



Doncaster Council

To the Mayor and Members of the Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2019/20

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

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for Doncaster Children's Services Trust (DCST), the Trust provides a quarterly report of operational and financial performance.
2. This report is the second under the new governance arrangements for the Trust becoming an arm's length management organisation (ALMO) from 1st April. There has been a further differentiation of the Trust's KPIs since quarter one, following recommendations from the DfE Advisor's visit and report of September 2019. However, this has not reduced the overall number of measures reported by the Trust.
3. This report provides an opportunity to feedback on performance successes and issues against the revised suite of 2019/20 key performance indicators and associated management information.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. That Cabinet note the progress of DCST performance outcomes and the contribution that the Trust makes to supporting the Council's strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. This report includes current progress of DCST's performance, and therefore may ultimately impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough.

BACKGROUND AND CURRENT POSITION

7. As a result of the new governance arrangements, officers in DMBC and DCST have worked together to devise a new service specification, with associated metrics. This increased the number of Key Performance Indicators from 20 to 40, and the number of management information indicators from 38 to 64. Following the visit and report

from the DFE advisor in September, the 38 KPI's have been separated out into 12 contractual KPI's, and 28 strategic partnership indicators.

8. New KPIs that required development and were not available in quarter one, are now available to report.
9. In addition to these operational performance indicators, a monthly management accounts report is shared with officers in DMBC, including a financial forecast for the reporting year.
10. This report provides a summary overview of operational and financial performance, based on the reporting cycle set out above.
11. **Summary of Operational Performance and Management Information**
12. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target,
 - b. 4 are reporting within target range, and
 - c. 1 is reporting outside target range, but showing an improving trend
13. These are covered in more detail later in the report
14. Of the strategic partnership indicators:

Service Area	Performance			Unavailable Measures	
	Outside target range	Within target range	Better than target	Annual KPI not yet due	Target figure to be confirmed
Parent & Family Support		1	1		1
Child & Family Assessment	1	2			
Child Protection			3		2
Looked After Children	2	1			
Placements (Adoption, Fostering and SGO)	1	1	2		1
Care Leavers			2		1
Youth Offending		1	1		
Workforce			2		
Governance				2	
Total	4 14.3%	6 21.4%	11 39.3%	2 7.1%	5 17.8%

15. Of the 28 strategic partnership indicators, two are annual and are not yet due to be reported. A further five are newly developed indicators for 2019/20, and require three full quarter's performance before a reliable and meaningful target can be set. These will be reported from quarter 3 onwards. Of those reported in quarter 2, 81 percent are within or better than target range. Four currently sit outside target range and are covered in more detail later in this report. Where set and available, each target is based upon national benchmarking data that sets an ambition for performance to be at least comparable to good and outstanding organisations. Some indicators are locally derived (10 of the 28), and therefore have no benchmark. In these cases, targets use historical trends to set ambitious targets that would demonstrate improvement.

16. A summary of demand for services is set out below. Contacts to the children’s social care front door have increased, along with referrals. This is due to this quarter including the school summer holiday period, which leads to an annual reduction for this period. However, even corrected for this seasonal trend, referrals are down by approximately seven percent. There has been a similar reduction in children in need numbers. Despite an increase in children in care on the previous quarter, the outturn remains almost ten percent below the same point last year.
17. These reductions have had a positive impact on social worker caseloads, which are monitored closely in terms of average, maximum caseload and the proportion of workers carrying high caseloads. For all three measures, there has been a reduction in the quarter.
18. The Children in Care strategic group continues to meet each month, and has been effective in reducing the number of children entering care, as well as increasing the numbers safely discharged from care. The group provides forum to review current placement options to make sure that they are carefully and safely matched to children’s needs. Although this approach has been able to safely achieve a substantial decrease in numbers of children in care, it is unsurprising that these rates of reduction will not be maintained, and numbers have recently settled closer to a range of 520 to 540. The proportion of children cared for in Doncaster children’s homes or by Doncaster foster carers has increased by ten percent (11 children) since the end of quarter one.

Demand Measure	2018/19				2019/20		%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr 1	Qtr 2	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	-1.7%	-1.8%
Referrals	1307	991	1181	1239	1200	924	-23%	-7%
Children in Need	2827	2549	2694	2638	2519	2289	-9%	-10%
Looked After Children	582	593	560	534	523	537	+2.6%	-9.4%

19. **Operational performance against contractual KPIs indicators**
20. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
21. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance improved by four percentage points and is higher than latest national, regional and statistical neighbour performance, despite demand rates being higher than these comparator groups. Each assessment team has access to tracking reports to ensure that assessments are timely. All assessments are quality assured by Team Managers, ensuring that quality is not compromised by a drive for timeliness.
 - **Children in need with an appropriate and current plan in place:** The routine monitoring of plans through regular case supervision, case tracking, audit and six-monthly reassessment has stabilised performance at an average of 94% since quarter 2 2017/18. Regular dip samples of those where a plan does not appear up to date take place, these cases tend to relate to instances where plans are in transition or at closure stage. Weekly tracking reports ensure that delayed plans do not drift.

- **Percentage of children subject to child protection plan seen within expected timescales.** The Trust sets an expectation that children subject to this plan are seen every two weeks, which is more frequent than other authorities. As with other measures, regular case tracking prevents the vast majority of visits falling outside timescale. The Trust is currently updating its practice standards, with the support of our Young Advisors. This is an opportunity to define “what makes a great visit,” and confirm our commitment to both strong compliance and building strong relationships.
- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** The Trust continues to hold a higher rate of child protection conferences than the national average. Despite this, and as a result of strong systems management, rates of timeliness remain above 95%, compared to the national figure of 77%. This requires robust processes to ensure partner attendance and contribution. These high rates mean that families that are taken through this process do not experience the anxiety of delay.
- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** The adoption process can be a lengthy one, due to it comprising several stages of assessment, approval and matching. Each of these steps is vital to ensuring a successful match of a child to their forever family. To prevent unnecessary delay, each stage is performance managed and reported separately in our adoption tracker. This means that there has been an improvement in adoption timeliness. It should be noted that the Trust will consider permanence through adoption for children, even if it will take longer to match or approve adopters. This will mean that some adoptions will take longer than others. The national expectation is that the full adoption process will take less than 426 days, which is proving to be a challenging threshold. Latest outturn for the Trust is 377 days
- **Proportion of cases audited graded as “Good” or better.** The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). This means that, compared to audit tools observed in other areas, the audit tool is comprehensive supports worker development as well as assuring quality of case work. Twenty per cent of cases audited in the quarter were graded as outstanding. In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, thematic inspection frameworks and the work carried out by Practice Development Social Workers.

22. Contract KPIs within target range

- **Proportion of children in care experiencing three or more placements in a 12 month period.** Performance remains within tolerance at 9.5%. This amounts to 51 children experiencing three or more moves in the last 12 months. This is the lowest number of children experiencing three or more moves since April 2017. This cohort includes children with very challenging behaviours as well as planned moves early in a child’s care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child's best interests. The Independent Reviewing Officer (IRO) Manager monitors placement stability weekly and monthly; pre-placement breakdown meetings are in place and all Looked after Children receive a review of their plan on a six monthly basis. In addition to this there is a mid-way review undertaken by the IRO between each of the six monthly reviews. All children who have experienced 3 or more placement moves in 12 months have been subject review by a Head of Service. A number of these moves have been due to the closure of provision or the

placements were changed due to complex and challenging needs or to move into semi-independent living. Work is underway to develop a tracker for all children who are subject to two or more placements, which will be reviewed by the Trust's children in care strategic group. This will monitor whether the child or young person is currently experiencing placement difficulties which could lead to a break down, and whether pre-disruption meetings and placement support meetings have been put in place. This information will be reported into the Trust's Looked After Children Strategy Group, in order to minimise the impact of planned placement moves.

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has increased slightly to 92% with a total of 1390 reviews undertaken in timescale. In addition to this, 97% of children and young people made a meaningful contribution in their review and 97% of current care plans are in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, power-points and journals. The Trust are currently exploring video conferencing for distant reviews and for contribution.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff is within tolerance. This is continuing to be closely monitored through the supervision trackers and monthly performance meetings. Performance information demonstrates that the staff supervision recorded for each of the area teams who are case holding is at 90% or better for this quarter, however there are staff included as front line who are not directly case holding such as practice development social workers and children's homes staff. Future monitoring is to include these teams to ensure the supervision trackers are being completed each month to reflect the staff supervision that has been undertaken that month for these specific teams. Attention is also focusing on the quality of supervision, as well as ensuring clear evidence of reflective case supervision notes are being recorded against case files, in accordance with the Ofsted recommendation.
- **Freedom of Information requested responded to within expected timescales.** Since April 2019, 47 requests have been received by the Trust, of which 3 were not responded to in timescale. The 3 outside timescale were complex requests, requiring a response from a number of teams across the Trust. All three were responded to and out of timescale by one day.

23. Contract Measures currently outside target range

- **Care Leavers with pathway plans that have been reviewed in timescale:** Of the 229 care leavers supported by the Trust, 97% have an active pathway plan in place with 79% being reviewed within timescale. Overall this continues to remain a challenging target, but as Inspiring Futures are continuing to embed the new Pathway Plan App the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale. Care Leavers really like the App, which gives them the means to contribute towards to a dynamic conversation in order to develop a meaningful and outcomes focussed pathway plan.

24. **Strategic Partnership Indicators**

25. The trust will continue to report on a further 28 "strategic partnership" indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within the Trust’s direct control, but continue to demonstrate that the strategic commissioning arrangement between DMBC, DCST and partners is effective and delivering outcomes for children and young people, or
- closely linked to an existing contractual indicator, so reported in addition.

26. The table at paragraph 14 provides a summary breakdown of these indicators, reporting that 81 percent are within or better than target range. These will be reported by exception – those better than target and those outside target tolerance.
27. Each KPI and position against target and tolerance are reported in appendix 1. However, the 11 measures currently reported as better than target are summarised below.

Measure	2018/19 Year End	19/20 Target	Quarter 2 2019/20
Rated of improved outcomes for families that have received family support on closure	81%	>=60%	82%
Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two year period	3%	<=10%	3%
Percentage of monthly case file audits rated as ‘requires improvement’ or better	98%	>=95%	98%
% of Child Protection Plans lasting two years	3%	<=3%	0%
Youth Offending Services – Reoffending Rate after 12 Months	39%	<=42%	30%
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	170	<=121	90
Average time in days between a child entering care and moving in with their adoptive family	398	<=426	378
Percentage of Care Leavers in suitable accommodation	91%	>=85%	94%
Percentage of Care Leavers in employment, education and training (EET)	47%	>=48%	51%
Percentage of permanent posts covered by Agency Staff	4%	<=8%	4% ¹
Staff turnover rates	15%	<=16%	15% ¹

1: using latest available data, due to current reporting issues from new HR management information system

28. The four measures that are currently outside target tolerance are
- Percentage of children in need for two or more years. There are currently 2,289 open cases, of which 742 (32%) have been open over 2 years. Of these cases, there are currently 17% in care, 0.5% on a child protection plan and 3% currently on a CIN Plan. Regular case tracking continues to ensure all cases are re-assessed every six months and plans are reviewed in timescale to match the Trusts expectation. 11% of these cases are Care Leavers open to the Inspiring Futures team, this also includes 31 young people who are being supported not in the DfE Cohort but up to their 25th Year. Although higher than the current target this is close to the latest National average.
 - **Care Proceedings on Track to be completed within 26 weeks.** Despite being outside tolerance, timeliness has increased in comparison to the previous three quarters. Data provides by CAF/CASS, shows that our performance to be line with that reported for the whole of South Yorkshire. Quarterly figures have frequently been distorted by a small number of care cases which have exceeded 12 months

in proceedings, which is further compounded by a lower number of cases concluding in any one month. The Local Family Justice Board (LFJB) has invited the four South Yorkshire Local Authority legal departments meet to discuss wider performance issues including the issue of timeliness. The first meeting of that group has taken place and an action plan has been agreed through that group which will feed into the LFJB 2019/2020 work plan to improve timeliness. The group are meeting again on the 16th October 2019. Over recent months the Trust has established a process that each care application will have a final evidence meeting chaired by a Head of Service with a legal representative present to discuss the evidence and care planning in readiness of the final evidence filing date. These dates are tracked through the legal tracker to ensure that our final evidence is filed on time.

- Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child. As the Trust continues to manage placement costs and develops the placement offer, some young people in care will change placement, which will in turn impact on this measure. Placement changes are tracked weekly, including reason for placement breakdown and placement type ending. The Independent Reviewing Officer (IRO) Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. In addition to this there is a mid-way review undertaken by the IRO between each of the six monthly reviews. Stability performance is better overall within our in-house foster placements, in comparison to independent fostering placements, and out of area residential placements. In addition, the five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown.
- Rates of adoption from care.** Performance against this measure will remain volatile due to the relatively low numbers of children adopted each quarter, which in the latest quarter was five. However, the rate for the 2019/20 year to date would place performance back into tolerance, and better than latest national performance. There are an additional 22 children awaiting a placement order to be granted, who will hopefully be complete the adoption process.

29. **Financial performance**

	Quarter 2				Quarter 1
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.6	50.1	-1.1	-2.0%	-0.7

30. The 2019/20 contract value is £54.6m. The Children's Trust forecast outturn as at the end of Quarter 2 is an underspend of £1.1m, which is an improvement of £0.4m since Quarter 1.

31. The underspend is a combination of reduced net costs to the Trust of £774k and how the Trust is funded for Out of Area (OOA) children who have educational costs within their placement which means there is additional income of £332k that needs to be

funded from the Dedicated Schools Grant (DSG) High Needs Block (this has been approved at the September 2019 Schools' Forum).

32. Out of Area placements and Safeguarding Children due to increased agency staff costs are both forecasting overspends but these have been offset by underspends on most headings in the Care Ladder, notably in-house residential provision, allowances, asylum seekers and Independent Fostering Agency costs.
33. A summary of the September 2019 position is as follows:

Overall Heading	2019/20 Budget			2019/20 Forecast Outturn			2019/20 Variance		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Children Looked After	32,483	-3,458	29,024	31,655	-3,704	27,951	827	246	1,073
Other Children and Family Services	1,876	0	1,876	1,795	0	1,795	81	0	81
Family Support Services	2,671	0	2,671	2,553	-3	2,550	118	3	121
Youth Justice	2,102	0	2,102	1,973	0	1,973	130	0	130
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,337	-99	13,238	-496	-16	-512
Services for Young People	560	0	560	467	0	467	93	0	93
Contract Value	0	-51,642	-51,642	0	-51,765	-51,765	0	123	123
Support Services and Management Costs	4,747	-2,066	2,681	4,630	-1,946	2,684	118	-120	-2
Grand Total	57,281	-57,281	0	56,410	-57,517	-1,106	871	235	1,106

34. The forecast is based on the current cohort and mix of placements; the Trust has been successful in reducing its overall number of Looked After Children since 2018.
35. **Key Variances over/under £100k:**

As can be seen in the above table there are four (excluding the pending contract variance for ICT) significant (£100k+) variances - Looked after Children, Family Support Services, Youth Justice and Safeguarding. The explanations are given below:

36. Looked After Children - £1,073k underspent: Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £1,073k, of which £332k is due to the way the Out of Authority placements are funded via the Dedicated Schools Grant High Needs Block. There are underspends less than £100k, including, Oaklands, Fostering team, Adoption Allowances and Independent Adoption Agencies that totals **£349k**.

- **In-house Residential including Satellite Homes - £110k underspent**

Following the closure of Tickhill Square in August there are now 16 In-house residential beds, which are fully occupied. The current forecast for the in-house residential provision doesn't yet include all the non-staffing savings arising from the closure of the home which are likely to be c. £50k. The provision for staff cover has been reduced as the displaced staff have filled existing vacancies.

The current overspend of £95k is as a result of the cost of the improvements required to the infrastructure of the four remaining homes which there is a £150k provision for and increased staffing costs for the first few months of the year. This overspend will be reviewed when the savings arising from closing Tickhill Square are finalised.

The overspend on the in-house residential homes is offset by a £205k underspend on the Satellite Homes; it is assumed the first two bed children's home will open in 2020/21 which are part of the Future Placements Strategy.

- **Out of Area Placements - £427k overspent (but note additional DSG income of £332k)**

There are 32 Out of Authority placements as at the end of September, an increase of 3 since June. It should be noted that with the closure of Tickhill Square there are 5 fewer in house residential beds than previously, and it could be assumed that up to 5 Out of Authority children would have been located within the Borough.

There is a shortfall of income against the income budget of £380k for Continuing Healthcare Contributions. The Trust has two children attracting funding from the Clinical Commissioning Group of £105k, a shortfall of £275k. The budget was set based on prior year trends when contributions and the number of children supported were higher.

The forecast for Out of Authority placements indicates that an additional £332k compared to budget will need to be funded from the Dedicated Schools Grant High Needs Block – taking the total Dedicated Schools Grant funding forecast for 2019-20 to £3.04m which is at 2018/19 actuals.

- **Independent Fostering Agencies - £310k underspent**

The cost of children placed with independent fostering agencies (IFAs) is under budget. Recent children entering care were nearly all placed with in-house foster carers rather than Independent which is a significant cost saving and has resulted in a further reduction in the projected spend.

- **Child Arrangement Orders and Special Guardianship Orders - £216k underspent**

There are projected underspends of £114k for Child Arrangement Orders (CAOs) and £102k Special Guardianship Orders (SGOs) due to growth being less than expected in the first 6 months of the financial year.

- **Leaving Care Support Services 16-17 Transition - £102k underspent**

16-17 Transitions are forecast to underspend by £102k due to fewer placements and anticipated exit dates.

- **Asylum Seekers - £123k underspent**

The forecast for asylum seekers is under budget as we are currently only supporting four young people with this status whereas the budget is based on previous years when this was higher. The funding for these young people is from the Home Office and is included in the Contract Sum.

37. Family Support Services - £121k underspent: The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, is projecting an underspend due to lower staff costs in the first half of this financial year.

38. Youth Justice - £130k underspent: The projected underspend is due to the service having vacancies within the first half of this financial year.

39. Safeguarding Children - £512k overspent: In the first six months of the year, the Trust has on average had 24 agency workers. The Trust has had to increase its hourly rate to agency social workers in order to remain competitive against neighbouring authorities at a cost of £225k, as well as potential ofsted preparation of £50k via agency. The Trust has a good track record in retaining and developing trainee social workers but there is still forecast to be a need for some agency social workers.
40. Another reason for the overspend is the continuing cost of preventative measures that are being put in place by the locality teams, at a cost of c. £140k, such as child care costs over the summer when funding isn't available to families and temporary support / therapy packages to support children and prevent them from becoming looked after.
41. **Innovation Funding Benefits Realisation – Year Three**
42. Of the £2.39m innovation funding agreed by the Council £540k remains in 2019-20 for the continuation and mainstreaming of the Growing Futures, Pause and Mockingbird approaches to work. This funding profile also includes a Department for Education allocation for Mockingbird in 2019-20 but on a reduced scale to previous allocations. The Trust have requested to draw down £229k of the funding from the Council to cover the costs incurred for the first 6 months of the financial year.
43. The fostering service are reviewing the “offer” made to foster carers of which Mockingbird will be part of with a view to ensuring this is sustainable going forwards. The allocation for Pause remains at three months with the remainder of the funding coming from the agreed carry forward in 2018-19 of £170k.
44. **Cash flow forecasting**
45. There was a positive cash balance at the end of September 2019. Cash flow continues to be monitored and is not expected to be an issue for this financial year.
46. **Management Action to Secure Further Efficiencies & Impact on 2019-20 Budget**
47. The annual leave salary sacrifice scheme has been implemented on the same basis the Council are operating. There has been a good take up of this scheme and it is forecast to save £54k in this financial year.
48. The Trust have completed a review of pool car utilisation which has been endorsed by senior management to ensure that the pool cars are in the most effective places and used wherever appropriate, saving £30-£40k in a full year.
49. Taxis continue to be monitored closely and from December the residential homes are all moving from having one large vehicle to two small vehicles to mitigate the need for any taxis they require for home to school transport. The Trust is part of the Council’s Strategic Travel Assistance Review. Part of the revised “offer” to foster carers will include a revision to mileage but this will be from April 2020.
50. Following on from the closure of Tickhill Square due to the need to refurbish, the plan is to open several smaller two bedroom homes for more complex children, both to bring back young people into the Borough and in the longer term to ensure we have the correct local provision to prevent young people being placed out of the borough in the first instance. It is not expected that these will be operational until the next

financial year so the forecast under satellite homes has been reduced accordingly. The Trust is also working closely with the Council in relation to new independent living homes.

51. **Medium Term Financial Plan (MTFF)**

52. The Trust's Medium Term Financial Strategy has been approved by Cabinet and reviewed by the Overview & Scrutiny Management Committee. The Trust has identified gross potential savings of £3.1m over the next three financial years, in-part facilitated by Council investment to develop the local estate which will deliver better outcomes for Doncaster children and young people, at a reduced cost across the partnership; this work is included in the Future Placements Strategy that will be subject to approval by the Trust and Council (planned for November and December respectively).

53. **External scrutiny and evaluation within Quarter 2 19/20**

54. There have been no inspections of children's homes managed by the Trust during this quarter.

55. The Trust and Council attended the Annual Engagement event with Ofsted on 24th June, where we submitted our joint self-evaluation and performance data. Ofsted provided a letter summarising this meeting, acknowledging the new working arrangements between DMBC and DCST since April 2019, and opportunities for closer strategic partnership. There is also an acknowledgement of the Trust's work as a Partner in Practice, and positive feedback. Our good performance, when compared to similar authorities, was also recognised. The letter provided a helpful indication of where future inspections will focus if we aspire to be outstanding.

56. In particular, any future inspection will explore what the Trust and DMBC are doing to ensure that partner agencies understand and are working to agreed multi-agency thresholds, and how we are strengthening our approach to Early Help. This challenge is in recognition of continued high levels of demand, and levels of attrition throughout the referral and assessment pathways, with large proportion of referrals not leading to a statutory service. This is a message that we need to share with our strategic partners, through the local safeguarding partnership and chief officer group. In partnership with DMBC, we are currently planning a mock Joint Targeted Area Inspection (JTAI), which will provide a further opportunity to test thresholds and strategic understanding.

57. There is also reference to timeliness of care proceedings and outcomes for care leavers, both of which were clearly articulated in our self-evaluation and this report. Nevertheless, it is a timely pointer towards key lines of enquiry and areas that we will have clear action plans to address.

58. Finally, Ofsted took interest in our joint future placement strategy, and will seek to see progress and impact on children and young people placed within our residential and fostering services.

59. **Activity in Quarter 3 19/20**

60. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into

the project team, and contributing business expertise in the form of subject matter experts.

61. The Trust has revised its Inspection readiness activity, renamed as “Pathway to Outstanding”, and reporting into our partnership Joint Strategic Improvement Group. A schedule of performance clinics, themed meetings and manager events is in place as we move towards a likely inspection window of 2020.

62. The Trust has been involved in a number of engagement activities in Q2 such as:
 - Private Fostering Week – 3-7 July
 - Keeping Safe Week – 8-14 July
 - World Day against Trafficking in Persons – 30 July
 - Yorkshire Day – 1 August
 - Youth Day – 12 August
 - A level results day – 14 August
 - GCSE results day – 21 August
 - Sound the alarm – 20 September

63. The Trust is involved in the following activities in Q3:
 - World Mental Health Day – 10 October
 - National Adoption Week – 14-20 October
 - Restart a Heart Day – 16 October
 - Carer Leavers Week – 28 October-3 November
 - International Stress Awareness Week – 4-8 November
 - Anti-Bullying Week – w/c 11 November
 - Alcohol Awareness Week – w/c 11 November
 - Armistice Day – 11 November
 - International Men’s Day – 19 November
 - Trans Awareness Week – 13-19 November
 - Universal Children’s Day – 20 November
 - Carers Day – 21 November
 - Children’s Take Over Day – 23 November
 - Human Rights Day – 10 December
 - Toy Appeal – 18-19 December

64. The implementation plan of the Future Placement Strategy is due to be signed off this quarter, at Trust Board in November, and DMBC cabinet in December.

65. **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>

Outcomes	Implications
People live safe, healthy, active and independent lives: <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.
People in Doncaster benefit from a high quality built and natural environment: <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 	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.
Working with our partners we will provide strong leadership and governance	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.

66. **RISKS AND ASSUMPTIONS [JT 17/10/2019]**

Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

67. **LEGAL IMPLICATIONS [RM 17/10/2019]**

This is the second report of the new reporting arrangement since the Trust became an arm's length management organisation (ALMO) of the Council on 1 April 2019. There are no legal implications directly arising from this report.

68. **EQUALITY IMPLICATIONS [LE 17/10/2019]**

There are no equality implications directly arising from this report.

69. **HUMAN RESOURCE IMPLICATIONS [LE 17/10/2019]**

There are no specific human resources implications directly arising from this report.

70. **TECHNOLOGY IMPLICATIONS [JT 17/10/2019]**

There are no information technology implications directly arising from this report.

71. **HEALTH IMPLICATIONS [JM 17/10/2019]**

Health and social care services are inextricably linked and are 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.

72. **FINANCIAL IMPLICATIONS [RM 17/10/2019]**

Based upon the current forecast the implications of the Council are positive.

73. **CONSULTATION**

Consultation has taken place with key managers and Directors.

ATTACHMENTS

- Appendix 1: Summary of key performance indicators for quarter two 2019/20

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Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE							
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Position	
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	85%	Yes	89%	91%	89%	86%	87%	91%	Better than target	Improving
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	96%	Better than target	Improving
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	90%	84%	90%	82%	855%	95%	Better than target	Improving
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	96%	100%	97%	100%	100%	96%	Better than target	Stable
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	11%	9%	10%	12%	11.0%	10.0%	In Tolerance	Improving
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	92%	In Tolerance	Improving
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	71%	61%	71%	71%	60%	Better than target	Stable
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	90%	Yes	99%	98%	99%	99%	98%	98%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	79%	Outside Tolerance	Improving
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	86%	In Tolerance	Stable
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				89%	94%	In Tolerance	Improving
Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	93%	82%	78%	80%	72%	82%	Better than target	Improving	
Strategic Partnership Indicators	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	141	In Tolerance	Volatile
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	82%	Better than target	Improving
	Referrals that have previously referred where no statutory service was provided	Quarterly	Smaller is better	TBD*	TBD*	No	New contract measure for 2019/20				74%	56%	TBD*	Improving
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	27%	In Tolerance	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	New contract measure for 2019/20				19%	18%	In Tolerance	Stable
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	n/a**	n/a**	Yes	New contract measure for 2019/20				21%	14%	No Target**	Improving
	b) >1 year						New contract measure for 2019/20				17%	15%	No Target**	Improving
	c) > 2 years						New contract measure for 2019/20				32%	32%	Outside Tolerance	Stable
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	3%	Better than target	Improving
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	37%	26%	27%	19%	13%	20%	Better than target	Improving
Case file audits graded good	57%						56%	51%	61%	60%	61%	Stable		
Case file audits graded requires improvement	7%						18%	19%	20%	26%	16%	No Target**	Volatile	
Case file audits graded inadequate	0%						0%	2%	2%	2%	2%	No Target**	Stable	

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE							
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Position	
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	0%	Better than target	Stable
Strategic Partnership Indicators	CiN cases that close within 6 months of the child protection plan end date	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				57%	62%	TBD*	New measure
	CiN cases that close within 6 months of the child leaving care	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				32%	18%	TBD*	New measure
	Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	30%	32%	35%	39%	41%	30%	Better than target	Increasing
	Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	229	218	165	165	190	200	In Tolerance	Increasing
	Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	66%	Outside Tolerance	Improving
	Long term stability of placement of children in care: %of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	Yes	69%	72%	71%	67%	62%	58%	Outside Tolerance	Decreasing
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				83%	83%	In Tolerance	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	169	237	129	170	55	90	Better than target	Improving
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	388	469	419	398	285	378	Better than target	Improving
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	15%	12%	22%	21%	20%	11%	In Tolerance	Volatile
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				17%	17%	TBD*	Stable
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	14%	19%	11%	22%	17%	13%	Outside Tolerance	Volatile
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	TBD*	TBD*	Yes	New contract measure for 2019/20				7%	TBD*	New measure	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	94%	Better than target	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	51%	Better than target	Stable
Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	7%	5%	4%	4%	Not available***	Not available***	Not available***	Not available***	
Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	15%	15%	17%	15%	Not available***	Not available***	Not available***	Not available***	

* To be determined. Measure is new and therefore requires 3 quarters' data before a target and tolerance can be set

** not applicable. Measure is reported for note, but a target will not be set

*** Not available due to reporting issues from corporate HR system