



7th July 2022

To the Members of the OSMC

Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake Children's Social Care, Communities and Equalities	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 provides an opportunity to feedback on performance successes and issues against the key performance indicators that have been agreed as part of the contractual process.

EXEMPT INFORMATION

3. Not exempt.

RECOMMENDATIONS

4. OSMC to note Doncaster Children's Services Trust performance outcomes, finances and the contribution that the Trust makes to support the Council's strategic priorities relating to safeguarding children in the borough.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This report includes current position of Doncaster Children's Services Trust performance in relation to safeguarding children within the Borough but taken steps to manage and mitigate risks relating to children and families by working closely with Doncaster Council and Doncaster Council's Director of Children's Services.

BACKGROUND AND CURRENT POSITION

6. As highlighted in the Q3 Performance Challenge report the Trust went live with Mosaic and the Signs of Safety forms in August 2021, making the transition from Liquid Logic. Early help colleagues made the same transition at the same point. The Q3 report explored in some detail the performance reporting challenges that had been encountered as a consequence of this transition.
7. There has been a range of activity undertaken to address this challenge including
 - Staff training – All Children's Services Trust frontline staff are undergoing further training to ensure that they are better equipped to use the system efficiently and effectively. This training is complemented by bespoke training for Teams and Service Areas to address specific aspects of practice.

- A small team has been created to lead work across the system to improve compliance with Mosaic processes. The initial priority focus for this team has been to lead the data cleansing activity referred to below
 - Work has been undertaken to re-design the key forms in the system that staff have found difficult to use effectively. These forms have not yet been introduced as they will require a change programme to be implemented. Staff from the Trust and Council are working with colleagues from the Access Group (who own the Mosaic system) to plan this transition.
8. There has been a continued difficulty in producing reliable performance information with the key factor in this being data quality. The extent of data quality issues was such that there was a significant risk that we would not be able to submit two key statutory data returns to central government, the 903, which focusses on a particular cohort of children in care and the CIN census, which focuses on a broader range of social work performance measures. In order to address this a team comprised of staff from across the Trust and Council have undertaken significant data cleansing activity. Although this activity continues the 903 has been uploaded to the government portal and as at 17.6.22 94% of the issues in the CIN census had been addressed. We anticipate both reports will be uploaded to the government portal within the required timescale. However this has taken staff away from developing other data reports and dashboards.
 9. As indicated the remedial work on data quality has to date focussed on information in statutory returns and performance in 2021/22. There are still areas of practice which do not relate to fields in the statutory reports where the data currently available is not considered reliable. The information contained within the report captures data where there is more confidence in the accuracy of information.
 10. Although the remedial work focussed on data relating to 2021/22 the learning from this activity is already being incorporated into a future programme of work to improve data quality. It has directly informed the training programme referred to above and has also led to some work re-designing how work moves through the system and where performance information is extracted from. There will be a continued focus on improving reporting functionality. This work is led by a Task and Finish group established as part of a wider Improvement programme.
 11. **Performance against targets**
 12. Performance in the Trust is monitored through a number of Contractual Performance Targets and Strategic partnership Targets. An overview of these measures is provided as an appendix to this report. Commentary re these measures is set out in the following section of this report.
 13. Performance against Contractual indicators as follows:
 - Seven indicators performing better than or within tolerance against target
 - Two are below target
 - Data is not available for two targets
 14. Of the Strategic Partnership performance indicators
 - 13 indicators performing better than or within tolerance against target
 - Six are below target
 - Data is not available for five targets

15. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**

16. Referrals

17. In Quarter 4 of there were 1,257 referrals. Referrals in the same period in 2020/21 were 1068. The 2021/22 figure means that Doncaster has the 5th highest number of referrals in the Yorkshire and Humber region. The biggest source of referrals in Doncaster is the Police, which is consistent with what would be seen in most authorities and relates to a large extent to reports regarding domestic abuse.

18. The total number of referrals in 2021/22 is subject to final data validation as previous quarterly reporting would have been impacted by the data quality issues referred to above. The current position indicates that this figure would be 4,266 which, if accurate would represent a reduction on the previous year's figure (4,870) and be close to the 2020 outturn figure of 4193. This is consistent with previous analysis that indicates that demand is returning to pre-covid levels.

19. Whilst the picture re demand may be stabilising it is important to highlight that the rates of referral in Doncaster (i.e. the number of referrals per 10,000 children) has been higher in Doncaster than regional and statistical neighbour authorities in every year since 2016 apart from 2020. The 2020 outturn position was that Doncaster's position was higher than regional comparator figure but lower than statistical neighbour authorities. We also know that the majority of work that comes into the Multi-Agency Safeguarding Hub (MASH) does not lead to any further action. A significant amount of time and resource is therefore focussed on activity that does not lead to improved outcomes for children and families.

20. We see highest number of 'inappropriate referral' coming from the police, although they are received from education and health partners too. Work has been undertaken to refresh local guidance re thresholds so that all agencies have a shared understanding of which children need specialist support from Children's Social Care. Training to promote the revised guidance is underway and this has recently been escalated to Doncaster Safeguarding Children Board to ensure all partners attend this training.

21. Re-referrals

22. The percentage of referrals that were re-referrals in Q4 was 5% (64). In the same period in 2020/21 there were 169 re-referrals in Doncaster. The 2021/22 figure was the second lowest in the Yorkshire and Humber Region. Only North Lincolnshire, a much smaller authority had a lower number (62). This is particularly noteworthy as the referral rates in Doncaster have been higher than regional and statutory neighbour authorities every year since 2017. There has been a reported decline in the percentage of re-referrals which we believe is attributable to work undertaken to introduce a clearer and more consistent thresholds locally. That said given the fact the position has changed so significantly requires further work via a dip sampling exercise to examine reported performance in this area, in order to ensure there are no unidentified reporting anomalies.

23. Assessments

24. During Q4 1,560 assessments were started, 1514 assessments were completed with the period, of which 1266 (85%) were in timescale. This figure includes re-assessments on open case. The number of assessments completed in the Assessment Service in this period was 1,102. This was broadly similar to the number of assessments completed in the same period in 2020/21 (1,073). Children were recorded as having

been seen in approximately 95% of assessments in 2021/22, which again is the same as the 2020/21 figure.

25. The overall proportion of assessments completed within timescale in Q4 of 2021/22 was 85%, is the same position as that reported in 2020/21. This figure is slightly higher than the most recent published data regarding assessment timeliness for both regional and statutory neighbouring authorities. A daily report is produced highlighting open single assessments, i.e. excluding re-assessments of cases that have been open for longer than six months, and the number of days these have been open to allow this work to be monitored.

26. 747 (68%) of assessments undertaken in the assessment service resulted in further work being identified as necessary. This is not to suggest that these assessments were unnecessary however as the assessment is designed to be an intervention in its own right with further work only being required in relation to those children with the highest levels of need.

27. Child in Need Activity

28. The number of Children subject to a child in Need plan at the end of Q4 2021/22 1,355. This figure excludes children subject to a protection plan, children in care and care leavers under the age of 18 (although the latter figure will be very small). All of those children and young people had an appropriate plan.

Child in Need Plan	0 to 3 months	289
	3 to 6 months	230
	6 to 12 months	292
	12 to 24 months	152
	24+ months	68
	#N/A	324
Child in Need Plan Total		1355

29. Timescales that cases have been open are set out in the table above. It should be noted that the data for CIN episodes starting is part of the data validation process referred to above. In order to ensure that performance against targets are reported as accurately as possible these figures have been excluded from the table below.

30. Child Protection Activity.

31. In Q4 2021/22 enquiries under Section 47 of the Children Act 1989 were completed with regard to 456 children. This represents an increase on the position in the same period in 2020/21 when 320 section 47 enquiries were undertaken. The concerns regarding 150 of those children were deemed sufficiently serious as to justify an Initial Child protection conference being convened. Of those conferences all except two took place within 15 working days. Performance in Doncaster has been consistently positive over a long period of time. This is consistent with previous year's outturn position.

32. The number of children subject to a protection plan as at 31st March 2022 was 366. Only two children had been subject to a protection plan for two years or longer. 23% of children subject to a protection had previously been subject to a plan. This is the figure for children subject to a plan at any point in their lifetime, which is the national indicator. 23% is slightly lower than the 31.3.2021 position (23.4%), which was slightly higher than the regional average (21.5%), statutory neighbour average (21.2%) and

England average (22.1%).

33. A more helpful local indicator is in place, which is children who were subject to a plan in the previous two years. This is not currently reportable.
34. 93% of those children subject to a protection plan on 31.3.22 had been visited within timescales
35. Of those children subject to a protection plan during Q4 the majority were subject to a plan under the category of Emotional Abuse (approx. 51%), Neglect was the second highest category (approx. 39%), Physical abuse was the third highest category (approx. 7%). Sexual abuse was the lowest category in approx. (2.5% of cases). This pattern is consistent with the previously reported position regarding the issues that lead to a child being made subject to a protection plan in Doncaster. Domestic abuse is the most significant contributory factor in those cases where children are made subject to a plan under the category of emotional abuse.
36. **Children in Care**
37. The number of children in care at the end of Q4 2021/22 was 592. This is an increase in the number of children in care at the same point in 2020/21(553). Across the region seven other authorities have seen an increase in the number of children in care in 2022 compared to the previous year. 592 is the highest figure in Doncaster for the number of children in care in the last five years.
38. Of those children who had been in care for longer than 12 months on 31st March 2022 6% had experienced 3 or more placements in the previous 12 months. There are two measures that consider placement stability. The other focusses on those children who have been in care for longer than 12 months who have been in the same placement for 2 years or longer. The figure currently reported figure (23%) is expected to improve when final data validation is completed.
39. 46 children came into care during Q4. This is the seventh lowest number of children coming into care in the region.
40. During the same period 47 children left care. This was also the seventh lowest figure in the region. A number of targets relate to the reasons that children leave care and the reasons are summarised in the table that follows. We were unable to report on these measures in Q3 due to data quality issues. What this information shows is that most children who leave care in Doncaster go on to live with parents or a member of their extended family/friend network.

End Reason	
Adopted - application for an adoption order unopposed	3
Adopted – consent dispensed with by the court	1
Left care to live with parent(s), relative(s), or other person(s) with no parental responsibility	3
Aged 18 (or over) and remained with current carers (inc under staying put arrangements)	12
Residence order (or, from 22 April 2014, a child arrangement order which sets out with whom the child is to live) granted	8
Special guardianship order made to former foster carer(s), who was/are a relative(s) or friend(s)	2
Special guardianship order made to carer(s), other than former foster carer(s), who was/are a relative(s) or friend(s)	4

Returned home to live with parent(s), relative(s), or other person(s) with parental responsibility as part of the care planning process (not under a special guardianship order or residence order or (from 22 April 2014) a child arrangement order).	2
Returned home to live with parent(s), relative(s), or other person(s) with parental responsibility which was not part of the current care planning process (not under a special guardianship order)	3
Moved into independent living arrangement and no longer looked-after: supportive accommodation providing formalised advice/support arrangements (such as most hostels, young men's Christian association, foyers, staying close and care leavers projects). Includes both children leaving care before and at age 18	3
Period of being looked-after ceased for any other reason (where none of the other reasons apply)	6
	47

41. Care proceedings (timeliness)

42. We are not able to provide an accurate report regarding the position at the end of Q4. The timeliness of care proceedings is tracked through a locally held tracking system this is dependent on data from MOSAIC to populate it. The work undertaken to complete statutory returns means that the spreadsheet is not fully complete in relation to Q4 but data is available to the end of January 2022. The position at that point was that there were 252 children from 139 families subject to care proceedings of these 55% were forecast to be completed within the 26 weeks target. The position at the end of q4 in 2020/21 was that there were 197 cases subject to legal proceedings with 120 cases on-track to complete in timescale.

43. Doncaster's position in January 2022 was below target but better than the position elsewhere according to available comparator data. It is important to note that there has been a significant impact from the Covid pandemic on the timeliness of care proceedings. At a meeting of the Local Family Justice Board in June 2022 the reported position was that:

- Cases which conclude at 26 weeks – National target of 65 -75%. Year to date – South Yorkshire is at 12.5%, National – 15.6%
- Cases which conclude at 52 weeks – National Target – 95%. Year – South Yorkshire is at 54.2% National – 60.9%

44. Adoption

45. Doncaster is a member (and the host) of the One Adoption South Yorkshire Regional Adoption Agency (RAA), alongside Barnsley, Rotherham and Sheffield. During the course of 2021/22 we recognised that the number of children within the adoption system was significantly lower in Doncaster than in the other RAA authorities. This is a consequence of many factors but the biggest single factor was that we were not sufficiently focussed at an early stage on adoption as a possible outcome for children. In Q4 of 2022 4 Children from Doncaster were adopted, bringing the total for the year to 9. As indicated this is considerably lower than the other RAA authorities: Barnsley (31), Sheffield (42) an Rotherham (33). It is also lower than the number of children adopted in Doncaster during 2020/21 (21).

46. A number of corrective actions were taken to address this issue, with the key action being the re-introduction of a Permanence Panel to track decision making for children entering the care system. This has had a positive impact but this will not translate into improved performance in the short term because of the way in which the adoption system operates. That said we are beginning to see an improvement with an increase in number in the adoption system, albeit from a low base rate. The position with regard to children in the adoption system as at 31.3.22 was: Doncaster – 30, Barnsley – 32, Rotherham – 45, Sheffield – 63. There were 13 Doncaster Children placed with Adoptive carers on 31.3.22. The position in the other authorities was Barnsley –14,

47. Nationally there are a number of measures in place to evaluate how timely adoption processes are. The key performance measure in the Trust contract with DMBC relates to the Percentage of Children who wait less 14 months between entering care and move in with adoptive family. Given the number of children involved in the adoption process this is a highly volatile measure. A further complicating factor is the impact of the Covid pandemic on Court timescales, reported above.
48. Of those children adopted during Q4 the average number of days between entering care and being placed with adoptive carers was 463. The position in the other authorities was Barnsley – 398, Rotherham – 621, Sheffield – 564. Although our performance is slightly outside of the target, which would equate to 426 days, this does suggest that given the national and local context adoption plans are progressed effectively.
49. There is a further Strategic Performance Measure which considers the average number of days between the making of a Placement Order, the court order that gives authority for a child to be placed for adoption, and the child being placed with adoptive carers. Doncaster performance in Q4 was 121 days. The position in the other authorities was Barnsley –119, Rotherham – 292, Sheffield – 176. What this indicates is that those children who were adopted, the plans were progressed in a timely way, albeit in relation to a small number of children
50. Care Leavers
51. The number of care leavers that fall within the DfE cohort for statutory report at 31st March 2022 was 223. Of these

	Q4 20/21	Q4 21/22
Number in suitable accommodation	93%	93%
Number keeping in touch	98%	94%
Pathway plans in timescale	99%	80%
% EET	53%	58%

52. Nationally there are three key performance measures reported in relation to care leavers. (Suitable accommodation, In Touch rates and EET). The most recent published data in relation to these measures is the position at 31.3.21 (Q4 date is in the table above but is not published data as yet). Doncaster’s position is better than the regional, statistical neighbour and national comparator position at that point for both suitable accommodation and EET. It is broadly similar to the position in relation to in Touch rates.
53. Young people who leave care but remain living with their foster carers are referred to as being in Staying Put arrangements. Given the issues with data reporting from MOSAIC this information has been locally held and is maintained iteratively which means reporting the position at year end is currently not possible. The position as at 17.6.22 was that there were 32 young people in Staying Put arrangements. This makes a % calculation slightly misleading however given that number in the cohort are not subject to significant variation the Q4 position would be 14.5%.

54. **Audit**

This section is to show the outcomes from audit activity, managers across the Trust undertake monthly auditing activity in which case files are judged using the same judgements as Ofsted (Inadequate, Requires Improvement, Good and Outstanding).

Children's Social Care Audit outcome		
	Audits graded as good or better	Audits graded as requires improvement or better
Q4 2021/22	42 (56%)	72 (96%)
Q4 2020/21	49 (67%)	61 (83%)

Parent and Family Support Service Audit outcome		
	Audits graded as good or better	Audits graded as requires improvement or better
Q4 2021/22	18 (100%)	18 (100%)
Q4 2020/21	14 (78%)	28 (100%)

55. All audits graded as requires improvement or inadequate are re-audited after 3 months to ensure that remedial action has addressed the issues identified.

56. **Staffing related Measures**

57. Supervision

Supervision Overview			
	Jan 2022	Feb 2022	March 2022
Front line average	90.2 (98% Jan 21)	64.8 (84% Jan 21)	64.2 (73% March 21)
Teams with 90% or higher compliance	23	16	20
Teams with 70% or higher compliance	26	20	20
Below 70%	2	8	8

58. Staff supervision rates are currently measured through a centrally held spreadsheet as there is no reporting structure built into MOSAIC. This was also the case with Liquid Logic. This approach does however impact the validity of performance data as it is dependent on managers adding the information into the spreadsheet. A further complication in ensuring there is a full understanding of supervision rates is that the overall average is impacted by issues in a particular team, e.g. where a Team Manager leaves or is off sick.

59. Supervision was a key issue in the Ofsted inspection in February 2022. This issue identified by inspectors was not about compliance but impact. Improving the quality and impact of supervision is a key element of the Ofsted improvement plan. A consistent model of supervision that is built on national best practice has been agreed and all managers will be trained in relation to this in July 2022. The training will be

followed up by Action Learning Sets which will explore how the new model is being implemented in teams. Action learning Sets will also address compliance issues.

60. Caseloads

61. There is an issue with the current report which sets out caseloads as this does not provide a potentially useful insight into the local practice context there are issues with the current caseload report. It does not correct for part time workers and also does not differentiate between role, e.g., Advanced Practitioners are supposed to carry a reduced caseload to reflect the work they do to support less experienced colleagues. Work has recently been undertaken to look at caseloads taking these issues into account and one example of the difference is that the report suggests the average caseload is 15.7. Work has recently been undertaken to correct this to reflect the issues highlighted above and the actual average caseload is 24.

62. Caseload averages can also be impacted by a range of other factors, e.g. workers stating or leaving a post, workers returning from sick leave. For this reason it is perhaps more helpful to look at caseloads in excess of key levels. On 7.4.22

- 49 workers had a case load of 20 or higher. Of those 15 had a caseload of had a caseload of 25 or higher, with the highest caseload being 31.
- 81 staff had a caseload of 16 or higher

63. A further issue is Team Manager span of control, which we believe should be circa 100 cases per manager. ACPS has the biggest challenge in this regard with the position in April 2022 being

- 191 – ACPS Central 1
- 168 – ACPS East 1
- 166 – ACPS Central 2
- 165 – ACPS South 1
- 155 – ACPS North 2

64. An investment plan has been developed to address the capacity challenges. This forms part of the wider Ofsted improvement plan. Our aim is to move to average caseloads around 16 with management spans of control are closer to 100 cases. Work is already in train to increase Team Management capacity.

65. Other staffing measures

Turnover

	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Turnover (Expressed as a % of FTE)	12.9 4%	12.5 6%	13.0 7%	13.5 4%	13.0 3%	11.5 1%	10.6 4%	10.4 1%	10.3 5%	10.0 0%	11.2 1%	12.2 6%	13.7 8%

66. Agency staff (as at Q4 2021/22)

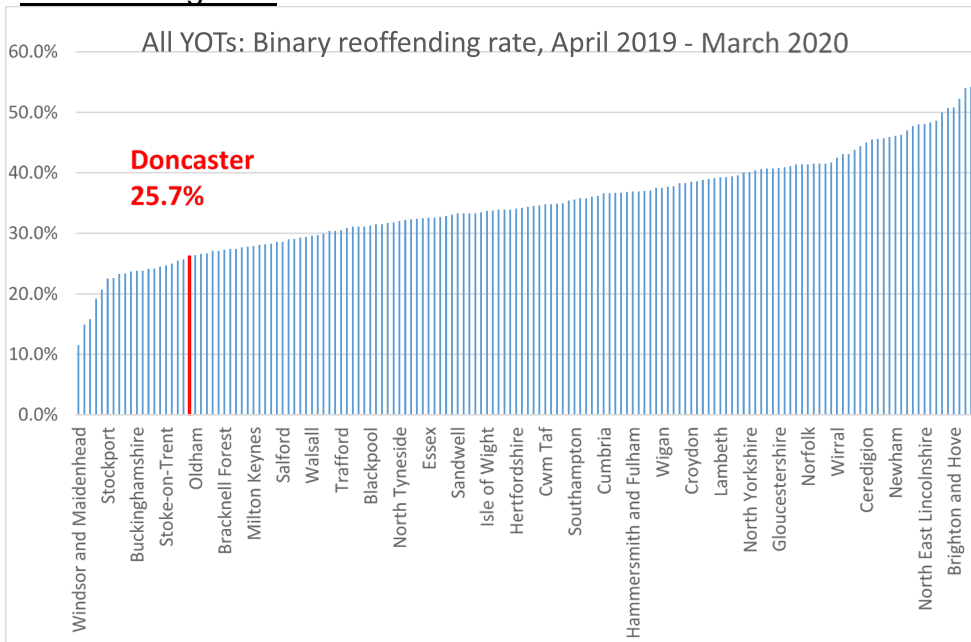
Frontline AWs	On Matrix	Not on Matrix
Additional post	7	1
Covering ASYE	4	0
Covering LTS/Maternity	4	0
Covering Vacancy	29	0
Total	44	1

67. Recruitment and retention of social workers is a significant challenge for most authorities across the Country. Action at a national level has been identified as a key priority in the recently completed review of Children’s Social Care. Work is planned at

a regional level to look at how authorities can work more cooperatively to reduce the number, and cost, of agency staff.

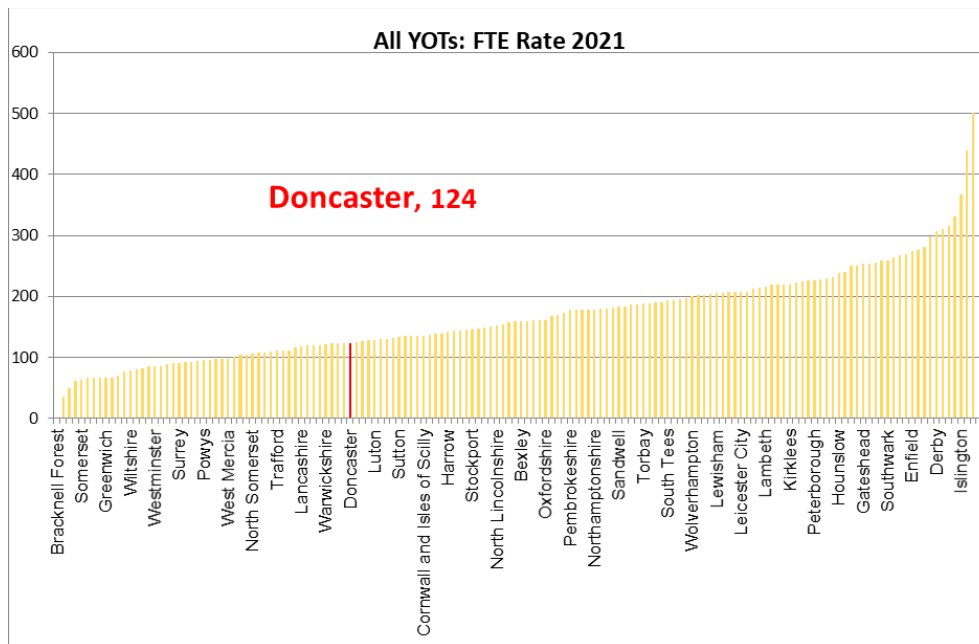
68. **Youth justice Measures**

69. **Re-offending rate**



70. Doncaster's rate is **25.7%** which places us in the top quartile for performance. This is an impressive performance in terms of Doncaster's efficacy in preventing re-offending and it is noteworthy that Doncaster has been below the England average for the last 4 years.

First Time Entrants



71. In Doncaster, making a young person an FTE is only done so when it is appropriate. The Youth Justice Triage Panel can use a number of different disposals to ensure that a young person doesn't become an FTE whilst ensuring that the victims views are considered alongside the needs of each individual young person. Doncaster has a locally devised assessment tool which is used to identify the most appropriate disposal for each young person as well as informing any interventions that will be completed with the young person and their family to try and prevent further offending.
72. The target set for FTE's in 21/22 was 57 young people equating to a rate of 194 per 100,000 of 10-17 year olds with a 15% variance to mitigate the additional challenges arising from the covid-19 pandemic. Doncaster's performance was better than the target set in the Youth Justice Plan.
73. Data relating to children and families in the table below is in the main based on data reported from Mosaic. As indicated above there is ongoing data cleansing activity that is being undertaken currently, which may have some impact on the final position for some measures. The only exceptions to this are
- Data relating to care leavers is based on locally held information as the current Mosaic report requires further work
 - The timeliness of care proceedings, which cannot be monitored through the system. This was also the case in Liquid Logic.
74. Contract Key Performance Indicators

Contract Key Performance Indicators			
Measure	Target	Tolerance	Q4 Performance
Assessment's completed within 45 days or less	90%	75%	85%
% of Initial Child Protection Conference which are held that were achieved within the statutory 15 day	95%	80%	99%
% of cases where the lead social worker has seen the child/young person in accordance with the timescales specified	80%	80%	93%

in the child protection plan where the child/young person has been subject of a child protection plan during the year			
% of children in need with an appropriate and current plan in place	95%	80%	100%
Percentage of LAC reviews completed in timescale.	95%	80%	This data is not reportable. Unlike Child Protection Reviews the timescale for CIC reviews is dependent on a range of factors and so much more complicated to calculate.
Short term stability of placement of Children in Care (CiC): Percentage of 3+ moves in last 12 months (lower the better)	9%	15%	6%
% of care leavers with pathway plans which have been reviewed within timescale	95%	80%	80%
% of care leavers that the Local Authority is in touch with	95%	75%	94%
Percentage of Children who wait less 14 months between entering care and move in with adoptive family.	60%	N/A	Given the small number of children adopted reporting against this target in this way would be unhelpful. Q4 Average number of days wait for children adopted – 463.
% of cases audited graded as 'good' or better	80%	80%	56%
Front line staff receiving supervisions in timescale	90%	N/A	Target not met. See commentary in report for detail.

Partnership Performance Indicators			
Measure	Target	Tolerance	Q4 Performance
% re referrals within the last 12 months	22%	28%	5% See comment above re further work planned to examine this position.
Improved outcomes for families that have received Family Support on closure	60%	40%	This data is currently not reportable. Family Star, the tool which is used to evaluate this, was introduced into Mosaic in April 2022
Length of intervention from Family Support Services (days)	140	180	This data is currently not reportable. The system takes the start date for intervention as the earliest point that a case was open. A case stepped down from social care would use the referral to social care as the start date.
Timeliness of single assessment (less than 20 days)	25%	15%	Data is currently not available
% Children in Need over 6 -12 months	15%	20%	22.3%
% Children in Need over 12 – 24 months	15%	20%	14.7%
% Children in Need over 2 years	25%	30%	6.6%
% becoming subject to Child Protection Plan for second time within 2 years	10%	16%	This data is not reportable. The % of children subject a protection for the second time ever is 23%

% of Child Protection Plans lasting 2 years or more for child protection plans which have ended during the year	3%	5%	<1%
% of Trust residential settings rated good or better	100%	80%	80% One of the Trusts homes is graded as requires improvement. This home is expected to be re-inspected shortly.
Long term stability of placement of children in care: % length of placement more than 2 years	70%	60%	data is not available at this point due to data validation work taking place
% of care proceedings on track to be completed within 26 weeks	80%	70%	55%
% of children in care adopted	19%	14%	Approx. 8% of children who left care in Q4 had been adopted.
Average time in days between a child entering care and moving in with their adoptive family	426	460	463 NB the small number of children involved in the adoption process makes this a highly volatile measure
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family.	121	200	121 Please see above
% of children ceasing to be looked after because of an special guardianship order	15%		13% of children who left care in Q4 were made subject to a Special Guardianship Order
% of children ceasing to be looked after because of a child arrangement order	10%		17% of children who left care in Q4 were made subject to a

			Child Arrangement Order.
% of care leavers in suitable accommodation	85%	80%	93%
% of care leavers in employment, education or training	48%	40%	58%
% of 19 and 20 year olds on a Staying Put placement with former foster carers after their 18 th birthday	25%	20%	15%
% of monthly case file audits rated as 'requires improvement or better	95%		96%
% number of full time equivalent posts covered by agency staff	8%	12%	See report for detail of number of agency staff. This includes staff brought in to bring increased capacity so expressing the number as a
Staff turnover (leavers in month in a rolling 12 month as % of full time equivalents)	16%	18%	8%
Children entering the criminal justice system for the first time	194 per 100,000 of 10-17 year olds	N/A	124 per 100,000 of 10-17 year olds
Re-offending rates	25%	N/A	25.7%

75. Strategic developments

76. In December 2021 the Youth Offending service had a thematic inspection focussing on education outcomes for children in care. Although this falls outside of Q4 the timing meant that the outcome of this has not previously been included in a quarterly performance report. The nature of this inspection means that no formal grading was given. Feedback from inspectors was extremely positive with a number of examples of national best practice identified.
77. In February 2022 The trust was inspected by Ofsted. This was a detailed examination of all Trust services and is the first time services in Doncaster have been inspected under the current Ofsted inspection framework. The overall judgement was that services require improvement to be good. Leadership was judged inadequate, Safeguarding was judged to require improvement to be good as were services to children in care and care leavers. The lack of reliable performance reporting information and issues linked to supervision were the key factors in the Leadership judgement.
78. This represents a deterioration in grading from the previous position where services in Doncaster were judged to be good overall. Although disappointing in most regards, other than the judgement for leadership, the findings of inspectors were in line with our own evaluation. An action plan has been developed to respond to these findings and deliver a return to a good judgement.

79. The other key development was the decision to bring Trust services back into the Council. Work is underway to progress this plan with formal staff consultation starting in June 2022.

80. Finance Summary

81. The 2021/22 outturn is an **operating overspend of £4.78m** against the contract sum, with further costs of £2.37m attributed to Covid, of which the Council has provided funding of £1.32m to offset, making a **£5.83m overspend at outturn**; an increase in spend of £0.89m since Q3, mainly due to increased spend on legal costs and on the Care Ladder due to additional demand and package costs for external placements.

82. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. The operating overspend of £4.78m includes: OOA placements £2.89m, Fostering placements £0.58m, and 16+ placements £1.97m, offset by additional funding of £1.13m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £1.32m, increased Fostering Placements £0.32m, CiC 16+ Placements £0.34m, and Agency costs of £0.40m mainly due to increased Social Worker and legal caseloads; these are partially offset by £1.32m of funding provided by the Council.

83. The number of Children in Care at the end of March 2022 is 592, same as December 2021 and compares to 553 20/21 . There has been workload and cost pressures in 2021/22 that have been included in the MTFS for the budget period 2022/23 – 2024/25.

84. The 2021/22 outturn summary is:

	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from Q3 Operating costs	Change from Q3 due to Covid 19
	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	Net £000's	Net £000's	Net £000's	
Overall Heading	36,741	-4,121	32,620	42,673	-5,415	37,258	-5,931	1,293	-4,638	-760	-3,878	-482	-201
Children Looked After	1,662	0	1,662	1,940	-106	1,834	-279	106	-173	-42	-131	-210	0
Other Children and Family Services	3,493	0	3,493	3,410	0	3,410	83	0	83	-5	88	9	0
Family Support Services	1,797	0	1,797	1,728	0	1,728	68	0	68	0	68	-42	0
Youth Justice	13,027	-45	12,982	14,565	-324	14,241	-1,538	279	-1,260	-236	-1,024	-223	0
Safeguarding Children and Young People's Services	437	0	437	415	0	415	22	0	22	0	22	18	0
Services for Young People	0	-57,909	-57,909	0	-57,960	-57,960	0	51	51	0	51	51	0
Contract Value	4,918	0	4,918	4,904	0	4,904	15	0	15	-7	21	196	-3
Support Services and Management Costs	62,075	-62,075	0	69,635	-63,804	5,831	-7,560	1,729	-5,832	-1,049	-4,782	-683	-203
Grand Total													

85. Finance Detail

86. The original 2021-22 contract value was £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed at Q1. The budget includes this additional funding and is allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In-House Fostering £0.15m. The original contract value includes £0.84m to fund Covid Care Ladder (£0.71m) and agency (£0.13m) pressures identified as part of budget setting, £0.59m of the additional £0.93m is due to Covid. The 8 September 2021 Cabinet report agreed to provide further Covid funding of £1.32m based upon Q1, making a total of £2.75m to cover Covid pressures.

87. As agreed in the Council's Q3 Cabinet report the Council paid DCST £4.945m in March 2022 to cover the projected overspend at Q3, and the Council will make a further payment of £0.886m to cover the remaining balance of the overspend (please note these payments have been excluded from the outturn figures in this report).

88. Based on the same assumptions used in 2020/21, the Care Ladder assumes Covid costs of OOA £2.14m, Independent Fostering Agency (IFA) £0.49m, In-House Fostering

£0.31m and CiC 16+ Placements £0.34m, of which the Council has provided funding of £2.52m; therefore the net Covid Care Ladder pressure at outturn is £0.76m.

89. At the end of March 2022 there were 57 OOA placements; an increase of 2 since December 2021 (1 more overall since 1st April 2021). The assumption in the Trust's MTFs for 2022/23 is that there are 43 OOA placements at 1st April 2022. In addition to the OOA placements there are also 18 external expensive packages ranging from, £2,534 to £7,661 per week being funded from the 16+ budget. At the end of March there are 393 foster placements; IFAs reduced by 9 and In-House placements increased by 3 since the end of December 2021, split 41.5% Independent Fostering Agency (IFA) and 58.5% In-House Fostering. The assumption in the Trust's MTFs for 2022/23 is that there are 367 foster placements at 1st April 2022, split 41% / 59%.
90. The Future Placement Strategy has moved into the implementation stage and a project management board has been established. There are 5 properties in various stages of development, but noting due diligence is ongoing. These are as follows:
- Skylarks estate, Brodsworth. 2 new build properties, purchase has been completed, expected to be ready for habitation in August 2022 subject to fire doors being fitted. These 2 properties will provide 4 beds total with a single Registered Manager overseeing both homes.
 - Cambourne Close, Adwick. This is an internal Asset transfer, presented to and approved at Asset Board on 19.10.21. Trust residential service managers are working with DMBC colleagues regarding the designs and adaptations to the property. Expected date for completion autumn 2022.
 - Tickhill Sq, Denaby. This is an internal Asset transfer, presented to Asset Board on the 19.10.21. Some issues arising from the development of this property requires review of the plan.
 - South Yorkshire Housing have accepted the Council's/DCST's bid to purchase Askern Court; a property recently vacated by a provider for 16+ provision who have left the Doncaster market. The next steps is for a building survey to be completed.
91. In total the above provision creates a total of 14-16 new in-Borough places for children. The current risks associated with the project are largely centred around the recruitment of Registered Managers and appropriately qualified residential staff, based upon recent children's homes recruitment exercises. The totality of this activity remains well within the designated budget for purchases, design and adaptations and there are no anticipated risks at the current time with design and building adaptation activity itself. For all the above properties, engagement events with elected members has already happened or is planned. Community engagement event dates have been coordinated by the project management group.
92. The Trust is actively reviewing OOA and high cost placements and identifies c. 50% who could move; this will impact positively on placement costs. This is a process that must be managed very carefully to ensure the long-term effects are positive for children and, as a consequence, can and does take several months. The Trust is reviewing children that can exit care and this number stood 204 in March (195 December). This will impact positively on children and families, as well as on placement costs and reduce staffing levels, including agency. There will be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving. There has not been significant progress in moving children back as there are no beds available.
93. Between August and March there have been an additional 25 UASC. The funding from the Home Office covers the cost of the placements but there has been a knock-on financial implication as 2 have been at Cantley SILS; vacancies that were planned to be filled by 2 expensive 16+ placements resulting in a cost increase of £303k.

94. The Trust has implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. The Council have provided funding of £286k towards the Social Worker Academy in 2021/22. To-date, 18 ASYEs have been appointed. Since the increase in agency pay in Q3 there has seen a greater attraction and retention of agency numbers to cover vacancies / caseloads. The average number of agency workers for March was 42.1 FTE; 6.5 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases.
95. The Trust submitted a business case to the Council for funding of £710k (£814k minus £104k Covid funds) due to increased caseload demand for the following: to retain 3 agency social workers (CiC and ACPS) £200k, unable to deliver IRO saving in 2021/22 £100k, additional Legal staffing resources £106k, £75k for administration, £134k for an additional assessment team, and an increase to the agency hourly rate to retain and appoint agency social workers £95k. The business case was approved by the Council except for the £200k for agency social workers, reclassified as a Covid.
96. **Key Variances over/under £250k:**
97. There are two significant (£250k+/-) variances - Looked after Children, and Safeguarding Children; details below:
98. **Looked After Children - £4.64m overspend (£0.76m Covid)**
99. The detail of the care ladder finance projections and activity are at appendix 1.
100. **Out of Area (OOA) Placements - £3.28m overspend – increase of £0.71m since Q3 (£0.38m Covid; note £0.93 of Covid funding allocated in month 8)**
101. At the end of March there were 51 OOA placements and 6 Parent & Child placements; an increase of 2 since the end of December 2021 (1 more overall since 1st April 2021). There were 11 new placements in January to March: 5 new Parent & Child placements, 2 from In House Fostering, 1 from an IFA, 1 new to Social Care, 1 from an SGO that has broken down, and 1 from an unregulated 16+ placement. The new placements have been offset by 9 leavers: 2 due to turning 18, 2 is a Parent & Child placement that has ended, 2 to Keys to Your Future, 2 have transferred to an expensive CiC 16+ placement, and 1 has returned to family.
102. No new homes were operational this financial year, which the forecast had assumed since month 6. The budget allocated for the new homes was moved back to OOA for 2021/22. The Q3 forecast and the Trust's MTFS assumed the number of OOA placements would be 43 at 31st March 2022. The difference of 14 more than forecast is due to: growth in January to March was 7 more; it was assumed 4 vacancies in the In-House Residential homes would be filled by 4 OOA placements but none were, 1 child was expected to move to a fostering placement after 12 week assessment but is now to remain in their current placement, a Parent & Child placement has continued beyond the 12 weeks assessment period, and the costs of a new placement from an SGO breaking down are yet to be picked up by another local authority.
103. Overall the outturn spend is £0.71m more than forecast at Q3 mainly due to the number of placements at the end of March being 14 more than forecast, and the costs of existing packages increasing. There are now 7 packages costing over £10k per week of which 4 are due to the provider charging double as they cannot fill a vacant bed due to difficulties in matching to the child placed by DCST.

104. The budgeted placement cost for 2021/22 was £233,446 per annum but the actual average placement cost for 2021/22 was £250,578 per annum. The average placement cost for the 57 OOA placements at the end of March is £281,721 per annum; mainly due to the 7 packages costing of £10k per week, of which one is £15,750 per week. In the Trust's MTFs the budgeted placement cost for 2022/23, including a 4.9% inflationary increase, is £255,548 per annum.
105. The additional 14 OOA placements above the budgeted amount of 43 at 1st April 2022 and the current average cost of packages means a significant budget pressure will be carried forward into 2022/23.
106. The 2020/21 year-end total was 53 OOA plus 3 parent and child placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021 meaning a significant pressure (assumed at least 50% Covid related) was carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 was agreed by the Council in Q1; £0.53m of this additional funding is for OOA.
107. Based on the same assumptions as the previous year-end, the Care Ladder outturn assumes Covid costs of £2.14m for OOA of which £0.47m is funded via the original contract sum, £0.35m is funded from the additional funding; and £0.94m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.38m.
108. **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £1.13m – increase of £0.07 since Q3**
109. The budgeted funding from the DSG High Needs Block was reduced to £2.89m for 2021/22 based on the savings targets to reduce OOA placements. £0.19m of the additional £0.93m for Care Ladder pressures identified in January 2021 relates to Education costs therefore the revised budget is now £3.08m. The 2021/22 outturn is £4.21m; additional funding of £1.13m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.
110. **Independent Fostering Agencies & In-House Fostering - £0.65m overspend – decrease of £0.06m since Q3 (£0.07m Covid; note £0.25 of Covid funding allocated in month 8)**
111. The combined outturn for Fostering is an overspend of £0.65m of which £0.07m is a Covid pressure above funding already received. The projected overspend has decreased by £0.06m since Q3 as IFAs reduced by 9 and In-House placements increased by 3 since the end of December 2021. The 2021/22 MTFs target by 31st March 2022 was a 35% / 65% split; revised at month 4 to 37.5% / 62.5%. At the end of March there are 393 foster placements; split 41.5% Independent Fostering Agency (IFA) and 58.5% In-House Fostering. The assumption in the Trust's MTFs for 2022/23 is that there are 367 foster placements at 1st April 2022, split 41% / 59%; therefore even though the % split is only slightly below target the increased activity will lead to a budget pressure being carried forward into 2022/23.
112. In addition to the revised split assumptions by year-end at month 4, an increase in IFA placements in 2021/22 (10 more than April 2021) rather than a reduction is also the reason for the fostering overspend. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 was agreed by the Council at Q1; £0.40m of this additional funding is allocated to Fostering.
113. Based on the same assumption as previous year-end, the outturn assumes Covid costs of Independent Fostering Agency (IFA) £0.49m and In-House Fostering £0.31m of which

£0.24m is funded via the original contract sum, £0.24m is funded from the additional funding; and £0.25m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.07m.

114. **16+ CiC Placements - £2.27m overspend – increase of £0.11m since Q3 (£0.30m Covid; note £0.03 of Covid funding allocated in month 8)**
115. Outturn is an overspend of £2.27m; an increase of £0.11m since Q3 mainly due to removing the assumption that 2 beds currently filled by UASC at Cantley SILS are filled by two expensive 16+ placements, and the assumption for the 3rd Keys property being ready was pushed back to 2022/23, offset by some existing package costs being reduced following reviews. Following the revised assumption regarding Cantley SILS the previously reported impact of the overspend being higher by £0.17m increased to £0.30m; the original assumption was that 2 expensive placements would move to these vacancies in September 2021.
116. There are currently 18 expensive 16+ packages ranging from, £2,534 to £7,661 per week (the highest package at Q3 was £9,758 per week); these cases are being reviewed in the same way as the OOA packages. As detailed above, and in separate reporting, the Trust is actively reviewing the potential move of high cost placements.
117. **Safeguarding Children - £1.26m overspend – increase of £0.22m since Q3 (£0.24m Covid)**
118. The reason for the overspend is due to increased staffing costs, mainly due to agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads). Caseloads, particularly in Assessments, have increased recently resulting in additional resource being required via agency placements. The business case, which included £0.13m for an additional assessment team, £0.1m as unable to deliver IRO saving in 2021/22, and £0.1m to cover an increase to the agency hourly rate was approved by the Council except for £0.2m for agency social workers which has been reclassified as a Covid pressure.
119. **MTFS and key actions being taken to achieve efficiencies in 2021/22**
120. Included in this year's budget was monies for a new ASYE Academy and Social Worker Pay – both with the intention to recruit and retain Trust social workers and thus reducing the agency social workers. There has been success with these initiatives, but increased caseloads and complexity of cases has meant that the anticipated efficiencies have not been met. That said, c.10 social workers left the Trust in 2021 compared to 35 in 2020; it could therefore be assumed that this initiative has seen a reduction is 25 agency if SW pay had not been increased. Additionally, the Trust has 18 ASYEs within the Trust.
121. The care ladder savings will be a challenge, as highlighted above, due to the impact of the care ladder costs brought into 2021/22 and the Covid impact, but the Social Work Academy, Keys to Your Future, a significant reduction in social workers leaving the Trust, and a review of therapy have been notable successes. The Trust will continue to actively review costs across a number of headings in 2022/23 (but noting Covid pressures will continue), such as:
- In House fostering has not increased significantly – Covid has impacted on the number of enquires we have had but work underway to review how we increase further, such as:
 - Review of fostering offer – what support and benefits are accessible to carers
 - Financial review of carer payments underway
 - New marketing strategy
 - Reviewing how partners can help, support and promote fostering for Doncaster

- via the Trust
- Reviewing how we might attract IFA carers to convert to the foster for the Trust
- Build and recruit specialist carers, such as Parent and Child Placements, foster carers for children with disabilities
- OOA placements will continue to be reviewed via monthly with “deep dives” into the best options for bringing children closer to home safely
 - Specific CiC packages will also be reviewed monthly
 - The interim HoS reviewing all OoA and 16+ Placements
 - Keys to Your Future has 4 children placed, and a further 4 properties identified
- The cost of agency is planned to reduce as a consequence of:
 - increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
 - the new social worker academy to “grow and retain our own”
 - changes to the Front Door processes to improve caseloads
 - reduced numbers of social workers leaving the Trust
- Future Placement Strategy Implementation
 - opening of the two-bed homes
 - registering Cantley (or the new 16+ home)
 - opening of a 16+ home
- The continued implementation of the changes to adoption allowances
- Other budgeted efficiencies being achieved include:
 - savings that accrue from homeworking
 - savings on IT, mobiles

122. **Benchmarking Information**

123. The Yorkshire Benchmarking data from January 2022 shows for Children’s Services:
- 8 of 9 Yorkshire LAs had an overspend in 2020/21
 - All Yorkshire LAs are forecasting an overspend in 2021/22
 - 8 of 9 Yorkshire LAs forecast overspend has worsened in 2021/22
 - 7 Yorkshire LAs have increased CiC in 2021/22, including the Trust
 - Yorkshire LAs percentage of OOA to CiC has increased from 6.2% 2020/21 to 7.0%; Trust was 11.5%
 - 31 March 2022 Trust reduced to 9.6%, with FPS impacting on positively on 2022/23 and beyond
 - On average, Yorkshire LA’s agency social workers increased in 2021/22 by 8%; Trust reduced by -14%
 - In-House Foster numbers have remained stable on average for Yorkshire LAs and the Trust
 - IFAs as a percentage of all foster children is 31% in Yorkshire LAs; Trust 44%
 - The Trust’s ambition is to reduce to 25% by March 2026
124. In relation to national benchmarking for 2019/20 and total average costs per CiN and Episodes, Doncaster is in the second quartile for 19 “similar” and regional LAs

125. **Activity in Quarter 4 2021/22**

126. The Trust was involved in the following activities in quarter 4:
- 11, 18 and 25 January - Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 31 January – closing of the Trust Star Awards
 - 1, 15 and 22 February – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 3 February – Time to Talk Day
 - 7 to 11 February – Fostering and Residential Drop In Event at Lakeside Village

- 7 to 13 February – Children’s Mental Health Week
- 8 February – Safer Internet Day
- 17 February – Fostering Online Information Event
- 17 and 24 February – Staff Summits
- 1 to 7 March – New Family Social LGBT+ Adoption and Fostering Week
- 15 March – World Social Work Day
- 17 March – Fostering Online Information Event
- 18 March – CSE Awareness Day
- 21 and 22 March – Fostering Information Stand in Frenchgate

127. **Activity in Quarter 1 2022/23**

128. The following events are scheduled or have taken place in quarter 1:

- 21 April - Fostering Online Information Event
- 28 April - Trust Star Awards
- 3 and 4 May - Trust Staff Summits
- 9 to 22 May - Foster Care Fortnight
 - 9 May – Launch Event with Foster Carers
 - 11 May – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 18 May – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 12 May - Fostering Online Information Event
- 6 to 12 June – Carers Week
- June – Pride Month
- 14, 15 and 20 June - Trust Staff Consultation Events
- 23 June - Fostering Online Information Event
- 25 June – Armed Forces Day

129. Work will also be underway to support migration works of the Trust’s website and intranet across onto the council’s platforms.

130. **IMPACT ON COUNCIL’S KEY OBJECTIVES**

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: Mayoral priority – creating jobs and Housing Mayoral priority: Be a strong voice for our veterans Mayoral priority: protecting Doncaster’s vital services	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.
People live safe, healthy, active and independent lives: 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: Mayoral priority: creating jobs and Housing	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

Outcomes	Implications
<p>Mayoral priority: Safeguarding our communities</p> <p>Mayoral priority: bringing down the cost of living</p>	<p>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>

131. RECOMMENDED OPTIONS

132. To note the report.

133. RISKS AND ASSUMPTIONS [RM 20/06/2022]

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

135. LEGAL IMPLICATIONS [RM 20/06/2022]

136. There are no legal implications directly arising from this report except for the aforementioned amendments to contractual measures to reflect Covid.

137. EQUALITY IMPLICATIONS [LE 20/06/2022]

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

139. HUMAN RESOURCE IMPLICATIONS [LE 20/06/2022]

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

141. TECHNOLOGY IMPLICATIONS [RM 20/06/2022]

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

143. HEALTH IMPLICATIONS [RW 20/06/2022]

144. 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 the 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.

145. FINANCIAL IMPLICATIONS [RM 20/06/2022]

146. Included within the body of the report.

147. CONSULTATION

148. Consultation has taken place with key managers and Directors.

ACRONYMS

ASYE	Assessed and supported year in employment
BAU	Business as Usual
CAFCASS	Children and Family Court Advisory and Support Service
C&F	Child and Family
ciC	Children in Care
ciN	Children in Need
CP	Child Protection
CPP	Child Protection Plan
DCST	Doncaster Children's Services Trust
DfE	Department for Education
DMBC	Doncaster Metropolitan Borough Council
DSG	Dedicated School's Grant
EH	Early Help
IFA	Independent Foster Agency
IRO	Independent Reviewing Officer
KPI	Key Performance Indicator
LA	Local Authority
MASH	Multi-Agency Safeguarding Hub
MTFS	Medium Term Financial Strategy
OOA	Out of Authority
OSMC	Overview & Scrutiny Management Committee
PAFSS	Parenting and Family Support Service
PLO	Public Law Outline
PNC	Police National Computer
Qtr	Quarter
RAG	Red Amber Green
SGO	Special Guardianship Order
SILS	Semi-Independent Living Service

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