



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

Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2018/19

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

EXECUTIVE SUMMARY

1. This report provides a review and analysis of the 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 arising from the challenge meetings held between both parties.

EXEMPT REPORT

2. Not exempt.

RECOMMENDATIONS

3. The Panel is asked to:
 - i) Note and evaluate the headline operational and financial performance information and the resultant analysis;
 - ii) Question the Director of People as to the challenge which he has made of this performance and the implications this has, or may have, for the children and young people of Doncaster;
 - iii) Use the information in this report, the evidence of the Director of People and the response of the Chief Executive of the Trust to the questions posed by the Scrutiny Panel in order to draw conclusions as to the potential impact arising from performance by the Trust in its improvement journey;
 - iv) Make requests for follow up evidence in order to provide further assurance; and
 - v) Note the focus of joint improvement work for Quarter 3 2018/19.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

performance and developing policy. This is achieved through making robust recommendations, monitoring performance of the Council and external partners and reviewing issues outside the remit of the Council that have an impact on the residents of the borough.

BACKGROUND

5. The current arrangements for holding the Trust to account are extensive and far reaching and set out in the service delivery contract between the Council and the Trust, which states:

...‘The Council’s Director for Children’s Services (DCS) will report to the Council’s Scrutiny Committee twice per annum with an on – site visit between each of those meetings, in each contract year in respect of the Trust’s performance of its obligations under this agreement (including the provision of services) Where required by the DCS the Trust’s Chief Executive (or his nominee) shall attend such Scrutiny Committee to respond to any requests for additional information made by the Scrutiny Committee in respect of the Trust’s performance of its obligations under this agreement (including the provision of the services).’

6. In order to discharge this responsibility, the Council submits this ‘split screen’ report, the first stage of which, allows the Panel to review and question the Director of Children’s Services, or his representatives. The second stage of this split screen requires the Trust to respond to the Council’s report and the specific performance issues which this has raised.

7. The overall aim of this approach is that:

- The Panel achieves a much more rounded, but focused perspective of Trust performance;
- The obligations within the contract will be properly discharged;
- The Panel is able to ‘add value’ to the accountability process, which will no longer not duplicate or overlap with existing accountability arrangements;
- The Panel is more clearly able to identify areas of good performance and underperformance, the reasons for any under performance and request ‘exception’ or ‘deep dive’ reports, so as to become better appraised of the performance issues facing the Trust and thereby make recommendations to drive forward improvement.

Scrutiny And Monitoring

8. **Governance** - Governance arrangements emphasise overarching principles to ensure joint leadership and management to improve outcomes and value for money for children and young people across the partnership and thereby ensure robust contract management. The governance arrangements ensure a ‘golden thread’ so that each fora feeds into and out of each other and also creates a forum for strategic implications to be discussed and escalated, as well as ensuring accountability. All meetings endorse common shared principles of collective responsibility, mutual respect and trust and a desire to explore opportunities for innovation, best practice and integrated working.

9. **Children's Trust Contract** - The contract is managed by a series of challenge group meetings at operational and strategic management level with scope for appropriate escalations where issues cannot be resolved, to a higher level Board.

The groups are as follows:

- **Monthly Operational Finance Meeting** – primarily this focuses on finances, chaired by the Assistant Director of Commissioning and Business Development.
- **Joint Performance and Finance Meeting** – this is the engine room and where the repository of actions sits. This is a bi-monthly meeting chaired by the Assistant Director of Commissioning and Business Development.
- **Quarterly Performance Monitoring Meeting** – This is a more formal meeting chaired by the Director of People.
- **Performance Accountability Board** – This is the Team Doncaster senior Executive level Board, which will consider any references from the Quarterly Performance Meeting which require escalation and/or are 'wicked issues' which cannot be resolved at a lower level of the hierarchy.
- **Annual Review** – Formal annual contract review at senior executive level and chaired by the Chief Executive of the Council.

Evaluation and challenge

10. As we reported in the Quarter 1 report, on 25th June, 2018 the Council and the Trust hosted an 'Annual Conversation' with Ofsted. This is a component of the new inspection framework (ILACS) which replaced the single inspection framework on 1st January, 2018 and secures a more continuous engagement with Ofsted. Under the ILACS framework and as a 'Good' Children's Service Authority, the Council and Trust will receive a shorter (of one week duration) inspection within three years of inspection, subject to maintenance of current performance. (The next being, October 2020).
11. There are also up to two focused visits within the new framework, prior to that inspection, which evaluate an aspect of the service, one of which we have been notified, is scheduled to take place on 4th and 5th of December, 2018.
12. The 'Annual Conversation' examines the inspection profile of the area and at the meeting in June 2018, considered the updated self-improvement plan, as well as wider children's issues across the partnership. From a children's social care perspective, no specific areas of concern were identified by Ofsted, with feedback stating that the self-evaluation set clear priorities and that services know themselves well. The likely focus for the next Ofsted inspection of Social Care was discussed.
13. Since the last report to the Panel, a further children's home has achieved an outstanding grading in the quarter, meaning that the quarter ended with all homes managed by the Trust being rated, good, or better.
14. The Trust is registered as a Voluntary Adoption Agency and was inspected by Ofsted in August 2018 and achieved an improved grading from 'Good' to 'Outstanding', with

the 'effectiveness of leaders and managers judged to be 'Outstanding.' Ofsted found that the Agency provides highly effective services that consistently exceed the standards of 'good'. The actions of the agency contribute to significantly improved outcomes and positive experiences for children, young people and adults.

Performance Challenge Of The Doncaster Children's Services Trust

15. At the quarterly challenge meetings, the Council holds the Trust to account for its performance during the relevant period. The review of that performance highlights areas of good performance, as well as those which represent areas of concern, or potential concern.
16. There are 20 performance indicators which form part of the contractual measures within the service delivery contract.
17. There is a further suite of 37 'volumetric' measures which are not identified contractual measures, or measures of performance and which do not form part of the contractual assessment of the Trust, but which nonetheless provide important context.
18. The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 2 - 2018/19.

	Outside tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	1	2	4	0
Children in Care	1	0	4	0
Youth Offending Services	0	2	1	0
Family Support Services	0	1	1	0
Workforce	0	0	3	0
Total	2 10%	5 25%	13 65%	0 0%

Performance Highlights

19. The format and presentation of performance information consists of a summary of the Council's headline assessment of Trust performance by exception and is shown below in paragraphs and with indicators selected by the Council where there are areas of good and improving performance and areas of concern and potential concern, respectively.
20. The format adopted is similar to that of the Council's corporate report to the Overview and Scrutiny Management Committee and is shown at Appendix 1 and Appendix 2. Each appendix consists of two elements:
 - An Infographic overview which provides an immediately accessible illustration of the areas of performance which are good (illustrated in green), those which are of concern or potential concern (illustrated in red) and which cross reference by

the index number to those itemised in paragraphs 22.1 and 22.2 and the tables in Appendix 1 and 2 respectively.

- Tables which depict how the challenge takes place for each selected performance measure of concern or potential concern, in a two stage process and provides the content of that challenge which is summarised for the assistance of panel members.

21. The first appendix depicts performance indicators and volumetric measures where the Council has identified that the Trust is performing above target and/or where performance has improved and provides the Trust's response.
22. The second appendix illustrates where the Council has identified specific performance indicators and volumetric measures which are below target/outside tolerance or expectations, and as such are of concern or potential concern because of the impact or potential impact of below - target performance and the explanation provided by the Trust.
23. Attached at appendix 3 is a copy of the Trust's own performance report.

Areas of Good and Improving Performance – Headline conclusions drawn by the Council

A2 - Timeliness of Single Assessments – Quarter 2 = 91 %

24. Following a considerable effort to achieve the required level of performance, the most recent four quarters have shown significant improvement, The target is a stretch target and performance remains better than the most recently published 2018 benchmark averages. Assessment timeliness is indicative of demand pressures/caseloads and the numbers of children within the system will have an obvious impact. The number of assessments open and referrals have been showing a high level over the last 12 months. The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Trust states that it continues to set a high standard for assessments and will ask case holders to revisit them if they do not meet these standards, this will potentially extend timescales for the sake of quality.

A3 - Percentage of case file audits rated 'Requires Improvement' or better - Quarter 2 = 100%

25. Performance is at, or above target, for the fifth quarter in succession, with 100% of case file audits achieving against this measure, of which 82% are rated as 'Good' or 'Outstanding', a slight fall from Q1 2018/19, but a substantial improvement from 48% in Q1 2017/18.

A8 - Children in Need with Open and Current Plan – Quarter 2 = 94%

26. Despite a very slight fall in Quarter 2, this remains good performance following sustained improvement from within threshold level for the previous six quarters. The methodology attached to this performance Indicator gives a more realistic assurance to oversight by including draft plans. All Children in Need should have a current plan. Current performance is almost at target and is within tolerance. The Trust has set a strict time limit threshold that no plans should be older than 6 months.

27. As the Trust states, there will always be a time-lag as cases move between thresholds. Where a Child in Need does not have a plan, the Trust knows why and is closely sighted on the particular case.

A6 - Children on Child Protection Plan for 2 Years or More (still on a plan) – Quarter 2 = 1.2%

28. An important measure of drift and delay, in the system where children may not be receiving proper oversight, showing best most recent performance, well above target. There can be valid reason why a child remains on a plan. The Trust has provided reassurance to the Council that it is carefully monitoring these cases, performance remains good overall and has consistently been so. 2018 outturn figures show Doncaster to be better than the regional and national averages and ranked 4th in the region..

B9 - Long term placement stability of Children in Care - Quarter 2 = 72 %

29. Despite a slight fall in Quarter 1 performance continues to be good and has recovered in Quarter 2. Performance at the 2018 outturn is better than all statistical comparators. This indicator measures the percentage of children in care in the same placement for 2 years or more. Stability is almost always in the interests of the child, although the ambition to achieve the optimum quality and appropriate placement and value for money may disturb this measure from time to time.

B14 Care Leavers in Employment, education and Training – Quarter 2 = 49%

30. A consistent improvement in performance over the last seven quarters which reflects the concentrated effort with this cohort and which culminates in the best most recent performance, above target and better than the 2018 outturn at national level, but slightly adrift of regional and statistical neighbour averages . As the Trust recognises, there is a need to address the high dropout rate endemic with this cohort.

FO3 - Youth Offending Service Custody Rates – Quarter 2 = 0.22

FO2 - Youth Offending services – reoffending rate after 12 months – Quarter 2 = 31%

31. These measures are susceptible to being skewed by the small cohorts from what is a large national cohort. Indications continue to be positive, despite a slight falling away in Quarter 2 for FO2 (which is still within tolerance), performance is better than all comparators at the 2016 outturn.

22.2 Performance of potential concern:-

A1 - Percentage of Re – referrals in last 12 months Quarter 2 = 27%

32. An important 'bellwether' Performance Indicator to demonstrate robustness of process. Performance in Quarter 2 remains outside target, just within tolerance, 2018 outturn performance (25.5%) is adrift of all 2018 comparator annual outturns: national average (21.9%) Statistical Neighbour average (20.5%) and regional average (22.9%). There can be a genuine requirements for a re-referral and the Trust analyses this information. Discussions then take place between the Trust and the Council around reasons for this data at a strategic level. This indicator needs to be considered against a backdrop of increasing need in the community, though that in

itself should not inevitably mean that the proportion of re-referrals should be high and the systemic issues within the whole system are undoubtedly having an impact. A challenge, work has continued to better understand what is behind the figures; it is known that these cases are at the interface of Early Help/Children in Need. The conversion of referral to assessment is very high, so it is largely these cases which are being re-referred. The Trust advises that the re-referrals are 'Children in Need', not child protection cases, which provides some degree of reassurance. The Trust has carried out a 'dip sampling' exercise and from this has identified two causal factors for the number of re-referrals: - a number of referrals which are 'stepped down' to Early Help and single agencies do not receive adequate, or any intervention and consequently become re-referred to Social care and secondly, referrals from one of the partner agencies.

33. Work continues with, the Innovation Unit to map flows throughout the children's 'whole system' to better understand identify and address the pinch points which are compromising efficiency and effectiveness of delivery and the outcome of that work which will provide recommendations and feed into future discussions as to what actions need to be taken.

A4 - Percentage of children seen within appropriate timescales - Quarter 2 = 74%

34. Whist performance has improved in the latest quarter; it remains below target and tolerance for the third successive quarter. This is a composite measure and whilst visits for statutorily prescribed and more critical intervention for Child Protection Plans and Looked After Children are timely and above target, there has been a fall in both these measures which the Trust is investigating. Children in Need compliance (66%) has improved but remains below the desired level. The Trust advises that it knows that Children in Need are being seen – some 79% within timescale, but these have not been correctly recorded on the electronic system. A small number of cases can easily skew this measure, which is indeed the case in this quarter, as the Trust reports and means that the measure can slip into and out of tolerance according to case complexity and the Trust reports that the volume of cases is having a deleterious effect on performance. The Trust has an action plan and a small working group to address misrecording.

Volumetric measures

E1 - Number of contacts into Social Care – Quarter 2 average = 1898

35. Contacts remain high and have increased further in Quarter 2. This is explicable due to high need in the community, a proportion of which is appropriate for service whether this be Social Care; Early Help or single agency intervention; however, a problem is that a proportion is not appropriate for any intervention.
36. Very few contacts to Social care require Early Help services. The vast majority are for Information, Advice and Guidance and 'No further action'. The conversion rate of contact to referral remains low and declining (18%) as a proportion, which substantiates that there is inappropriateness of referral. There is an issue of incorrect threshold application by selected partners and too many cases are referred which should have received an Early Help Assessment and possible early help intervention.

37. 70% of contacts are 'no further action' of which 50% originate from one Agency. There appears to be a significant amount of churn which is identified at assessment stage – since 48% are either resolved at assessment stage, or are inappropriate for higher level service, which is being investigated by officers of the Council and the Trust.
38. Of relevance is the need to improve engagement across the Early Help partnership including engagement by identified Lead Practitioners.
39. A high contacts figure is not necessarily indicative of poor performance and if children need to be referred to Social Care then that is 'good' performance – 'appropriateness' is the key. To some extent, the high numbers of children on a Child Protection Plan in Doncaster, would tend to support this hypothesis - Doncaster's figures are 4th highest against statutory neighbours. The problem is that there are a number of the referrals which are known to be 'inappropriate'.
40. High demand pressures have the potential to 'clog up' the machinery and impact adversely on casework and referrals and re-referrals. That said Ofsted has rated practice as 'Good' with appropriate application of thresholds.
41. More fundamentally, as referenced above, the Children's Strategic Partnership continues to work via engagement with our improvement partners, the 'Innovation Unit' to achieve a better understanding of the progress mapping of young people within the system and embed a consistent and coherent shared understanding and application of the Early Help offer and more generally the children's offer across the whole spectrum of the children's system from 'universal to acute.' As referenced earlier, the final report by the 'Innovation Unit' is expected to yield important evidence and recommendations which will help plot a more effective way to manage demand.

E34 / E35 - Number and rate (per 10,000) of Children in Need – Quarter 2 average = 1677/396

42. The numbers of Children in need remain high. At the 2018 outturn, Doncaster again displays a higher rate (441) than all other comparative Local Authorities. A high number may not be indicative of sub optimal performance if this is reflective of actual need in the community. There has been no evidence of drift and delay in the system with those subject to a Children in Need plan for more than 2 years comparable with all benchmarks and declining as a trend. The proportion of cases classified as Children in Need is higher than comparators up to 3 months, but remains lower than or equal to, comparators after 3 months and plans are progressed in a timely fashion. Again, work on demand management will seek to identify what is the story behind these figures and the detail of these cases.

E18 / E19 - Number and rate (per 10,000) of Children in Care – Quarter 2 average = 589/89

43. The rate and number of Children in Care shows an increase both in Quarter 2 and at the 2018 outturn, (86 per 10,000) which reflects national trends, albeit at a higher rate and at a rate comparable with statistical neighbours. The causes can be attributed to potentially, inappropriate application of thresholds; high need within the system, or sub-standard adoption performance, of which there is no evidence. Whilst the most recent adoption rate has fallen, it remains comparable with the regional average and better than the national average. The Ofsted inspection report provided

some assurance, but there is no sign of the trend of increasing numbers being reversed. The Trust cites robust application of Child Protection plans and the practice of the Family Court which is capturing children within this definition who would otherwise have been classified as Special Guardianship Orders.

Financial Review

44. On 16th October Cabinet approved £6.0m one-off funding for the Doncaster Children's Trust to meet the projected pressures in 2018/19 reported at month 5 including Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m, Safeguarding Children £0.2m, and Support Services and Management costs £0.6m.
45. The £6.0m contract variation funds the continuation of the budget pressures from 2017/18 £3.5m, and further increased demand/complexity of cases pressures in 2018/19 £1.7m. There is also an in-year saving of £2.0m of which £1.2m has been delivered on staffing restructures in the Leadership Team and Support Services, leaving a shortfall of £0.8m.
46. Following the allocation of this additional funding to budgets, Doncaster Children's Services Trust (DCST) updated position at Q2 is a projected over spend of £0.1m against the revised contract value for 2018/19. Activity analysis shows that, on average, the Trust is anticipating that it will support 72 more young people for all placement types in the care ladder, than assumed going into 2018/19.
47. The Trust's management are taking actions to secure further efficiencies including a vacancy panel to review all agency extensions and requests to recruit or temporarily cover vacant posts. A Children in Care Strategic Overview Group meets on a fortnightly basis to review all young people in care and permanence arrangements (SGO/CAO/Adoption); including considering the potential for transferring each young person to in-house provision, independent living or a permanence arrangement. A new Joint Resource panel with representatives from the Council, the Trust and Doncaster CCG started in June 2018 to ensure a more joined up approach to multi agency case management, decision making and allocation of resources in relation to Children's placements. In addition to reviewing the day to day budget management, the Trust has several reviews planned in the remainder of 2018/19 such as In House Residential model, Family Group Conferencing and Edge of Care. The Council is in discussion with the Trust regarding the timescales for the reviews and the savings plans (target/dates/ownership of the review) so the reviews can be performance managed.
48. The additional demand pressures in 2017/18 and 2018/19 which resulted in the one off additional funding of £6m being agreed by Cabinet are expected to carry on into 2019/20. Collaborative joint work will continue to be undertaken to understand, forecast, and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process. In addition to the actions and reviews being taken by the Trust outlined in the paragraph above, a joint Future Placement Needs Strategy group has been set up with representatives from the Council and the Trust 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 Trust presented their 2019/20 budget proposals to their Finance and

Infrastructure Committee (FIC) on 20th November 2018, and is to present them to the Trust Board on 12th December 2018.

49. The Council is currently working with a DfE appointed person to review the options for the governance of the Trust going forward. So far this has identified the need to work closer together to understand demand and forecasts across the whole care ladder. And, to seek assurance that some immediate controls are put in place:
 - a. Demonstrable gate-keeping and approval of all new placements at Director level whereby managers are required to set out alternatives considered, overall costs and how these may in time be mitigated.
 - b. Strengthening the monitoring and forecasting of expenditure by moving away from a reliance on average costs to a single data source that captures the total costs of each child within the care ladder and the third-party contributions.
 - c. Ensuring that in- year end dates are fed into the forecast and any drift in plans is regularly reviewed at a senior level.
 - d. The Trust has committed to each of these actions.

50. Prior to the £6m contract variation, due to the forecast overspend position there was an impending pressure on the Trust's cash flow. To resolve this, the Council has taken urgent actions including providing a £1m loan, which is detailed in section 12 of schedule 5 in the contract between the Council and the Trust, delaying payments due to the Council and deferring the payment of the £2m target savings. 9/13ths of £4m (£6m additional funding less £2m savings target deferred) is to be paid on 1st November 2018 with the remaining instalments to be paid on the first of every month via the monthly contract payment. Consequently, the Trust's cash flow forecast remains healthy until March 2019.

Joint Council and Trust Focus for improvement work in the next quarter

51. Although the relationship between the Council and Trust is respectively one of Commissioner and Provider for the provision of Social Care services, the Trust is also a valued partner across the children's strategic partnership. Both parties share the ambition that children and young people should be safe, well supported, with a good start in life; receive a sound education and possess high levels of ambition and aspiration. The partnership approach of both parties is witnessed across a range of different parameters; from policy and strategy development, to front line service delivery and the implementation of national policy programmes, such as the Social Mobility Opportunity Area.

52. The partnership is formally ratified in a 'Partnership Agreement' between the Council and Trust which describes the strategic relationship and operational involvement set out in the service contract but also the three roles performed jointly by both parties: - as 'Systems Leaders'; the production of policies and strategies and management and oversight of the 'co-dependent' services; - Early help service and the Virtual school.

53. The Council and the Trust have recently established a Future Placements Needs Strategy Group that has been tasked to explore possible options and solutions to reducing the costs of children placed out of area. There has been a real sense of collaboration around this work with a desire on both sides to find solutions. This is a really good example around how both organisations can work together to benefit children and young people and to reduce the cost pressures in the system.

54. As a member of the Joint Strategic Improvement Group, the Trust plays an active role in supporting and leading improvement and inspection preparation work across the full range of children's services. This is particularly the case in the extensive work being undertaken for the prospective inspections for Children Special Educational Needs and Disabilities and for the Joint Targeted Area Inspection.
55. The Quarter 2 High Level Quarterly performance monitoring meeting between the Council and Trust took place on 1st November 2018. In addition to operational and financial monitoring, the other principal items discussed were: -

Reducing demand at the Front Door to Social care

56. The Trust commissioned the Innovation Unit to build an understanding as to why contacts to the Front Door are increasing and what this means in relation to need within the community and demand for services; work with partners to develop solutions that will address challenges, meet need earlier and reduce demand on the Front Door.
57. At national level, the issue of demand pressures has received high profile coverage and been the subject of a number of prominent reports including that which was reported to this Panel at the last meeting from the All-party parliamentary Group on young people. More recently, the ADCS 'Safeguarding Pressures report' has been published, which examines the significant increase in demand nationally, over the last 10 years, with increases in contacts of 78% and the number of Child Protection Plans, up 87%, for example. The report concludes that despite the best efforts of the early help offer, social care services are under greater pressure due to a number of factors, including wider societal determinants linked to poverty; new and greater risks to children and young people; and a growth in the overall child population. In addressing these issues, the report identifies the benefit of system change and in greater investment in preventative services.
58. The final report from the Innovation Unit is expected at the end of November 2018.

Annual Contract Review

59. Each year, the Council is 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. The report has two principal elements: - a retrospective review of the last year's performance and a forward looking element of the prospects for the contract and changes which might be made to the contract over the next 12 months. In last year's report there were no 'notifiable changes' made, other than changes to Governance arrangements, which were strengthened and refined and which have been reported to the Panel in the Quarter 1 report.
60. The 2017/18 Annual contract review is underway. A preparatory meeting took place on 17th October 2018, where officers from both organisations discussed and agreed the outline content of the report. Current effort is being concentrated on the retrospective element of the report, with the forward looking element awaiting the outcome of the review which was commissioned by the Department for Education as to the future operating model for Social Care delivery in Doncaster.

61. The Department for Education review commenced in August 2018, with an objective of gaining assurance as to whether a new delivery model could continue to deliver sustained improvement and positive outcomes for children and young people, balancing the Council's desire for increased budgetary control, with the Trust's need to remain operationally autonomous. Recommendations from the review have been provided by the adviser to the Minister; including any changes that may be required on the revision of the articles, contract and governance side agreement and to confirm to that any revised arrangements retain the operational independence of The Trust.
62. Given the overlapping timescales of the Annual Contract Review with the Department for Education review and the implications the latter has for the former, it was agreed at the Quarterly Performance Monitoring meeting, to request an extension to the Annual Contract review process with a revised submission date to the Secretary of State to 31st March, 2019.
63. Draft proposals to take the work forward will follow with the next steps including transition arrangements and pace and timescales.

Sector Led Improvement

64. In addition, at the Joint Strategic Improvement Group on 22nd October, 2018 the Association of Directors of Children's Services annual regional performance challenge was discussed.
65. In January of each year, the Council and the Trust jointly participate in the regional challenge event by which each of the 15 Children's Services Authorities in the region produce a self-assessment of their performance, which is robustly challenged by other Local Authorities at a set piece event and which provides an important opportunity for shared learning. The outcome of that challenge directs the regional sector led improvement activity for the forthcoming year, including the selection of Peer reviews for individual Local Authorities and identifies the common areas in need of improvement across the region, which is taken forward into regional Task and Finish groups and which seek to provide sustainable solutions for those 'wicked' intractable issues.

66. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster's vital services 	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

RISKS AND ASSUMPTIONS

67. In addition to the extensive governance arrangements described in paragraph 9, risk is managed and monitored in accordance with the Council's risk management policy on the Council's 'Pentana' system; at the Senior Leadership Team and Heads of Service meetings; within the Corporate Performance Management Framework and as a regular item on the High Level Quarterly Performance Meeting agenda.

LEGAL IMPLICATIONS [Officer Initials SF Date 13/11/18]

68. Although DCST are appointed to provide Children's Services in Doncaster, the Council retains the statutory duties itself; and the Council through its Statutory Officer the Director of Children's Services (Damian Allen) must ensure itself that satisfactory services are provided accordingly.

69. The Council's contract with the Trust contains various monitoring powers to assist the Council to assure itself that services are being delivered correctly. The work of the Overview and Scrutiny panel will assist the Council with this assurance work. Further

specific legal advice is available if required.

FINANCIAL IMPLICATIONS [Officer Initials AB Date 22/11/18]

70. DCST's Q2 financial position is outlined in the Financial Review section of the report. On a monthly basis the Council is meeting with DCST to review the financial position for 2018/19, and collaborative joint work will continue to be undertaken to understand, forecast and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process as the projected spend on the contract with DCST is a significant financial risk to the Council.

EQUALITY IMPLICATIONS [Officer Initials PT Date 13/11/18]

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

HUMAN RESOURCE IMPLICATIONS [Officer Initials DD Date 15/11/18]

72. There are no specific human resource implications for the council resulting from the contents of this report.

TECHNOLOGY IMPLICATIONS [Officer Initials ET Date 14/11/18]

73. There are no IT implications arising from this report.

HEALTH IMPLICATIONS [Officer Initials CW Date 13/11/18]

74. Health and social care services are inextricably linked and should be working in robust partnership to improve health and wellbeing outcomes for children and families. The move towards integrated health and social care delivery models supports these partnerships and create shared outcome objectives. Health colleagues are keen to support Doncaster Children's Trust to achieve the quality and performance levels they aspire to as this will impact on the wider health and wellbeing outcomes for Doncaster families.

FINANCIAL IMPLICATIONS [Officer Initials: ASB Date: 21.11.18]

75. DCST's Q2 financial position is outlined in the Financial Review section of the report. On a monthly basis the Council is meeting with DCST to review the financial position for 2018/19, and collaborative joint work will continue to be undertaken to understand, forecast and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process as the projected spend on the contract with DCST is a significant financial risk to the Council.

CONSULTATION

76. The Chief Executive of the Trust has been consulted on the content of this report.

ATTACHMENTS

- ‘Infographic’ depiction and summary record of performance challenge of highlighted performance indicators and volumetric measures of concern, or potential concern – Appendices 1 and 2
- Doncaster Children’s Services Trust – Quarter 2 report – Appendix 3

BACKGROUND PAPERS

77. Report of the Director of Learning, Opportunities, Children and Young People’s Scrutiny Panel – 11th July, 2016
Association of Directors of Children’s Services – Executive Summary, Safeguarding pressures, Phase 6

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