



Date: 26th January 2021

TO: THE CHAIR AND MEMBERS OF CABINET

CHILDREN'S PARTNERSHIP RECOVERY AND RESILIENCE PROGRAMME

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

EXECUTIVE SUMMARY

1. The latter part of 2019 and 2020 thus far has been challenging for the Borough. The November floods, followed by the COVID crises have created additional needs in the communities we serve and complex partnership challenges have been exacerbated for example by domestic abuse and child exploitation.
2. The children's safeguarding partnership has continued to grow, resulting in examples such as a strengthened joint endeavor to support children and young people in education. The relationship with educational settings is strong regardless of designation. Great innovative thinking is emerging from a curriculum and wellbeing perspective.
3. Agencies have been less resilient and have been restricted in their access to children, young people and families, resulting in integrated multi-agency frontline work not being as effective, increased demand and adding to complex partnership challenges.
4. Significant progress has been made since 2014 and the safeguarding picture overall remains positive in Doncaster. However, in the current climate of increasing demand and complexity it is important to ensure early remedial work takes place that will consolidate good practice, provide a strong foundation to continuously improve and arrest the decline in performance in our collective ambition to deliver good and better services to achieve the best outcomes for the children, young people and families of Doncaster.
5. A Doncaster Children's Partnership Recovery and Resilience programme has been established with a commitment to ensuring that all our children have the best possible start in life.
6. **A Shared Children's Partnership Commitment**

The partnership is committed to working together to achieve rapid and sustainable improvement in the experience of children and young people who require support,

protection and care; safeguarding is everybody's business. Whilst the Council and Doncaster Children's Services Trust hold important system leadership roles with associated accountabilities, in order for children to be effectively safeguarded, all partners have committed to must work together and discharge their responsibilities effectively.

EXEMPT REPORT

N/A

RECOMMENDATIONS

7. Cabinet is asked to note the information provided in the report and approve the additional one off funding of £727k to cover the investment areas outlined in paragraphs 36 and 37.
8. Approve the payment of £230k to DCST to deliver the elements of the plan identified, as detailed in paragraph 38.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The improvements that will be achieved through a collective approach to improve the experience of children, young people and their families, i.e. receiving the appropriate support, in a timely manner that prevent necessary escalation of need and risk.
10. Responsibility for the safety, health, happiness and achievement of children and young people in Doncaster rests primarily with their families and carers. At times children, young people and their families will need additional support from, Doncaster Council, Schools, Doncaster Children's Services Trust, St Leger Homes, South Yorkshire Police, Clinical Commissioning Group, Rotherham, Doncaster and South Humber NHS Foundation Trust and Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust. The connectivity across partners to secure consistent support is critical.
11. A strong partnership is a partnership that reflects, learn and is agile in responding to need and improvement. The impact of Covid-19 means that the world is changing for children, young people, families and their communities and with it the pressures and the risks that must be safeguarded against. The safeguarding of children continues to evolve at local, regional, national, and even international levels, so we must continue to meet the challenges with an open attitude of learning. This of course extends across the partnership of all agencies and organisations working together to safeguard children, and we also need to be learning from the children, families and communities we work with.
12. Working collectively with statutory partners across the Clinical Commissioning Group, South Yorkshire Police and Doncaster Children's Services Trust, the accountable leads Cabinet Member for Children, Young People and Schools and Director of Children's Services ensure that effective the local arrangements to keep children safe. Safeguarding are in place, however working together with a wide range of other agencies including health services, schools, early years settings, social care, and voluntary, community and faith organisations, it is everyone's responsibility, and through the

Doncaster Safeguarding Children Partnership we are. Our vision is clear: We work together to help Doncaster children and young people to be safe.

BACKGROUND

Context

13. Whilst the children's safeguarding partnership has continued to grow, the Covid-19 pandemic has meant that agencies have been less resilient and have been restricted in their access to children, young people and families, this coupled with considerable senior leadership and middle management turnover in social care and other partners have affected management continuity resulting in a decline in consistently good frontline practice and oversight. An example of this is that there is a variance in partnership practice in relation to the agreed practice models, i.e. Signs of Safety and the Neglect toolkit across the partnership.
14. Although there was flexibility to implement temporary regulations as outlined below, Doncaster operated a blended approach to ensure that its children's social care provision continued to support all young people as required.
15. For reference, the temporary regulations afforded flexibility as follows:
 - Allowing visits to take place over the telephone, a video link or other electronic communication methods, where face-to-face visits are not possible due to coronavirus (COVID-19)
 - Changing the rules regarding health assessment in the process for approving adopters and foster carers, as long as assessments are obtained and considered for the final stage and prior to approval
 - Suspending the minimum frequency of Ofsted inspections, recognising that assurance visits will be conducted using a risk-based approach.
16. Everyone involved in promoting the welfare, protection and care of children continues to work extremely hard in the face of unprecedented challenges to support the most vulnerable during this period. The children's workforce across the partnership is supporting and caring for some of our most vulnerable children and young people every single day and are, as always, providing a vital service during this time and there is full appreciation for the dedication and determination of all those who are working to protect vulnerable children and young people, facing challenges that they have never had to face before in these extraordinary times.
17. The Covid-19 pandemic represents a time of severe pressure across society, which in turn presents heightened levels of risk for some children. It is, therefore, especially important that these children continue to receive the services and support they need. Our aim is, in line with the Department for Education and Health guidance, to continue to prioritise the safeguarding, and welfare of vulnerable children and young people, maintain a clear focus on the delivery of children's services during the pandemic and support continued effective operations when public health measures may act as a barrier, for example as a result of local intervention measures.
18. The difficult and complex decisions that have and continue to be taken during this period are made in the spirit of the following principles:

- Child-centred - promoting children's best interests: nothing is more important than children's welfare; children who need help and protection deserve high-quality and effective support as soon as a need for help is identified
- Risk-based - prioritising support and resources for children at greatest risk
- Family-focused - harnessing the strengths in families and their communities
- Evidence-informed - ensuring decisions are proportionate and justified
- Collaborative - working in partnership with parents and other professionals
- Transparent - providing clarity and maintaining professional curiosity about a child's wellbeing

19. An analysis of referrals into the Front Door shows that Doncaster has seen a significant increase in demand/activity for statutory social care services during the pandemic compared to the same period in 2019.

- Referral to Social Care increased by 44% (924 vs 1331)
- Section 47's increased by 39% (250 vs 348)
- Assessments initiated increased by 44% (919 vs 1319)
- Children entering Care increased by 31% (35 vs 46)
- Children in Need increased by 23% (1473 vs 1807)
- Children with a Child Protection Plan 28% (299 vs 383)

20. Indications show that during the period, there has been a reduction in cases being managed in early help as a result of Covid and heightened anxiety across the system driving the threshold upwards. There has furthermore been additional complexity noted in a number of cases i.e. isolation, loneliness, family pressure, poverty and domestic violence.

21. Doncaster's early help pathway saw 4399 referrals between February and September this year. At September 2020 there are 1951 case open across the Early Intervention Partnership. This has reduced from 2081 in September 2019 a reduction of 19%.

22. Re-referral rates have risen throughout this period and now stand at 31% (for the month of September 2020). October has seen a significant reduction, and our year to date figure (April 2020 to Sept 2020) is currently running at 26%.

What we need to do?

23. The children's safeguarding partnership needs to arrest the decline in performance by:

- Improving multi-agency early identification, help and intervention through the Localities Working program.
- Reviewing, agreeing and embedding a partnership practice model framework
- Address partnership variance in the application of the levels of need and thresholds for services.
- Improving the capacity, quality and consistency of practice and decision making in the Front Door. Ensure multi-agency representation and decision making.
- Supporting the improvement of partnership and social care practice, support and challenge as a partnership, partner agencies to rapidly drive up performance and quality.
- Reviewing and shaping the future partnership governance models.

What have we done so far?

24. A multi-agency children's partnership recovery and resilience board has been commissioned by the Council and Children's Services Trust. This was in recognition of the partnership requirement to improve the response to support for children and young people. The independent chair has been secured and the first board meeting with full membership took place in the second week in November, with subsequent meeting four weekly thereafter.
25. The board acts to provide collective strategic oversight and be reassured on a risk evidence basis of the preparation, positioning and planning to address areas identified in the plan and in so doing, act as a collective challenge forum, and promote collective and individual good practice.
26. The board has committed to ensuring an accurate self-assessment, appropriate plan and performance and quality assurance framework are compiled that are reflective, evaluative and supported by relevant evidence based documentation and that continuous improvement is embedded and embraced as a cultural norm across the partnership.
27. The roles and responsibilities for the board include:
- Ensuring that all partners contribute to the delivery of effective arrangements to safeguard and promote wellbeing of all children in Doncaster
 - To give assurance that a culture of improvement and putting children and young people at the centre is embedded across all agencies and that there is an understanding of and recognition of good social work practice
 - To develop and agree the improvement plan and subsequently monitor, review and update regularly;
 - Agree a work programme designed to deliver rapid and sustainable improvements as set out in the Improvement Plan;
 - To advise, support and challenge leaders of Council, Trust services and statutory partners to secure sustainable and measurable improvements leading to good or better performance in children's services.
 - To ensure that children, young people and families inform the development of improvement actions and have opportunity to review their impact
 - To ensure that frontline staff inform the development of improvement actions and have opportunity to review their impact
 - To agree and oversee a communications strategy that articulates a clear vision of the quality, standards and range of services required to respond positively to the needs of children and young people.
 - Uses its authority to commit and deploy the necessary resources in line with decisions taken at the Board
 - Ensures improvement actions are implemented in a timely and sustainable way
 - Actively works to remove any barriers that impact on the pace and progress of achieving required improvements.
28. The board and subsequent steering group (Engine Room) and associated task and finish groups identified below in the governance section are leading on the requirements for the production of a Partnership Self-Assessment, Performance and Quality Assurance

Framework, communications plan and priorities outlined in the improvement plan including:

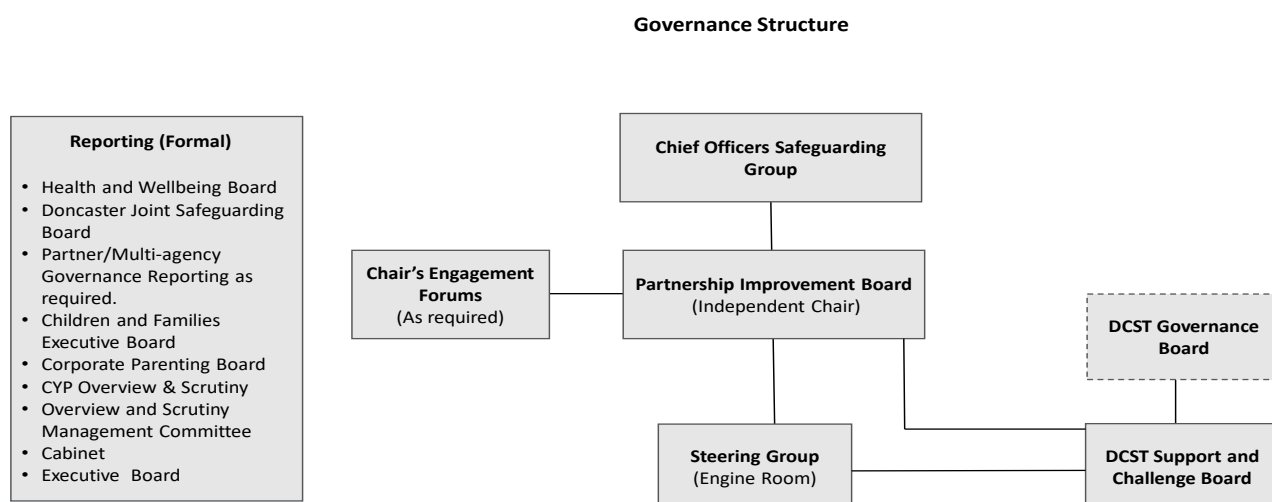
- Early Help
- Front door including multi-agency access point
- Multi-agency Frontline practice
- Intelligence led performance and quality assurance framework
- Governance

29. The high level and operational plans will be monitored and reviewed in line with the governance structure identified below, including four weekly and quarterly reviews and through the multi-agency partner governance arrangements in addition to individual single agency governance board reporting, thus ensuring collective accountability and responsibility for the key priorities, outcomes and impact measures.

Governance

30. The board is the key partnership body that holds the ownership of the Plan and responsibility for its delivery. Doncaster's Improvement Board is independently chaired by Rachel Dickinson, an experienced Director of Children's Services and former president of the Association of Directors of Children's Services (ADCS). Board membership comprises strong leadership and assurance with full, clear commitment from all partners to support the improvement process.

31. The board will drive the implementation of the plan and act to provide collective strategic oversight and be reassured on a risk evidence basis of the preparation, positioning and planning to address areas identified within this plan and in so doing, act as a collective challenge forum, and promote collective and individual good practice and is accountable to the Chief Officers Safeguarding Group (COSG).



Resources and operational progress to date

32. Resources have been identified to support the programme from a combination of existing and new temporary resources. The programme support has come from existing resources across the respective organisations and/existing staffing structure, keeping the additional staffing resources to a minimum.

33. Utilising existing resources, the core team consists of:

- Partnership Improvement Lead (Assistant Director, LOCYP/DMBC)
- Interim Director of Social Care (DCST), pending permanent appointment to post.
- Programme Manager (DMBC)
- Service Improvement Officer (DMBC)
- Service Improvement Liaison Officer (DMBC)
- Data and Performance Leads (DMBC, DCST, CCG, SY Police, DBTH, RDASH)

34. Additional interim resource includes:

- Shared Vision, Practice Improvement Partner to support remodelling of the front door, assessment and planning.
- Head of Service Children's Partnership Recovery and Resilience Lead (Interim 6 months)
- Partnership Improvement Board Independent Chair (Interim 6 months))
- Fostering Panel Manager, Quality and Improvement Support (12 months support)
- Family Lead Practitioners to support school settings (Temporary 12 months DMBC resources)
- Care Proceeding Manager (Temporary 12 months DCST)
- Policy Review Officer (Temporary 12 months cross Partnership)

35. Operational progress to date includes:

- An Intelligence led performance and quality assurance framework is under development, ensuring that progress can be measured effectively and across multi-agency working to ensure consistent and effective impact, monitoring and response.
- Recommendations from the review of the front door and the assessment service are incorporated as part of the design
- The structure for the front door incorporates roles, job descriptions and staff funding arrangements
- Revised business processes, describing how the front door and Early Help coordination will operate in detail are being developed
- An updated information sharing agreement is under development
- The threshold document and levels of need descriptors are in draft form and will be widely consulted upon between January - April 2020 to ensure understanding, awareness and consistency in language throughout the Doncaster Safeguarding partnership
- Extensive multi-agency communication strategy and plan is underway, with some activity having taken place since with presentations and virtual briefings since 30 November 2020.
- Social Workers at the front door have been trained on the screening tool - EVOLUTION prompts (a tool that is used for early identification of need, harm and risk and with visibility of history, the lived experience of a child/ young person and a

clear analysis to inform decision making. A new screening process has now gone live 9 December 2020

- Specialist workshops has been arranged for the Social Workers at the front door 15 December 2020 to enable the connection of some specialist pathways at the front door. The front door will provide an analysis of all new referrals/ notifications where children and young people are identified for vulnerability areas such as domestic abuse, modern day slavery, drug abuse, trafficking, criminal exploitation and sexual exploitation and issues of radicalisation
- New staff have been identified and recruited to fill vacancies currently existing at the front door including a highly experienced service manager.

Finance

36. A breakdown of the financial costs to support the programme is shown in the table below. The total cost of the additional interim resources are £967k, with £240k coming from existing budget sources (i.e. LOCYP's non covid related underspend as reported at quarter 2 of 2020/21) and £727k requested additional investment (£182k in 20/21 and £545k in 21/22).

<u>Additional interim resource</u>	Projected cost £	20/21 cost £	21/22 cost £
a. Partnership Improvement Board Independent Chair (Interim 6 months)	31,500	24,000	7,500
b. Quality and Improvement AND Foster Panel Support (12 months support – payment to DCST)	100,000	25,000	75,000
c. Head of Service Children's Partnership Recovery and Resilience Lead (Interim 6 months)	66,000	44,000	22,000
d. Family Lead Practitioners to support school settings (Temporary 12 months DMBC resources)	215,076	53,769	161,307
e. Care Proceeding Manager (Temporary 12 months – payment to DCST)	70,000	17,500	52,500
f. Policy Review Officer (Temporary 12 months cross Partnership – payment to DCST)	60,000	15,000	45,000
g. Shared Vision, Practice Improvement Partner to support remodelling of the front door, assessment and planning including:			
h. Additional capacity in assessment and teams to enable development work (NIB proposal)	244,000	162,667	81,333
i. Practice improvement programme for quality of assessment and planning	140,000	70,000	70,000
j. Life Story Work	40,000	10,000	30,000
TOTAL	966,576	421,936	544,641
Funded by:			
LO-CYP 2020/21 Forecast Underspend	240,000	240,000	0
Additional Funding Request	726,576	181,936	544,641
TOTAL	966,576	421,936	544,641

37. The utilisation of £240k LOCYP underspend covers the initial expenditure incurred by the Council, predominantly expenditure in 2020/21 on the Independent Chair, Head of Service and Shared Vision (items a, c and h above). These costs have already been committed due to the urgent nature of these items, but include a termination clause of one month's notice so these could be ended early if Cabinet do not approve the additional required funding.
38. Expenditure on the Fostering Panel Manager and Quality and Improvement support, Care Proceeding Manager and Policy Review Officer (items b, e and f above) will be incurred by DCST. This element, totalling £230k will be paid to DCST and performance managed through existing contract, with an appropriate legal agreement drawn up accordingly.

Next Steps

39. Progress and impact of the identified emerging key priorities and associated indicators priorities will be monitored and will be reviewed on a four weekly basis in line with agreed governance arrangements through the Children's Partnership Recovery and Resilience Board, Chief Officers Safeguarding Group, Doncaster Council, Doncaster Children's Services Trust, Clinical Commissioning Group, Rotherham, Doncaster and South Humber NHS Foundation Trust, Doncaster and Bassetlaw Teacher Hospitals NHS Foundation Trust, South Yorkshire Police and St Ledger Homes governance arrangements.
40. In addition to the above a quarterly report will be produced demonstrating progress against the investment requested and to outline plans for phase 2 and 3 to illustrate sustainability of the development plan, including providing a full update on the areas identified in this report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES:

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Improving outcomes for our most disadvantaged young people will lead to a larger proportion of the population contributing to the local economy. Doncaster businesses will also benefit from this capacity as they continue their recovery.</p> <p>Enabling service users and families to learn, work and live safely in their own homes and communities by accessing locally-based services and opportunities, reducing unnecessary admissions to institutional settings, such as residential care and out-of-authority schools and colleges</p>

<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>Providing support for our most vulnerable young people and their families, improving and transforming lives, giving greater access to opportunities to ensure sustainability, improving overall life chances.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Providing support for children, young people and their families who need it the most, giving them equal access to learning opportunities, ensuring that they have the very best possible chances in life to succeed, thus narrowing the gap and ensuring consistency and equity of support.</p> <p>Enabling service users and families to learn, work and live safely in their own homes and communities by accessing locally-based services and opportunities, reducing unnecessary admissions to institutional settings, such as residential care and out-of-authority schools and colleges</p>
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>A consistent approach to support from across the partnership, will ensure that support is provided in a timely and targeted manner, at the earliest point on the continuum of need.</p> <p>To provide effective support to children at risk of going missing and/or being exploited</p> <p>Empowering service users and families by providing accessible sources of information and advice, involving customers in their individual plans, and by increasing the use of self-assessment and timely intervention</p>

<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The model, priorities and approach identified through the recovery and resilience programme will ensure that support is not only consistent, but will avoid duplication. Removing the inconsistencies across the system, will ensure that there is a reduction in potential for re-referrals and assessments i.e. right first time and one front door.</p>
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Risks and assumptions

41. Due to the current pressures in the system, taking no action to mitigate further decline in performance or arrest and respond to the increased demand pressures and changed circumstances would result ultimately in further inconsistencies in the quality of services to support the needs of young people across the Borough.

LEGAL IMPLICATIONS [Officer Initials: PC Date: 14/12/20]

42. The Children Act 1989 places a general duty on all local authorities to 'safeguard and promote the welfare of children within their area who are in need and require additional support from the local authority to meet their potential'

This extends to providing a level and range of services to children and their families and investigating any concerns or allegations that suggest a child is likely to suffer physical, emotional or sexual abuse, or neglect, and to take action to prevent this.

Pursuant to the 2018 Statutory Guidance "Working together to safeguard children" all agencies and organisations should work together to carry out such duties and responsibilities. This includes the Council and Doncaster Children's Services Trust (whom deliver children's social care services in Doncaster upon the Council's behalf), and other key partners such as Doncaster Clinical Commissioning Group, South Yorkshire Police, St Ledger Homes and local hospital trusts.

The co commissioning of the multi-agency children's recovery and resilience board (the "Improvement Board") will involve utilising existing staffing resource but also securing additional interim staffing resource as detailed within the report.

S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation.

When recruiting to these posts consideration should be given to establishing them as temporary contracts for a fixed term and appropriate advice sought from HR and Legal. If the length of the contract exceeds 1 year upon termination the Employee may be

entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment. It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services. Should the plans require procurement of goods or services, this should be undertaken in accordance with the Council's Contract Procedure Rules and where applicable, Public Contracts Regulations 2015.

Legal Services to assist with drawing up a multi- agency partnership agreement or memorandum of understanding to clarify how the Parties will work together to deliver the jointly owned plan and formalise the proposed performance and quality assurance framework which should include terms of reference for the Board and governance arrangements which appear to be the formation of a non-decision making Board which makes recommendations and is accountable to the Chief Officers Safeguarding Group (COSG).

The Equality Act 2010 requires the decision maker to comply with the public sector equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to:

- i) eliminate discrimination, harassment, and victimisation;
- ii) advance equality of opportunity;
- iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this the decision maker will need to have sufficient information about the effects of the proposed changes on the aims of the equality duty. The Equalities Implication section (paragraph 15 below) is designed to assist with compliance with this duty and so the decision maker must take that into consideration and the public sector equality duty before taking the decision.

FINANCIAL IMPLICATIONS [Officer Initials: DB Date: 09/12/20]

43. The total costs of the additional interim resources required for the Children's Partnership Recovery and Resilience programme are £967k as set out in the body of the report.
44. £727k is being requested as additional investment (£182k in 20/21 and £545k in 21/22), with the remaining £240k to be funded from Learning Opportunities and Skills directorates non covid related underspend as reported at quarter 2 of 2020/21 (the financial projections for the directorate will be revised to reflect this commitment on approval of this report, reducing the reported non covid related underspend for LOSC). The £727k additional one-off investment will be funded from the Social Care Transformation Fund Reserve, held in a specific earmarked reserve and drawn down as required over the period.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: DC Date: 11/12/20]

45. It is evident in the paper there will be a need to resource this project with personnel therefore there will be implications around recruitment or internal and external staff.

Wherever possible, engagement of agency workers should be avoided or minimised on grounds of cost and to encourage effective deployment of existing staff. Recruiting managers should establish whether current members of staff in their own or other areas of the authority have the necessary knowledge, skills and capacity to undertake the piece of work / project required and, if so, utilise these staff.

There are 3 potential options for appointing to vacancies:

- In line with the council's Recruitment and Selection Policy and Procedure to appoint a fixed term employee;
- Seeking an agency worker using the council's managed service provider;
- Following procurement procedures to appoint an organisation to undertake the work.

Failure to correctly use one of these routes could lead to legal challenge and/or other consequences (e.g. HMRC penalties for not paying tax/NI at source when required).

If the intention is to appoint a fixed term or permanent employee a job description should be developed and evaluated to determine the appropriate grade prior to commencing the recruitment process. A job will also need to be created on the HR portal prior to starting the recruitment process.

If seeking to appoint an agency worker the Hiring and Managing Agency Worker policy should be followed. The council's approved managed service provider, Reed Specialist Recruitment Ltd (in effect from 10th September 2016), must be used to source appropriate candidates. Either a vacant post or an ODR (for project work) is needed to authorise the use of an agency worker. The ODR must contain sufficient detail about the project, length of assignment setting out the precise contractual position between agency, end-user client and worker as agreed, in a single document.

Changes to the intermediaries' legislation (commonly referred to as IR35) came into effect on 6th April 2017. This change moves the responsibility from the worker's personal service company (PSC) to the organisation that is paying the worker/PSC to ensure the appropriate deductions of tax and NI are made to HMRC. It is the council's responsibility to determine whether the role will fall inside or outside IR35. The change applies to new and existing worker/roles.

Throughout the project, managers should assess the need to use agency workers on an on-going basis, conducting regular reviews to consider whether the need continues or whether alternative arrangements could be made such as secondments or temporary contract arrangements.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 10/12/20]

46. There are no specific implications in relation to this report. However, any emerging technology requirements to support the delivery of the Children's Partnership Recovery and Resilience programme should be discussed with Digital & ICT, considered and prioritised by the Technology Governance Board (TGB), where applicable.

HEALTH IMPLICATIONS [Officer Initials: CW Date: 15/12/20]

47. The impacts of the COVID pandemic on the health and wellbeing of children and young people may not be fully realised for years to come, but early indications are that poor

mental and emotional health has also most certainly increased during the pandemic. Children have been forced to be at home in potentially volatile situations without usual support systems. The pandemic has created additional stresses on families which may lead to them requiring additional support. Previous, existing and emerging safeguarding issues are of particular concern for our most vulnerable children. Strengthening the processes for detection and response to these issues will likely increase health and wellbeing outcomes for these children

48. The report notes the strain Children and Young People services have been under during the pandemic. Supporting services to resume normal function and strengthen partnership operations will help restore confidence in safeguarding process and joint working functions.

EQUALITY IMPLICATIONS [Officer Initials: LH Date: 07/12/20]

49. Ensuring that we are providing good services to vulnerable children and their families will ensure that some of our most disadvantaged children are effectively supported to maximise their life chances.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DMBC – Doncaster Council

LOCYP – Learning Opportunities, Children and Young People

DCST – Doncaster Children's Services Trust

CCG - Clinical Commissioning Group

SY Police – South Yorkshire Police

DBTH – Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust

RDASH – Rotherham, Doncaster and South Humber NHS Foundation Trust

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