



Doncaster Council

To the Mayor and Members of the Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 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 third 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. 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.
9. This report provides a summary overview of operational and financial performance, based on the reporting cycle set out above.
10. **Summary of Operational Performance and Management Information**
11. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target,
 - b. 2 are reporting within target range, and
 - c. 3 are reporting outside target range for this quarter
12. These are covered in more detail later in the report
13. Of the 28 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	2	1			
Child Protection			3		2
Looked After Children	2	1			
Placements (Adoption, Fostering and SGO)		2	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 17.9%

14. 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 after the third quarter. Of those reported in quarter 3, 17 out of 21 (81%) 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.

15. A summary of demand for services is set out below. Contacts to the children's social care front door have decreased, and referral numbers showed a slight increase, the latter being a seasonal trend due to the new school year beginning at the end of the previous quarter. Despite this increase, the forecast referral rate for the year is 14% below last year's outturn. There has been a three percent reduction in children in need numbers. The long term trend for reduction in children in care continues, with 41 fewer children in care compared to the same quarter last year.
16. 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.
17. 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. The number of children cared for in Doncaster children's homes or by Doncaster foster carers has increased by 22 children since the start of the financial year.

Demand Measure	2018/19				2019/20			%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	5262	-6%	-14%
Referrals	1307	991	1181	1239	1200	924	949	+3%	-20%
Children in Need	2827	2549	2694	2638	2519	2289	2221	-3%	-18%
Looked After Children	582	593	560	534	523	537	519	-3%	-7%

18. **Operational performance against contractual KPIs indicators**
19. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
20. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance improved by five percentage points on the previous quarter, 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 95% 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. If we were to use the national expectation of visits every four weeks, performance would be at 99%. 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 latest national average. Despite this, no conferences were held outside timescales in the latest quarter. Our performance for the year to date is 99% on timescale, 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.
- **Proportion of children in care experiencing three or more placements in a 12 month period. This measure is known as the “short term stability measure.”** Performance is better than target at 8%. 42 children at the end of this quarter have experienced 3 or more moves in the last 12 months. This has been an improving trend over the last three quarters. The measure 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 Trust’s Independent Reviewing Officer 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. 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. There is currently work being undertaken to develop a tracker for all children who are subject to 2+ placements, to be reviewed at the Trusts CIC 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.
- **Percentage of care leavers that the Trust remains in touch with.** Performance remains better than target. Continued use of the case tracking and management oversight means we are consistently in touch with 98% of care leavers in their 17th -21st year and work hard to maintain engagement. Performance over the previous six quarters demonstrates continued high in touch rates with care leavers, and continues to be better than 2018/19 outturns Nationally (93%) and Regionally (95%).
- **Proportion of cases audited graded as “Good” or better.** Performance at 83% for all audits completed within the last quarter graded good and outstanding. The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, JTAI thematic frameworks and the work carried out by Practice Development Social Workers.

21. Contract KPIs within target range

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has increased for the second successive quarter to 94%. In addition to this, 93% of children and young people made a meaningful contribution in their review and 99% 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.
- **Freedom of Information requested responded to within expected timescales.** Since April 2019, 91 requests have been received by the Trust, of which 82 (90%) were responded to within timescale. Of those out of timescale, seven were 1 day outside timescale and 2 were over. Where delays occurred, they were down to complexity of the request or where further advice was sought. Tracking is in place to ensure the majority of responses are within timescale, including escalation of those approaching deadline.

22. Contract Measures currently outside target range

- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** Caution needs to be taken with this measure, as it can be based on relatively low numbers of children adopted within the quarter. Performance has dropped this quarter. These are provisional figures due to the timing of the statutory return to DfE so may improve when finalised, currently the year to date figure is 63% for overall adoption. Of note is that However, on average, we are taking almost 100 fewer days to place children within their adoptive families than the national rate: for the year to date, the average time taken from a child entering care to moving in with its adoptive family in Doncaster is currently 337 days (11 months), against a national threshold of 426 days and a national average of 433 days.
- **Care Leavers with pathway plans that have been reviewed in timescale:** Performance is below target and on a downward trajectory at traditionally a difficult time of year, with regard to engaging young people in planning activity. 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, which then need to be translated to the case management system. The Inspiring futures team has recruited 3 additional personal advisors to manage this caseload and to return performance to tolerance.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff is outside tolerance by one percentage point which amounts to four members of staff. Performance was within tolerance for 2 of the 3 months within the quarter, with December's performance bringing the percentage down. Whilst, this may be due to availability of staff during the Christmas holiday period, and office closures, it should be possible to arrange supervisions and therefore it is expected that performance returns to tolerance in January. 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.

24. **Strategic Partnership Indicators**

25. The trust 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 61 percent are within or better than target range, with a further 25 percent yet to be reported. These will be reported by exception – those better than target and those outside target tolerance.

27. The 11 measures currently reported as better than target are

- Rate of improved outcomes for families that have received family support on closure.
- Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two year period.
- Percentage of monthly case file audits rated as ‘requires improvement’ or better
- Percentage of Child Protection Plans lasting two years.
- Youth Offending Services – Reoffending Rate after 12 Months.
- Average time in days between a child entering care and moving in with their adoptive family
- Children ceasing to be looked after due to a Special Guardianship Order (SGO).
- Percentage of Care Leavers in suitable accommodation.
- Percentage of Care Leavers in employment, education and training (EET).
- Percentage of permanent posts covered by Agency Staff.
- Staff turnover rates.

28. The four measures that are currently outside target tolerance are

- **Assessments completed within 20 working days:** The statutory expectation is that assessments are completed within 45 working days, where our performance is at 96%, well above national, regional and comparator authority averages. The additional target to complete more in a shorter timescale is in place in order to manage caseloads, and ensure families’ lives are intervened with for as short a time as reasonable. However, there are many occasions whereby a longer intervention/assessment puts families in a position where they are more resilient, and therefore a full 45 days is appropriate. There are also occasions when it takes time to negotiate a safe “step down” of cases to non-statutory services, which makes this shorter timescale harder to achieve. The Trust is currently exploring a different model for the assessment teams, with the intention of being able to “front load” assessment work to bring the average time spent down.

- **Percentage of children in need for two or more years.** There are currently 2221 open cases, of which 727 (33%) have been open over 2 years. The majority of these cases (616, 85%) are open long term cases, as children in care or care leavers, where a length of two years or more would be typical. The remaining cases are those open as a child in need case, or where the plan is complete and it is awaiting transfer. 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. Although higher than the current target this is close to the latest National average (Doncaster 33%, National 32%).
- **Care Proceedings on Track to be completed within 26 weeks.** Timeliness has remained consistent previous two quarters but remains below target and tolerance. 105 of the 162 cases currently in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities. The number of care proceedings increased by over 25% between 2018 and 2019, and in response to this the Legal Services recruited to a number of additional posts to meet demand. Latest comparable data shows that the average time taken to complete proceedings in South Yorkshire (our designated family judge area) is above the national average (38.5 vs 33 weeks), however Doncaster is the best performing authority across this region at 37 weeks. A comprehensive action plan put in place by the Head of Service for the Legal department. This action plan is driving improvements in timeliness, quality of performance and the completion of proceedings. However, it must be noted that timeliness is impacted by court session availability, court directions and the contribution of children’s guardians.
- **Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child, including young people moving into independent living arrangements as they prepare for adulthood. 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 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. The five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown. Performance information for quarter 3 demonstrates that the children placed within the Mockingbird Cluster continues to improve the long term stability at 75%, 13% better in comparison to our In-House Foster Carers not within the Mockingbird cluster and 20% better in comparison overall. The placement strategy includes the establishment of a further Mockingbird cluster, with appointments currently being made. Of those children in long term care, an additional 30 have now been in the same placement for a year. This measure needs to be considered alongside the “short term” placement change measure, which identifies those children experiencing 3 or more moves in a year. Performance is improving for this measure, demonstrating that strategies early into care are stabilising placements, and these now need to be applied to longer term care cases.

29. **Financial performance**

	Quarter 3				Quarter 2
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.8	50.1	-1.0	-1.8%	-1.1

30. The 2019/20 contract value is £54.8m. The Children's Trust forecast outturn as at the end of Quarter 3 is an underspend of £1.0m, which is a decrease of £0.1m since Quarter 2.
31. The underspend is a combination of reduced net costs to the Trust of £630k and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of £395k that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block, which was approved at the September 2019 Schools Forum.
32. Out of Area (OOA) 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 allowances, asylum seekers and Independent Fostering Agency costs.
33. A summary of the December 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	32,030	-3,810	28,219	453	352	805
Other Children and Family Services	1,876	0	1,876	1,743	0	1,743	133	0	133
Family Support Services	2,984	0	2,984	2,856	-3	2,853	128	3	131
Youth Justice	1,790	0	1,790	1,697	0	1,697	92	0	92
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,196	-100	13,095	-355	-15	-370
Services for Young People	560	0	560	430	0	430	131	0	131
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	4,648	-1,946	2,702	100	-120	-20
Grand Total	57,281	-57,281	0	56,599	-57,625	-1,025	682	343	1,025

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 five (excluding the pending contract variance for ICT) significant (£100k+) variances - Looked after Children, Safeguarding, Other Children & Family Services, Family Support Services, and Services for Young People. The explanations are given below:

Looked After Children - £805k underspent: Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £805k, of which £395k is due to the way the OOA placements are funded via the DSG High Needs Block. Within the overall underspend of £805k there are several areas with underspends and overspends greater than £100k with further detail given below. There are underspends less than £100k, including, Oaklands, Fostering team, SGO team, Adoption Allowances and Independent Adoption Agencies that totals **£491k**.

- **In-house Residential £152k overspent offset by Satellite Homes £246k underspend – overall £94k underspent.** Following the closure of Tickhill Square in August there are now 16 In-house residential beds, which are fully occupied. The displaced staff have filled existing vacancies within the remaining homes but there is a overspend due to additional non budgeted posts and the cost of improvements required to the infrastructure of the four remaining homes.

As mentioned in the previous report, to offset the overspend on the in-house Residential homes there is a £246k underspend on the Satellite Homes as it is now assumed the first two bed children's home will now open in the new financial year. The two bed children's home model is part of the Future Placements Strategy which has moved into the implementation planning stage.

- **Out of Area Placements - £840k overspent (but note additional DSG income of £395k).** There are 38 OOA placements at the end of December, an increase of 6 since the end of September. Please note 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 OOA 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 only has two children attracting funding from the CCG 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 OOA placements indicates that an additional £395k compared to budget will need to be funded from the DSG High Needs Block – taking the total DSG funding forecast for 2019-20 to £3.1m.

- **Independent Fostering Agencies - £306k underspent.** The cost of children placed with Independent Fostering Agencies (IFAs) is under budget, as the numbers have reduced whereas the number of children placed with in-house foster carers, which is a significant cost saving, have increased.
- **Child Arrangement Orders and Special Guardianship Orders - £265k underspent.** There are projected underspends of £140k for Child Arrangement Orders and £125k Special Guardianship Orders due to growth being less than expected.
- **Asylum Seekers - £143k underspent.** The forecast for asylum seekers continues to be under budget as we are currently supporting less young people with this status than the budget which was based on previous years when this was a lot higher. The funding for these young people is from the Home Office and is included in the Contract Sum. The potential shortfall in income as a result of

the decreased activity in 2019/20 is offset by additional income of £69k from the final claim for 2018/19.

Safeguarding Children - £371k overspent. The main reasons for the overspend are the Trust has had to increase its hourly rate for agency social workers in order to remain competitive against neighbouring authorities (cost c. £200k), and the continuing cost of preventative measures, forecast to be £224k, that are being put in place by the locality teams, 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.

Other Children & Family Services - £133k underspent: Legal Services is projected to under spend by £112k due to incurring less Court Fees and Solicitors Fee than budgeted due to the Children in Care numbers being less than in 2018/19.

Family Support Services - £131k underspent: The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, is projecting an underspend due to less staff costs in the first half of this financial year.

Services for Young People - £131k underspent: The projected underspend for EPIC is due to the service having vacancies which are expected to continue for the remainder of the financial year.

36. **Innovation Funding Benefits Realisation – Year Three**

Of the £2.39m 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 DfE allocation for Mockingbird in 2019-20 but on a reduced scale to previous allocations.

37. **Cash flow forecasting**

38. There was a positive cash balance of £6.6m at the end of December 2019. Cash flow continues to be monitored and is not expected to be an issue for this financial year.

39. **Management Action to Secure Further Efficiencies & Impact on 2019-20 Budget**

40. The Trust has previously reported initiatives to reduce costs such as annual leave salary sacrifice scheme, pool car usage, and taxis. Consideration is being made how to push for greater savings than those achieved thus far.

41. The Future Placements Strategy, which it is envisaged will bring about savings across the partnership from 2020-21 onwards and are included in the MTFs, has been approved by the Trust and Council and has moved into the implementation planning stage.

42. **Medium Term Financial Strategy (MTFS)**

43. 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.

44. External scrutiny and evaluation within Quarter 3 19/20

45. One children's home received an interim inspection in the last quarter. At the last full inspection this home was rated as "good." At the interim inspection, inspectors reported "improved effectiveness," quoting that "*children and young people are thriving and making continued progress towards their individual goals. They regularly attend school and college, and staff promote education and support the children and young people to be aspirational about their futures.*" The home received two procedural recommendations that will now form part of their improvement plan, as they aim to achieve an "outstanding" rating at the next full inspection.

46. Activity in Quarter 3 19/20

47. The Trust was 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
- Hosting the Trust Staff Summits, with attendance from DMBC colleagues – 16 and 17 December
- Toy Appeal – 18-19 December

48. The implementation plan of the Future Placement Strategy was signed off in quarter three.

49. Activity in Quarter 4 19/20

50. 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.

51. 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.

52. The following events are scheduled or have taken place in quarter 4:

- 28 January – The Trusts Annual Staff Star Awards, attended by colleagues from DMBC. Over 200 nominations for awards were received.
- 3 to 9 February - Children’s Mental Health Week
- 13 February - Social Worker Open Day on 13 February at Thorne offices.
- 8 March 2020 - International Women’s Day
- 17 March 2020 World Social Work Day
- 18 March 2020 – National Child Exploitation Awareness Day – linking with partner colleagues.
- In March we will also be having a marketing campaign to promote our Trusted Mentor scheme and Fostering recruitment

53. **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>

54. RISKS AND ASSUMPTIONS [JT 27/01/2020]

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

55. LEGAL IMPLICATIONS [RM 27/01/2020]

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.

56. EQUALITY IMPLICATIONS [LE 27/01/2020]

There are no equality implications directly arising from this report.

57. HUMAN RESOURCE IMPLICATIONS [LE 27/01/2020]

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

58. TECHNOLOGY IMPLICATIONS [JT 27/01/2020]

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

59. HEALTH IMPLICATIONS [JM 27/01/2020]

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.

60. FINANCIAL IMPLICATIONS [RM 27/1/2020]

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

61. CONSULTATION

Consultation has taken place with key managers and Directors.

ATTACHMENTS

- Appendix 1: summary of key performance indicators for quarter three 2019/20

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