

**To the Chair and Members of the
Management and Oversight Committee**

Doncaster Children's Services Trust Limited Update Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Education and Skills and Lead Member for Children's Services	All	No

EXECUTIVE SUMMARY

1. This report provides an update on the financial and operational strategy of the Trust.

The Trust has made significant progress in establishing a sufficiency strategy, which reflects a clear vision and strategy for placing children in care with a focus on achieving outcomes, permanency and a controlled exit.

The Trust has developed Looked After Child (LAC) forecast planning and trend analysis which has been used to inform budgets and forecast expenditure. Finance business partners have been introduced to engage operational staff in budget setting and on-going monitoring of activity and budgets through the year. A monthly management account is produced and reported to the Trust Board.

EXEMPT REPORT

2. There are no exemptions.

RECOMMENDATIONS

3. That Panel gives consideration to the financial and operational strategy update report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Doncaster Children's Services Trust Limited was established on 1 October 2014 at the direction of the Secretary of State with the mandate to deliver improvements to children's social care. This report provides an update of progress achieved to date by the Trust.

BACKGROUND

5. Doncaster Children's Services Trust Limited was created as a response by the DMBC and the Secretary of State for Education and is an independent company limited by guarantee with a Board of up to 11 directors. The Secretary of State for Education give their commitment to local MPs that DMBC would not be required to bear the additional cost of delivering its social care services through the Trust. These additional costs related to setup and the on-going running costs – Trust senior management, VAT etc, and these costs are subsequently funded by DfE.
6. The Trust was formed with no financial reserves to support its operation and the contract between The Trust and DMBC acknowledges that there is a significant degree of uncertainty around the exact requirement for services and therefore demand. As a result, at the point of transfer a number of budgets were passed over to the Trust without sufficient analysis and understanding of the true pressures within the system and therefore the actual funding required to deliver the contract. This was reflected in the contract having both a "Core contract sum" and an "enhanced contract sum", the latter being DMBC's estimated overspend in respect of the services up to commencement date. This meant that a number of historical budgetary pressures and overspends were built into the Trust's financial base and as a result of these uncertainties the risk/reward mechanism was agreed as part of the initial contract.

	DMBC	Trust
2014/15	90%	10%
2015/16	80%	20%
2016/17	75%	25%
2017/18	70%	30%

7. The contract also states that the Council and the Trust have a mutual aspiration to discharge the risk/reward mechanism, through the ability to build up reserves. Reserves currently stand at £49,817.
8. The annual review requires indicative budgets to be agreed for the following year and the following two contract years. The Trust Annual Report and Accounts for 2013-15 and 2015/16 have been submitted to DMBC for noting as per the contract requirement. Both sets of accounts showed a small surplus and post risk share, reserves currently stand at £49,817.

	Budget '000	Reduction from previous year
2014/15	42,933	N/A
2015/16	42,274	-659k
2016/17*	42,163	-111k
2017/18	To be agreed	

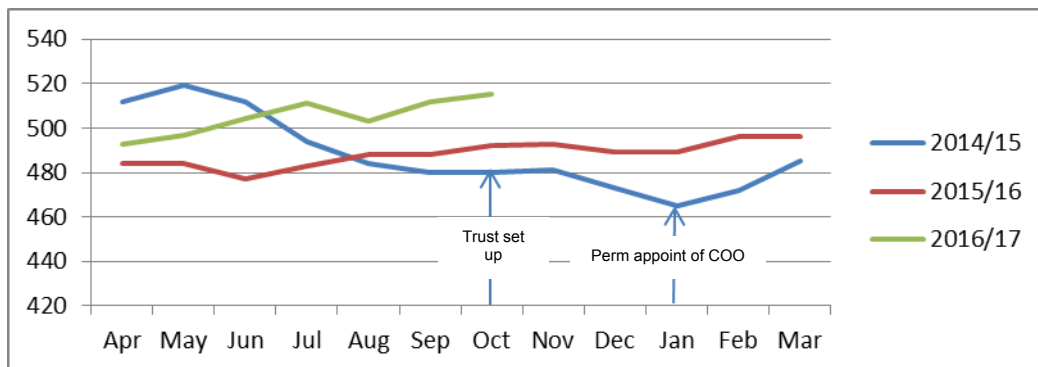
9. Budgets are increased to reflect inflation and growth (price inflation, NI contributions and additional Looked After Children (LAC) and reduced to reflect savings identified as part of DMBC Medium Term Financial Planning targets and corporate cuts.
10. Additional funding, which sits outside of the contract sum has been agreed and relates to: Initial Improvement fund (Liquid Logic etc), Ofsted Improvement fund and Practice Improvement Programme. All funds will be fully utilised during the current financial year. DMBC have also agreed to fund the refurbishment of children's homes, which is separate to the contract.

PLACEMENTS

11. The Trust's aim is to transform children services within Doncaster so that they significantly improve the outcome of the most vulnerable children and are recognised in Ofsted judgements as "Good" by October 2017 and "Outstanding" by October 2019.
12. It is acknowledged that in order to achieve this, the Trust's initial focus needed to be on practice, which would then deliver better outcomes for children, financial efficiency and value for money follows. This is referred to as the cost of improvement.
13. The Trust has faced a number of challenges:
 - Rising demand across the pathways and lack of a fully developed early help offer. At present the early help strategy and local offer remains a DMBC responsibility, but is a crucial co-dependency between the Trust and DMBC. The current offer to families at universal or single agency levels remains poorly developed and is failing to prevent children with emerging additional needs from escalating into targeted or statutory services delivered by the Trust. This has and continues to place significant pressures on Trust services and is impacting on the ability to manage and predict demand.
 - Historical poor practice and longer term legacy cases adding additional complexity to work. At the point of transfer to the Trust the quality of social work practice was assessed as being inadequate and this was confirmed by Ofsted in the full SIF. Whilst recent Ofsted reviews identified progress across all areas, it was recognised that this was from a very low base and the Trust were still managing legacy issues. The very clear drive to improve standards and the impact of the Ofsted judgement meant that further demand and costs were created in the Trust's budget. It was identified that a significant number of children had received poor social work support and had been left in neglectful and harmful situations for too long. As a result, every case in the Trust was reassessed and appropriate thresholds applied in individual cases resulting in increased numbers of children in care or subject to child protection processes.
 - At the point of transfer from DMBC to the Trust, there were 480 LAC who were subject to a range of different legal status types. However, this figure under represented the actual numbers of children who should have been deemed to be looked after or who should have been protected by being looked after. Firstly, there have been 31 individual children who were known to statutory services prior to October 2014 who through reassessment of

their cases have been made subject to regulation 24 status and were therefore deemed to be looked after. In addition a further 38 children have been made subject of special guardianship orders. This means that the Trust is now confident that regulation 24 requirements are being appropriately applied and there are no unregulated placements within the system. Secondly, as previously stated Ofsted identified a theme regarding children who had been left in neglectful situations for longer than was safe and a number of historical cases were further reviewed and action taken to address long standing neglect. These issues have led to an increase in the numbers of children entering the looked after system whilst at the same time the Trust has been able to stabilise the overall numbers of looked after children.

- Similar issues were previously identified in June 2014 following DMBC audit activity which concluded “*that thresholds are too high*” and “*CSE and DV cases that are regarded as high level are being dealt with through early intervention methods and there is evidence of high level cases that have not been accepted as a referral*”. The impact of this approach to managing high risk cases can partially explain the significant reduction in the numbers of looked after children which fell from 520 in May 2014 to 465 January 2015. The current numbers of looked after children (75 per 10,000) means that only four of the nine other local authorities in our comparator group have lower numbers than Doncaster. The impact of these practice issues can be seen in the graph below.

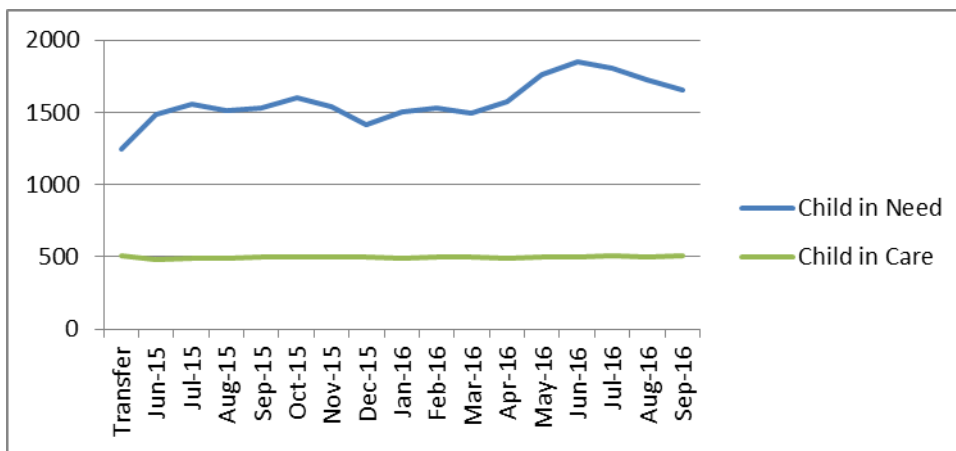


The number of placements the Trust is currently supporting reflects a proportion of inherited placements which when added with to complexity of local need had made the overall number difficult to reduce. However strategies are being developed to target specific cohort of children to safely and appropriately reduce the numbers of looked after children over the next fifteen months.

- At the point of transfer to the Trust there was a lack of a quality residential offer within the borough with the children’s homes having suffered from a lack of investment and in some cases poor management. With support from DMBC the residential estate is undergoing a significant refurbishment programme and changes have been made to the staff group. The new residential model, with an increased number of available beds, is planned to be operational by April 2017. This will enable the Trust to return a number of children who have been placed in out of borough placements to Doncaster and therefore reduce the expenditure on out of authority placements.

- The Trust has continued to experience difficulties in recruitment sufficient numbers of foster carers to meet demand and a number of carers have been deregistered due to age, safeguarding concerns or because the basic care would not meet the required minimum standards. This has meant that the number of children placed with independent fostering agencies (IFA's) has increased as a percentage of the overall placement types. This has placed a significant pressure in the placement budget and is being addressed by the implementation of a new three tiered payment system that will ensure the Trust offer can compete with IFA's. The new payment scheme has been approved by DMBC on 29 November 2016 and will be phased in from January 2017.
- As previously stated the initial contract reflected a "core" and "enhanced" contract value, the latter reflecting DMBC's estimate of the potential level of underfunding for the first contract year. The Trust has faced significant challenge regarding the quality of financial data and unit costings that were passed across at set up. These challenges still remain regarding the original contract value and supporting data, where DMBC refer to Trust staff to explain and justify contact values.

14. The overall numbers of children in care have remained relatively stable over the last 16 months whilst the numbers of children assessed as being in need have been volatile over the same period. The graph below shows that following the transfer to the Trust and the application of appropriate thresholds the numbers of children identified as requiring social care support has risen. These children in need cases all require a suitably qualified and experienced social worker and have also contributed to increased expenditure against the staffing budget.



15. The contract for 2016/17 for placements was £21.5m, following the quarter 2 contract review; a contract variation was agreed for an additional £1,964k, reflecting higher levels of activity around Out of Authority looked after children and Special Guardianship Orders (SGO). DMBC rejected the Contract Variation in relation to increased Independent Fostering Placements due to decreased in In house numbers. Further discussions are taking place with DMBC on a contract variation reflecting price comparing contract assumptions and current prices.

16. The current forecast outturn for placements shows that the Trust is exceeding budget by £1.4m. This is mainly due to the number of out of borough residential placements and the use of independent fostering placements, some of this pressure relates to court directed placements, limited in-house

residential provision and difficulties in recruiting sufficient numbers of “in-house” foster carers.

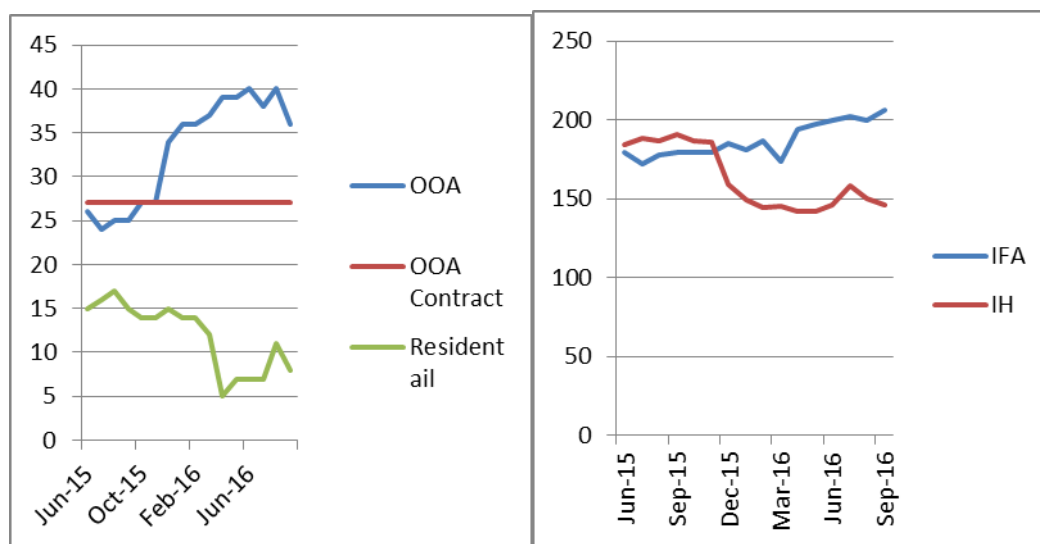
- The Trust is currently taking action to mitigate these pressures and manage down the current projected overspend, which includes a number of external residential placements are being brought to an end in line with agreed care plans, which is reflected in the quarter 2 figures.

EARLY HELP and FAMILY SUPPORT

- The strategic lead and operational delivery of early help services remain the responsibility of DMBC and are seen as essential to both managing workload demand and to achieving a successful Ofsted outcome. DMBC and the Trust both deliver some elements of family support as part of the early help offer that is intended to prevent children’s needs escalating and reduce referrals to statutory social care services. Across the borough the early help offer to families and DMBC family support services are not well developed due to high vacancy rates. An agreement has been provisionally reached to transfer the remaining family support services into the Trust by April 2017 and the intervening period will present a further risk of increased pressure on the Trust’s front door arrangements.

CARE LADDER

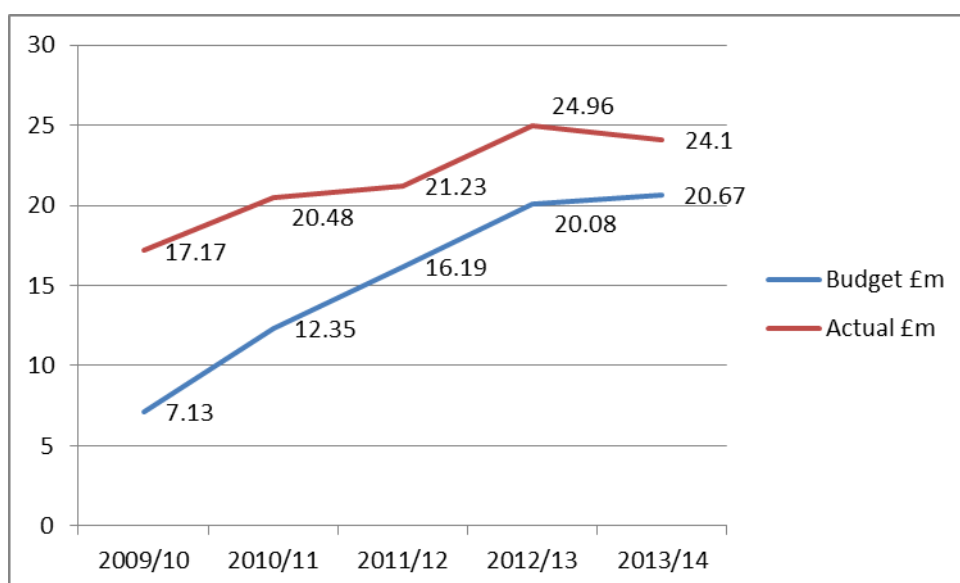
- The contract is based upon the assumption of the care ladder, with in-house fostering offering the most cost effective option. It is the increased number of external residential placements against contract levels and the switch between in-house fostering and IFA placements that places significant pressure on the placement budget.



- Further pressure was built into the initial care ladder budget at Trust setup as the budget transferred did not reflect the actual demand and mix. With the contract value being based upon 25 external residential placements and 31 placements being transferred. A deficit of £1m (based on DMBC’s average cost calculation of £168k per placement) was therefore created at transfer.

- Prior to Trust set up, DMBC had in the previous five years significantly overspent on placement budgets. The trend on placement numbers has shown a steady increase year on year with the variance between budget and outturn

varying between £10m and £3m. *These costs exclude improvement journey and consultancy resource that was associated with children's services prior to the Trust.*



Data provided by iMPower report 2013

22. Traditional children's services within local authorities have a number of budget lines (Troubled Families, Education, and Children's Centre etc) and it is common practice to offset adverse expenditure against other budget headings to balance budgets. The Trust does not have this this facility, so increased demand and price variations are more apparent.
23. The remodelling of the in-house residential resource and the increase in available beds will ensure the Trust is able to meet the 2016/17 contracted target by September 2018.
24. In addition, the Trust has been able to build upon its management information over the last 18 months to create a demand forecasting model, which has been used as part of the annual contract review budget setting cycle. The model reflects child's age and reflects the strategic assumptions regarding the various business models that are being applied. Such as transfer of IFA to SGO, IFA to In House fostering and the re-opening of refurbished residential homes,
25. Further work is being undertaken to "re-set" the care ladder. This includes:
 - Reviewing the number of young people who are subject to Section 20 accommodation. It is anticipated that over 100 young people will leave the looked after system during the next 24 months. Of these over 50 will turn 18 within the next twelve months, consideration is also being given to those young people who might be supported to leave the looked after system prior to their 18 birthday.
 - The age profile of young people means that there will be increased demand for 16+ / transitional services, with support being provided to help these young people into independence. It is likely that the provision of supported living, setting up home allowances or weekly living allowances will put pressure on costs. The package of services for the leaving care cohort has been reviewed to ensure that appropriate support is given.

- Prevention services are being developed to reduce the number of children being admitted to care and support the transition home for those where this is safe and appropriate. It is unlikely that there will be a significant impact in 2017-18 as the improvements and strategy need to be embedded and no assumptions have been made about the impact in future years. Should these services prove successful more quickly, this would result in savings which could be addressed through a contract variation.
- A full review of OOA cohort has established that targeted work will result in the reduction of looked after children or movement to less expensive provision. The review has shown:
 - 19 children have plans that require them to remain in their current placement for the time being;
 - 3 children have plans to move to independent living by the end of March 2017;
 - 10 children will return to in-house residential provision as the new homes come on stream, with 3 anticipated to have moved by March 2017 and a further 7 moving in early 2017-18.
 - 2 children are assessed as suitable for in house or IFA placements, with another child having transition to a fostering placement as a long term aim; and
 - 1 child is suitable for transition home to family.

These moves will result in significant savings during the first half of 2017.

FOSTERING

26. Research undertaken by Barnardo's identified that there is a national shortage of foster carers, particularly for older children, those with emotional or behavioural problems and those from minority ethnic backgrounds. As well as an overall shortage Doncaster also suffers high competition from local Independent Fostering Agency providers and neighbouring local authorities who have a well-defined progression scheme. This allows neighbouring authorities to compete directly for those carers who are capable of caring for the most challenging children.
27. As previously stated the Trust has experienced a loss of some carers due to quality issues or safeguarding concerns resulting in a greater need for independent foster care placements. However, those carers that remain are highly utilised and providing good levels of care, with current levels of utilisation of foster carers being 93%.
28. There is a perception within DMBC that the turnaround for foster carer recruitment is poor, but this is not correct. The Trust's pathway from enquiry through to assessment and appointment benchmarks better than local IFA's.
29. In order to increase the number of available in-house carers and therefore reduce the number of independent fostering placements a number of key actions are being progressed:
- The foster care progression scheme will be applied from January 2017 and which will provide competitive rates to compete with IFA providers

and attract carers from those organisations to the Trust. This will also provide a payment structure for SGO payments (as these are linked to fostering levels) that will enable IFA carers to seek permanent arrangements for children in long term placements. This has been factored into the demand profile for next year and subsequent years;

- The Trust website will be developed and visibility via Google and Facebook will be increased and explore the Trust brand;
- A fostering campaign will begin in January 2017 to aggressively target IFA carers and will include print, radio and social media;
- The possibility of a foster carers conference which will include information on the Mockingbird research project and celebrate the Trusts success in achieving national awards; and
- Further consideration will be given to the recruitment of a fostering recruitment consultant and approaching Doncaster large employers to promote “fostering friendly employer” partnerships.

30. It is too early to estimate what the impact of the efforts to increase the number of in-house foster carers will be and this would be addressed through a contract variation.

ADOPTION

31. There are over 45 children who are subject of a placement order, but who have not yet been adopted. Of these children 18 currently have adoption applications before the court and a further 9 have been matched with prospective adopters. Funding for inter-agency adoption is in place until 31 March 2017 but applies only to children who have been waiting to be placed with a family for 18 months or longer, or for sibling groups where one or more of the children meet the 18 months criteria. It is unlikely that many of our current cohort of children will meet this requirement going forward.

32. The Government wants to see all local authorities being part of a regional adoption agency, as it is believed that agencies will help speed up the matching, improve the life chances of children, improve adopter recruitment and support and reduce costs. The Trust is currently working with Sheffield, Barnsley and Rotherham to develop a regional adoption agency that will improve the outcomes for children across the sub region.

CARE ORDERS

33. There are also 13 children currently subject to placement with parent regulations and work has commenced to discharge the care orders. There are currently no costs attached to these placements, however until the care orders have been discharged the Trust is required to allocate qualified social workers and other support staff.

SGOs and CAOs

34. Although placing children in this way is financially more cost effective, the Trust has experienced significant increase in numbers which has placed pressure on the overall budget. A one off contract variation was made during 2015/16 to

reflect the increased number of children and reflected a targeted campaign that was launched to inform grandparents of their rights to financial support. Pressure has continued during 2016/17 and the current agreed contract variation reflects the increased volume.

35. Reviews of all children subject to SGOs and CAOs are due to take place during 2017. The re-assessment of carers' financial standing is to be undertaken by DMBC and is likely to take up to six months once the consultation on allowances has concluded. Initial modelling has identified a number of payments that have not been updated since 2010 and these will be passed back to DMBC for payment. The implications of this review have been factored into the demand model going forward.

	2014/15		2015/16		2016/17	
	Contract	Actual	Contract	Actual	Contract	Actual
Child Arrangement	129	140	129	149	152	148
SGO	133	177	133	217	175	235
Total	262	317	262	366	327	383

36. Financial assessments and re-assessments for SGO/CAO are the responsibility of DMBC. This obligation has been the subject of clarification between the Trust and DMBC, but it has now been accepted that this role remains with DMBC, who have the associated resource to conduct this work.

RESIDENTIAL HOMES

37. The Trust inherited a residential service that was poorly utilised, poorly managed and without any clear strategy for the development of the service that was informed by a robust assessment of need. In addition a number of the homes were poorly furnished and maintained resulting in a lack of confidence from social work teams when looking for placements.
38. Following investment by DMBC, a strategy is being developed that draws on examples of best practice and where remodelled provision has been able to evidence significant reductions in the number of out of authority placements. The intention is to provide an increased number of in-house beds, to increase both the number and types of placements available and to reduce the number of children who are placed out of borough. The remodelled provision will consist of the following homes;
- Pinewood Avenue which will provide a therapeutic resource for younger age children who are not currently able to live within family settings. These children are likely to have experienced traumatic early childhood experiences and a number of foster care placement breakdowns. These children will experience a nurturing residential placement with specialist support from CAMHS and education to prepare them for the move to a family placement.
 - Tickhill Square will be re-designated as a five bedded emergency and assessment unit. Children will be placed in the unit for a period of twelve weeks during which time staff will undertake detailed assessments of the child's circumstances in order to decide whether they are able to return home or need an alternative placement in foster or residential care. This resource will prevent the need for children to be placed out of borough for costly assessments that generally result in more costly external placements. The unit will provide four assessment and one emergency

bed.

- Morrison Drive will provide a four bedded unit for adolescent girls whose long term plans mean they are unlikely to return home.
- Cromwell Drive will provide a four bedded unit for adolescent boys whose long term plans means they are unlikely to return home.
- Amersall Drive will be a new resource that will provide a further four, long term beds for adolescent boys and girls.

39. This remodelled residential provision will provide 21 placements rather than the 12 that are currently operational within the service. The model will provide a range and choice of placements that is linked to individual children's needs and which can retain them in borough. Subject to successful completion of agreed building works the new residential model should be in place for April 2017.

BENCHMARKING

40. The Trust will also utilise the recent benchmarking work to inform value for money decisions, which includes procurement and commissioning. It should be noted that Local Authority service benchmarking is an optional, paid for activity and take up rates have fallen in recent years. The comparison is also very subjective with LA's being able to influence results by including and excluding costs to increase or decrease outcomes.

PAY/RESOURCE

41. Recruitment of permanent staff is continuing, with the appointment of 29 permanent social workers this financial year. A further 11 posts have been offered, with 7 due to start. The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities, but the numbers appointed show the improved reputation of the service in Doncaster is beginning to have a positive impact.

42. Consideration is currently being given to social worker pay progression which would bring the Trust pay scales in line with our neighbouring authorities and potential impact is currently excluded from the forecast outturn. However it is envisaged that it would be self-funding through the reduction in the use of agency staff.

43. Agency cover is currently at 11%, which is a reduction from when the Trust was first set up, when levels were in the region of 14%. Across the Trust there were 59 agency workers, 51 are within locality teams (including MASH) and cover vacancies, sickness or providing extra capacity to deal with increased caseloads. A contract variation reflecting additional caseloads will be submitted to DMBC as a contract variation in line with the contract.

44. Redundancy costs resulting from the temporary closure and planned development as a therapeutic unit of Pinewood have been separately funded by DMBC. Further requests for redundancy will be submitted in line with DMBC policy.

45. The following actions are being implemented to affect in year savings:

- A number of temporary agency staff will be released at the end of October

and any unfunded post, or those where there is a variance between budget and cost will be ended. The financial impact of this will be reflected in the quarter 3 report;

- A number of essential agency posts will be converted to fixed term contracts; the potential saving from fixed term contracts is being assessed and will be reported on at quarter 3; and
- Consideration is also being given to the setting up of an internal recruitment agency, to employ temporary staff directly, saving agency commission costs.

CASHFLOW

46. The contract allows for the trust to draw down up to a £1m overdraft facility from DMBC, which would be reflected on the Trust's balance sheet as a liability. Based upon a phased budget and current levels of expenditure the cash flow demonstrates that the Trust will remain solvent during this financial year and the overdraft facility is not currently required.
47. The cash flow is based upon a phased budget and current levels of expenditure and the assumption that accounts are paid within the month for DMBC and a two month lag for DfE income. It has been assumed that placement expenditure has no further increases. Pressure on cash flow would also be released, as and when savings on placements and recruitment are realised.
48. Going forwards it does raise the wider question of sustainability of a Trust model and the need for working capital to be identified at Trust set up. This issue has also been raised with DfE.

GOVERNANCE

49. Financial and Operational performance is reviewed at a number of meetings internally and between the Trust and DMBC:

Internally:

- A management account is produced monthly, which shows income & expenditure and risks & opportunities. Pay and placement costs are tracked month by month, with variances to budget and changes to forecast clearly explained and justified. Average annual placement costs are calculated and tracked. Analysis down to cost centre level is also produced. The management account is presented to the Trust's Finance and Infrastructure Committee and the Executive Board
- The Annual Report and Account is produced in line with IFRS 102, externally audited and filed on Company's House. The Trust's Audit, Assurance and Risk Committee also review the accounts.

With DMBC

- *The Annual Review* process considers funding and strategic priorities and reports to the Secretary of State for Education on progress made during the year and priorities and notifiable changes to the contract.

- *Quarterly Monitoring Performance Meeting* which is attended by Chief Executives from both organisations, along with representation from Trust Board, The Trust's Chief Operating Officer and Director of Performance Quality and Innovation, and Officers with Finance and Performance Management responsibility from both organisations.
- *Monthly Financial Monitoring Group* principally reviews the financial position of the Trust as it relates to the contract with the Council, the delivery of savings, and considers options to address budget pressures.
- *Monthly Operational Progress Group* details key performance indicators and is accompanied by explanatory narrative. Meetings are attended by Assistant Director: Commissioning and Opportunities (DMBC), Director of Operations (Trust) and Heads of Performance from both organisations. Annual Review

NEXT STEPS

50. Going forward, the Trust will review and adapt the operating model to ensure that the focus reflects service improvement and positive Ofsted judgements; this will include a review of the staffing structure to ensure improvement in key areas is realised.
51. The Trust has a clear commitment to reduce the forecast outturn by year end, demonstrated by:

- **Income maximisation;**
 - CV already approved for £1.9m based on increased volume
 - Business case being prepared which demonstrates CV's should be awarded reflecting price variation and increased resource variation (increased caseloads)
- **Expenditure reduction;**
 - Agency posts have been concluded
 - Fixed term appointments are being considered
 - Placements have been reviewed with clear pathways for a number of children
 - Foster care progression scheme and recruitment campaign in January 2017
 - In-house residential offer will be available by year end
 - Review of non-pay expenditure – mileage, expenses
 - End to end processes are to be base lined to inform service users and establish a new target operating model*
 - Review of procurement and commission practises within the Trust to ensure external spend is appropriate from a financial perspective as well as a quality perspective.*

- **Growth**
- Take opportunities to

diversify the service offering and grow the trading opportunities available to the Trust*.

* These processes are subject to additional funding, which is being sought.

OPTIONS CONSIDERED

52 Not applicable

REASONS FOR RECOMMENDED OPTION

53 Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

54

	Priority	Implications
	<p>We will support a strong economy where businesses can locate, grow and employ local people.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The Trust has been established with a mandate to continue delivering improvements in children's social care. The formal contract with DMBC details a requirement for future Ofsted inspection judgements to be:</p> <ul style="list-style-type: none"> - 'Requires improvement' or better by April 2016 - Good or better by October 2017 - And that overall the service should be Outstanding by October 2019 <p>The Contract with the Trust relates to the delivery of services to children in need of help and protection, and therefore has an implication for the priorities relating to safeguarding our communities.</p>
	<p>We will help people to live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The Trust is also a key strategic partner in delivering children's services, and therefore an effective partnership is critical to improving outcomes for the Children and Young People of Doncaster.</p>
	<p>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.</p>
	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	

	We will deliver modern value for money services.	
	We will provide strong leadership and governance, working in partnership.	

RISKS AND ASSUMPTIONS

55 There are no specific risks associated with this report

LEGAL IMPLICATIONS

56 In September 2014, the Secretary of State for Education issued a Direction transferring various children’s services to Doncaster Children’s Trust Limited (“the Trust”). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.

57 On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that Services are being delivered correctly.

FINANCIAL IMPLICATIONS

58 See above

HUMAN RESOURCES IMPLICATIONS (*Insert where applicable – see guidance*)

59 Not applicable

TECHNOLOGY IMPLICATIONS (*Insert where applicable – see guidance*)

60 Not applicable

EQUALITY IMPLICATIONS

61 Not applicable

CONSULTATION

62 Not applicable

BACKGROUND PAPERS

63 None.

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