Area Programme, you will have been briefed on some of the activity before but this offers an update on progress.

Priority 1 – Solid Foundations for primary children

11. The following activities are in train to support primary schools across the borough.
12. A Literacy programme that is currently funded through the Strategic School Investment Fund, that helps schools take on evidence based best practice around teaching of literacy, for which we have committed to fund an extension starting in April. (£144k)
13. A School Improvement Professional is working with the OA25 – this is 25 primary schools working in deprived areas. The ambition is to rapidly raise attainment and broaden horizons for disadvantaged pupils so that they can access opportunities which ordinarily they might not get. They will access and evaluate some of the most current regional and national professional advice available, particularly evidence informed practice through the Research Schools Network and Education Endowment Foundation. This support

¹ The 2018/19 and 2019/20 figures are estimates, DfE will be confirming the 2018/19 figure in the New Year, the total transferred to DMBC from the OA line will be less than £6m as there are some central costs around for example evaluation that have been taken out at source.

involves £1000 per school to spend on research school programmes and advice and guidance on school improvement drawing on the range of support coming through the OA and available locally and nationally. (£202k) A flyer for the OA 25 programme is at Annex A to give more of a flavour of the support available.

14. A maths strategy to encourage Doncaster schools to engage more with the local Maths Hubs and support available nationally and locally on maths. (£88k)
15. There is also a Strategic School Investment funded maths programme delivering to schools based on the experience of the literacy programme, again based on best practice. (not OA funded)
16. A Learning Matters Leadership Programme that is supporting 10 schools developing their leaders. The programme has been developed using expertise from the Education Endowment Foundation and the research school network. The feedback from schools across this priority is positive and in particular this programme is being hugely well received, and receiving significant interest from across the research school network. (£175k)
17. A Doncaster Literacy Base has recently been approved by the Partnership Board, this will focus on engaging parents of primary age children in literacy programmes to encourage them to promote reading to their children. This should complement the schools facing support set out above. This will see the Council recruit a base lead, set up a steering group and then commission a range of activity to promote literacy in communities. (£142k)

Priority 2 – brilliant teaching and leadership at secondary

18. At priority 2 the focus has been different in that rather than looking to engage particular targeted schools with specific interventions we have sought to engage all schools with initial activities to develop greater collaboration at secondary, and on the basis of this initial work to roll out a more targeted programme of school improvement. The elements of this are set out below. Secondary schools have also been engaged heavily through priority three and four activity, and are in receipt of funding and programmes through this.
19. A Peer Review programme that splits schools into triads, who all have a Department reviewed by their peers to develop an action plan for further required improvements. This will not only offer valuable advice to the school being reviewed but develop a shared understanding of schools across the secondary sector and a greater understanding around school improvement and best practice through participation in the process. (£53k)
20. A Strategic School Investment Funded Reciprocal reading project led by the research school, this is modelled on the literacy programme at primary and utilises evidence based best practice to improve the teaching of literacy at KS3. (Not OA funded)
21. Engagement across these programmes has fallen short of the original ambition, with fewer schools engaging than hoped, currently 12 of 18 schools are engaged in both the Peer Review and Reciprocal Reading programmes. The Opportunity Area Programme Team is looking at this as a matter of urgency to determine why engagement is as low as this and what we can do to encourage greater take up, either of the existing offer or an alternate offer. We are aware that we need to expand the range of activities available in this priority, and this is a priority for the programme, we have a significant sum of

money notionally allocated to this further activity.

Priority 3 – no career out of bounds

22. This priority sees a combination of major interventions and smaller scale projects, as described below.
23. The primary intervention in this space is the Careers Hub, this is a virtual hub that brings together careers leaders from across all secondary schools, colleges, special schools and pupil referral units in the borough to develop and share best practice with access to funding and expertise from within and outside of Doncaster. To date 28 out of 29 schools have signed up and 23 attended the first careers leader event. Feedback from the event was positive. (£480k)
24. To support this we are working with the Doncaster Chamber of Commerce to look at how we build sustainability into this proposal that brings together anchor institutions in the borough and creates a business model that draws in funding from a variety of sources to ensure the longevity of the organisation. To date this has meant putting in place an Education and Skills Director, who will work up wider proposals for embedding sustainability and is expected to bring a further business case to the Partnership Board in Spring. (£105k)
25. The OA Programme team, Council and secondary heads are working in partnership to implement the outcomes of the Post 16 Review, this means convening a working group and establishing area groups to look at potential opportunities for rationalisation of providers or provision. (No OA funding currently allocated to this activity, but it is anticipated that there will be in the future.)
26. The programme has funded the Brilliant Club to work with particularly able children in 12 primary schools across the borough to raise their awareness of university and their aspiration more widely. (£29k)
27. Primary Engineering have been funded to deliver training to 30 primary schools in Doncaster. This will enable teachers to deliver engaging engineering focussed curriculum. It will also build links between the schools and local engineers to come into their schools to bring the lessons to life with real examples. (£25k)
28. A careers education advice and guidance website has been procured, from U-Explore. This is a website that is already used by Doncaster schools but we will personalise the content so it features Doncaster young people and Doncaster businesses and labour market information and promote its use more widely. (£70k)

Priority 4 - Opportunity for All

29. We started work on this priority with a pilot looking at a range of approaches to engaging vulnerable young people in extracurricular activities to increase their resilience and engagement with education. The outcomes of this pilot were really positive and on the back of it partners have developed two major programmes that take the lessons from this work and scale it up significantly. These are:
30. A vulnerable mentoring programme led by the Doncaster Children's Services Trust that is looking to recruit mentors to work with vulnerable young people within Doncaster. The attraction of this approach is that once the mentors are in place and trained the ongoing running costs will be significantly lower making this a sustainable intervention. This will

be targeted primarily at vulnerable year 5 and 6 students to support their transition into secondary in the first instance, we will also target students in alternate provision. (£590k)

31. A National Citizen Service wrap around programme that supports vulnerable young people to be able to take advantage of the NCS programme by slowly raising their resilience so they feel more able to engage with the full programme and realise the associated benefits. (£150k)
32. Doncaster College have been funded to roll out the Children's University to more disadvantaged schools. This will use the local pyramid structures to target groups of schools from particularly disadvantaged areas. Parent ambassadors will be identified and trained to promote the programme. (£92k)
33. In partnership with the Council the programme has developed an Inclusion Charter that all secondary schools are being asked to sign. This offers funding to support behaviour management without relying on exclusions, in turn for this funding schools commit to follow inclusive practices. An Inclusion Summit was held in January that all schools attended and on the back of that working groups are being established to lead on the co-design of: processes that sit around exclusion; and the use of the high needs block that supports inclusion collaboratively. (£384k)

Essential life skills

34. The full £2.75m of Essential Life Skills funding has now been allocated across a wide range of programmes. This has involved funding for two years of a summer activity programme, a range of activities delivered by EXPECT Youth partners, a range of complementary activities commissioned externally, through two commissions, the first covering all disadvantaged children and young people in the borough, the other focussing on specific protected groups. We have then awarded additional funding to support schools who have been less engaged and to deliver more of those activities that have proved most popular. We have also procured an external evaluation of the programme to, define exactly which life skills we most wish to see enhanced, to develop approaches to measuring them and then to use these approaches to assess the impact of this activity on the skills of the participating children and young people. A report on take up of ELS activity is at Annex B.

Teacher recruitment and retention

35. This is a key area of focus for the programme but the full plan is still being determined. What has been agreed is a mentoring support programme to deliver mentoring to NQTs in schools requires improvement or special measures by Ofsted (£32k) and a short research programme led by Partnerships for Attainment, a part of Sheffield Hallam University. (£19k) This will inform a larger programme of activity.
36. The Partnership Board will also be receiving a business case setting out wider, more immediate proposals that can be implemented to have an impact to recruitment this academic year. This has still to be agreed, but will look at proposals for supporting schools in marketing themselves better and developing approaches for encouraging more young people into teaching.

Evaluation and monitoring

37. As the programme moves out of start up into delivery phase the focus of the and the Partnership Board is moving into ongoing monitoring and evaluation, this is true within

the Doncaster Opportunity Area but also at a programme level, and we have been working with the DfE to agree, for every strand of our programme, what the key success indicators are, what the measures are that will evidence progress towards these indicators, and how frequently this information is available. This will be used to track impact on a quarterly basis across all the strands of the programme. From a Doncaster perspective this will enable us to closely track how far initiatives are on track, against both milestones but also anticipated impact. From a Opportunity Area Programme perspective this information will enable DfE to pull out information on impact to inform spending review negotiations with Treasury.

Sustainability and legacy

38. The legacy of the programme is another area of particular focus both locally and at a programme level. With 18 months of the programme left it is important when the Opportunity Area funding is spent, there is a residual impact on the borough and that future children and young people benefit from the investment. There are a range of ways we consider sustainability and legacy within the programme all activities agreed through the Partnership Board have considered sustainability, this often centres around leaving the institution (most commonly a school) with new systems or ways of working supported by resources, or by implementing programmes that are adequately impactful for those benefitting to choose to identify funding to procure those services themselves going forward. At a system level, the collaborative networks of partners established through the life time of the programme will be critical. Crucially within these networks there need to be leaders identified to maintain the focus on improvement and the direction of travel set through the opportunity area and related efforts. A priority for the coming months will be to develop more robust consistent approaches to ensuring the sustainability and legacy of the programme and a paper will be going to the March Partnership Board on this subject.

OPTIONS CONSIDERED

39. We are not asking the O&S to make any decisions, only to note progress and offer comments.

REASONS FOR RECOMMENDED OPTION

40. We are not asking the O&S to make any decisions, only to note progress and offer comments.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

41. There is strong correlation between the priorities in the Delivery Plan, and the council's key outcomes. The implications for these are set out below:

	Outcomes	Implications
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	<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>Ultimately the successful delivery of the ambitions set out on the OA delivery plan should lead to a more skilled workforce, through the successful implementation of the Post 16 review, and greater links between the worlds of work and education facilitated through Careers Hubs.</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>The ELS programme and the Children's University will promote extra-curricular activities that cover, sport and physical activity, arts, crafts and culture. Our coaching and mentoring pilots for vulnerable young people will also promote these enriching activities with the mentoring providing the influence to encourage participation.</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>The OA programme sits within the living strand and if successful will have a significant impact in both primary and secondary schools. It will: improve the recruitment and retention of young people into Doncaster schools; as mentioned in the living strand it will encourage extra-curricular activities; improve the career professional development available to Doncaster schools, driving up the standards of teaching and of leadership of teaching; encourage the development of non-cognitive skills; support schools in ensuring the careers education advice and guidance they receive is of the highest quality to ensure young people make the right choices post 16 and It will encourage greater collaboration across Doncaster schools.</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>Through priority 4, that focuses on supporting the most vulnerable we anticipate a whole family focus, in recognition that many vulnerabilities in children stem from their families.</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>The rationale for siting the OA Programme Manager in the Council is to ensure that the OA programme is fully connected with the wider work of the Council.</p>

RISKS AND ASSUMPTIONS

42. We are seeing that some schools do not have capacity to engage with the full range of initiatives that are coming out of the Opportunity Area. Those schools who are not engaging are often those schools who could most benefit from support. We know that in some cases capacity is an issue and elsewhere we know that some Multi Academy Trusts are engaging with some of their schools and they plan to then share the learning on the basis of this experience. The capacity issue is a cause for concern, we are investigating wider causes of disengagement, what can be done to rectify them and what this means for the activities within this priority going forward.
43. There is a risk that the work of the Opportunity Area and that of the Council and wider partners does not align as well as it might, and is not applied as holistically as it might be. To mitigate this we are looking at systems for aligning efforts, particularly around the most disadvantaged. We will support this with a data sharing agreement to ensure all providers have all available information necessary to provide support.

LEGAL IMPLICATIONS (ND 19/02/19)

44. There are no specific legal implications relating to this report. Legal will continue to support and assist with the Social Mobility Opportunity Area Programme.

FINANCIAL IMPLICATIONS (SB 14/02/19)

45. Funding of up to £8.7m will be received from the DfE in the form of a Section 31 non-ring fenced grant, £5.9m for the Opportunity Area Programme and £2.76m for the essential life skills programme, and under the grant determination we are required to confirm at the end of each financial year that the funding has been properly expended. The funding

has / will be received in instalments as agreed through the delivery plans with the first payments of the Opportunity Area and essential life skills programme funding having been received in October 2017 (£0.1m). The Opportunity Area funding profile for 2018/19 (£3.5m) and 2019/20 (£2m) shown in the report covers the overall programme however elements of this funding will be retained centrally by DfE for expenditure on elements such as programme evaluation, therefore the final grant the Council will receive could be less than the totals shown.

HUMAN RESOURCES IMPLICATIONS (AG 14/2/09)

46. The Opportunity Area Programme involves providing support as detailed in this report to help to enable schools to raise attainment and aspiration. Amongst the areas of support are improvement of reading and literacy skills, leadership development, establishment of a careers hub and initiatives to improve teacher recruitment and retention, all of which involve direct and indirect support from school improvement professionals with the ultimate purpose of improving the life chances (including developing their skills and employability) of young people.

TECHNOLOGY IMPLICATIONS (ET 13/02/19)

47. A proposal to procure a digital solution to improve access to high quality careers information, advice and guidance was agreed by the Technology Governance Board (TGB) in August 18. Digital Transformation & ICT have provided input to the specification and evaluation to ensure that the procured solution meets the necessary security requirements and technical and accessibility standards. Any further technology requirements to support the delivery of the Social Mobility Opportunity Area Programme would need to be considered by TGB.

HEALTH IMPLICATIONS (RS 18/02/19)

48. 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). Programmes that focus on reducing the gap in educational attainment between the disadvantaged and non-disadvantaged children are likely to impact positively in reducing long-term health inequalities in Doncaster. The Doncaster Growing Together Programme sets out wide ranging ambitions for the borough, across living, learning, caring and working streams of activity. Again this holistic approach highlights the linkages between health and learning, as shown through the close links between the learning strand of activity and the caring and living strands. The health impact of this programme will need to be monitored in the course of its implementation, and public health can provide the appropriate advice in assessing the health impact.

EQUALITY IMPLICATIONS (RM 12/2/19)

49. The OA programme's explicit aspiration is to narrow the gap between disadvantaged and non-disadvantaged children and young people and to support the most vulnerable. Improving the equality and inclusivity of the education system sits at the heart of the programme. On this basis the programme should have a disproportionately positive impact on protected groups. We will carry out an equality impact assessment on major activities to ensure there are no unexpected negative impacts on protected groups.

CONSULTATION

50. The DP has been consulted on extensively with partners across Doncaster during its production. The full list of partners that have engaged with the Plan is reflected by the range of organisations represented through the working groups, we have also consulted with children from a variety of backgrounds and school heads.

BACKGROUND PAPERS

51. Cabinet Report 31 July 2018 and 6 February 2018:

<https://doncasterintranet.moderngov.co.uk/documents/s17836/i8%20Cab%20310718%20-%20Social%20Mobility.pdf>

<https://doncasterintranet.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2641&Ver=4>

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The Opportunity Area 25 Offer

Doncaster is a Social Mobility Opportunity Area; it is a borough with both poor social mobility and schools that face challenges.

'We are all charged with contributing to Social Mobility in Doncaster. The story of Doncaster is beginning to change. We are editing the story by looking forward and not back, by challenging ourselves and each other to seek new ways to overcome disadvantage.'

What is the OA25?

We're a family of 25 schools working in deprived areas. We want to rapidly raise attainment and broaden horizons for our disadvantaged pupils so that they can access opportunities which ordinarily they might not get. We'll do this by working together and with other organisations and professionals to develop and challenge our thinking and practice. We will access and evaluate some of the most current regional and national professional advice available, particularly evidence informed practice through the Research Schools Network and Education Endowment Foundation.

We'll understand and make good use of resources and funded opportunities which are available across the regional and national system to optimise our provision and break down barriers for our most vulnerable pupils. We will use the concepts of 'marginal gains' and 'personalised provision' so that each and every child can get exactly what they need and have the best chance to contribute to the school and borough attainment targets in 2019 and beyond.

Key Dates for your diary:

Friday 23rd November 2018 9-3.30pm Keepmoat Stadium- we'll build on the energy created so far to really enhance the package around the needs of our disadvantaged pupils. We will take cues and key messages from the EEF implementation guidance, national expertise and local case studies to examine the key elements of best practice in managing disadvantage pupil teaching, provision and therefore progress. We are not reinventing the wheel, rather looking at what evidence says, evaluating what we are doing already and then adapting our practice, systems and processes accordingly. This will also be a chance to set up collaborative working groups and any bespoke support needed. Colleagues from EXPECT Youth will also be joining us so that they can really help you to access the range of free wrap around and 'essential life skills' opportunities which your children could really benefit from.

Friday 25th January 2019-9-3.30pm Keepmoat Stadium- We will be joined by Marc Rowland, renowned author of 'Learning without labels' who will explore with us the local and national agenda around the use of the Pupil Premium. There will be some challenge for all of us which we can use as a catalyst to focus on what works best and what we can work on as a group going forward. We'll be specifically focusing on the design of pupil premium strategy, really understanding barriers to learning and planning for the needs of the individual. In particular, we'll be looking at what very recent research evidence is telling us about being a disadvantaged child (and an advantaged child for that matter) so that we can understand our children better and really get to grips with breaking down their barriers to learning and progress.

Spring/ summer 2019- Opportunity to take part in collaborative peer challenge and support triads, visits to other settings and developing effective policy and practice for the future.



www.partnersinlearning.org.uk





The Universal Offer

- £1000 training bursary which can be used to fund high quality Research School Network accredited training and professional development opportunities.
- Support from the School Improvement Lead Professional who will work with schools so that they can access the right information, programmes and support to improve educational outcomes.
- Involvement with specific and appropriate funded support which is well matched to the needs of pupils, leaders and teachers e.g. EXPECT Youth as part of 'essential life skills' focus.
- Training on using and applying key EEF guidance materials such as the use of the Teacher Toolkit and Guide to Implementation.
- Reviewing the use of best practice models and evidence-based practice for managing disadvantaged pupils' provision and progress.
- Collaborative termly data collection and analysis of tracking information, including collaborative evaluation of any plans, actions and their impact.
- Involvement in termly LA priority programmes which promote best practice.
- Priority places on any LA/ external moderation of assessment/ standardisation activity.

The Targeted Offer

- Participation in termly/ half termly school led triad model, facilitated by the OA Improvement Professionals, to provide collaborative peer challenge and support around key areas for development.
- Opportunities to visit settings which are local and regional pace setters in creating effective provision and excellent outcomes for disadvantaged pupils.
- Bespoke support and challenge from School Improvement Lead Professional by arrangement.

The Bespoke Offer

- Targeted support from the OA Improvement Professionals to identify areas for improvement, with a high level of specificity and subsequent best fit strategies and resources.
- Specific training on using and applying EEF guidance report materials focused on particular school improvement needs e.g. Preparing for Literacy, Improving Maths in KS2/3 and Metacognition and self-regulated learning.
- Access to a bespoke and newly developed Pupil Premium review process.

OPPORTUNITY AREA



% of schools expressing an interest/accessing ELS provision by Ward

Adwick and Carcroft	86% (6/7)	Roman Ridge	86% (6/7)
Armthorpe	80% (4/5)	Rossington and Bawtry	86% (6/7)
Balby South	75% (3/4)	Sprotborough	67% (4/6)
Bentley	100% (7/7)	Stainforth and Barnby Dun	75% (3/4)
Bessacarr	75% (3/4)	Thorne and Moorends	100% (6/6)
Conisbrough	78% (7/9)	Tickhill and Wadworth	75% (3/4)
Edenthorpe and Kirk Sandall	100% (5/5)	Town	86% (6/7)
Edlington and Warmsworth	80% (4/5)	Wheatley Hills and Intake	89% (8/9)
Finningley	71% (5/7)	Norton and Askern	43% (3/7)
Hatfield	100% (7/7)	Mexborough	67% (4/6)
Hexthorpe and Balby North	75% (3/4)		

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Doncaster Council

Date: 5/03/2019

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

BEHAVIOUR IMPROVEMENT PROGRAMME

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nuala Fennelly Lead Member	All	No

EXECUTIVE SUMMARY

1. Doncaster currently has high numbers of fixed term exclusions and managed moves, high rates of persistence absence and poor educational outcomes for children and young people in alternative provision. This provision is currently funded from high needs block DSG.
2. Our review of Behaviour provision within the borough established that there was a need to address some key issues. Exclusions and persistent absenteeism are high by comparison to the national average, that compared to other authorities there is no shortage of Alternative Provision (AP) places but there is a shortage of specialist provision for young people with Social Emotional Mental Health (SEMH) needs and communication and interaction needs. There is a need also to ensure that our AP offer reflects specific needs of young people and supports effective reintegration into mainstream settings.
3. A report was presented to cabinet in April 2018 outlining a three year plan for behaviour. This plan aimed to reset the 'graduated provision' for Doncaster so that there was increased collective responsibility and support for increased capacity within mainstream schools alongside the creation of a new landscape for high quality provision beyond schools. As a borough we will seek to build mainstream capacity through a range of services and events aimed at developing skills and understanding, including a new behaviour Outreach offer and an assessment and reintegration centre.
4. The new landscape for provision involves the setting up of the Big Picture Learning school, the commissioning of new specialist provisions for SEMH and Communication and Interaction needs. These new provisions will replace the existing Learning Centre provision following a two-year de-commissioning process. Our consultation with schools revealed broad support for the new 'graduated provision' and a preference for the council to act commission AP on behalf of the school system through an Alternative Provision framework where the council commissions and quality assures a range of provision on behalf of the wider system.
5. There is a sense of collective responsibility and purpose evident across the Team Doncaster partnership to address the issues that schools in Doncaster face. Building on www.doncaster.gov.uk

the evidence of the Children and Young People's Plan the Education & Skills Commission seeks to strengthen schools by improving the quality of teaching and learning, improving teacher recruitment and retention, and by ensuring that there is a broad and balanced curriculum that both meets the needs of pupils and the labour market. This is reflected in our 'Raising aspiration and achievement strategy', which sets out how local partnerships will impact upon school provision and outcomes. Behaviour, along with attendance, forms one of the three strands of the work of the Doncaster Growing Together Inclusion board, which provides overall governance for this strategy.

6. This report sets out a summary of work, which has been undertaken, so far, in the first year of this strategy.

EXEMPT REPORT

7. This report is not exempt.

RECOMMENDATIONS

8. To note the work undertaken by the council since September 2018 and the current position in relation to the development of partnerships of schools in the borough. To continue to monitor the impact of this work following subsequent release of key data, as there is no current up to date data available for this period in relation to fixed-term exclusions.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. In addition to absence and exclusions it is also known that young people that are accessing alternative provision due to their behaviour do not fare well academically and struggle to progress later on in life. Furthermore, due to their limited engagement in learning and the environments they grow up in, they are at a higher risk of engaging in risk taking behaviours/anti-social/criminal activity and potentially could suffer with low self-esteem/resilience/mental health. The development of a continuum of provision that accurately matches curriculum to individual need will allow a significant number of our most vulnerable young people to lead happier and more successful adult lives, thereby reducing the social costs mentioned above.
10. The development of a cohesive and consistent school outreach service will ensure that student need is identified as early as possible and that schools can become consistent in meeting this need. This will support the re-setting of the role of AP so that it genuinely serves young people to develop the skills required to attend and achieve within our mainstream schools. Our improved offer of outreach services and an assessment and reintegration centre will contribute to the development of stronger teaching and outcomes for young people in all schools.

BACKGROUND

The problem and current position

11. Doncaster currently has high and increasing numbers of fixed term exclusions and managed moves and high rates of persistence absenteeism. More recently there has

also been a sharp rise in the number of permanent exclusions issued by schools and growing demand for alternative provision places (children being educated in settings away from mainstream provision). There is a need to ensure that schools are both supported and challenged so that they are planning effectively to meet the needs of their students.

12. The Behaviour Review concluded that:

- There is a need to build a range of inclusive practices across all of our schools so that they are increasingly capable of meeting student needs earlier, without the support of alternative provision.
- Behavioural problems are often a symptom of a range of difficulties that a young person may face, ranging from family problems, speech and language needs, autism, etc. It is therefore important that other parts of the system, for example CAMHS, social care etc. work better together with schools and alternative provision.
- Whilst Doncaster has a relatively high number of alternative provision places available, there is a lack of a clear continuum of provision to match need and consequently some young people are not in the correct form of provision to meet their needs.
- There is insufficient provision locally to meet the needs of young people with acute Social, Emotional and Mental Health needs or Autism. . These factors have led to poor attendance and educational outcomes for many of these children.
- Ensure that our alternative provision is focussed on meeting the specific needs of our young people in relation to AP, our consultation with schools in Spring 2018 expressed a preference for: 'The LA and the mainstream sector work in partnership to oversee the continuum of provision that matches the needs of children and young people at the earliest opportunity, as far as possible within the mainstream setting. Where a young person can benefit from being educated in an alternative setting, the LA will ensure the quality of that provision.'

Following consultation, we have agreed that we will introduce the graduated model of support set out below.

Level of need	Who provides it	What needs to be provided
Tier 1 – no additional needs; universal services	Mainstream school; LA provides system wide	Quality First Teaching; Behaviour network; SENCO network; school support and challenge. LA's role is to generate and share 'best practice'
Tier 2 –universal plus services; can meet vulnerable children's needs with additional support	Mainstream school; Behaviour and other outreach services; early help in partnership with the family.	Time limited intervention; Early identification and support to school; Team around the family; Case discussion at low level but pupil focussed Outreach is part of a seamless evidence based APDR process,
Tier 3 – child more complex needs with escalating learning/behaviour difficulties	Mainstream School; Alternative provision bought by mainstream school or commissioned via LA in partnership with family; Pupil Referral unit; Early Help services; EP services. LA supports schools in ensuring sufficient good quality KS4 AP places.	Individualised support plan supported by EP; done in full partnership. Refocus current PRU provision- admissions policy, delivery model- build a 'centre of excellence'. Solution focused intervention that returns YP to mainstream as soon as viable.
Tier 4 – Acute needs SEMH	Specialist schools/specialist provision	Single registration with a specialist provision.

13. Please note the following regarding the principles of the 'graduated approach':

- The intention is that the response will match the need of the child through early identification and intervention.
- That expert outreach support should be developed in order to support mainstream settings to support young people with behavioural problems for as long as possible in the mainstream setting.
- That the pupil referral unit will become an assessment centre and short stay alternative provision. This is a change from the current practice where children are unable to return to mainstream education once placed in a PRU.
- That Big Picture Learning will provide an alternative curriculum model with the intention to re-engage children with learning.
- That a specialist, high quality, alternative setting is created to support children with acute social, emotional, mental health problems. It is unlikely that children in this setting will return to mainstream school.
- The wider systems, i.e. social care, mental health services, etc. plays an important

role in supporting families in need. Work is underway to ensure that pathways align and that a holistic view of family need is embedded.

14. Our original 3 year timeline (see Appendix A) set out this ambition and identified the steps towards the intended transformation. It acknowledged that current gaps in provision (especially around acute Social Emotional and Mental Health needs and Autistic Spectrum Disorders) and how these will be filled. The council's resources, working in partnership with the wider system, will need to be refocused in order to support the delivery of greater capacity within schools at each tier of intervention.

15. Our ambition, by end of three years has been set out below:

- Build a consistent, high quality, single outreach offer to support schools. This will inform and be informed by other processes for support and challenge across the borough. In doing this we will aim to build effective and consistent practice across Doncaster schools.
- Reduce the demand for alternative provision places due to increasing levels of capacity and know-how within our schools.
- Have developed a range of provision that will deliver stronger outcomes for our most vulnerable youngsters for example Big Picture Learning.
- Develop a 40 place SEMH provision that will ensure that we are able to offer the right provision to young people with the most acute needs, many of whom are currently educated in non-specialist or out of authority provision. This will reduce the demand for out of authority places and ensure that more young people are educated in their local community.
- Have delivered the necessary reduction in school exclusions and school absence, alongside improvements in quality of provision across the whole sector.

16. This will have been done by:

- Building partnerships so that the school system has a collective responsibility for key decisions around funding and provision.
- Engage the wider system to ensure holistic support for children, young people and their families.
- Strengthening our processes around identifying schools for further challenge and support in relation to inclusive practice.
- Reducing the number of alternative places over three years and refocusing some of these resources so that they are used in order to build capacity in schools through a single outreach offer. This will involve the ending of the secondment of our Primary Learning Centre staff to the Inspiring Futures trust and incorporating this team into a Local Authority outreach team. Secondary learning centres will be decommissioned over two years, with staffing used in order to create 'assessment centres' which will target high quality reintegration for students who are temporarily out of mainstream education and to support our central outreach offer.
- Develop the 'Big Picture Learning' model in order to accommodate increasing numbers of students in high quality provision with stronger likelihood of gaining good outcomes.
- Changing the remit and capacity of the PRU in order to focus resource on students who are out of mainstream on medium term placements.

SUMMARY OF ACTIVITY SINCE SEPTEMBER 2018:

17. The majority of tasks outlined in the initial plan have already been undertaken, with a significant amount of work having gone into developing a joint partnership approach to reducing exclusions with our schools in order to ensure that future plans are co-produced and that schools play a greater strategic role in designing the future landscape. This will cover alternative provision, specialist provision, school provision and all decision making and funding processes. It will be delivered through the task and finish groups of school and council leaders which has been set up following the Inclusion Summit. Whilst our transformation plan sets out a three year timescale for closing learning centres, this has been accelerated following changes of policy and ownership within some of our fund holder schools and partnerships.

18. Tier One:

We have developed a borough wide 'collective responsibility' system through our work with Opportunity Areas. This work covers all of the areas stipulated in the original plan. Schools have signed an Inclusion Charter which commits schools to:

- Principles regarding prioritising Doncaster children and families and reducing exclusions.
- Creating a plan for reducing exclusions and committing to attendance at all networks and strategic meetings.
- Co-producing future strategy regarding high needs block and key partnership activity such as Fair Access and other decision-making protocols.

This work will be overseen through a series of Inclusion Summits with schools and the wider system, aimed at ensuring a collective strategic partnership around reducing exclusions.

The following tasks have also been completed:

- Introduction of 'Inclusion conversation' accountability system. Risk assessment and graduated approach for challenging schools introduced.
- Fair Access Protocols have been reviewed and updated. Schools are now represented on these panels. These will be reviewed, in accordance with guidance, by schools, for the first time in Spring 2019.
- There is now a data sharing agreement by schools to support analysis and peer challenge around exclusions and mobility.
- Behaviour networks are now focused on evidence based practice. These become 'Inclusion Networks' in March 2019 as part of the Inclusion Charter work.

19. Tier Two:

- The Primary Learning Centre closed in July 2018. The Team has now become the Behaviour Outreach Service (BOS), following a retraining programme in Autumn 2018 so that they have a full set of skills and knowledge in preventative and therapeutic support in order to support schools. This work functions also as a pilot of the service design for the new secondary outreach team which will come on line, as planned, in September 2019. The high quality training offer will be reviewed and offered again to the new team.
- All council capacity building resources are now part of a single team, with a single vision. This includes behaviour outreach, sensory services, educational psychology and attendance.
- The launch of an Inclusion kite mark for the second year of the project has taken places as part of our work with schools around the Inclusion Summit. WE already

have a number of our secondary schools signed up for the Inclusion Quality Mark. We will look to ensure clearer operational alignment to the work of our outreach teams between now and September 2019.

- The new 'Assessment and reintegration centre' from Autumn 2018, nearly two years ahead of schedule. The centre will open in September 2019.

20. Tier Three:

- Big Picture Learning is opening with 8 places, growing to 30 in the Summer term and 60 in September.
- We have put in a plan for accelerated de-mobilisation of the four Learning Centres. Changes of status or contractual terms led to the early closure of two of the Learning Centres by February 2019. This has led to an uneven offer across the rest of the borough and therefore the two other centres will be closed by August 2019. The council have invested heavily in assessment and cohort planning in order to ensure that future destinations are appropriate for young people and families.
- Cohort analysis undertaken with all providers including PRUs in order to identify future cohorts for BPL, C&I school, PRU and SEMH provision.
- Pilot specialist AP- knife crime- opens March 2019.
- AP Framework with 32 providers launched in March 2019.
- Levett roll extended to 100 places for interim period.

21 Tier Four:

- Building completed to allow capacity for SEMH provision in January 2019. Plans being developed for further SEMH provision through PRU.
- Provision is being developed within timeframe of original plan, with 10 SEMH spaces being available during 2018-2019 academic year and a further ten places being developed for the following year.

22. Next Steps - to July 2019:

Tier 1	Review the effectiveness of notional SEND and element 3 budgets in ensuring early intervention for schools. Launch of Inclusion Network- March All schools participate in Inclusion task and finish groups. New decision making procedures in place for September 2019 covering SEND, behaviour and hard to place mobility. School effectiveness have a clear role in delivering school improvement services following data review around inclusion.
Tier 2	Review use of special school outreach and align with new council outreach team Launch of 'assessment and reintegration' centres.
Tier 3	Fully de-commission learning centres. Launch of knife crime AP Define capital needs for future PRU provision at KS3. Extend range of providers on AP framework Use AP framework in order to ensure greater integration of students at KS4.
Tier 4	Review of existing specialist provision- planned changes over 3 years. Develop timeline for commissioning of future SEMH provision as part of the above based upon analysis of OOA and special school cohort.

23. **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>This strategy will significantly impact upon the ability of our young people to be able to access fulfilling work, developing the skills and resilience of some of our most vulnerable young people.</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>The provision of high quality learning environments for young people will support their engagement in cultural and sporting activities within educational settings and beyond.</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>Young people will be more able to access education as they benefit from increasingly personalised experiences in all learning environments. Teachers and school leaders will benefit from the increases in skills and understanding that this strategy will deliver. This will, in turn, improve outcomes for children and secure an increase in the number of ‘good’ schools. We will diminish the difference between disadvantaged and non-disadvantaged children and young people as we improve educational provision and develop increasingly effective models of early help and prevention for young people from less affluent backgrounds</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 plan will deliver an increasingly effective early intervention for vulnerable children and young people through strong assessment and placement in provisions that will be able to build their social skills and resilience.</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>We will engage all of our key stakeholders in managing the system more effectively through 'collective responsibility'. Curriculum within all of our settings will be increasingly focused upon building self-reliance in our young people.</p>

RISKS AND ASSUMPTIONS

24. Key risks are:

- Not maintaining effective partnerships with schools.
- Demand for alternative provision places continues to grow despite our work.
- Not delivering change on time.

25. These will be mitigated by:

- Regular communication and transparency at all possible opportunities with leaders from across the school system through our continued engagement via the OA and the Inclusion Summit.
- Developing an improved graduated provision offer which clarified expectations at all points and transports greater funding to schools for early intervention on the basis of need.

LEGAL IMPLICATIONS [Officer Initials HW Date 21/02/2019]

26. Section 19 of the Education Act 1996 provides that each Local Education Authority shall make arrangements for the provision of suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. This obligation includes those children of compulsory school age who have Social Emotional Mental Health (SEMH) needs and communication and interaction needs and/or have been permanently excluded.

27. There is also specific statutory guidance 'Alternative Provision- Statutory Guidance for Local Authorities' published in January 2013 which was updated in June 2016 that further details the legal requirements.
28. 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.
29. Further legal advice should be sought on the specific actions arising from the recommendations as these projects progress.

FINANCIAL IMPLICATIONS [Officer Initials SB Date 21/02/2019]

30. The financial implications of the Services outlined within this report are funded from the High Needs Block of the Dedicated Schools Grant (DSG) which is a ring fenced grant, provided by the DfE for these purposes, with carry forward of any balance to the following year. It is the LA's responsibility to manage the High Needs Block of DSG within budget, with accountability to School Forum on how it manages and makes arrangement for provision.
31. The DSG High Needs Block medium term financial plan is currently being reviewed, with the overall position across the 3 year period from 2019/20 - 2021/22, taking account of changes included within this report to be presented to Schools Forum in June 19.
32. The medium term financial plan will show:
 - High Needs DSG revenue grant funding that Doncaster is expected to receive across the 3 year period, increasing as a result of the DfE's National Funding Formula consultation (less deductions for places funded in Academies which DfE pass the funding on for);
 - Current expenditure projections, including costs of Big Picture learning and the commissioning of new specialist provisions for SEMH and Communication and Interaction needs referenced in this report;
 - A summary of the additional costs and savings expected as a result of the changes identified within this report: and,
 - The overall balance of funding remaining for each year.
33. There are a number of risks and assumptions associated with the costs and savings within the overall budget that will require careful monitoring throughout the period to ensure that the High Needs Block DSG can be managed within the overall budget available. Should there be any significant changes to any of the figures these will need to be reviewed and if necessary the High Needs Block budget overall reconsidered & revised in order to ensure the budget remains balanced.
34. Should there be any capital requirements for future PRU provision at KS3 as detailed in next steps this will need to be reported separately.

HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 20/02/2019]

35. There are significant HR implications in relation to this report. We will work with management in relation to the impact and will be supporting with all HR processes as and when appropriate including consultation with trade unions, employees, schools. The tight timescales are of a concern but we will work with management to identify any risks and how we can mitigate against these.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 19/02/19]

36. There are no direct technology implications at this stage. Where requirements for new, enhanced or replacement technology to support the recommendations are identified, these would need to be considered by the ICT Governance Board (IGB).

HEALTH IMPLICATIONS [Officer Initials CW Date 20/02/19]

37. Learning outcomes and health outcomes are intrinsically linked. On the whole, investments in improving learning outcomes should also improve health outcomes. The Behaviour Improvement programme looks to enhance education, training and employment prospects for children in Doncaster. With its focus on reducing the gap in educational attainment for the most vulnerable children, the programme is likely to impact positively in reducing long-term health inequalities in Doncaster. The health impact of this programme will need to be monitored in the course of its implementation, and public health can provide the appropriate advice in assessing the health impact.

EQUALITY IMPLICATIONS [Officer Initials MO date 15/02/19]

38. The equality of expectation for all children, including those that disadvantaged, is a core value within all aspects of the work undertaken in education settings and underpins the support and challenge provided by officers. This strategy aims to ensure that our provision offers genuine equality of opportunity to young people with Social emotional and Mental Health needs.
39. The Local Authority has established an Organisation of Learning Provision Strategy which is managed by the Organisation of Learning Provision Board. One of the key outcomes of the Strategy is to ensure there are sufficient places to meet the needs of learners with individual needs, including those with Education, Health and Care Plans and those who require additional support in order to access an appropriate curriculum. It is therefore important that the future demand for such provision and for meeting Behaviour Needs arising from demographic changes are given full consideration as part of the Behaviour Review. This will include undertaking a review of the current and potential accommodation options. Where options require additional accommodation or disposal of premises these will be considered by the Local Authority's Assets Board with any necessary Key Decisions brought to Cabinet as necessary.

BACKGROUND PAPERS

40. Behaviour Transformation Plan 3 year plan summary
Endorsement of the Children's Inclusion commissioning Programme (March 2017)
Behaviour Review Consultation Slides February 2018.
Behaviour Review Consultation summary March 2018.
Behaviour Review Three Year Plan Summary March 2018

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Damian Allen
Director of People (DCS/DASS)

	Year 0 March 2018- September 2018	Year 1 September 2018-September 2019	Year 2 September 2019-September 2020	Year 3 September 2020-September 2021
Tier 1 Universal Services	<ul style="list-style-type: none"> Attendance Network to continue in current format Behaviour Network to continue in current format Set borough wide principles for inclusion and set out how this will be visible. Plan new "Inclusion Conversation" system and agree incentives, QA and vision. Link to analysis of all key inclusion data around individual schools. Develop Borough Wide collective responsibility agreements with Head Teachers which should include funding arrangements (PEX, AWPU/PP and High Needs Element 3), behaviour policy, non-negotiable, pupil movement through the continuum, aims, aspirations and shared principles. Continue to develop data capture in respect of: managed moves, part time timetables and PEX. 	<ul style="list-style-type: none"> Attendance Network to continue In current format Behaviour network to be strengthened and themed. Themes should be linked to Doncaster Priorities, updates and local appetite. Pilot new "Inclusion Conversation" and evaluate The collective responsibly becomes the core strategy that guides all Inclusion processes in Doncaster. Review Fair Access Protocols using collective responsibility strategy. 	<ul style="list-style-type: none"> Explore combining Attendance & Behaviour Networks Embed "Inclusion Conversation" and develop QA Framework for use across the Borough e.g. Charter Mark and/or Inclusion Quality Mark 	There is effective and consistent practice across all sectors, supported by a high quality outreach offer and appropriate support and challenge.
Tier 2 universal plus services; can meet vulnerable children's needs with additional support OUTREACH SUPPORT	<ul style="list-style-type: none"> Cancel secondment of PLC team to Inspiring Futures. PLC Outreach team becomes L.A. Primary Outreach Service. Skills audit of current Primary Learning Centre Outreach Teams Develop comprehensive approach to outreach to include: agreed model, methods of assessment, needs analysis, intervention menu and evaluation/success criteria. Design/develop multi-professional outreach service. Consider alignment and refocussing of LA delivered services in line with design of outreach service. Develop vision for outreach service which includes role of wider partners including (but not limited to EPS/ASCETS) Plan how outreach support TRANSITION & REINTEGRATION and finalise Policy & Guidance Develop training strategy for outreach teams (to include identified Borough wide priority areas) Re-launch transition panel with tiered outreach offer to support transition utilising new primary outreach team. Re-broker Service Level Agreement for all Secondary Learning centre settings to ensure 	<ul style="list-style-type: none"> Skills audit of secondary Learning Centre outreach team. De-commissioning of Learning Centre outreach, with resource brought in-house as part of outreach support service. TUPE of staff to the L.A. begins. Implement high quality, specialised training opportunities for outreach teams Provide greater capacity for outreach support at KS3 and KS4 utilising new outreach support service. Complete cohort analysis around PRU/LC numbers to inform PAN of proposed Assessment Centre Monitor and QA SLA with Learning Centres Ensure Outreach Teams effectively support TRANSITION & REINTEGRATION and evaluate against success criteria Develop and design new KS3-4 assessment and reintegration centre. 	<ul style="list-style-type: none"> Begin the decommission of Learning Centre in-reach provision Increase Secondary Outreach provision utilising existing Learning Centre staff (currently used to supervise high levels of in-reach placements across all LC settings) Open KS3-4 Assessment Centre based on cohort analysis from Year 1 (no more than 12 places) 	<ul style="list-style-type: none"> Demand for AP places reduces considerably due to impact of outreach support and strengthened assessment and allocation system. Consider offering Outreach Provision and/or CPD as a Traded Service.

	<p>robust outreach delivery and set clear expectations around pupil numbers and priority groups.</p> <ul style="list-style-type: none"> • Make meaningful links with wider outreach services- special schools, local partners, DCST & DMBC colleagues 			
<p>Tier 3 child more complex needs with escalating learning/behaviour difficulties</p>	<ul style="list-style-type: none"> • Increase PAN at Levett by 10 places to 100. This will provide much needed flexibility within the system to include: picking up Day 6 provision, flexible placements during transition and re-integration phase and resource sharing and a very small number of PLC in-reach who can't immediately be accommodated in mainstream. • Co-design with Levett new admissions policy; analyse current cohort of young people and develop transitional plan to ensure yr 3 refocus of provision • Co-design transitions panel and process with secondary heads and support successful transition. • Agree 1 year contract extension for NBEC under existing criteria • Pilot specialist AP that meets identified need e.g. Knife Crime- funding already in place for up to 20 places. 	<ul style="list-style-type: none"> • Maintain Levett @ 100 places • BPL to open with 30 places • NBEC- Continue to commission 50 places with strengthened QA. • Closure of PLC in-reach provision. • Learning Centres KS3 Current commissioned Spaces: St Wilfrids: 17 (includes 10 @ KS2) Central: 17 South West: 18 North: 12 Learning Centres KS4 – brokered directly by schools- 90 places • Pilot specialist AP that meets identified need e.g. Knife Crime Funding for up to 30 places @ £10k £300k across 2018/2019 	<ul style="list-style-type: none"> • Maintain Levett at 100 places • BPL to expand to 60 places • C&I school: cohort to include 10 students from Levett • Maintain a commitment to a 50 place KS4 single registered PRU- similar to NBEC model, working in partnership with secondary schools in order to ensure outcomes. • Reduce KS3 (and KS4) Learning Centre Places by one third – 102 places 	<ul style="list-style-type: none"> • Maintain Levett at 100 places • BPL to expand to 120 places • Maintain a commitment to a 50 place KS4 single registered PRU- similar to NBEC model • Fully decommission Learning Centres (reduction of previous total PAN by 100 places)
<p>Tier 4 Acute needs SEMH</p>	<ul style="list-style-type: none"> • Confirm number of OOA placements where the primary need is SEMH and complete cost analysis • Explore sufficiency around both/one of the PRU becoming an SEMH specialist provision for KS1-4 (40 places) as part of the SEND review. • Cohort analysis for both PRU settings which includes primary need • Develop criteria for placement in SEMH acute provision. 	<ul style="list-style-type: none"> • SEMH Acute pilot class in a PRU setting – 1 academic year (10 places) & specialist SEMH outreach/EPS c. £170k • Develop specialist knowledge around SEMH to inform provision at Tiers 2,3 and 4. <p>Total places at Tier 3 and 4 = 374</p>	<ul style="list-style-type: none"> • Extend pilot of SEMH Acute to 20 places for one year c. £340k <p>Estimated 5 OOA places return to in-house provision. This would create a saving of at least £150k</p> <p>Total places at Tier 3 and 4 = 342</p>	<ul style="list-style-type: none"> • 40 place acute SEMH provision located at a current PRU site at £17k per pupil. Projected cost: £680k <p>Estimated 10 OOA places return to in-house provision. This would create a saving of at least £300k</p> <ul style="list-style-type: none"> • <p>Total places at Tier 3 and 4 = 320</p>



Doncaster Council

5th March, 2018

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

OVERVIEW AND SCRUTINY WORK PLAN 2018/2019 – March 2019

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	None

EXECUTIVE SUMMARY

1. The Panel is asked to consider the Overview and Scrutiny Work Programme for 2018/19, receive an update on progress and agree future items for consideration.

EXEMPT REPORT

2. The report is not exempt.

RECOMMENDATIONS

3. The Committee is asked to:
 - a) Review the Overview and Scrutiny work plan attached at Appendix A;
 - b) Agree when items be programmed for consideration or removed from the work plan; and
 - c) Consider the Council's Forward Plan of key decisions attached at Appendix B.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Regular review of the Overview and Scrutiny work plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from overview and scrutiny activities. Citizens are able to contribute to the work of overview and scrutiny by attending meetings or contributing to reviews.

BACKGROUND

5. Overview and Scrutiny has a number of key roles which focus on:
 - Reviewing decisions made by the Executive of the Council;
 - Policy development and review;
 - Monitoring performance (both service indicators and financial); and
 - Considering issues of wider public concern.
6. An updated version of the work plan is regularly presented to OSMC and Panels for consideration. The Panel is asked to consider the unresolved issues in Appendix A and agree when items should be programmed or removed from the list. It should be noted that the work plan highlights those items that have been considered and those that are planned at the time this agenda is published.

Council's Forward Plan of Key Decisions

7. Attached at Appendix B is the Council's Forward Plan of key decisions for consideration by the Panel.

OPTIONS CONSIDERED

8. There are no specific options to consider within this report as it provides an opportunity for the Panel to review its work plan for 2018/19.

REASONS FOR RECOMMENDED OPTION

9. There is no recommended option.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

- 10.

	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 Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and policy development through robust recommendations, monitoring performance of the Council and external partners, services and reviewing issues outside the remit of the Council that have an impact on the residents of the Borough.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of</p>	

	<p>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>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>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>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 	

	<p>community assets and strengths</p> <ul style="list-style-type: none"> • Working with our partners and residents to provide effective leadership and governance 	
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RISKS AND ASSUMPTIONS

11. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will continue to be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This provides an opportunity to ensure work plans can be regularly monitored and reviewed.

LEGAL IMPLICATIONS (NC - Date 15/2/19).

12. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those bodies, Overview and Scrutiny Management Committee and its Panels will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).

Specific legal implications and advice will be provided as required on matters brought to the panel.

FINANCIAL IMPLICATIONS [SB 13/02/19]

13. There are no specific financial implications arising from this report however, the delivery of the work plan will need to take place within agreed budgets. Any financial implications relating to specific reports on the work plan will be included in those reports.

HUMAN RESOURCES (KW 13.02.19)

14. There are no Human Resources Implications

TECHNOLOGY IMPLICATIONS [PW 13/02/19]

15. There are no specific technology implications in relation to this report

HEALTH IMPLICATIONS (RS 12/02/19)

16. This report provides an overview on the work programme and as such there are no specific health implications associated with this report. Within its programme of work, Children and Young People Scrutiny Panel will need to ensure it is able to review how the Council addresses health inequalities within its policies and programmes and ensure that these do engender inequalities.

EQUALITY IMPLICATIONS [CR 12/02/19]

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

CONSULTATION

18. During May and June 2018, OSMC and the standing Panels held work planning sessions to identify issues for consideration during 2018/2019.

BACKGROUND PAPERS

19. Agenda, guidance and draft work plan produced following OSMC work planning events held during May and June 2018.

REPORT AUTHOR & CONTRIBUTORS

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Damian Allen
Director of People
**Learning and Opportunities: Children and Young People/
Adults Health and Wellbeing Directorates**

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OVERVIEW & SCRUTINY WORK PLAN 2018/19

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May		Mon, 11th June, 2018 at 1pm 12noon pre meeting Rm 413 CR	Wed, 23rd May 2018, 3 pm CR		Thurs, 31st May 2018, 3:30 pm – CR
		<ul style="list-style-type: none"> Work planning – HASC O&S 	<ul style="list-style-type: none"> Work planning – CYP O&S 		<ul style="list-style-type: none"> Work planning C&E O&S
June	Wed, 6th June 2018, 10 am – CM	Tues 12th June 2018, JHOSC Representative Only CR	Tues 12th June 2018, 5:30 pm – Council Chamber CM	Wed, 13th June 2018, 11am CM	
	<ul style="list-style-type: none"> Work planning – OSMC 	JHOSC - South Yorkshire, Derbyshire, Nottinghamshire and Wakefield 10.30am - Members Briefing 1.00pm – Formal Meeting	<ul style="list-style-type: none"> Children and Young People’s Plan - Annual Impact Report Child Poverty Overview Youth Parliament Scrutiny Work Plan 	<ul style="list-style-type: none"> Work planning – R&H O&S 	
	Thurs, 28th June 2018, 10 am – Council Chamber CM	Mon, 25th June 2018, 10am Council Chamber CR			
	<ul style="list-style-type: none"> Youth Justice Plan Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> DMBC - to include; SLHD Scrutiny Work Plan 	<ul style="list-style-type: none"> Resources Allocations Process 			
July	Thurs, 19th July 2018, 12noon – Council Chamber CR	Mon, 2nd July 2018, 10am – Council Chamber CM	Tues, 24th July 2018, 9am – Council Chamber CR		Fri, 27th July at 9.30am – Council Chamber CM
	<ul style="list-style-type: none"> State of the Borough Assessment/DGT – Data Analysis – Briefing session To follow meeting:	<ul style="list-style-type: none"> Doncaster’s strategic health and social care plans – to include information on alternative service delivery models and Place Plan (CCG Jackie Pederson/Cath 	<ul style="list-style-type: none"> Doncaster Children’s Trust (split screen) Children’s Trust and DMBC Update on Learning Provision Organisation 		<ul style="list-style-type: none"> Flood Overview <ul style="list-style-type: none"> Overview of drainage Boards – structure and their operation Audit case studies

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> Community Engagement Strategy workshop following OSMC 2pm 	Doman) <ul style="list-style-type: none"> Public Health Protection Assurance Report Health inequalities – BME Health Needs Assessment Scrutiny Work Plan 	Board and Learning Provision Strategy – Overview of relationships with Academies and LA Schools <ul style="list-style-type: none"> Scrutiny Work Plan 		
Aug		Mon, 6th August, 2018 10am – site visit (CR)			
		Smile Day Centre Visits as part of the Alternative Service Delivery Models Project			
Sept	Thurs, 13th Sept. 2018, 10am – Council Chamber (CM)	Thurs, 27th Sept 2018, 10am – Council Chamber (CM)	Wed, 5th Sept 2018, 10am – Council Chamber (CR)	Wed, 19th Sept. 2018, 10am – Council Chamber (CM)	
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 4 <ul style="list-style-type: none"> DMBC SLHD Scrutiny Work Plan 	<ul style="list-style-type: none"> Your Life Doncaster (Adults Transformation) Mental Health – Overview, Strategy and Delivery Plan (CCG) Scrutiny Work Plan 	<ul style="list-style-type: none"> Annual Complaints (DCST) Doncaster Children’s Safeguarding Board Annual Report “Storing up Trouble” – Produced by the National Children’s Bureau Education and Skills thematic update Schools Performance tables Scrutiny Work Plan 	<ul style="list-style-type: none"> Members Briefing - Update on Hatfield Headstocks. 	
Oct	Thurs, 4th Oct 2018 – 10am Council Chamber (CR)	Mon, 22nd October – Full Day – Barnsley MBC (CM)		Mon, 15th October 2018, 1pm – Council Chamber (CM)	Tues, 23rd Oct 2018 – 10am – 3.30pm, Council Chamber (CR)
	<ul style="list-style-type: none"> Gambling Policy Scrutiny Work Plan 	Regional Joint Health Overview and Scrutiny Committee – <ul style="list-style-type: none"> Hospital Services Review Integrated Care System 		<ul style="list-style-type: none"> Doncaster Inclusive Growth Plan Wool Market – Update Scrutiny Work Plan 	<ul style="list-style-type: none"> Flood Review- improvements since 2007 Floods – Evidence gathering from partners.

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
				<p>Mon, 22nd October 2018, 1pm Site visit Corn Exchange/Wool Market</p>	
Nov	<p>Fri, 2nd Nov 2018, 10am – Council Chamber (CR)</p>	<p>Thurs, 29th Nov 2018, 10am – Council Chamber (CM)</p>			<p>Wed, 28th Nov 2018 - 12:30pm to approx. 2:00pm, 007A (CM)</p> <ul style="list-style-type: none"> Social Isolation & Loneliness
	<ul style="list-style-type: none"> Community Safety Strategy Brexit Scrutiny Work Plan 	<ul style="list-style-type: none"> Carers Charter Mental Health theme – Prevention (DMBC) Suicide Prevention – (Public Health) Update on Inspection and Regulation Scrutiny Work Plan 			<p>Wed, 28th Nov 2018 – 3pm, 007A (CR)</p> <ul style="list-style-type: none"> Waste - An update on the new contract Tree Policy Scrutiny Work Plan
Dec	<p>Thurs, 6th Dec 2018, 10am – Council Chamber (AS)</p>		<p>Tues, 4th December, 4pm – Discussion with Children in Care (CR)</p>		
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 DMBC SLHD Complaints and Compliments Annual Report Scrutiny Work Plan 		<p>Tues, 11th Dec 2018, 5pm - Council Chamber (CM)</p> <ul style="list-style-type: none"> New Make Your Mark presentation – Youth Council Doncaster Children’s Trust (split screen) Children’s Trust and DMBC Attendance – Impact on Strategy and Performance update and Inclusion Plan (SEND) Scrutiny Work Plan 		

FP – Forward Plan Decision
 CR, CM or AS – Officer Responsible

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<p>Thurs, 18th Dec 2018, 10am – Council Chamber (CR)</p> <ul style="list-style-type: none"> Budget Briefing 				
Jan	<p>Mon, 21st Jan 2019, 10am – Room 209 (CM)</p> <ul style="list-style-type: none"> DCST Financial Overview Report Scrutiny Work Plan 	<p>Thurs, 31st Jan 2019, 2pm Council Chamber (CR)</p> <ul style="list-style-type: none"> Doncaster Adult’s Safeguarding Board Annual Report Veteran Plan (to include a reference to mental health agenda) (DMBC and NHS CCG). Scrutiny Work Plan 	<p>Tues, 29th Jan 2019, 5 pm Council Chamber (CM)</p> <ul style="list-style-type: none"> Child Poverty 		
Feb	<p>Fri, 1st Feb 2019, 10am Council Chamber (CM)</p> <ul style="list-style-type: none"> Budget Briefing <p>Thurs, 7th Feb 2019, 10am Council Chamber (CM)</p> <ul style="list-style-type: none"> Budget Corporate Plan 				<p>Wed, 13th Feb 2019, 10am (CR)</p> <p>Crime and Disorder</p> <ul style="list-style-type: none"> Community Safety Priorities Update CCTV impact of Strategy Update following Domestic Abuse Strategy Modern Slavery Complex Lives to include Amber Project Scrutiny Work Plan

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<p>Wed, 27th Feb 2019, 10:30am Council Chamber (CR)</p> <ul style="list-style-type: none"> Brexit Update <p>Thurs, 28th Feb 2019, 10am Council Chamber (AS)</p> <ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> DMBC SLHD Scrutiny Work Plan 				
Mar	<p>Thurs, 28th Mar 2019, 10am Council Chamber (CM)</p> <ul style="list-style-type: none"> Flood Review (C&E O&S) Scrutiny Work Plan 	<p>Mon, 18th Mar 2019, 1pm Council Chamber (CM)</p> <p>Joint Health Overview and Scrutiny Committee South Yorkshire, Derbyshire, Nottinghamshire and Wakefield</p> <p>Thurs, 21st Mar 2019, 10am Council Chamber (CR)</p> <ul style="list-style-type: none"> Mental Health Theme – Dementia (NHS CCG) Better Mental Health Plan End of Life Plan Your Life Doncaster Update Public Health Protection Scrutiny Work Plan 	<p>Tues, 5th Mar 2019, 5 pm Council Chamber (CR)</p> <ul style="list-style-type: none"> Youth Council – Update Children’s Mental Health Revised Company Structure at DCST Social Mobility Opportunity Area Update Behaviour Transformation Programme Scrutiny Work Plan 	<p>Wed, 13th Mar 2019, 10am Council Chamber (CM)</p> <ul style="list-style-type: none"> Housing Needs Study - presentation Affordable Housing Delivery Programme Homelessness – Update on position and recs from 16/17 Panel review and impact of PSPO Support in Doncaster Scrutiny Work Plan 	
April					

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May					Date TBA (CM)
					Social Isolation & Loneliness (TBC)

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST MARCH, 2019 TO 30TH JUNE, 2019

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant is £250,000.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

KEY

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue of the last plan

Prepared on: 1 February, 2019 and superseding all previous Forward Plans with effect from the period identified above.

Jo Miller
Chief Executive

MEMBERS OF THE CABINET

Cabinet Member For:

Mayor - Ros Jones
Deputy Mayor - Councillor Glyn Jones

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

- Housing and Equalities
- 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 Resources.

Some Decisions listed in the Forward Plan are to be taken by Full Council

Members of the Full Council are:-

Councillors Nick Allen, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings, Bev Chapman, Phil Cole, John Cooke, Mick Cooper, Jane Cox, Steve Cox, Linda Curran, George Derx, Susan Durant, Nuala Fennelly, Neil Gethin, Sean Gibbons, John Gilliver, Martin Greenhalgh, Pat Haith, John Healy, Rachel Hodson, Charlie Hogarth, Mark Houlbrook, David Hughes, Eva Hughes, Glyn Jones, R. Allan Jones, Ros Jones, Ken Keegan, Majid Khan, Jane Kidd, Nikki McDonald, Tosh McDonald, Chris McGuinness, Sue McGuinness, Bill Mordue, John Mounsey, David Nevett, Jane Nightingale, Ian Pearson, Andy Pickering, Cynthia Ransome, Tina Reid, Andrea Robinson, Kevin Rodgers, Dave Shaw, Derek Smith, Frank Tyas, Austen White, Sue Wilkinson, Jonathan Wood, Paul Wray.

WHEN DECISION IS EXPECTED TO BE TAKEN	KEY DECISION TO BE TAKEN	RELEVANT CABINET MEMBER	DECISION TO BE TAKEN BY	CONTACT OFFICER(S)	DOCUMENTS TO BE CONSIDERED BY DECISION MAKER	REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
Not before 1st Mar 2019	Approval of Heritage Doncaster's Collections Development Policy to fulfil Accreditation Requirements.	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture	Portfolio Holder for Public Health, Leisure and Culture	Nick Stopforth, Head of Libraries & Culture nick.stopforth@doncaster.gov.uk	Heritage Doncaster's Collections Development Policy	Open
4 Mar 2019	To approve the 2019/20 Corporate Plan	Mayor Ros Jones	Council, Cabinet	Allan Wiltshire, Head of Policy and Partnerships allan.wiltshire@doncaster.gov.uk		Open
4 Mar 2019	To approve the Revenue Budget 2019/20	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 12th February 2019 prior to Full Council approval	Steve Mawson, Chief Financial Officer & Assistant Director of Finance Tel: 01302 737650 steve.mawson@doncaster.gov.uk	Revenue Budget 2018/19, Council 5th March 2018 Quarter 2 2018-19 Finance and Performance Report, Cabinet 20th November 2018	Open

4 Mar 2019	To approve the Capital Strategy and Capital Programme 2019/20 to 2022/23	Mayor Ros Jones	Council, Cabinet Decision to take to Cabinet 12th February 2019 prior to Full Council approval	Steve Mawson, Chief Financial Officer & Assistant Director of Finance Tel: 01302 737650 steve.mawson@doncaster.gov.uk	Capital Programme 2018/19 to 2021/22, Council 5th March 2018 Quarter 2 2018-19 Finance and Performance Report, Cabinet 20th November 2018	Open
4 Mar 2019	To approve the Council Tax and Statutory Regulations 2019/20	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 12th February 2019 prior to Full Council approval	Steve Mawson, Chief Financial Officer & Assistant Director of Finance Tel: 01302 737650 steve.mawson@doncaster.gov.uk	Revenue Budget 2019/20, Council 4th March 2019	Open
4 Mar 2019	To approve the Treasury Management Strategy 2019/20 to 2022/23	Mayor Ros Jones	Council, Cabinet Decision to take to Cabinet 12th February 2019 prior to Full Council approval	Steve Mawson, Chief Financial Officer & Assistant Director of Finance Tel: 01302 737650 steve.mawson@doncaster.gov.uk	Treasury Management Strategy 2018/19 to 2021/22, Council 5th March 2018 Quarter 2 2018-19 Finance and Performance Report, Cabinet 20th	Open

					November 2018	
4 Mar 2019	To approve the Housing Revenue Account Budget 2019/20	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 12th February 2019 prior to Full Council approval	Steve Mawson, Chief Financial Officer & Assistant Director of Finance Tel: 01302 737650 steve.mawson@doncaster.gov.uk	Housing Revenue Account Budget 2018/19, Council 5th March 2018 Quarter 2 2018-19 Finance and Performance Report, Cabinet 20th November 2018	Open
9 Apr 2019	To agree a Joint Health and Care Commissioning Strategy with Doncaster Clinical Commissioning Group and operational infrastructure for delivery in 2019	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools, Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture, Councillor Rachael	Cabinet	Denise Bann, Strategic lead Commissioning denise.bann@doncaster.gov.uk		Open

		Blake, Portfolio Holder for Adult Social Care				
12 Mar 2019	Revised Company Structure at Doncaster Children's Services Trust	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Angela Harrington, Commissioning Manager Angela.Harrington@doncaster.gov.uk		Open
12 Mar 2019	Disposal of the former Truman Street depot and Cooke Street office site, Bentley for the development of affordable housing specifically for older people via the Housing Association Programme.	Portfolio Holder for Housing and Equalities	Cabinet	Ruth Winter ruth.winter@doncaster.gov.uk		Open
21 Mar 2019	Change to the memorandum and articles of association for St Leger Homes of Doncaster (SLHD) (Non-Key Decision)	Portfolio Holder for Housing and Equalities	Portfolio Holder for Housing and Equalities	Julie Crook Tel: 01302 862705		Open

26 Mar 2019	To receive and accept grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) for the establishment of a Rapid Rehousing Pathway (RRP) for rough sleepers.	Portfolio Holder for Housing and Equalities	Portfolio Holder for Housing and Equalities	Pat Hagan, Head of Localities and Town Centre pat.hagan@doncaster.gov.uk		Open
26 Mar 2019	Doncaster to become a host of the Rugby League World Cup 2021 (Information only)	Portfolio Holder for Public Health, Leisure and Culture	Cabinet	Dean Wiffen dean.wiffen@doncaster.gov.uk		Open
4 Jun 2019	Approval to enter into Funding Agreement with Sheffield City Region to be able to draw down SCRIF approved funding for the delivery of the A630 West Moor Link Improvement Scheme.	Portfolio Holder for Business, Skills and Economic Development	Cabinet	Michael Eardley, Stronger Communities Co-ordinator Tel: 01302 735916 michael.eardley@doncaster.gov.uk		Open

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