



## Agenda – School’s Forum 3:30pm – 5:30pm, 23 June 2022 Microsoft Teams

1. Procedural Items
  - 1.1. Apologies
  - 1.2. Substitutes
  - 1.3. Observers
  - 1.4. Declarations of interest
  - 1.5. Minutes of last meeting & matters arising
  
2. Reports
  - 2.1 Update from Leanne Hornsby, Assistant Director, Education, Skills, Culture and Heritage. 3:30
  
  - 2.2 High Needs Block – Out of Authority Placements 3:40  
Out of Authority placements –
    - a) Future Placements Strategy *[Lee Golze]*
    - b) DCST *[Andy Hood]*
    - c) Children with Disabilities *[Andy Hood]*
    - d) SEN *[Rebecca Mason]*
  
  - 2.3 Behaviour Roadmap *[Martyn Owen]* 4:00
  
  - 2.4 Early Help Strategy Update *[Steph Douglas]* 4:10
  
  - 2.5 Dedicated Schools Grant (DSG) Outturn 2021/22 *[Stephen Boldry]* 4:25
  
  - 2.6 Dedicated Schools Grant (DSG) revised budget 2022/23 4:40  
*[Stephen Boldry]*
  
3. Any Other Business
  
4. Date & Time of next meeting:
  - Regular meeting – Originally Scheduled for Time TBC, Thursday 22<sup>nd</sup> September 2022, Microsoft Teams or The Mary Woollett Centre. However please could this meeting now be held on the 15<sup>th</sup> September 2022, Time TBC.

## Schools Forum Membership List

### Schools Members

#### Maintained Members

##### Primary

###### Main Member

Kirsten McKechnie	Bentley New Village
David Richardson	Sunnyfields Primary
Karen Fagg	Park Primary

###### Substitutes

Carolyn Buckley	Travis St Lawrence
-----------------	--------------------

##### Governor Member

Janine Reid	Barnburgh Primary
-------------	-------------------

##### Special School

###### Headteacher Main Member

Paul Scotting	Stone Hill School
---------------	-------------------

##### Governor Member

Geoff Bowley	Stone Hill School
--------------	-------------------

##### Pupil Referral Unit

Kath Formby	Maple Medical
-------------	---------------

Karen Green	Levett
-------------	--------

#### Academy Members

##### Primary

###### Main Member

Rebecca Austwick	Bentley High Street Primary
Vacant	
Matthew Ridley	Shaw Wood Academy

##### Governor Members

Vacant	
--------	--

##### Secondary

###### Main Member

Wendy Adeniji	Trinity Academy
Simon Swain	Hallcross Academy
Richard Brooke	Delta

##### Governor Member

Lesley Bailey	Delta
---------------	-------

##### Special School

	Nexus Multi Academy Trust
--	---------------------------

Joel Hardwick	Nexus Multi Academy Trust
---------------	---------------------------

##### Alternative Provision Academies

Dirk Pittard	St Wilfrid's Academy
--------------	----------------------

Jo Pittard	St Wilfrid's Academy
------------	----------------------

##### Non-Schools Members

###### Diocesan Representatives

Philip Patterson	Diocese of Hallam
Philippa Cousins	Diocese of Sheffield

###### Substitutes

Clare Thorpe	Diocese of Hallam
--------------	-------------------

###### Early Years, Private, Voluntary & Independent Sector

Lesley Clark	Little Oaks
--------------	-------------

###### 16-19 Providers

Julie Kaye	Doncaster College
------------	-------------------

##### Observers

Robert Barratt	Trade Union Representative NASUWT
Fiona Campbell	NEU
Lani-Mae Ball	Elected Member (Councillor) - Education & Skills
Leanne Hornsby	Assistant Director of Locality and Early Intervention
Riana Nelson	Acting Director of Learning Opportunities and Skills
Stephen Boldry	Local Authority - Finance Manager

# DONCASTER METROPOLITAN BOROUGH COUNCIL

## SCHOOLS FORUM

**Minutes of the Schools Forum via Microsoft Teams on Thursday 10 February 2022, commencing at 3:30pm.**

PRESENT: J Coleman, G Bowley, L Bailey, W Adeniji, K McKechnie, R Brooke, L Clark, S Swain, P Cousins, R Austwick, K Fagg, P Scotting.

APOLOGIES: M Ridley, J Kaye

### **1 SUBSTITUTES**

None

### **2 OBSERVERS**

S Boldry, K Hawker, P Ruane, L-M Ball, F Campbell, L Golze, S Douglas, R Mason.

### **3 DECLARATIONS OF BUSINESS INTEREST & OTHER MATTERS**

There were no declarations of specific business interest in respect of any item on the agenda or raised at the meeting.

### **4 MINUTES 25 November 2021**

RESOLVED (1)

- a) That the minutes of the meeting held on 25 November 2021 be agreed as a true record.

### **5 MATTERS ARISING**

With reference to the actions from the minutes, these will be covered within the agenda.

### **6 UPDATE FROM PAUL RUANE, HEAD OF LEARNING PROVISION, LEARNING OPPORTUNITIES: CHILDREN & YOUNG PEOPLE SERVICES**

- 6.1 Members were informed that there is currently an ofsted ILACS inspection taking place. Ofsted select a number of cases to inspect, schools may be contacted if any of the cases selected relate to their pupils. It is thought that the provisional outcomes of the inspection will be available at the end of March and this will be fed back to the schools forum.

- 6.2 The Education and Skills Strategy 2030 went to Cabinet on 2<sup>nd</sup> February, £784k of investment in the strategy has been agreed. Co-leads have been appointed to priorities 3, 4 and 5, with interviews for the co-leads for priorities 1 and 2 taking place over the next few weeks.
- 6.3 Ofsted Inspections in schools have continued, there has been a least 1 every week since the start of the Spring term. The outcomes of the inspections are showing great resilience within the system.
- 6.4 Members were informed that the rates of covid-19 in schools over the last 10 days is declining rapidly. However there are some secondary schools reporting staff absences, due to Covid-19 related illness or other illness. The daily reporting of Covid-19 in The Incident Management Team meetings is being stepped down to twice weekly.
- 6.5 Members were informed that the executive summary of the GELP conference is about to go out. The conference took place in November and discussed 4 main strands with 4 inspiration speakers. The slide deck from the conference will be circulated with members.

#### RESOLVED (2)

- a) That the slide deck from the GELP conference are circulated with members.

### **7 DEDICATED SCHOOLS GRANT (DSG) Revenue Monitoring Quarter 3 2021/22**

Members were presented with a report outlining the forecast outturn for the DSG in 2021/22 as at Q3.

Discussion took place on the following issues:-

- 7.1 Members were informed that the forecast in-year overspend is now £5.1m.
- 7.2 The Schools Block Budget is projecting to underspend by £0.6m mainly due to an underspend on the Growth Fund. The Growth Fund payments are now confirmed at appendix C.
- 7.3 The Central Schools Services Block is showing a projected £20k underspend position for the year due to underspends within the Schools Forum budget with funding as agreed by School Forum in November 2020.
- 7.4 The High Needs Block budget is showing an overspend of 5.7m. Budgets have been increased based on the previous year outturn and with known changes. The overspend is mainly due to pupils educated out of authority with additional cost pressures from out of authority residential placements being identified and specialist post 16 institutions with further overspends on EHCP top up funding and North Bridge Enterprise College.
- 7.5 The Early Years Block budget is showing as a break even position for the year.

- 7.6 Members attention was then brought to the medium term financial plan, this is a tool used for the school forum. The High Needs grant income for 2022-23 has been confirmed to increase by £6.3m compared to 2021-22 levels with assumptions of a 5% increase included for 2023-24 and 3% for 2024-25 as per specific advice from the DfE.
- 7.7 The current High Needs Medium Term Financial Plan is forecast to be overspent by £8.0m by the end of 2024-25, with total overspends of £14.3m expected at the end of 2022-23, £12.0m in 2023-24. Urgent detailed work is currently required to bring this predicted overspend position back into a balanced position over the medium term.
- 7.8 Members asked where Doncaster sat against other authorities regarding the High Needs budgets. Regionally, Doncaster's position is not dissimilar to other authorities some are worse than Doncaster. Those that are at budget or underspending have more provision for students within the borough helping with the financial position.

#### RESOLVED (3)

- a) That the reports be received and noted.

### **8 DEDICATED SCHOOLS GRANT (DSG) Initial Budget 2022/23**

Members were presented with a report to outline the proposed initial DSG budget for 2022/23.

Discussion took place on the following issues:-

- 8.1 Members were informed that the funding settlement was received in December. The Individual Schools Budget (ISB) is based on the DfE proforma, submitted in January 2022.
- 8.2 Maintained Primary de-delegated budgets had previously been agreed by Schools Forum in November 2021.
- 8.3 The formula factors and resulting MFG and CAP values shown on appendix B are now final.
- 8.4 In order to ensure that no cap on gains is applied to schools, £923k has been set aside for growing schools to balance the overall Schools Block.
- 8.5 Members were reminded that the Central School Services Block funds were agreed by School Forum in November 2021.
- 8.6 Members were informed provisional High Needs Block funding allocations and deductions for place funding are as included in the December 2021 funding settlement, however will not be confirmed until March 2022 from the DfE.
- 8.7 Members were informed the Early Years Block budgets had been set based on the provisional allocations from the DfE. These included allocations for 3 & 4 year olds, additional 15 hours, 2 year olds, Early Years Pupil Premium, Disability Access Fund and the previously approved central Early Years budgets.

- 8.8 Members were asked to consider whether to approve an increase to Caretakers' rent for 2022/23 of 4.1% in line with the proposal for other council house rents. AGREED.
- 8.9 Members raised the issue of pressures on places and if there was enough in the growth fund. This year the growth fund underspent, it is difficult to predict the outturn. The Learning Provision Organisation Service negotiates places with schools, there was expected to be a lot more schools last year but some were not able to increase the number of places.
- 8.10 Members also raised an issue regarding the supplementary schools grant for the Health and Social Care Levy and whether special and AP provisions will also get this support. The High Needs grant has been increased to include the Health and Social Care Levy but the budgets need reviewing due to the overspend on the High Needs budgets. It was agreed that a message would be fed back to the authority that a discussion needs to be had with all special and Alternative Provisions about how this will work.

#### RESOLVED (4)

- a) That the reports be received and noted.
- b) With reference to 8.8 members approved an increase of 4.1% to Caretakers' rents for 2022/23.
- c) That a message is fed back to the authority to discuss how special and AP provisions will receive support in relation to the Health and Social Care Levy.

### **9 EARLY YEARS NATIONAL FUNDING FORMULA (EYNFF) and Early Years Pupil Premium (EYPP) funding rates 2022/23**

Members were presented with a report outlining the proposed funding rates for 2022/23.

Discussion took place on the following issues: -

- 9.1 Members were informed that the local authority funding rates were published by the government in November. The funding rates for 2, 3 & 4 year olds will increase in 2022/23. The funding rate from central government has increased by 21p per hour for 2 year olds and 17p for 3 & 4 year olds in.
- 9.2 Following a consultation it was agreed that the increase in the rates for 2, 3 & 4 year olds should be passed straight onto providers.
- 9.3 Members were also informed that the rates for the deprivation supplement and flexibility supplement would remain unchanged from 2021/22 levels.
- 9.4 Members were also informed of the increase in funding for the Disability Access fund increasing from £615 to £800, and the Early Years Pupil Premium hourly rate from 53p per hour to 60p per hour.

- 9.5 Members raised that this amount of funding was not enough and that the sector is in crisis. This is a 4% increase however the cost of living is increasing by 8% minimum wage by 6.5% along with everything else. It was also mentioned that providers are grateful for all that Doncaster does for them and the passing on of the full increase but that the funding available from government is just not enough. Providers need help to get the message out nationally to make the sector viable. Concerns were also raised around barriers in accessing the DAF and EYPP funding. Further discussions will take place outside of the schools forum to possibly set up a subgroup.

#### RESOLVED (5)

- a) That the update be received and noted.
- b) Lesley Clark to discuss with Lani-Mai and Steph Douglas ongoing concerns and possibly setting up a sub-group.

### **10 OUT OF AUTHORITY PLACEMENTS**

Members were presented with various reports relating to the Out Of Authority Placements.

Discussion took place on the following issues: -

- 10.1 Members received an updated on the current position on increasing beds within the borough. It has been agreed that Oaklands will be split in two, half used for short breaks and the other half will create in-house residential units for CWD, hopefully bringing back 4 CWD out of area places by September. Two new build properties have been bought in Brodsworth, both 3 bed houses which will house 2 children each. Request is with Ofsted and they have a register manager. They will have 6 members of staff on a rotation, completion will be in March and hopefully by the end of Spring children will be in the homes. There is a 2 bed property owned by the council in Adwick Le Street that is currently going through planning, there is a council owned property at Tickhill Square, Denaby that is being looked at and 5 fully contained flats at Askern Court that could be used for 16+ for independent living.
- 10.2 Members asked how staffing for the homes were being sort. Members were informed that getting staff in place is one of the biggest challenges, the Trust is holding an open day and also looking at possibly upskilling current staff. It was suggest to send a message out to schools to see if any staff would like to take up any extra hours.
- 10.3 Members received a brief update on the Trust out of Area placements overview and care package review CDW as members of the Trust were dealing with the ILACS Ofsted inspection.
- 10.4 Assurances around care packages were discussed. They are regularly reviewed at the Joint Resource panel on a 12 weekly cycle. Quality of education placements are assessed through education plans, health plans, virtual school and SEND Officers. Members asked for more detail

on this, it was agreed that this will be discussed at the High Needs Sub-group in more depth.

- 10.5 Members were then presented with the slides from the Out of Area SEND Placements update.
- 10.6 Members asked what system are in place to quality assure special schools with the application process when a mainstream school applies for a place and how are the applications filtered. The SEND service oversee this process and encourage special schools to go out to schools to see the pupils. The SEN code of practice must be followed when considering whether a school can meet the special educational needs of pupils.
- 10.7 Spaces in specialist provisions were discussed. Majority of places are full and some are filling over the allocated places. The longer term plan is to look at education in mainstream settings. Members asked for numbers of places and numbers of pupils waiting for a placement that are currently in mainstream schools.
- 10.8 A question was raised regarding the use of the SEN Capital funding to expand maintained Post 16 provision. Formal consultation will be starting shortly with regards to post 16 provision at Stone Hill.

#### RESOLVED (6)

- a) That the update be received and noted.
- b) It was suggest to send a message out to schools to see if any staff would like to take up any extra hours in the roles supporting the new residential units.
- c) Assurances on education placements to be discussed at the High Needs Sub-group in more depth.
- d) Numbers of special school places and numbers of pupils waiting for a placement that are currently in mainstream schools to be made available.

### **11 EARLY HELP STRATEGY.**

This was due to be a verbal update but was not presented at the time. It was agreed that a written report will be circulated following the ILAC Ofsted inspection.

#### RESOLVED (7)

- a) A written report will be circulated following the ILAC Ofsted inspection.

### **12 FUTURE MEETING DATES**

Members were presented with a report detailing the proposed meeting dates for the next year.



Discussion took place on the following issues:-

- 12.1 Members were informed of the proposed dates for the four meetings in 2022/23.

RESOLVED (8)

- a) That the report be received and noted.

### **ANY OTHER BUSINESS**

None

### **DATE AND TIME OF NEXT MEETING**

The next regular meeting of the Schools Forum will be held at 3.30pm via Microsoft Teams on Thursday 23 June 2022

Actions from the meeting 10 February 2022:

- That the slide deck from the GELP conference are circulated with members
- That a message is fed back to the authority to discuss how special and AP provisions will receive support in relation to the Health and Social Care Levy
- Lesley Clark to discuss with Lani-Mai and Steph Douglas ongoing concerns and possibly setting up a sub-group
- It was suggest to send a message out to schools to see if any staff would like to take up any extra hours in the roles supporting the new residential units.
- Assurances on education placements to be discussed at the High Needs Sub-group in more depth.
- Numbers of special school places and numbers of pupils waiting for a placement that are currently in mainstream schools to be made available
- Early Help Strategy update - a written report will be circulated following the ILAC Ofsted inspection

Actions from the meeting 23 September 2021:

- MO/RM - To produce a milestone report showing a comparison in Doncaster on the progress for behaviour and inclusion against the plan for the HN sub group.



**Doncaster  
Council**

---

# **Future Placements Steering Group**

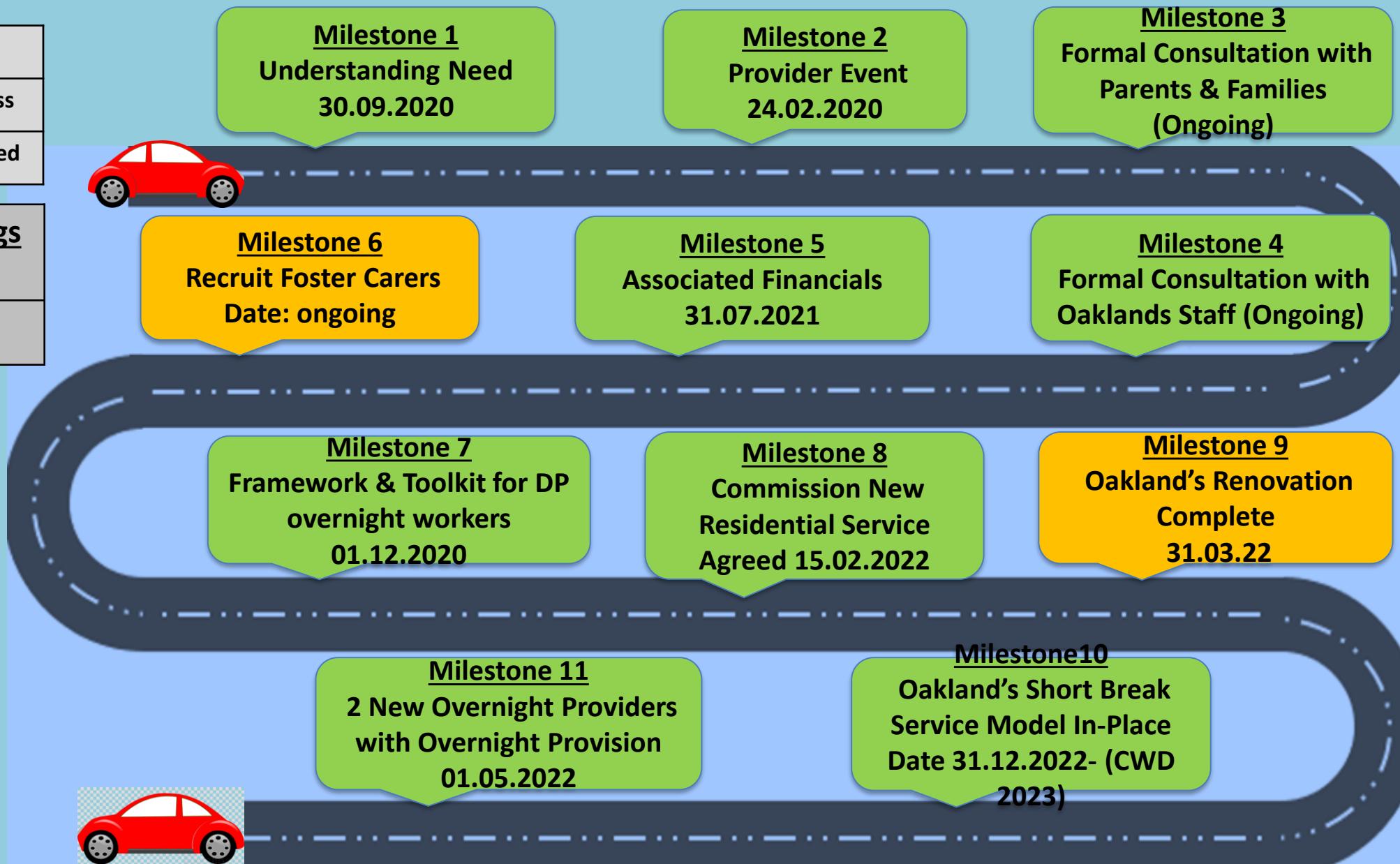
**June 2022**

**Theme Milestones & Updates**

# Future Placements Strategy – Theme: Short Breaks

	Complete
	In Progress
	Not Started

<b>Associated Savings Short Breaks:</b>
<b>£250,000</b>



# Short Breaks Theme (updated June 2022)

Strengths	Challenges	Next Steps
<p>Positive consultation sessions held with staff, parents and neighbours. Fortnightly update emails promised until build work starts- these will then be taken over by PBM Newsletter.</p> <p>Final design plans and model agreed and signed off including use of Bungalow 2 as permanent CWD home</p> <p>Remedial work required in Bungalow 2 to make it fit for purpose for use by Short Breaks service while Bungalow 1 is being refurbished has been agreed and is near to completion</p> <p>Pre-meet on 8<sup>th</sup> June with Design Team, PBM and Oaklands to finalise preparations. Work to commence 20<sup>th</sup> June</p> <p>Shut down period will be a maximum of</p>	<p>Finalising the Financial Model - Savings delay until 22 / 23.</p> <p>Overnight provision cannot be identified for contingency period unless parents use direct payment worker / childminder- the shut down period will be a maximum of 2 weeks so hopefully any impact on families will be minimal</p> <p>Bungalow 2 is not currently fit for purpose to be used for SB overnights while the other side of the building is being developed. Need to consider bathrooms and fire exits. This has been mitigated by site visit and a programme of remedial work agreed</p> <p>Staffing levels- current vacancies at Oaklands means that there is a waiting list for SB packages to start and not all current packages can be delivered fully. This is impacting service delivery now but will impact it further if it is still an issue</p>	<p>Commence Refurb Works.</p> <p>Continue to communicate with Parents, Staff, Neighbours and Ward Members regularly- to include Monthly update newsletters from PBM</p> <p>Continue to push recruitment</p> <p>Finalise new specification for service delivery</p> <p>Further work with market to understand / offer overnight support</p> <p>Market Engagement Event</p> <p>Feed into review of SB framework</p>

# Future Placements Strategy – Theme: Bringing CIC Home / 16+

	Complete
	In Progress
	Not Started

DCST MTFS (Medium Term Financial Strategy) savings target 2022/23 – 2024/25:  
 Bringing CIC Home/16+ & reducing the number of OOA & external 16+ placements

**£3,710,000**



**Milestone 1**  
 Map Children CIC  
 28.02.2020

**Milestone 2**  
 Finding Homes  
 Completed

**Milestone 5**  
 Registration & Staffing  
 of Home  
 30.03.2022

**Milestone 4**  
 Planning &  
 Engagement  
 31.01.2022

**Milestone 3**  
 Property Purchase(1)  
 31.01 2022

**Milestone 6**  
 Therapeutic model.  
 30.06.2022

**Milestone 7**  
 Go Live  
 Date: September 2022

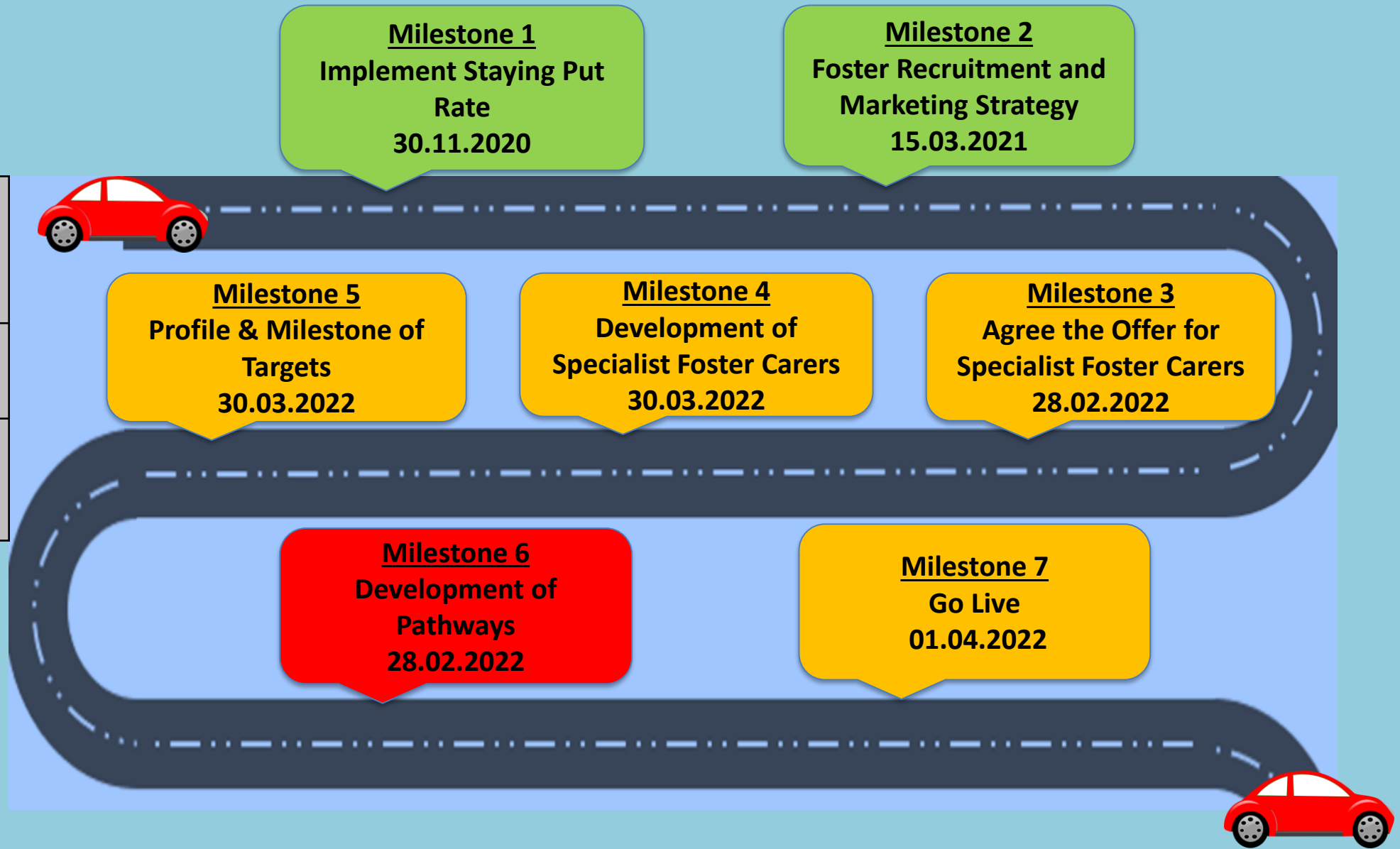


Strengths	Challenges	Next Steps
<p><b>Future Placement Strategy</b></p> <ul style="list-style-type: none"> <li>• Keys to your future (K2F) – first Young People have moved in and whilst there has been some teething issues these have been address quickly and enables learning for future moves – more homes aligned and YP matched</li> <li>• FPS has progressed and a number of properties which are all being progressed</li> <li>• Project planning for new homes in place weekly to ensure no drift and address barriers as they arise</li> <li>• Fostering recruitment has stepped up – comms plan and fostering strategy in progress</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing – recently went to advert for registered managers and got no interest, twice – this could prove to a serious issue relating to the new homes</li> <li>• Issues with fire doors – which will create delay in homes going live</li> <li>• Recruitment of more foster carers - there is still not enough carers but we have plans in place</li> </ul>	<ol style="list-style-type: none"> <li>1. Progress the homes as planned</li> <li>2. Recruitment push, open days, community presence to raise awareness sand support recruitment (week at Lakeside talking to people)</li> <li>3. SILs Proposal to be further reviewed and progressed once Government share regulation expectations</li> <li>4. Therapeutic support to be further reviewed</li> <li>5. Foster Care Strategy being developed and Comms plan</li> <li>6. Look at external recruitment agencies to support both staffing and foster carers</li> <li>7. Looking at targeting IFAs in Doncaster with a convert to us offer</li> <li>8. Review Mockingbird</li> <li>9. Seek to explore in house emergency options</li> </ol>
<p><b>CIC – identifying those who could come home - -</b></p> <ul style="list-style-type: none"> <li>• New SGO policy in place for those children who are placed with in house foster carers. This has generated a good deal of initial interest.</li> <li>• Working group now established to review placement with parents/reunification work.</li> </ul>	<ul style="list-style-type: none"> <li>• Still work some issues in current working practices with children are subject to care orders who are residing with their parents.</li> <li>• Reunification is not routinely considered as part of care planning.</li> </ul>	<ol style="list-style-type: none"> <li>1. Working group to meet on 10/06/22 to review placement with parents process, guidance and paperwork.</li> <li>2. Consider how new supervision model can incorporate discussion about reunification.</li> <li>3. Placement forecast panel remains weekly.</li> <li>4. Continue to build prevention services and reunification.</li> </ol>

# Future Placements Strategy – Theme: Fostering & Staying Put

	Complete
	In Progress
	Not Started

<b>Associated Savings Fostering &amp; Staying Put:</b>
<b>Fostering: £2,287,000</b>
<b>Staying Put: £70,000 (Investment)</b>



Strengths	Challenges	Next Steps
<p>Staying Put Allowance implemented</p>	<ul style="list-style-type: none"> <li>Completed in 2021 and offer remains in place</li> </ul>	<p>Continue to promote staying put</p>
<p><b>Recruitment &amp; Marketing Strategy is in place</b></p> <ul style="list-style-type: none"> <li>Enquiries and applications continue to be received and remain buoyant</li> <li>Draft Framework around “Specialist” recruitment <ul style="list-style-type: none"> <li>Progressing Parent and Child Placement</li> </ul> </li> <li>Fostering Strategy is being completed and Comms Plan in place</li> <li>Radio advertising has occurred</li> <li>Raising social media footprint</li> <li>Looking at other strategies/support to recruit fostering</li> </ul>	<ul style="list-style-type: none"> <li>Targets to increase the number of children to 276 by end 2023.</li> <li>Covid potentially still impacting on this area and enquires being made</li> <li>Challenges with recruiting “specialist” carers</li> <li>Finalising framework which includes elements of therapeutic mapping &amp; support (BCH work stream)</li> <li>Need to prevent children entering care, to enable placement availability for children to return to the Borough</li> </ul>	<ol style="list-style-type: none"> <li>Strategy continues to be reviewed regularly for impact.</li> <li>Recruitment campaign focuses on all children as need is in each age group.</li> <li>Diverse recruitment campaigns in place featuring our carers and young people.</li> <li>Discussions across South Yorkshire regarding the use of fostering recruitment agencies.</li> <li>Focus on compliance prior to developing the specialist schemes</li> <li>Specialist carer offer will be developed including parent and child placements as well as unplanned / emergency placements</li> </ol>
<p><b>Fostering Action Plan</b> has been produced to enable a number of initiatives to be explored and is being updated to focus on support further</p> <ul style="list-style-type: none"> <li>Looking at number of ways of work to improve / increase number of carers</li> <li>Development of a Kinship Team to bring new focus on this area and allow fostering to focus on fostering</li> </ul>	<p>Capacity to progress in a timely manner, need to breakdown and start with what might be most effective</p> <p>Team Manager now to be recruited as Registered Manager no longer needed from 1/9/22 when Trust Fostering ceases to exist</p> <p>Number of issues with in fostering has come about</p>	<ol style="list-style-type: none"> <li>Progress areas of the plan which will help support more enquires into fostering being made. Likely to also increase IFA transfer conversations</li> <li>Kinship Team has been developed to allow Trust Fostering to focus on mainstream recruitment and retention.</li> <li>Panel development plan completed – Panel Advisor commenced 21/2/22</li> </ol>





## Children in Care, Out of Area Placements and Pressures Briefing

### Introduction

Placements and out of area placements continue to be a significant pressure. The number of children coming in to care, compounded by the current lack of in house placements, the need for out of area placements and the costs associated with some of these remain a challenge for the Trust.

This briefing note is intended to give the schools forum some oversight into the current pressures being faced

The implementation of the Future Placement Strategy continues. The project management board meets weekly, chaired by Marcus Isman-Egal, Service Manager and lead on progressing the new homes. There are currently 5 properties in various stages of development. These are as follows:

- Skylarks estate, Brodsworth. 2 new build properties, expected to be ready for habitation in September 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. A planning application has been submitted. Expected date for completion March 2023.
- Tickhill Square, Denaby. This is an internal Asset transfer, this is back under review due to some cost implications
- Askern Court; a property vacated by a provider for 16+ provision who have left the Doncaster market has been considered for a future investment

In total the above provision creates further beds in-Borough for children. The current risks associated with the project continue to relate to the recruitment of staff given the competition within the private sector. For all the above properties, engagement events with elected members has already happened or are planned. Community engagement events have also taken place or will take place in due course.

The totality of this activity remains well within the designated budget for purchases, design and adaptations.

### Children in Care

As a service we believe children's needs are best met within their family, and where safe to do this this is always the priority, when parents are not an option wider family is always explored first.

However, for some children, they require the need to be looked after and enter into the care system.

Children that come into care are due to safeguarding concerns, these are linked to abuse and neglect, and vary from children at risk of sexual abuse, physical abuse, and emotional and/or significant neglect. The pandemic appears to have impacted on this, during periods of lockdown harm to children has been more hidden, and therefore become known to services at the point of crisis, presenting missed opportunity of early help and support.

Number of children coming in to care has risen significantly nationally, and this is no different for Doncaster.

**Placement Numbers and Costs as at 10<sup>th</sup> June 2022**

<u>Provision</u>	<u>Number</u>
Number of Children in Care (CIC)	594
Number In House Fostering	188
Number Independent Fostering Agency (IFA)	166 children
Residential – in house	11 children (including 2 in 16+ in house unregulated provision)
Residential – private	56 Children
Unregulated placement (16+)	61 Children

**Finance Position - Doncaster Children's Services Trust Out of Authority Placements**

At the end of March 2022 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 offset by 9 leavers.

No new homes were operational this financial year, which the forecast had assumed since Q2. The Q3 forecast and the Trust's MTFS assumed OOA numbers would be 43 at 31<sup>st</sup> 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.

Overall the outturn spend was £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.

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 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.

The additional 14 OOA placements above the budgeted amount of 43 at 1<sup>st</sup> April 2022 and the current average cost of packages means a significant budget pressure will be carried forward into 2022/23.

Year	1st April	New Placements	Projected Growth	Total New Placements	Leavers	Forecast to Leave In Year	Total Leavers	31st March
2019/20	35	29		29	21		21	43
2020/21	43	32		32	19		19	56
2021/22	56	38		38	37		37	57

The budgeted funding from the Dedicated Schools Grant High Needs Block was £3.083m for 2021/22 based on the Trust's MTFS savings targets to reduce OOA placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021, however the number of placements were 56 meaning a significant pressure (assumed at least 50% Covid related) was carried forward into 2021/22 which continued throughout the financial year. The 2021/22 outturn funding from the Dedicated Schools Grant High Needs Block is £4.211m; which is £1.128m above budget.

Year	Net Increase / Decrease in children	Gross Spend £	DSG	CHC	General Fund
2019/20	8	7,530,000	3,076,000	105,000	4,349,000
2020/21	13	11,381,000	3,462,000	79,000	7,840,000
2021/22	1	14,937,000	4,211,000	19,000	10,707,000

### Placement Pressures

- There continues to be a national crisis relating to placements – a national shortage as Children in Care numbers have increased and therefore placement needs increase
- Specialist placements, for example for those with disability, additional needs or challenging behaviours, are hard to find and, when found, come at a high cost. We have **no internal provision** meaning all children with a disability end up out of authority
- Some of these provision can be up to £10,000 per week (occasionally more)
- Children with challenging behaviours can be £8000 + per week
- In-house we have a shortage of foster carers. Whilst we continue to review this, advertise, campaign, we are still short and need to recruit more – the offer within fostering is excellent,

but the pay is lower than our LA neighbours (this and other financial incentives are being explored with DMBC as well as promoting non-financial benefits)

- There is the existing Doncaster Foster Carers Association (DFCA), this is a community of local foster carer which provide support – DCST have a good relationship with them and arrange and fund events together to continue to explore recruitment and support to our carers
- There are a number of initiatives to explore which will hopefully seek to recruit more carers, convert some IFA carers over us, and support some carers to become specialist carer.

### **Next Steps**

- Continue to deliver the future placement strategy
  - Increase in house residential provision including options for CWD – this will be supported through changes being explored to Oakland's
  - Increase foster carers which includes specialist carers for CWD or Parent and Child Placements (waiting financial agreement for this to be explored)
  - Homes in process of purchasing there is a weekly project meeting to ensure actions are progressed
- Continue to review children out of area and plan for them to return to the borough when appropriate placements are found
- Continue to discuss with carers other options such as SGO to enable permanence to be achieved for children in their care
- Continue to review all child in OOA placement and High Costs placement to ensure they are reviewed and next steps considered.

Seth Harris-White  
Assistant Director, Children in Care and Achieving Permanence  
June 2022

## **Appendix 1 - Doncaster Children's Services Trust Placements**

### Fostering

- Foster Carer - this is a person who cares for children in their own home and a family life
- In-House Fostering – these are carers who are DCST foster carers
- Independent Fostering Agencies (IFAs) – these are organisations who deliver a fostering service and are considered as an external placement
- Private fostering – this is where child under 16 has stayed with a family for more than 28 day who is not a relative
- Kinship fostering/Connected Carers – this is where family have come forward to care for the child as a Connected Person (approved by Reg. 24 and Agency Decision Maker for 24 weeks whilst an assessment is done)

### Residential

- Residential – this is in the form of Children's Homes. There are internal residential and there are external residential delivered by other providers which can be purchased as needed
- External residential (i.e. Out of Area) – this is considered anything which is not in house so will include residential homes in Doncaster but privately owned

### Supported or Semi Supported 16+ Provisions

- This is a provision whereby 16+ children have supported or semi supported accommodation and supported to develop independent skills

### Regulated, Unregulated and Unregistered

- Fostering services are assessed and reviewed by Ofsted; they are graded according to their findings and we seek to only place children in good or better providers.
- Children's homes are Regulated – this means they have a Statement of Purpose, a Registered Manager and a registered provider with Ofsted and complying to policies and procedure set out in 2015 regulations
- 16+ Provision are placements that are 'unregulated' – not required to comply with the expectations and scrutiny of a children's home – but not 'unregistered' – expected to comply with these expectations but avoiding registration. Unregulated provision is permissible whereas unregistered provision is unlawful
- Unregistered placement is one which is not registered with Ofsted, intended for children under 16yrs and therefore should not be used

<b><u>Placement Type</u></b>	<b><u>Budget average cost per week (approximate)</u></b>
Special Guardianship / Child Arrangement Orders / Adoption Allowances	£140 per week
In House Fostering (local)	£260 per week
*Independent Fostering Agency (i.e. IFA)	£820 per week
Semi Supported (local)	£2,400 per week
In House Residential (local)	£3,600 per week
Private Residential (i.e. Out of Authority)	£4,400 (and up to £12,000 per week)



## Care Package Review Children with Disabilities

### Introduction

Both the Children and Families Act 2014 and the Care Act 2015 impose upon local authorities a duty to provide children and young people with information, advice and support relating to their SEN or disability, and transition, including matters relating to health and social care and their care packages.

Ofsted's Chief Inspector stresses the importance of ensuring that all decisions for all children with disabilities and SEND are made with due diligence.

Our Local Offer includes details of how information, advice and support related to SEN and disabilities can be accessed and how it is resourced. It includes a short breaks duty statement giving details of the local range of services and how they can be accessed, including any eligibility criteria.

Children and young people should be involved in the review (where appropriate), design or commissioning of services providing information, advice and support.

See Doncaster's local offer [here](#)

Other relevant guidance that informs the briefing paper is:

[Care Planning, Placement and Case Review \(England\) Regulations 2010](#)

[Children Act 1989 Guidance and Regulations - Volume 2: Care Planning, Placement and Case Review \(2015\)](#)

[Short Breaks: Statutory Guidance on How to Safeguard and Promote the Welfare of Disabled Children Using Short Breaks](#)

[DfE, Short breaks for disabled children – Departmental advice for local authorities \(March 2011\)](#)

[Care and Support Statutory Guidance \(DHSC, October 2014\)](#)

### Purpose

This briefing is intended to give assurance that care packages are regularly reviewed to ensure they continue to meet the needs of the child, meet the needs of the family and that they are fit for purpose and deliver good value for money.

This briefing is written for the school forum to give an oversight of the disability service, the packages and to read in conjunction with the financial report.

## Children with Disabilities Service

As a service we believe it is important to support families with disabled children, promote resilience, and enable the disabled child or young person to enjoy similar life experiences to those of non-disabled children.

We also believe that where possible it is better to promote and enable access to mainstream services, and that not all families with a disabled child will require a care package. If a parent/ carer feels they would benefit from a care package, they can ask for an assessment. This assessment could be a social care assessment or early help assessment.

To qualify for an assessment, families need to be residents of Doncaster with a child or young person up to the age of 18 years with a disability who is substantially and adversely affected in their ability to carry out normal day to day activities by a physical or mental impairment.

The criteria for CWD team is **severe and profound disability**. This may include a combination of the following, but would need to be severe and profound to access this part of the service:

- global developmental delay
- physical impairment
- a profound sensory impairment
- a significantly disabling chronic ill health condition
- severe communication or language disorder
- Autistic Spectrum Disorder with communication disorder and developmental delay
- learning disability
- a serious life limiting or terminal illness

Support would be available through other service for example Early Help, or through statutory services.

CWD work closely together with adult services colleagues planning carefully all transition arrangements through to adult social care to ensure a continuous service.

## Care packages available

There are a range of services available through a care package, these are not services offered by the CWD Team. These are all types of support offered by the short breaks service, which is a separate DMBC service. CWD undertake assessments, and make recommendations and refer to services to enable support to be provided. Short breaks can be accessed by an EH Assessment and does not necessarily require a social care assessment. Support can include:

- Aiming high (providers of holiday activities)
- Direct payments
- Care in the home(short breaks)
- After school and weekend care
- Overnight care
- Social and recreational activities



## Assessment

Doncaster has 'One Front Door' service operating as a connected pathway from the MASH service into services including our Children with Disabilities team. Our disabilities service consists of a skill mix of front line practitioners and a manager working together to make good decisions about referrals as quickly as possible in order for children and families to gain services in a timely manner. The Children with Disabilities Service operating within the 'One Front Door' service will accept referrals for children who appear to meet the definition of a disabled child, namely that he or she has a severe or profound disability that is permanent.

A package of support is determined following an assessment. Packages of support will focus on individual need and the particular circumstances of each family. The Assessment of need for a care package will be assessed on the basis of three components, the level of disability, any social and environmental issues and parenting issues identified through the Social Work assessment.

The number of hours short breaks allocated to a child and their family and the type of service offered, will be explored during the assessment and depends on:

- The level of the child's disability
- The impact of the child's disability in being able to care for themselves and keep safe
- The impact of the child's disability on family life
- The ability of the parents to meet their child needs
- Any additional problems the parents might face- housing, finance, domestic violence, Physical or Mental health problems, and substance misuse
- The wishes of the child and their family.

Following a social care assessment by CWD, recommendations would be made about the support required and make referrals to either short break panel or joint resource panel. A request for short breaks does not require a social care assessment and can be done via a EH Assessment which can be completed by a lead professionals for example by school or health.

## Finance Position

At 2021/22 Outturn the Council's spend on Children with Disabilities Out of Authority placements was £3,631,501 of which the Dedicated Schools Grant High Needs Block funded £1,522,274 of these costs.

Year	Net Increase / Decrease in children	Gross Spend £	DSG	CHC	General Fund
2019/20	-1	2,537,796	1,075,730	389,732	1,072,334
2020/21	4	2,682,836	1,091,811	333,561	1,257,464
2021/22	-1	3,631,501	1,522,274	325,201	1,784,026

There was an over spend of £222,274 against a Dedicated Schools Grant High Needs Block allocation of £1,300,000 due to increased demand (placements have increased from 9 in April 2020 to 12 at end of March 2022), complexity of children and delays in implementing the Future Placement Strategy due to the impact of Covid-19.

Year	1st April	New Placements	Projected Growth	Total New Placements	Leavers	Due to Leave In Year	Total Leavers	31st March
2019/20	10	4		4	5		5	9
2020/21	9	4		4	0		0	13
2021/22	13	1		1	2		2	12

The Future Placement Needs Strategy links to the review of CWD placements with the intention to bring Out of Authority placements back to Doncaster to reduce the costs to the High Needs Block from 2022/23 onwards. The budget for 2021/22 was increased to £1.3m to reflect the current level of Children in placement and therefore spend.

### Challenges and Pressures

Challenges in the main relate to financial demands and placement demands. There are challenges in seeking the right placement for the right child. The pandemic has impacted on the number of children nationally requiring placements, therefore availability is limited across all placements for all children, but where more specialist placements are required these are significantly harder to come by, and when we do, they are at a higher cost.

This refers to children in care, not short breaks. The table above is children in care. The majority of children in care are subject to Care Orders and are placed due to safeguarding issues and require a specialist placement due to their additional needs.

There is national pressures around placements, children with a disability requires specialist placement when they become looked after, and these such placements are often out of area and at higher cost. Whilst the numbers for Doncaster has not increased, the cost of placements has, this is due to the complexities of the child or young person, and a reflection on the competitive private market.

Doncaster does not have in house specialist provision, either in the form of a home or foster carers, therefore reliance is on those private provider to meet placement needs. Placement sufficiency is one of the biggest challenges currently for children with disabilities and impacts on families.

Our Future placement Strategy is seeking to address this by seeking to procure more in house provision, through redesign of our short breaks offer, increase in specialist foster carers and to increase the number of residential homes that we manage.

### Reviewing Care Packages

For the purpose of this briefing care packages were reviewed and will be reviewed on an annual basis (See Appendix A for the current position).

If a child has over 75 nights per year short breaks they become looked after children under S20 of the Children Act 1989 and are then reviewed at 6 monthly Children in Care Review. The high need/cost packages are also reviewed by Joint Resource Panel usually every 6-12 months or as requested.

The review assured us where possible the right the package was in place for the right child, ongoing reviews continue to ensure this remains the case.

There are currently three active placement searches. One child is in a residential placement and requires a change of placement. Two children (unrelated) are at home with a high level of support while searches are ongoing. These placements cannot be sustained long term at home.

The team continue to find ways to support during any periods when a placement is required but is yet to be identified. The majority of our families report they get good support, they feel they have the right service at the right time and are happy with what is being provided. Whilst we are really pleased to have positive feedback from families, we strive and will continue to strive to ensure all families feel supported.

**Kate Anderson**  
**Service Manager**  
**Date: June 2022**

**Appendix A:**

**Care Package Review – Children with Disability – updated 10 June 2022 (previous review in grey)**

ID	Care package	Care plan
10371260	Long-term matched foster placement	Reviewed every 6 months as part of LAC review.  Please note – Carers have given notice of placement and the process of requesting a new search has begun.  Funded by DMBC CWD Placements
<b>Update: 10371260</b>	<b>Foster placement</b>	<b>Update: Full time in house foster placement since 01.12.21.</b>  <b>Care plan reviewed 6 monthly as part of LAC review and annually, as part of EHCP.</b>  <b>Funded by DMBC CWD Placements.</b>
10362831	Full time residential placement	Placed with First4Care on a full time placement – Reviewed every 6 months as part of LAC review.  The prospect of a return home will be considered in January 2022.  Funded by DMBC CWD Placements
<b>Update: 10362831</b>	<b>Full time residential placement</b>	<b>Update: Placed full time Vita- Apple (Liverpool)- reviewed 6 monthly part of LAC review.</b>  <b>No prospect of return home</b>  <b>Funded by DMBC CWD placement and CCG</b>
10327823	One overnight respite at Oakland's – weekly  4 hours per week short break support – term time 7 hours per week short break support – Non-term time.	Funded by short breaks. The package of support was reviewed October 2021 and will be reduced in light of present needs.
<b>Update: 10327823</b>	<b>One overnight respite at Oakland's – weekly</b>  <b>4 hours per week short break support – term time</b>	<b>Update: Funded by Short breaks short break support was previously 2:1 but is now 1:1.</b>

ID	Care package	Care plan
	<b>7 hours per week short break support – Non-term time.</b>	
10355332	<p>25 hours per week direct payment support – Term Time.</p> <p>30 hours per week direct payment support – non-term time.</p> <p>Oakland's respite – one night per week x 52 weeks.</p> <p>Additional 6 nights Oaklands respite to be provided to allow maximum 2 nights stay in school holidays until April 2021.</p>	<p>Subject to CIN planning currently though a search for a shared care placement was agreed September 2021.</p> <p>Funded by short breaks.</p>
<b>Update: 10355332</b>	<p><b>S20 looked after on a shared care basis.</b></p> <p><b>Oakland's respite – 3 nights per week.</b></p> <p><b>2:1 carer support in home until placement identified.</b></p>	<p><b>Update: Full time placement search underway.</b></p> <p><b>2:1 carer support in family home currently due to escalation of behaviours beyond parental control.</b></p> <p><b>Funding split between CCG and DMBC CWD placements.</b></p> <p><b>Care plan reviewed every 6 months as part of the LAC review and annually as part of EHCP.</b></p>
10419245	2x 2hours per week sessional x 52 weeks	<p>Support provided to encourage child to access community based activities.</p> <p>Funded by short breaks.</p>
<b>Update: 10419245</b>	<b>No longer open to CWD.</b>	<b>Update: Short breaks provided via early help (DMBC).</b>
10355372	<p>4 hours sessional support per week during term time.</p> <p>8 hours sessional support during school holidays.</p>	<p>Due for recommissioning</p> <p>Nothing has been provided yet, as Mother declined support offered.</p> <p>Review of support needs required</p> <p>Funded by short breaks.</p>

ID	Care package	Care plan
<b>Update: 10355372</b>	<b>No longer open to CWD</b>	<b>Update: No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10250422	Residential placement with Lennon House	S20 LAC  Transition to Lennon House now complete, funded by DMBC CWD placements.  Reviewed every 6 months as part of LAC review and annually as part of the EHCP.
<b>Update: 10250422</b>	<b>Residential placement with Lennon House</b>	<b>Update: S20 LAC</b>  <b>Transition to Lennon House now complete, funded by DMBC CWD placements.</b>  <b>Reviewed every 6 months as part of LAC review and annually as part of the EHCP.</b>
10418509	17 hours during term time (39 weeks per annum) to allow for Lucas to have an overnight respite  24 hours during school holidays (13 weeks per annum) to allow for Lucas to have an overnight respite	Awaiting JRP invite for the following request:  17 hours direct payments per week during term time.  48 hours direct payments per week during school holidays, plus an additional 24 hours per week during the 5 week school summer holiday.  Package of support provided by Short Breaks and reviewed monthly as part of CIN Review meetings.
<b>Update: 10418509</b>	<b>No longer open to CWD.</b>	<b>Update: No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10355370	4 hours sessional support per week during term time.  8 hours sessional support during school holidays.	Due for recommissioning  Nothing has been provided yet, as Mother declined support offered.  Review of support needs required.  Funded by short breaks
<b>Update: 10355370</b>	<b>No longer open to CWD</b>	<b>Update: No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10325172	Foster Placement	Information remains the same. Subject to a care order and the plan is to remain living with his current carers until adulthood.

ID	Care package	Care plan
		<p>Care Plan reviewed every 6 months as part of the LAC review, and annually as part of the EHCP.</p> <p>Placement funded by DMBC CWD Placements.</p>
<p><b>Update: 10325172</b></p>	<p><b>Foster placement</b></p>	<p><b>Update: Information remains the same. Subject to a care order and the plan is to remain living with his current carers until adulthood.</b></p> <p><b>Care Plan reviewed every 6 months as part of the LAC review, and annually as part of the EHCP.</b></p> <p><b>Placement funded by DMBC CWD Placements.</b></p>
<p>10259711</p>	<p>Foster placement</p>	<p>Information remains the same. Subject to a care order and the plan is to remain living with his current carers until adulthood.</p> <p>Care Plan reviewed every 6 months as part of the LAC review, and annually as part of the EHCP.</p> <p>Placement funded by DMBC CWD Placements.</p>
<p><b>Update: 10259711</b></p>	<p><b>Foster placement</b></p>	<p><b>Update: Information remains the same. Subject to a care order and the plan is to remain living with his current carers until adulthood.</b></p> <p><b>Care Plan reviewed every 6 months as part of the LAC review, and annually as part of the EHCP.</b></p> <p><b>Placement funded by DMBC CWD Placements.</b></p>
<p>10243813</p>	<p>Section 20  52-week residential school placement.</p>	<p>Information remains the same - Open to Transition Social Worker but can remain in placement until 19.</p> <p>Awaiting independent expert assessment to inform if DOLS applicable.</p> <p>Joint funded between social care, education and continuing healthcare</p>
<p><b>Update: 10243813</b></p>	<p><b>No longer open to CWD.</b></p>	<p><b>Update: No longer open to CWD.</b></p>
<p>10285583</p>	<p>Short Breaks 25 hours a week sessional work. Funded by short breaks and S117</p>	<p>C&amp;F assessment complete, subject to CIN planning.</p> <p>S117 assessment completed and approved until 18. Will move to adults when he turns 18 in December 2021.</p>
<p><b>Update: 10285583</b></p>	<p><b>No longer open to CWD.</b></p>	<p><b>Update: No longer open to CWD.</b></p>

ID	Care package	Care plan
10232348	Open to Transition Social Worker but can remain in placement until 19.  Awaiting independent expert assessment to inform if DOLS applicable.	Update: Information remains the same - Remain in placement until 18.  Open to Transition Social Worker to assess if suitable for supported living or will need residential adult placement.
<b>Update: 10232348</b>	<b>Open to transition social worker.</b>	<b>Update: Now residing in an Adult placement, Walton Lodge, since 23.05.22.</b>  <b>Funded by CWD DMBC placements.</b>
10420778	DP support	Update: DP support now in place and emergency intensive support is provided over the weekend – JRP form completed to attend panel and make retrospective request in relation to the emergency weekend support provided.
<b>Update: 10420778</b>	Short break package: Temploy 1-8pm Saturdays and Sundays 52 weeks a year Direct Payment Support 20 hours a week 2:1 support school holidays only 13 weeks a year	<b>Update: Short break package in place and to be reviewed annually (Feb 2023). Jointly funded by CCG and DMBC Short breaks</b>  <b>CIN planning in place and reviewed monthly.</b>
10234376	Section 20  52-week residential school placement at Pegasus School. Joint funded between social care, education and continuing healthcare.	Information remains the same. Open to Transition Social Worker but can remain in placement until 19 although family wish for him to move closer to Doncaster if possible.  DOLS application in the process of being made.
<b>Update: 10234376</b>	<b>Section 20</b>  <b>52-week residential school placement at Pegasus School. Joint funded between social care, education and continuing healthcare.</b>	<b>Update: Information remains the same. Open to Transition Social Worker but can remain in placement until 19 although family wish for him to move closer to Doncaster if possible.</b>  <b>DOLS application made – further information required by the court, filed 07.06.22</b>  <b>DST to be completed. Anticipated that placement will be fully funded by health.</b>
10222939	Care Order placed with DCST foster carers.	Information remains the same - Long term matched placement. Remain in placement until 18. Open to



ID	Care package	Care plan
		Transition Social Worker. Currently considering staying in placement through Avalon Shared Lives or moving to supported living.
<b>Update: 10222939</b>	<b>Full time foster placement</b>	<b>Update: Remains in foster placement. Plan is to remain with her current foster carer post 18 through Avalon Shared lives. Will transfer to adult services at 18 and remain open to IFT</b>
10230799	Care Order placed in IFA placement.	Agreed to maintain placement until 18. Carers have completed training and will attend Avalon panel in November 2021 to be signed off as appropriate for adult carers.
<b>Update: 10230799</b>	<b>No longer open to CWD.</b>	<b>Update: Closed to Childrens social care and supported by Adult Social Care</b>
10345619	Section 20 full time residential placement funded by social care.	Information remains the same - No return home envisaged. Care plan reviewed 6 monthly through LAC review process.  Information provided to Oaklands for consideration to move to in house placement
<b>Update: 10345619</b>	<b>Section 20- 52 week placement at Kisimul</b>	<b>Update: Placed as Kisimul Residential school since 30.05.2022 - No return home envisaged. Care plan reviewed 6 monthly through LAC review process.</b>  <b>Joint funded with Education</b>
10283157	Care Order residential placement funded by social care.	Information remains the same - No return home envisaged. Care plan reviewed 6 monthly through LAC review process.  Information provided to Oaklands for consideration to move to in house placement
<b>Update: 10283157</b>	<b>Care order 52 week placement Kisimul</b>	<b>Update: Placed as Kisimul Residential school since 30.05.2022 - No return home envisaged. Care plan reviewed 6 monthly through LAC review process.</b>  <b>Joint funded with Education</b>
10269934	Care Order placed with DCST foster carers.	Placement order now discharged. Will now progress long-term matching.
<b>Update: 10269934</b>	Care Order placed with DCST foster carers.	<b>Update: No change. Remains in foster placement. Long term matching to progress.</b>  <b>Funded by CWD DMBC placements</b>
10269306	Care Order placed in IFA placement. Additional respite of 1 night a week	Information remains the same. To remain in placement until 18. Reviewed 6 monthly through LAC review process.

ID	Care package	Care plan
	in school holidays at Oaklands.	Full package long term matched.
<b>Update: 10269306</b>	Care Order placed in IFA placement. Additional respite of 1 night a week in school holidays at Oaklands.	<b>Update: Information remains the same.  Funded by CWD DMBC placements</b>
10266110	Care Order placed with DCST foster carers.	Information remains the same. To remain in placement until 18. Reviewed 6 monthly through LAC review process.
<b>Update: 10266110</b>	Care Order placed with DCST foster carers.	<b>Update: Information remains the same  Funded by CWD DMBC placements</b>
10283077	Full time residential placement Including education.	Information remains the same. Reviewed every 6 months at LAC reviews and yearly EHCP Reviews. Funded by DMBC until age of independence.
<b>Update: 10283077</b>	<b>Full time residential placement Including education.</b>	<b>Update: Information remains the same. Reviewed every 6 months at LAC reviews and yearly EHCP Reviews. Funded by DMBC until age of independence.</b>
10325251	Full time Foster care placement. Solo placement.	Information remains the same. Reviewed every 6 months at LAC reviews and yearly EHCP meetings.  Placement search is ongoing for a long-term foster care placement.  Funded by DMBC until age of independence.
<b>Update: 10325251</b>	<b>Full time Foster care placement.</b>	<b>Update: Moved to long term placement Jan 2022 Reviewed every 6 months at LAC reviews and yearly EHCP meetings.  Funded by DMBC until age of independence.</b>
10357811	Full time residential care 1:1 staffing - education included. Funding for 2:1 staffing 18 hours per week was agreed at JRP to support at weekends and on trips out in the community.	Information remains the same. Reviewed every 6 months at LAC reviews and yearly EHCP Reviews. Funded by DMBC until age of independence.  Discussed at Support and Challenge Forum June 2021 and advised to attend LG to review S20. LG form completed October 2021.
<b>Update: 10357811</b>	<b>Full time residential care 1:1 staffing - education included.</b>	<b>Update: Information remains the same. Reviewed every 6 months at LAC reviews and yearly EHCP Reviews. Funded by DMBC until age of independence</b>

ID	Care package	Care plan
	<b>Funding for 2:1 staffing 18 hours per week was at agreed at JRP to support at weekends and on trips out in the community.</b>	<b>Attended Legal Gateway - section 20 remains relevant</b>
10263691	0 hours	Hours were agreed until December 2021 as part of the supervision order. However, short break no longer provided as child did not want to search for another worker. The support has improved his confidence greatly. Request to end short break made on 24.09.21. Notice to short break provider completed 14.10.21.
<b>Update: 10263691</b>	<b>No longer open to CWD.</b>	<b>Update: Closed. No support package required.</b>
10227731	Full time residential placement with Gawber House in Barnsley LA.	Placement move in June 2021 due to notice given on previous placement.  Reviewed every 6 months via LAC Reviews and yearly EHCP Reviews.  Long-term package until age of 18 funded by DMBC agreed at JRP.  Transition to adult services May 2022
<b>Update: 10227731</b>	<b>No longer open to CWD.</b>	<b>Update: Closed to children's social care and is supported by Adult social care.</b>
10325152	5 hours per week terms time. 10 hours per week non-term time. 14 hours overnights per week.	14 hours support has increased from monthly to weekly.  Reviewed monthly via CIN meetings and yearly at EHCP review.
<b>Update: 10325152 Thomas Barton - GH</b>	<b>Dutton support in place 5pm-8am in the home funded by CWD. Placement search in progress to identify residential school</b>	<b>Update: Offered: 2 overnight stays at Oaklands – weekly 5 hours Direct Payments for 2 weeks maximum– transitional support only. This is currently not being accessed so child remains child in need, not looked after. Full time placement search active. Current funding from CWD for home support.</b>
10343645	Full time, long-term foster placement within Local Authority, funded by DCST.	Information remains the same. Reviewed every 6 months - LAC Reviews. Funded placement until age of 18.

ID	Care package	Care plan
<b>Update: 10343645</b>	<b>Full time, long-term foster placement within Local Authority</b>	<b>Update: Information remains the same. Funded by CWD DMBC placements.</b>
10243161	Full time, long term foster placement – Agency placement funded by DCST	Information remains the same. Reviewed every 6 months - LAC Reviews. Funded placement until age of 18.
<b>Update: 10243161</b>	<b>Full time, long term foster placement – Agency placement funded by DCST</b>	<b>Update: Information remains the same. Reviewed every 6 months - LAC Reviews. Funded by CWD DMBC placements until age of 18.</b>
10435138	Full time, long term S20 residential placement (Out of Area) funded by DMBC	Information remains the same. Reviewed every 6 months - LAC Reviews. Funded placement until age of 18. Agreed at JRP, reviewed in line with LAC reviews.
<b>Update: 10435138</b>	<b>Full time, long term S20 residential placement (Out of Area) funded by DMBC</b>	<b>Update: Information remains the same. Funded by CWD DMBC placements.</b>
10346021	Full time, long term residential placement (Out of Area) funded by DMBC	Information remains the same. Reviewed every 6 months - LAC Reviews. Funded placement until age of 18. Agreed at JRP, reviewed in line with LAC reviews.
<b>Update: 10346021</b>	<b>(Out of Area) residential placement funded by DMBC</b>	<b>Update: Funded placement until age of 18. Agreed at JRP, reviewed in line with LAC reviews. Funded by CWD DMBC placements.</b>
10262513	Full time, long-term foster placement within Local Authority, funded by DCST.	Information remains the same. Reviewed every 6 months - LAC Reviews. Funded placement until age of 18.
<b>Update: 10262513</b>	<b>Full time, long-term foster placement within Local Authority, funded by DCST.</b>	<b>Update: Information remains the same. Funded by CWD DMBC placements.</b>
10274660	Short Breaks – Oaklands 1 x overnight per week	Update: child has returned home and continues to have one respite night with Oaklands. Support package reviewed monthly via CIN reviews.
<b>Update: 10274660</b>	<b>No longer open to CWD</b>	<b>Update: No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10371062	<b>Term Time - 108 hours (CCG funded) 30 hours (Education/SEND) x 2 (2:1) Registered Nurse</b>	Reviewed on a monthly basis at CIN Meetings and yearly EHCP. Care package funded by CCG, Education and DCST  Short Break funded by DCST

ID	Care package	Care plan
	<p>(RN) and trained Health Care Assistant (HCA)</p> <p>16 hours (Social Care) 14 of the 16 hours Contingency Hours (Social Care) (Total 168 hours)</p> <p><b>Non Term Time</b> 105 hours (CCG) 20 hours (Social Care) 16 hours -contingency (Social Care) 6 hours (from unused contingency hours term time) (Total 147 hours)</p> <p><b>Short Breaks</b> 3 Hours a week</p>	
<p><b>Update:</b> <b>10371062</b> <b>Eve Phillipson -</b> <b>GH</b></p>	<p><b>Term Time - 108 hours</b> <b>(CCG funded)</b> <b>30 hours</b> <b>(Education/SEND) x 2</b> <b>(2:1) Registered Nurse</b> <b>(RN) and trained Health</b> <b>Care Assistant (HCA)</b></p> <p><b>16 hours (Social Care)</b> <b>14 of the 16 hours</b> <b>Contingency Hours</b> <b>(Social Care)</b> <b>(Total 168 hours)</b></p> <p><b>Non Term Time</b> <b>105 hours (CCG)</b> <b>20 hours (Social Care)</b> <b>16 hours -contingency</b> <b>(Social Care)</b> <b>6 hours (from unused</b> <b>contingency hours term</b> <b>time)</b> <b>(Total 147 hours)</b></p> <p><b>Short Breaks</b> <b>3 Hours a week</b></p>	<p><b>Update: No change to care package.</b> <b>Reviewed on a monthly basis at CIN Meetings and</b> <b>yearly EHCP.</b> <b>Care package funded by CCG, Education and DCST</b></p> <p><b>Short Break funded by DMBC</b></p>

ID	Care package	Care plan
10244917	Full time foster carer	Reviewed every 6 months at LAC reviews. Funded by DCST contracts and placements until age of independence.
<b>Update: 10244917</b>	<b>Full time foster carer</b>	<b>Update: Reviewed every 6 months at LAC reviews. Funded by CWD DMBC placements until age of independence.</b>
10243908	Full time residential care 2:1 staffing	Reviewed every 6 months at LAC reviews Funded by DMBC until age of independence
<b>Update: 10243908</b>	<b>Full time residential care 2:1 staffing</b>	<b>Update: Closed to CWD. Transferred to adults.</b>
10340483	5 hours per week school holidays sessional support. 2.5 hours per week domiciliary care (not currently picked up)	Case now closed to social care: Short break package reviewed alongside EHCP review. Sessional support funded by Short breaks Domiciliary funded through CWD budget. Agreed at short break panel
<b>Update: 10340483</b>	<b>Closed to Social care</b>	<b>Update: No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10350611	18 hours per week in school holidays sessional support, 3 hours per week term time sessional support. 5 hours domiciliary support (not currently picked up)	Case now closed to Social care Reviewed yearly at EHCP review. Sessional support funded by Short breaks Domiciliary funded through CWD budget. Long term package to prevent family break down agreed at JRP
<b>Update: 10350611</b>	<b>Closed to Social care</b>	<b>No longer open to CWD. Short breaks provided via early help (DMBC).</b>
10325712	Full time residential care 2:1 staffing, education included.	Reviewed every 6 months and LAC Reviews. Funded placement until age of 18, funded by DMBC, education and CCG. Agreed at JRP.
<b>Update: 10325712</b>	<b>Full time residential care 2:1 staffing, education included.</b>	<b>Update: Reviewed every 6 months and LAC Reviews. Funded placement until age of 18, funded by DMBC, education and CCG. Agreed at JRP.</b>
10326189	2 nights per week at Oaklands  Search for full time placement	Agreement to search for full time residential placement.  Short break package funded by short breaks
<b>Update: 10326189</b>	<b>Full time placement Vicarage house (Compass Care)</b>	<b>Update: Moved to full time placement 25.5.22 2:1 staffing with sleep staff Agreed at JRP Funded by CCG/ DMBC CWD placements</b>

ID	Care package	Care plan
10271281	1 overnight per week direct payments Additional 6 hours per week in school holidays DP	Reviewed on a monthly basis at Core group meetings and yearly at EHCP review.  Long-term package to prevent family break down agreed at short breaks panel funded by short breaks.
<b>Update: 10271281</b>	<b>1 overnight per fortnight (oaklands) 7 hours per week DP</b>	<b>Update: Reviewed monthly Awaiting start date at Oaklands likely to be July 22 To be funded by DMBC short breaks.</b>
10254869	Full time residential care currently 1:1 staffing, planned reduction of hours to 1:1 with 52.5 hours additional support for 6 weeks to support increase in behaviours	Reviewed every 6 months and LAC Reviews. Long-term package until age of 18 funded by DMBC agreed at JRP.
<b>Update: 10254869</b>	<b>Full time residential care currently 1:1 staffing, planned reduction of hours to 1:1 with 15 hours additional support</b>	<b>Update: Looking for alternative placement at present due to school closing in July 22 and concerns regarding provider.  Long-term package until age of 18 funded by DMBC agreed at JRP</b>
10355083	Full time residential care commenced 28.09.2021	Reviewed every 6 months.
<b>Update: 10355083</b>	<b>10355083 Jacob Reed - GH</b>	<b>Short breaks package in place: 4 hours per week Term time Sessional Support 8 hours per week School holidays Sessional Support</b>
<b>New care packages:</b>		
<b>10248371</b>	<b>Short breaks 1 overnight per month at Oaklands 3 hours 2:1 sessional support per fortnight (26 weeks) on a weekend 2 hours 2:1 sessional support per fortnight alternate weeks (26 weeks) on a week day</b>	<b>Short break package of support. Reviewed within CIN process. Funded by DMBC short breaks.</b>
<b>10370054</b>	<b>Short breaks</b>	<b>Short break package of support. Reviewed within CIN process. Funded by DMBC short breaks..</b>

ID	Care package	Care plan
	<b>Sessional - 1.5 hours per week</b> <b>Oaklands – 2 nights per month</b>	
<b>10370029</b>	<b>Short breaks</b> <b>4 hours per week Term time</b> <b>Sessional Support</b> <b>8 hours per week</b> <b>School holidays</b> <b>Sessional Support</b>	<b>Short break package of support. Reviewed within CIN process. Funded by DMBC short breaks.</b>
<b>10435108</b>	<b>Short Break Package:</b> <b>- 8 hours 45 mins x 52 weeks - personal care.</b> <b>- 13 ½ hours x 52 weeks – respite.</b> <b>- Full weekend support every fortnight.</b> <b>- 2 x 12 hours 2:1 - daytime support in community</b> <b>- 2 x 12 hours 1:1 night support</b>	<b>Currently being assessed and short break package under review as family struggling to manage with current support.</b> <b>Funded by DMBC short breaks.</b>
<b>10371137</b>	<b>Full time foster placement</b>	<b>Remain in current foster placement for the duration of the court proceedings until long term plans are identified.</b>  <b>Funded by CWD DMBC placements</b>



## April 18 Launch Behaviour Transformation Program

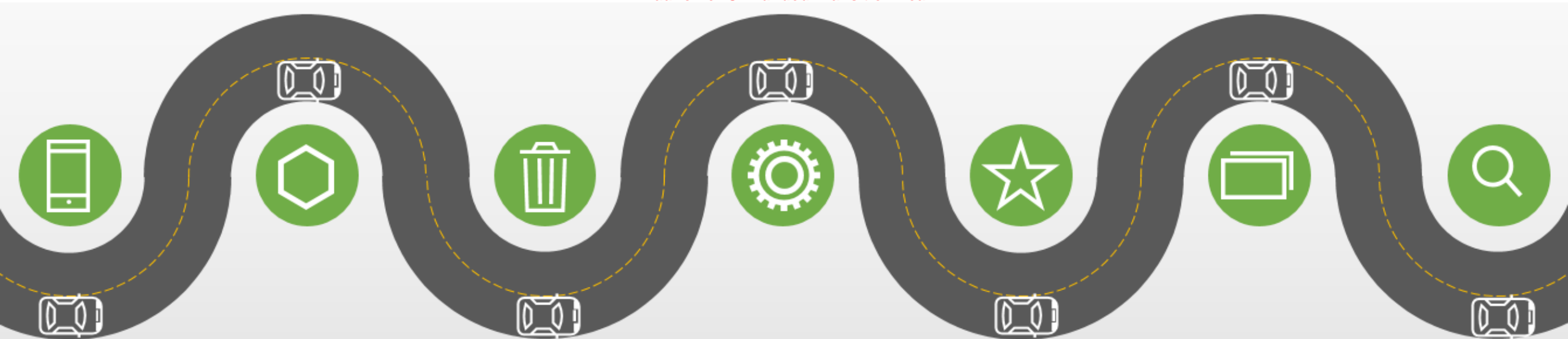
- Agreement on future actions and cabinet support
- System wide engagements around inclusion via Inclusion Summits.
- Inclusion Charter provides collective responsibility agreement.

## January 20- September 20 Phase 2 Delivery

- New PRU site for KS3 open
- Review of IYFAP protocols
- Agreement of 'Memorandum of understanding' with secondary schools.
- Support for schools re Covid- behaviour risk assessments, behaviour policies etc.
- Launch of Trauma Informed Doncaster
- Launch of OA funded Transition Team

## September 21- Jan 22

- Develop new mobility protocol with secondary schools to prevent movement of vulnerable children.
- Updated IYFAP protocols in place.
- First Cohort of 25 attend Vega college.



### Oct 17- April 18 Doncaster Behaviour Report

- Borough wide consultation on existing behaviour system
- Report makes 99 Recommendations.
- Consultation on new graduated approach for behaviour with changes at each tier of delivery.

### May 18- December 19 Phase 1 Delivery

- Closure of learning centres
- New BoSS team
- Inclusion Summits and Inclusion Charter
- Development of AP framework
- Assessment and reintegration/ Day 6 places
- Launch of inclusion networks
- Opening of Big Picture School

### Phase 3 September 20-July 21

- Opening of 2 new A.P.s under BPD contract including Vega College.
- 87% reduction in permanent exclusion compared to previous full school year.
- Inclusion Panel sees 98% reintegration rate for young people who come through pathway.
- Training of Trauma champions
- Growth of AP Framework to over 60 providers.
- Over 60 young people reintegrated into school through Big Picture Learning

### Jan 22- Jan 23

- Audit of school culture and practice around mental health
- Mental Health 'pledge' for all schools and providers.
- Development of satellite SEMH provision
- EWOs to be placed in families of schools
- Consultation on future PRU role in wider system.



# Doncaster Council

## REPORT TO THE SCHOOLS FORUM

### Early Help Strategy 2022 - 2025

---

#### Executive Summary

1. This report sets out the rationale for the new partnership Early Help Strategy and seeks Schools Forum endorsement. It provides an overview of the content and the proposed strategic direction for the early help system and seeks members of Schools Forum to both champion and proactively participate in the early help system and future activity in the coming years.
2. In short, the strategy sets out a four pronged approach to delivering a high quality and sustainable early help system that is built on its existing strengths and aligned to local and national approaches to early intervention and prevention. There is a focus on families, communities, leadership, and our workforce:
  - Cementing families as the core element of the early help system by keeping them at the centre of the support they will receive, giving them a greater voice in designing the support available to them and building trusting relationships with them to destigmatise seeking support.
  - Ensuring communities have a role in shaping and delivering support to families and that they become focal points around which practitioners, volunteers, and community members can organise help. By investing in these arrangements and building the mechanisms that allow them to thrive, we will build resilience into the wider system and give communities a stake in the supportive services available to them.
  - Delivering shared and accountable leadership across the partnership that prioritises early intervention and prevention and models a culture of transparency, high-level support and challenge.
  - Building a cohesive and consistent workforce that utilises evidence-based approaches to improving outcomes, in particular, solidifying whole family working as being central to Doncaster's approach to supporting families.
3. The strategy is the culmination of activity that tracks back to 2018 and the commissioning of the Innovation Unit to assess demand on the children's social

care front door. This set a direction of travel in a development journey that focused on empowering staff, embedding integrated approaches, and focussing on early intervention and prevention.

4. The impact of the pandemic also shaped the final strategy. The increased demand and pressure on key partners that came with the pandemic identified key areas for development. This is set out in more detail within the report. However, the key takeaway from this period was the impact the early help system had on the wider social care system and the speed at which investment and focus translated into positive outcomes for the people of Doncaster and the services supporting them.
5. The Early Help Strategy is underpinned by a unifying vision and a series of commitments that the partnership will be led by for the life of the document. The vision statement is as follows:

*In Doncaster, we want early help to be a priority for all. For families, we want support to be available in their community and accessible, without difficulty or stigma, in a way that allows families to tell their story once and fosters trusting relationships between them and professionals. For professionals, we want early intervention and collaboration to be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family working approach in a meaningful way.*

6. Our commitments set out a series of behaviours and expectations that, when followed, will ensure the partnership is consistent in the approach to early intervention and prevention. This will also ensure that the vision for the future of early help is delivered effectively. Those commitments, expanded on in the body of the report, are as follows;
  - Never Do Nothing
  - Build Stronger Relationships
  - Always Build on Strengths
  - Work with Families for as Long as it Takes
  - Empower Families and Communities
  - Be Transparent
  - Be Flexible
  - Work Together
  - Ensure Accountability at Every Level

## Recommendation

It is asked that Schools Forum:

- a) Notes the content of the report and associated strategy
- b) Commits to and champions early help in Doncaster
- c) Acts as a co-ordinating force within the education system to ensure borough-wide engagement in the early help system for the life of the strategy

## Background

7. Early Help is not simply a service but a way of thinking and working. It is a collaborative approach between services with families that provides support as soon as a need is identified. Early Help is focused on prevention, early intervention, and the provision of support for families. By working with families to identify their strengths, Early Help is focused on building resilience and creating sustainable change that enables families to overcome any future challenges.
8. The Working Together to Safeguard Children 2018 document outlines the key benefit of having an effective Early Help strategy, stating that it is far more effective to be proactive and promote the welfare of children than to be faced with the need to implement reactive measures. This was reinforced in the previous strategy (2017 to 2021).
9. Nationally, the early help agenda is inextricably linked with the national Supporting Families Programme that began in 2012. This dual-focused programme offers local authorities funding to support directly families within a set criteria on a payment by results model, whilst also providing local authorities with financial support to develop and embed service transformation to ensure that early help support is functional in modern circumstances. In Doncaster, this is known as the Stronger Families programme.
10. The Supporting Families Programme also incorporates a self-evaluation, which defines early help as *“the total support that improves a family’s resilience and outcomes or reduces the chance of a problem getting worse”*. It also compartmentalises the early help system into 4 distinct but aligned areas of focus:
  - a) **Families**; ensuring that families are willing and able to engage in the support available to them and have a positive experience when they do.
  - b) **Communities**; ensuring communities have access to local support from public and third sector organisations that collaborate to ensure resilience and sustainability in the early help system.
  - c) **Leaders**; ensuring there is shared leadership and accountability across the early help system, led by an ambitious shared strategy, with effectively integrated services and support.
  - d) **Workforce**; ensuring practitioners have the tools they need to deliver effective and collaborative early intervention and prevention within a

shared understanding of local circumstances and strong case management oversight.

11. The pandemic had a notable impact on the early help offer within Doncaster:
  - a) There were fewer cases open to early help than before. Prior to the pandemic, the number of people receiving early help support in Doncaster was 323.24 per 10,000 people. By the end of December 2020, this had fallen to 297.50 per 10,000 people.
  - b) The overall capacity of the early help system had fallen as key partners were consumed by their role in the response to the pandemic. Prior to the pandemic, 77.7% of early help cases were held by partner organisations. By the end of September 2021, this had fallen to 48.9%.
  - c) These changes within the early help system were accompanied by an unsustainable increase in the number of people being referred into the Multi-Agency Safeguarding Hubs (MASH).
12. The combination of these factors meant that the system for keeping children safe was becoming overburdened and required intervention to ensure sustainability. The partnership acted quickly and adopted an Improvement Board with independent oversight. This ensured that improvements were identified and embedded as quickly and efficiently as possible across the system and across the partnership.
13. Within early help, this led to a series of key interventions that saw notable improvements on the performance of the early help system. The improvement plan saw a key investment in early help services that saw the recruitment of 15 new early help staff. This also led to improvements in the working arrangements and relationships between early help and children's social care and general improvements to business processes across the partnership.
14. The evidence of the impact of this focus is clear as cases open to early help are at a **2 year high** of 353.02 per 10,000 people; this number is now above the number of Children in Need cases. Furthermore, the number of contacts into the Multi-Agency Safeguarding Hub have also stabilised in the wake of this intervention. More importantly, this is also translating to a positive impact on family's outcomes; 92% demonstrates an increase in confidence from the support they've received and 60% of families supported through early help demonstrated an increased resilience.
15. As stated, this improvement is a testament to the hard work of staff across the Council and its partners in Doncaster. However, to truly embed these improvements and ensure the early help system remains fit for purpose and sustainable into the future, it is a clear assertion that this strategy is needed. It will facilitate even greater impact on the lives of children and their families and fully embed the excellent work of the last 12 to 18 months into the early help system sustainably.

## Overview of the Strategy

16. A clear vision is central to the content of the strategy. In Doncaster, early help must be a priority for all families who need accessible support to be available in their community, without difficulty or stigma. It must allow families to tell their story once and foster trusting relationships between them and professionals. For professionals, early intervention and collaboration must be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family working approach in a meaningful way.
17. In order to deliver this vision, there are a series of commitments and priorities that are set out within the strategy. The 9 commitments within the strategy, designed to shape the partnership approach to delivering early help, are;
  - **Never Do Nothing:** providing families with the appropriate support they need at the first time of asking.
  - **Build Stronger Relationships:** having strong, trusting relationships with families, communities, and colleagues.
  - **Always Build on Strengths:** working with families, will build on their strengths, and empower them to grow.
  - **Work with Families for as Long as it Takes:** working with families in a person and child-centred way for as long as support is needed.
  - **Empower Families and Communities:** enabling families and communities to have a voice and become self-sufficient.
  - **Be Transparent:** Being open and honest with each other and the families we work with in order to build trust.
  - **Be Flexible:** supporting families creatively in a way that suits them.
  - **Work Together:** collaborating with all partners and families to maximise their impact.
  - **Ensure Accountability at Every Level:** working with staff and families to own their role within the support being offered.
18. In line with the four areas that govern the supporting families programme, the strategy is built on four priorities;
  - **Priority One:** Build Family Resilience and Trust in the System
  - **Priority Two:** Strengthen Local Community Services & Support Networks
  - **Priority Three:** Cohesive, Consistent, and Collaborative Leadership across the Partnership
  - **Priority Four:** Support Professionals across all Services to maximise their Impact
19. **Priority One** focuses on our desire for families to be more resilient and trust the support that is available to them, providing better outcomes for everyone. It also outlines the commitment to effectively engaging with families by incorporating the voice of families at every stage. This will ensure that the support available is appropriate and that families trust in its delivery.

20. **Priority Two** focuses on the need for communities to have a role shaping and delivering support to families and to become focal points for practitioners, volunteers, and community members. By investing in these arrangements and building the mechanisms that allow them to thrive, resilience is built into the wider system and communities given a stake in the supportive services available to them. The Localities Model is central to this.
21. **Priority Three** sets out the ambition for decision makers across the partnership to proactively adopt the vision and values of this strategy and take deliberate and co-ordinated steps to deliver against the strategic aims in a collaborative way. This means leaders champion early intervention and prevention, delivering the associated implementation plan and taking shared accountability for successes and challenges.
22. **Priority Four**, focusing on practitioners, sets out the need for all practitioners to embrace the whole family model of working and to have the knowledge and skills to deliver effective support. This means developing and implementing a coherent practice framework for the entire partnership that allows for both consistency and bespoke delivery.
23. Each of these priorities is underpinned by a series of activities that will lead to a more effective and successful early help system. These activities are designed to be achieved within an environment of emergent change. They set a direction or outline an area of focus for this partnership to achieve but do not constitute a detailed roadmap towards delivery.
24. This approach is reflective of the circumstances in which the early help system is operating. Whilst there is some certainty provided by the Supporting Families Programme funding and the partnership commitment to early intervention and prevention, it is essential to have flexibility to work within future circumstances. It is also vitally important that the partnership is able to work within their organisational environments whilst still delivering the improvements needed to ensure sustainability.
25. Furthermore, by operating in an environment of emergent change, it will enable the evolution of an effective and responsive change-management model that ensures progress can be made in a timely manner, that best practice can be identified and embedded sooner, and that lessons can be learnt and embedded more effectively. It also accounts for the complexity of the early help system by enabling organisations to act within a framework that minimises bureaucracy and maximises impact.
26. In order to ensure this approach to delivery is effectively defined and managed, there is a commitment to a robust and thorough implementation plan that will be created, overseen, and implemented in a completely partnership environment. The implementation plan will be created by September 2022 through partnership workshops and will be transferred to the Early Intervention Steering Group for adoption and oversight with accountability sitting at the Doncaster Safeguarding Children Partnership Board. These partnership governance arrangements will be responsible for ensuring progress against the implementation plan for the life

of the early help strategy.

### **The Role of Schools Forum & Education Partners in delivering the Early Help Strategy**

27. As stated, schools and settings play an integral role in the early help system. Beyond the number of Lead Practitioners based within schools, the links they have with children, young people, and communities is vital in our understanding of emerging needs in our young people.
28. This strategy does not change this and builds on the strengths and successes of the early help system within education. The key focus will be for schools and settings, and their lead practitioners to embody the updated strategy and champion its vision and commitments within their own organisations. There must be greater collective use of the Schools Forum and other pre-existing relationships to ensure that the early help system is supportive of schools and that the system works for all partners within education settings.
29. Several members of the School's Forum have been invited to join the Early Intervention Steering Group.

#### **Author and Contact Officer(s):**

Stephanie Douglas - Head of Early Intervention and Localities

Tel: 01302 737810

Email: [stephanie.douglas@doncaster.gov.uk](mailto:stephanie.douglas@doncaster.gov.uk)

Alison Tomes – Early Help Pathway Manager

Tel: 01302 735395

Email: [alison.tomes@doncaster.gov.uk](mailto:alison.tomes@doncaster.gov.uk)





## Doncaster Early Help Strategy

---

2022-2025



FOREWORD .....	2
INTRODUCTION.....	3
WHAT IS EARLY HELP?.....	3
EARLY INTERVENTION AND CHILD DEVELOPMENT .....	4
WHOLE FAMILY WORKING.....	5
EARLY HELP IN DONCASTER.....	6
STRATEGIC LANDSCAPE .....	7
LOCAL DRIVERS FOR CHANGE .....	7
NATIONAL DRIVERS FOR CHANGE .....	8
LOCAL CONTEXT HEADLINES.....	9
OUR JOURNEY SO FAR.....	10
VISION AND COMMITMENTS.....	11
OUR PRIORITIES .....	12
PRIORITY ONE: BUILD FAMILY RESILIENCE AND TRUST IN THE SYSTEM .....	13
PRIORITY TWO: STRENGTHEN LOCAL COMMUNITY SERVICES AND SUPPORT NETWORKS.....	14
PRIORITY THREE: COHESIVE, CONSISTENT AND COLLABORATIVE LEADERSHIP ACROSS THE PARTNERSHIP .....	15
PRIORITY FOUR: SUPPORT PROFESSIONALS ACROSS ALL SERVICES TO MAXIMISE THEIR IMPACT .	16
SUCCESS CRITERIA.....	17
GOVERNANCE AND IMPLEMENTATION .....	18
FURTHER INFORMATION .....	19
KEY PARTNERS.....	20

## FOREWORD

I am pleased to present Doncaster's Early Help strategy which outlines our joint approach to responding to the needs of children, young people, and families in Doncaster in 2022 - 2025. This strategy continues the progress already made in developing a strong and resilient Early Help model through our current strategy. Early Help is not a service or an agency it is a way of doing things to ensure families receive the right help in the right place at the right time, whether that is advice, information and guidance or more structured support. We want all families, whatever their circumstances to know that they can seek out support. The ethos of the strategy is to ensure that everyone is getting the right support at the right time. We want to provide a holistic approach to families, be embedded within our communities and be accessible. There is a great deal of evidence that shows good Early Help is effective in preventing families moving into crises and needing statutory support services, this strategy focusses on doing just that. It sets out a vision, a set of values, key priorities and what will be done to achieve them, building on what we do well and where we need to make some improvements.

I am committed to championing Early Help and this strategy and am excited to see the progress we can make together in delivering it.

**Lani-Mae Ball**

*Portfolio Lead for Education, Skills & Young People*

## INTRODUCTION

### WHAT IS EARLY HELP?

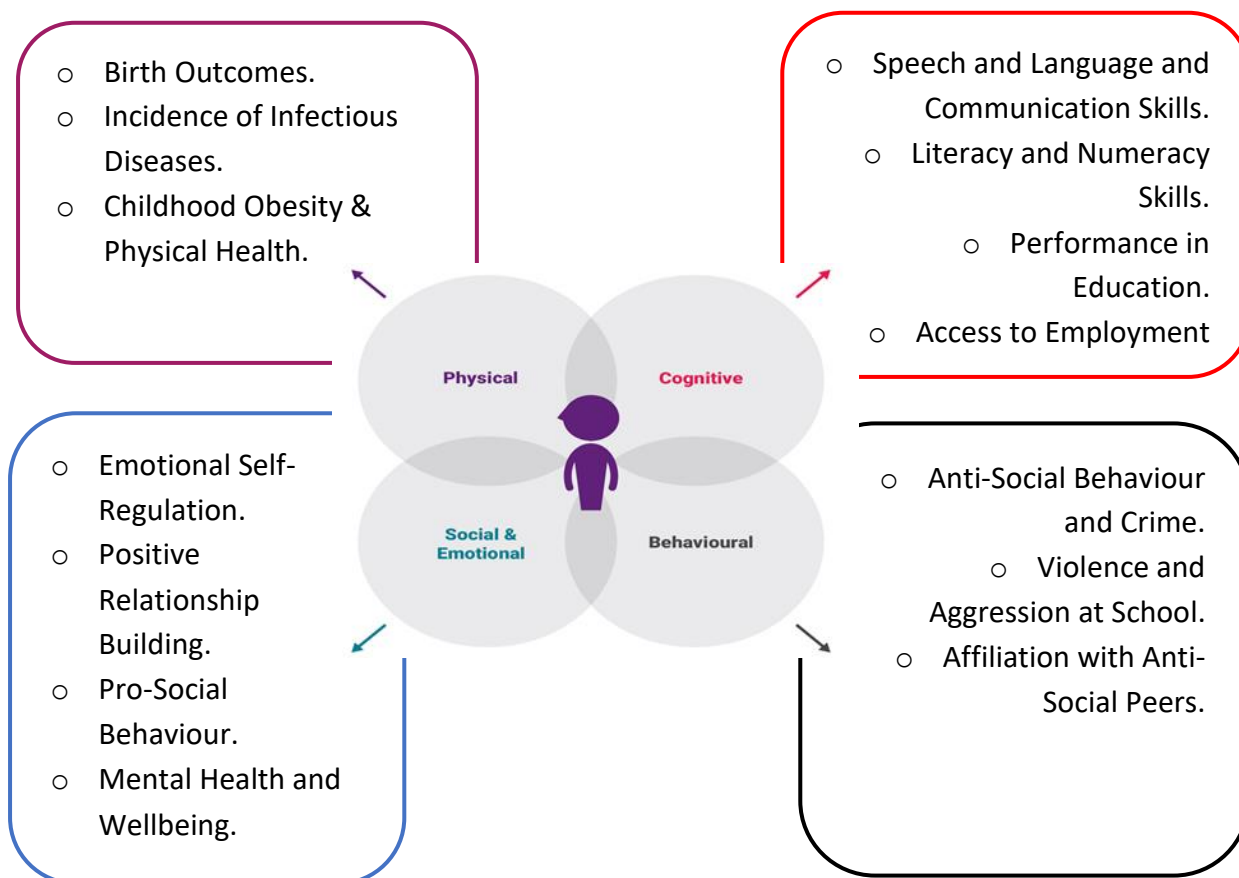
Early Help is not a service but a way of thinking and working. It is a collaborative approach between services with families that provides support as soon as a need is identified. Early Help is focused on prevention, early intervention, and the provision of support for families to prevent or reduce the need for statutory services. There are also examples in which it can prevent further challenges arising, for example if Early Help is provided as part of a support plan when a child or young person has returned home from a period of care or protection under Children’s Social Care. By working with families to identify their strengths, Early Help is focused on building resilience and creating sustainable change that enables families to overcome any future challenges. The Working Together to Safeguard Children 2018 document outlines the key benefit of having an effective Early Help strategy as being that it is far more effective to be proactive and promote the welfare of children than to be faced with the need to implement reactive measures.

The video below provides a helpful summary of Early Help. It can also be accessed via the link or QR code below. [Early Help | Doncaster Safeguarding Children Partnership \(dscp.org.uk\)](https://www.dscp.org.uk/early-help)



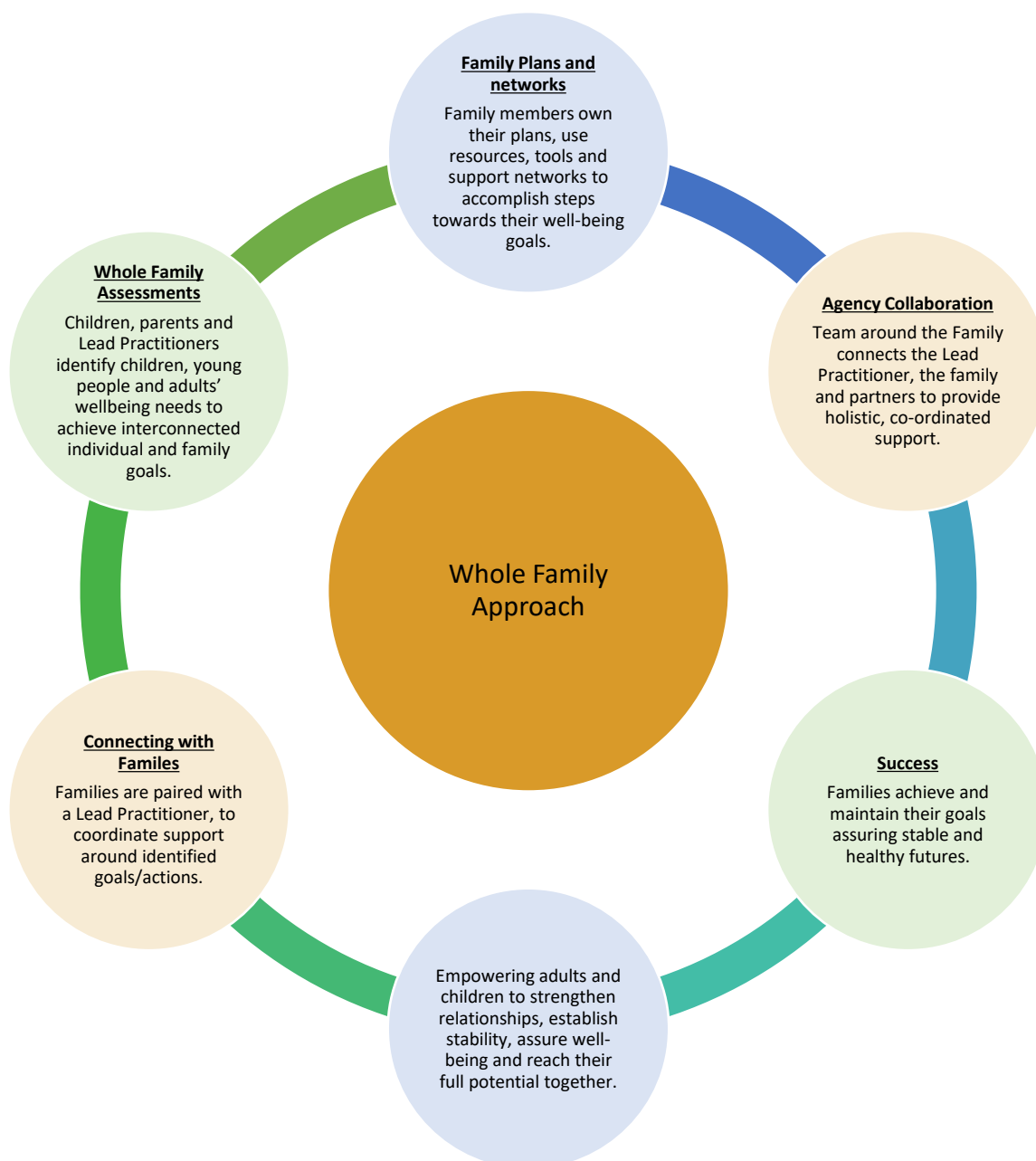
## EARLY INTERVENTION AND CHILD DEVELOPMENT

Good child development is important for ensuring our children have the best chance at reaching their potential. Early Help plays a crucial role in supporting all elements of child development. The diagram below outlines the four areas of child development.



## WHOLE FAMILY WORKING

We want Doncaster to have thriving children, young people, and families. To achieve this a ‘think family’ approach to our Early Help and safeguarding work is essential. We know that some families at times have difficulties in their lives, and we recognise that to support families, we need to work with, and understand, all members of the family. The ‘Whole Family Approach’ provides children and adults with the tools they need to overcome challenges. Some services are already working within a ‘Whole Family Approach’ and we want to ensure that this is embedded in all services and agencies across Doncaster. The diagram below outlines the different elements of the approach.



# EARLY HELP IN DONCASTER

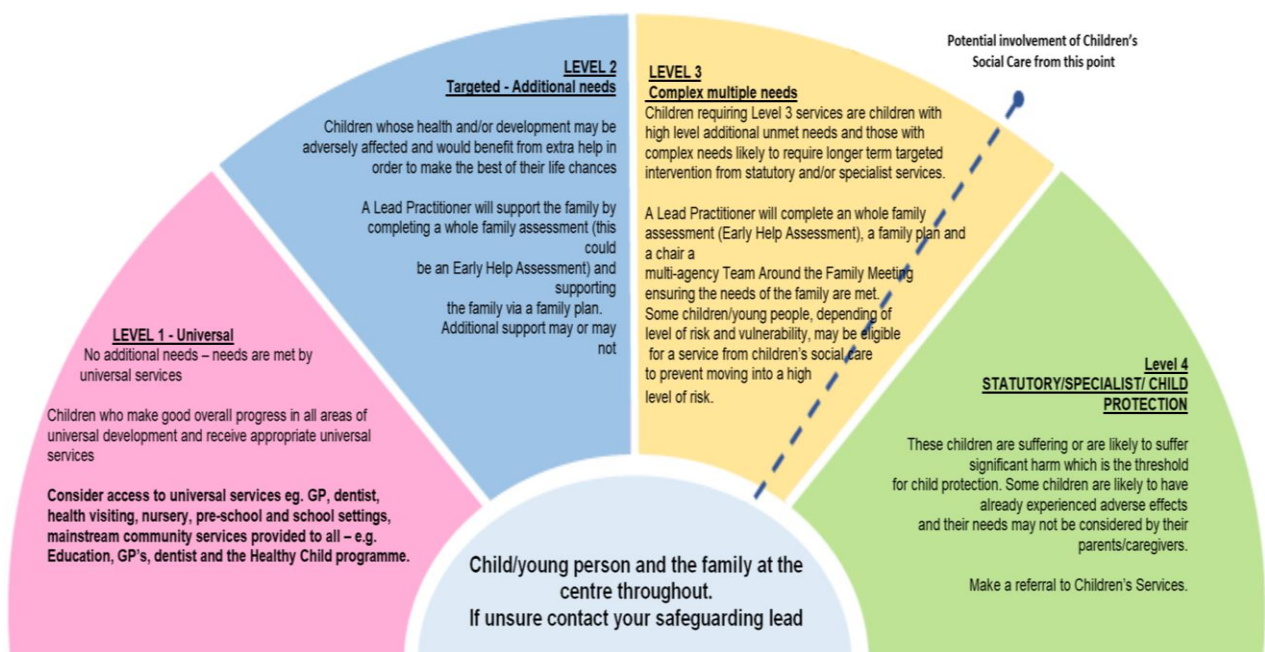
Early Help in Doncaster is an interconnected system of services, tools and resources working at a community support, universal an acute and targeted level designed to improve outcomes for families across the borough.



Source: Supporting Families Early Help System Guide. (DLUH&C & DfE 2022)



In Doncaster we have recently introduced a new continuum of need, shown below for reference, to ensure consistent understanding of needs across the system and the level of support required by children, young people, and families. The universal and community support services outlined above will be accessed by families at level one or level two. In addition, the acute & targeted services will be accessed by families at level three or level four.



## STRATEGIC LANDSCAPE

### LOCAL DRIVERS FOR CHANGE

Team Doncaster’s central mission ‘Thriving People, Places & Planet’ is the key driver for the actions of the partnership up to 2030 and is geared towards six wellbeing goals set out in the wellbeing wheel below. To achieve these goals, Team Doncaster has agreed the ‘Great 8’ Priorities. The Early Help strategy impacts directly or indirectly upon all these goals and priorities and will play an integral role in improving outcomes for children, young people, and families.











Within the Doncaster Borough strategy there is a commitment to embedding a localities model of working. The Localities Programme is a transformative approach focused on enhancing community-based support and improving collaboration between partnership organisations to improve local resilience. This commitment will be reflected in the Early Help strategy. Other linked strategies include Education and Skills 2030, Children and Young People’s Plan, Special Educational Needs strategy, and Children and Young People’s Mental Health and Wellbeing strategy. All these strategies share the key characteristics of being focused on prioritising early intervention and providing strengths- based support.

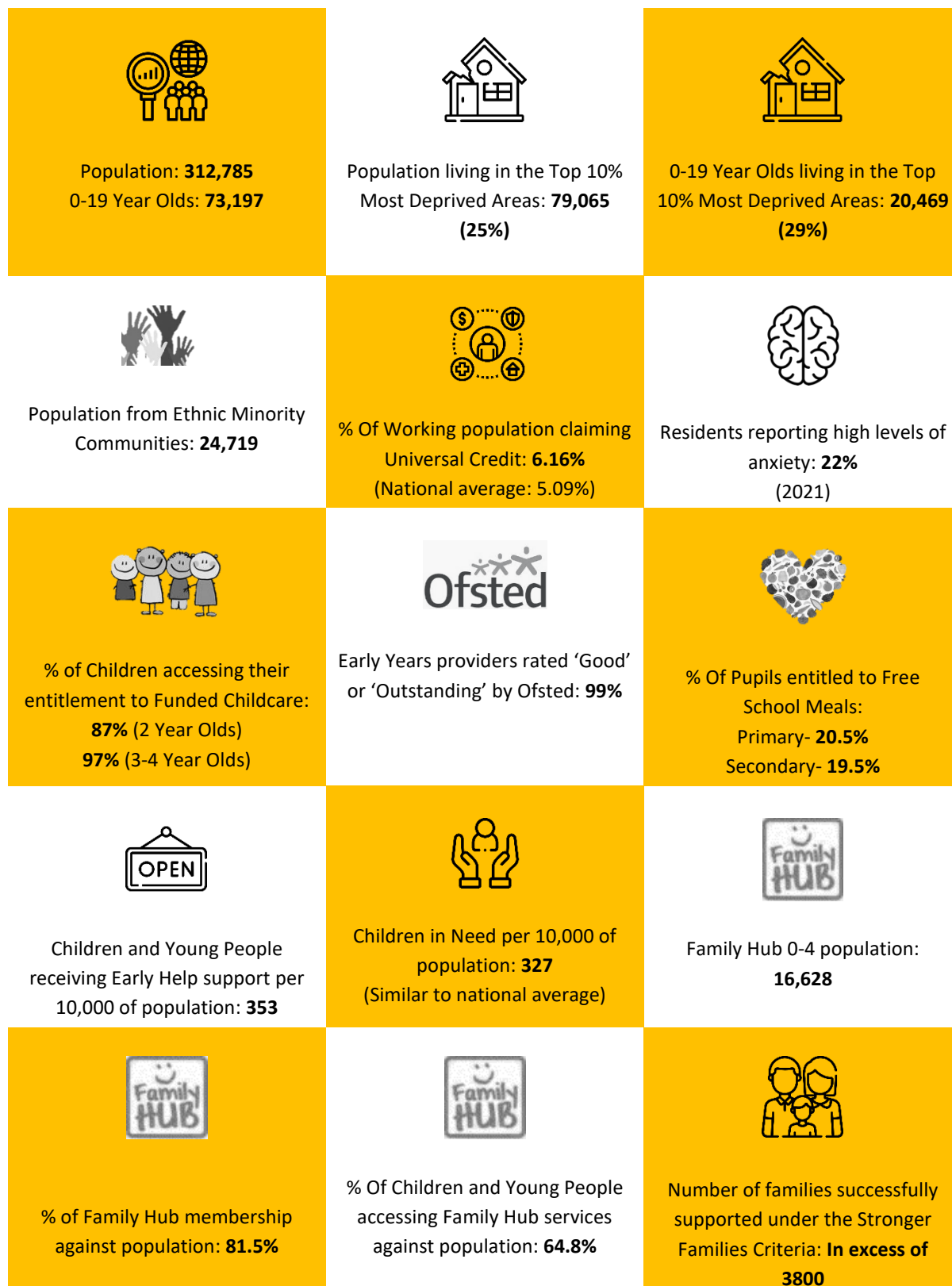


## NATIONAL DRIVERS FOR CHANGE

Early Help in Doncaster is underpinned by several national strategic documents and the national Supporting Families programme. These are accessible via the link or QR codes below.

<p><b>Working Together to Safeguard Children 2018</b></p> <p><a href="https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/672227/Working-Together-to-Safeguard-Children-2018.pdf">Working Together to Safeguard Children 2018 (publishing.service.gov.uk)</a></p> 	<p><b>Children Act 2004</b></p> <p><a href="https://legislation.gov.uk/ukpga/2004/31/section-1">Children Act 2004 (legislation.gov.uk)</a></p> 
<p><b>Care Act 2014</b></p> <p><a href="https://legislation.gov.uk/ukpga/2014/16/section-1">Care Act 2014 (legislation.gov.uk)</a></p> 	<p><b>Keeping Children Safe in Education</b></p> <p><a href="https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/672227/Keeping-children-safe-in-education-2021.pdf">Keeping children safe in education 2021 (publishing.service.gov.uk)</a></p> 
<p><b>Children and Families Act 2014</b></p> <p><a href="https://legislation.gov.uk/ukpga/2014/6/section-1">Children and Families Act 2014 (legislation.gov.uk)</a></p> 	<p><b>SEND Code of Practice: 0 to 25</b></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672227/SEND-code-of-practice-0-to-25-years-GOV.UK.pdf">SEND code of practice: 0 to 25 years - GOV.UK (www.gov.uk)</a></p> 
<p><b>'Best Start in Life: A Vision for the 1001 Critical Days'</b></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672227/The-best-start-for-life-a-vision-for-the-1001-critical-days-GOV.UK.pdf">The best start for life: a vision for the 1,001 critical days - GOV.UK (www.gov.uk)</a></p> 	<p><b>Department for Levelling Up, Housing and Communities and Ministry of Housing, Communities &amp; Local Government Supporting Families Programme</b></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672227/Supporting-Families-Programme-guidance-2021-to-2022-GOV.UK.pdf">Supporting Families Programme guidance 2021 to 2022 - GOV.UK (www.gov.uk)</a></p> 

## LOCAL CONTEXT HEADLINES

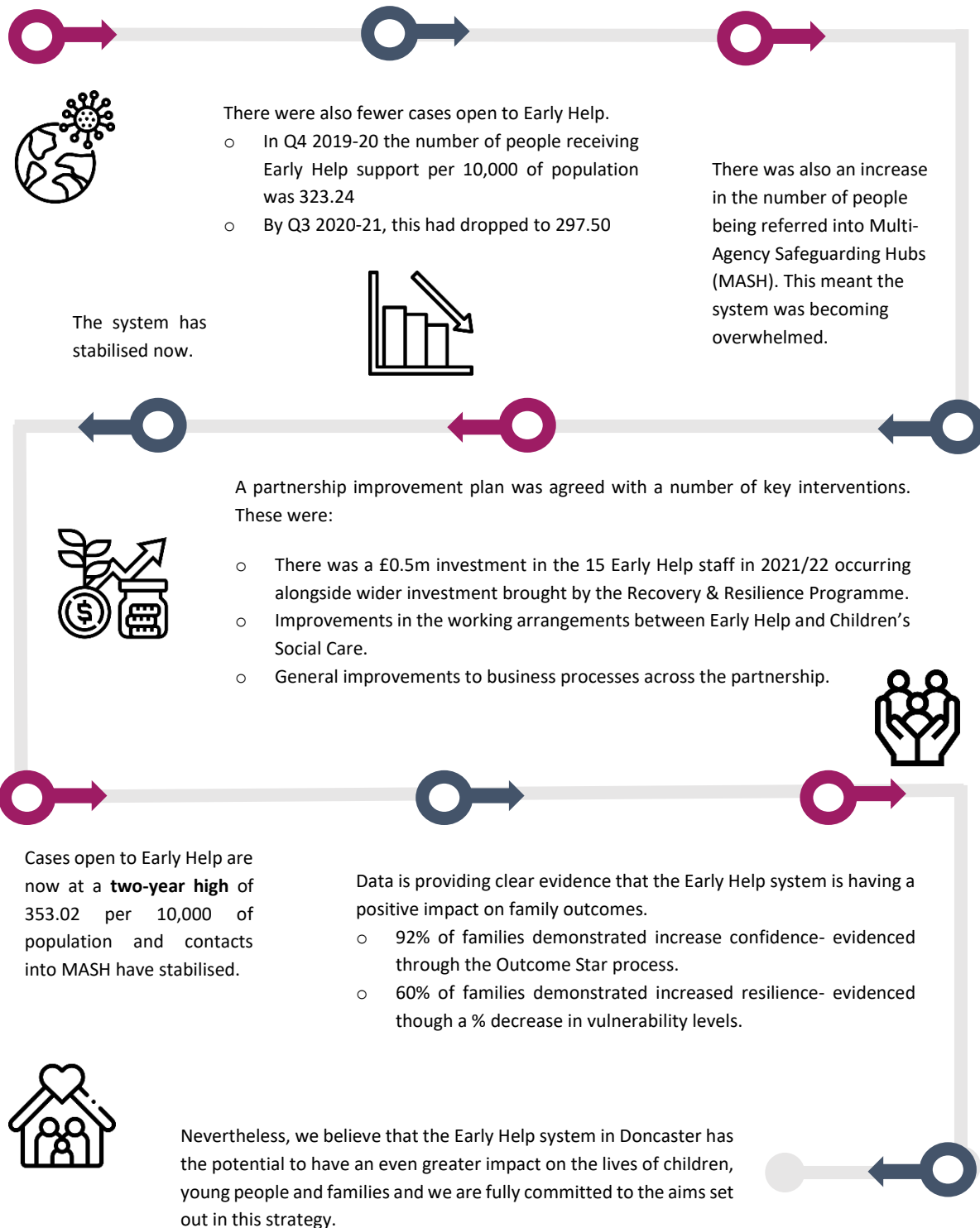


## OUR JOURNEY SO FAR

The pandemic had a notable impact on the Early Help system and led to an increase in vulnerability and need.

Early Help capacity declined as partners held fewer cases due to the pressures of the pandemic

- In Q4 2019-20, prior to the pandemic, 77.7% of cases were held by partners.
- In Q2 2021-22, they held 48.9%.



There were also fewer cases open to Early Help.

- In Q4 2019-20 the number of people receiving Early Help support per 10,000 of population was 323.24
- By Q3 2020-21, this had dropped to 297.50

There was also an increase in the number of people being referred into Multi-Agency Safeguarding Hubs (MASH). This meant the system was becoming overwhelmed.

The system has stabilised now.



A partnership improvement plan was agreed with a number of key interventions. These were:

- There was a £0.5m investment in the 15 Early Help staff in 2021/22 occurring alongside wider investment brought by the Recovery & Resilience Programme.
- Improvements in the working arrangements between Early Help and Children's Social Care.
- General improvements to business processes across the partnership.



Cases open to Early Help are now at a **two-year high** of 353.02 per 10,000 of population and contacts into MASH have stabilised.

Data is providing clear evidence that the Early Help system is having a positive impact on family outcomes.

- 92% of families demonstrated increase confidence- evidenced through the Outcome Star process.
- 60% of families demonstrated increased resilience- evidenced though a % decrease in vulnerability levels.



Nevertheless, we believe that the Early Help system in Doncaster has the potential to have an even greater impact on the lives of children, young people and families and we are fully committed to the aims set out in this strategy.

## VISION AND COMMITMENTS

Our vision is clear, in Doncaster we want Early Help to be a priority for all. For families, we want support to be available in their community and accessible, without difficulty or stigma, in a way that allows families to tell their story once and fosters trusting relationships between them and professionals. For professionals, we want early intervention and collaboration to be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family working approach in a meaningful way.

This vision is supported by 9 key commitments that must be embodied across the partnership.

Never do Nothing	<ul style="list-style-type: none"><li>• We will provide families with the appropriate support they need at the first time of asking.</li></ul>
Build Stronger Relationships	<ul style="list-style-type: none"><li>• We will have strong trusting relationships with families, communities and colleagues.</li></ul>
Always Build on Strengths	<ul style="list-style-type: none"><li>• We will work with families will build on their strengths and empower them to grow.</li></ul>
Work with Families for as Long as it Takes	<ul style="list-style-type: none"><li>• We will work with families in a person and child-centred way for as long as support is needed.</li></ul>
Empower Families and Communities	<ul style="list-style-type: none"><li>• We will work on enabling families and communities to have a voice and become self-sufficient.</li></ul>
Be Transparent	<ul style="list-style-type: none"><li>• We will be open and honest with each other and the families they work with in order to build trust.</li></ul>
Be Flexible	<ul style="list-style-type: none"><li>• We will support families creatively in a way that suits them.</li></ul>
Work Together	<ul style="list-style-type: none"><li>• We will collaborate with all partners and families to maximise their impact.</li></ul>
Ensure Accountability at Every Level	<ul style="list-style-type: none"><li>• We will work with staff and families to own their role within the support being offered.</li></ul>

## OUR PRIORITIES

Our priorities can be split across four areas. These are characterised under the following themes: families, communities, leaders, and workforce. The priorities have one central goal: to deliver our vision for Early Help and provide families with the support they need.



**Priority One**  
Build Family  
Resilience  
and Trust in  
the System

**Priority Two**  
Strengthen  
Local  
Community  
Services and  
Support  
Networks

**Priority  
Three**  
Cohesive,  
Consistent  
and  
Collaborative  
Leadership  
across the  
Partnership

**Priority Four**  
Support  
Professionals  
across all  
Services to  
maximise  
their Impact

## PRIORITY ONE: BUILD FAMILY RESILIENCE AND TRUST IN THE SYSTEM

We want families to be more resilient and trust the support that is available to them as we know this will lead to better outcomes for everyone. By incorporating the voice of families at every stage, we will ensure that the support available is right and that families trust us to deliver what is needed.

I want people around me and my family to be open, honest, respectful and trustworthy.

I will be kept involved, kept informed and will know what happens next.

### What we want to achieve...

Improve the experience for children, young people and families by ensuring that they only have to tell their story once.

Establish positive and trusting relationships with families rooted in a culture of high support and high challenge.

Support families locally at the earliest possible opportunity to help them overcome any challenges they have.

Refine the step-up and step-down journey to make this easier for families and ensure that families are seen by the right people at the right time.

Ensure that children, young people and families know where to go when they need help and support.

Empower children, young people and families to provide feedback on their experiences and use this to inform service delivery.

Continue to develop our approach to evidence-based interventions, utilising strengths-based and solution-focused approaches.

Continue to support families through our nationally recognised Family Hub offer.

Maintain the high take-up by families of funded entitlement to childcare, through the provision of high quality nurseries and childminders.

Evaluate the 1001 Days Programme with a view to embedding the findings across Doncaster.

Implement the 6 'Best Start in Life' recommendations.

Improve the support available in the earliest, fundamental years to ensure all children have the language and communication skills to thrive.

## PRIORITY TWO: STRENGTHEN LOCAL COMMUNITY SERVICES AND SUPPORT NETWORKS

We want communities to have a role shaping and delivering support to families and to become focal points for practitioners, volunteers, and community members to organise around. By investing in these arrangements and building the mechanisms that allow them to thrive we will build resilience into the wider system and give communities a stake in the supportive services available to them.

I will be able to access the right support for me and my family when and where we need it.

I want to live in a home and community where I feel happy and safe.

### What we want to achieve...

Implement the Your Family Local Solutions Model across Doncaster. This includes four new community hubs that co-locates professionals and connects residents to services.

Work with Voluntary, Community and Faith Sector organisations to compliment local support services by implementing a community connecting network.

Strengthen the Voluntary, Community and Faith sector through local groups with external funding.

Provide accessible forums for local residents in order to have a voice and shape local service design.

Develop the Your Life offer in order to increase the reach and visibility of local services.

Strengthen services and networks for families in local areas.

Support the aims of Education and Skills 2030 in ensuring a 'Best Start in Life' and equitable and inclusive education for all.

Targeted pathways and tailored engagement for vulnerable and minority communities will ensure that supportive services remain accessible, and inclusive.

Encourage local businesses to support and enhance the Early Help offer within their communities in order to improve outcomes for families.

## PRIORITY THREE: COHESIVE, CONSISTENT AND COLLABORATIVE LEADERSHIP ACROSS THE PARTNERSHIP

We want decision makers across the partnership to proactively adopt the vision and values of this strategy and take deliberate and co-ordinated steps to deliver against the strategic aims in a collaborative way. This means leaders championing early intervention and prevention, engaging with, and delivering the associated implementation plan, and taking shared accountability for our successes and our challenges.

I get offered help much earlier now and everybody works together.

We tell our story once. We don't have to repeat it to lots of different people.

### What we want to achieve...

Ensure that every organisation represented on the Early Intervention Steering Group is signed up to the Leadership Charter.	All leaders across the partnership are fully accountable for the delivery of the strategy.	All services whether commissioned or otherwise embed the 9 key values of the Early Help strategy.
Commit to investment in our Early Help workforce in order to ensure there is sufficient capacity to meet need and reduce demand for acute services.	Embed the Stronger Families Early Help System Guide as a key driver of system level transformation.	Ensure consistency of MOSAIC usage in order to improve reporting capability across the partnership.
Refine the use of data and local intelligence in order to inform targeted service delivery.	Ensure that services offered via early help are regularly evaluated and demonstrate improved outcomes and impact, for children, young people and families.	A proactive approach to enshrining early intervention and prevention approaches in existing and future commissioning decisions.
Leaders commit to one lead professional, who can act as the lead for the family on behalf of all agencies.	Ensure that all assessments frameworks and arrangements are evidence-based so that processes remain practical and minimise duplication.	Implement a communications plan to launch the strategy.



## PRIORITY FOUR: SUPPORT PROFESSIONALS ACROSS ALL SERVICES TO MAXIMISE THEIR IMPACT

We want all practitioners to embrace the whole family model of working and to have the knowledge and skills to deliver effective support. This means developing and implementing a coherent practice framework for the entire partnership that allows for both consistency and bespoke delivery. It will need to incorporate a host of evidence-based interventions. These will include signs of safety, signs of wellbeing, parenting and parental conflict programmes, trauma informed practice, relationship-based practice, outcome star, domestic abuse, and neglect toolkits, amongst others.

I can see the support is improving outcomes for my family and making a difference to our lives.

I trust the professionals working with me and my family as they understand us.

### What we want to achieve...

Enhance and continue to develop the early help workforce development offer to continuously improve practice and embed the whole family approach.

Implement a universal performance and quality assurance framework underpinned by a single outcomes plan.

Update practice guidance in line with the Early Help Outcomes Framework (Supporting Families) and whole family working.

Empower more professionals to take on the Lead Practitioner role in order to improve take-up of the role across the partnership.

Increase the number of practitioners achieving the Level 3 Early Intervention qualification.

Enable the workforce to use available datasets to enhance support and risk-based analysis of families' needs, including finding and offering support to families with hidden needs.

Embed the Graduated Approach in order to support children and young people with Special Educational Needs and/or Disabilities (SEND).

Celebrate the success of Doncaster professionals.

Support professionals to develop their knowledge and connections with local communities.

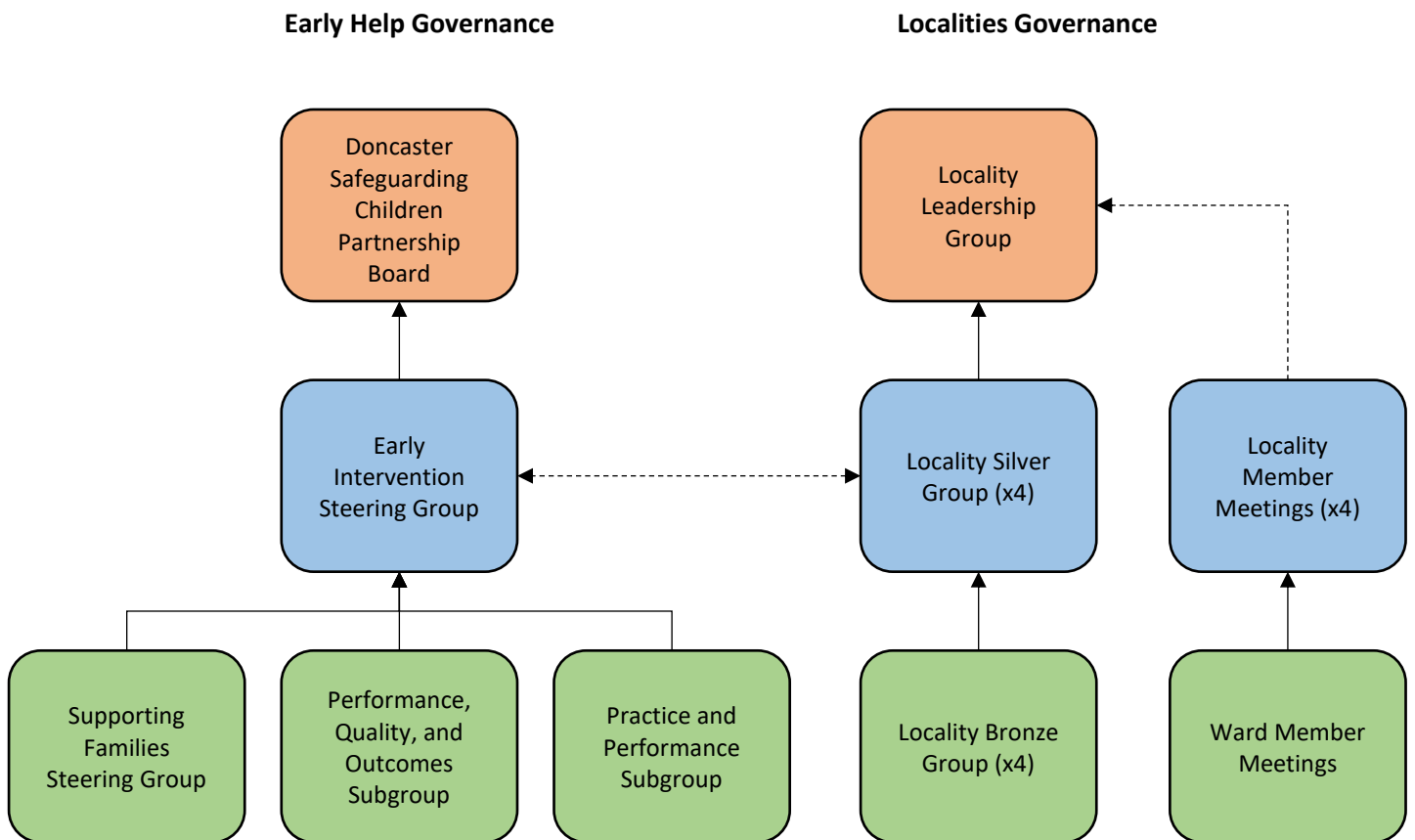
## SUCCESS CRITERIA

	<b>Families in Doncaster will be better off if...</b>
<b>Priority One: Build Family Resilience and Trust in the System</b>	<ul style="list-style-type: none"> <li>○ They only have to tell their story once.</li> <li>○ They are telling us that they trust the system.</li> <li>○ There has been an increase in the numbers accessing Early Help.</li> <li>○ Their voice is at the heart of the support they receive and is available to them.</li> <li>○ The support they receive builds on their strengths and empowers them to overcome their own challenges.</li> <li>○ Evidence based interventions are making a difference and re-referrals into statutory services have been reduced.</li> </ul>
<b>Priority Two: Strengthen Local Community Services and Support Networks</b>	<ul style="list-style-type: none"> <li>○ They are supported to overcome their challenges as early as possible in their community.</li> <li>○ Family and Youth Hubs demonstrate a continued increase in their service offer and participation figures.</li> <li>○ Your Life Doncaster becomes the central service directory for residents and professionals.</li> <li>○ Community organisations are key partners in the development and delivery of services.</li> <li>○ There has been an increase in the numbers of volunteers or community groups being trained and delivering services within Early Help.</li> <li>○ Local businesses are signposting services and investing in local communities to improve outcomes for families.</li> <li>○ There has been a reduction in the number of referrals into Social Care.</li> <li>○ More families that previously had no further action from Social Care received support.</li> <li>○ There has been an increase in the levels of external funding brought into Doncaster.</li> </ul>
<b>Priority Three: Cohesive, Consistent and Collaborative Leadership across the Partnership</b>	<ul style="list-style-type: none"> <li>○ There has been an increase in the number of lead practitioners and managers across the partnership using MOSAIC for case recording purposes leading to better data and intelligence being used to inform decision making.</li> <li>○ The partnership fully engages with the Early Help System Guide Self-Evaluation and leads a systematic process of change and transformations with clearly identifiable positive impacts.</li> <li>○ Regular evaluations are received from partners who deliver services which demonstrate improved outcomes and impact.</li> <li>○ We can make the most of the data and intelligence available to us to inform decision making across the partnership.</li> <li>○ There has been a reduction in the demand for statutory Tier 4 services.</li> <li>○ There are sufficient resources across the partnership to deliver the strategy.</li> </ul>
<b>Priority Four: Support Professionals across all Services to maximise their Impact</b>	<ul style="list-style-type: none"> <li>○ All children, young people and families are being supported effectively by well-qualified professionals.</li> <li>○ We have revised and published the Early Help Practice Framework.</li> <li>○ More parents are being offered a parent or carer needs assessment.</li> <li>○ There are more practitioners and professional disciplines taking on the Lead Practitioner role and recording cases on MOSAIC.</li> <li>○ There has been an increase in the number of relevant practitioners accessing the Stronger Families warehouse to establish need at the point of allocation.</li> <li>○ There is consistently effective application of the thresholds document, which means families are seen by the right service.</li> </ul>

## GOVERNANCE AND IMPLEMENTATION

The implementation plan will be designed to identify key actions and provide clear timelines alongside measurable success criteria to ensure that we, as a partnership, work in a way that is SMART, ensuring that our goals are Specific, Measurable, Achievable, Relevant and Time-Bound. This will be supported by a quality and performance dashboard that is currently in development. Both documents will allow us to provide regular updates into all the relevant oversight boards.

This implementation plan will be overseen by the Early Intervention Steering Group and accountable to the Doncaster Safeguarding Children Partnership Board as set out in the governance structure below. This will sit alongside the wider Locality governance arrangements to ensure a direct read across.



## FURTHER INFORMATION

More detailed information about Early Help and our work in practice is provided in the Practice Guidance and Appendices on the Doncaster Safeguarding Children's Partnership website. These are accessible via the link or QR code below.

[Early Help | Doncaster Safeguarding Children Partnership \(dscp.org.uk\)](https://www.dscp.org.uk/early-help)



## KEY PARTNERS

 <p>Doncaster Council</p>	 <p>Doncaster Children's Services Trust</p>	 <p>DONCASTER SAFEGUARDING CHILDREN PARTNERSHIP</p>
	 <p>Team Doncaster</p>	 <p><b>NHS</b> Doncaster Clinical Commissioning Group</p>
 <p>Voluntary Action Doncaster</p>	 <p>Rotherham Doncaster and South Humber NHS Foundation Trust</p>	 <p>Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust</p>



Department  
for Work &  
Pensions



**APPENDIX A**  
**Revenue Monitoring 2021/22 Quarter 4**

Service	Code	DSG Budget for Year	Quarter 4 Projection	Projected DSG Variance	Explanation of Outturn Variance / Change from Previous Quarter	Quarter 3 DSG Budget for Year	Quarter 3 Projection	Quarter 3 Projected DSG Variance	Difference
		£'000	£'000	£'000		£'000	£'000	£'000	£'000
<b>SCHOOLS BLOCK DSG</b>									
Individual School Budgets	CN007	38,601	38,601	(0)		39,176	39,176	0	(0)
Staff Absence Compensation - Maternity	CN020	258	352	94	A request to increase the rate of de-delegation for this budget was included within the budget setting report for 2022/23.	258	356	98	(4)
Staff Absence Compensation - TU Facility	CN020	83	83	0		83	83	0	0
Museums-Art Gallery(Education Service)	NE056	42	42	0		42	42	0	0
EMTAS & GRT Virtual School	CK017/24/44/61	130	130	0		130	130	0	0
Other Insurances	CN011	9	9	0		9	9	0	0
Free School Meals Eligibility	MG002	26	26	0		26	26	0	0
Support for Schools in Financial Difficulty (Causing Concern)	CK032	67	67	0		67	67	0	0
Growth Fund	CN029	983	293	(690)	Growth fund paid on actual pupil numbers from the October census when actual pupil numbers were confirmed.	983	293	(690)	(0)
Additional school improvement services (incl. Maths/Literacy Lead)	CK013/50 + CK053	87	87	0		87	76	(11)	11
Education functions for maintained schools (former ESG general duties)	RF001 / CA009	172	172	0		173	173	0	0
Schools Block Unallocated	CN001	227	0	(227)	DfE adjustment from in year changes at Hillside Academy resulting in a surplus to offset existing DSG costs.	0	0	0	(227)
<b>SCHOOLS BLOCK Sub-total</b>		<b>40,686</b>	<b>39,862</b>	<b>(824)</b>		<b>41,034</b>	<b>40,431</b>	<b>(603)</b>	<b>(221)</b>
<b>CENTRAL SCHOOL SERVICES BLOCK DSG</b>									
Services of Schools Forum	CN019	35	7	(28)	Underspend on Schools Forum budget due to meeting being held virtually.	35	15	(20)	(8)
School Admissions	CK030	314	314	0		314	314	0	0
Miscellaneous Provision (Safeguarding)	CK026	23	23	0		23	19	(4)	4
Recharges Corporate Services/Management	CK038	91	91	0		91	91	0	0
ICT revenue funding	CB004, CB014	99	99	0		99	99	0	0
National Copyright Licences	CN033	229	229	0		275	275	0	0
Education functions for all schools & academies (former ESG retained duties)	CA009	777	753	(24)		731	731	0	(24)
Learning & Behaviour Support Service	CK025	57	57	0		57	57	0	0
<b>CENTRAL SCHOOL SERVICES BLOCK Sub-total</b>		<b>1,625</b>	<b>1,572</b>	<b>(53)</b>		<b>1,625</b>	<b>1,601</b>	<b>(24)</b>	<b>(29)</b>
<b>HIGH NEEDS BLOCK DSG</b>									
Mainstream EHCP Top Up funding	CN027	6,328	7,245	917	The EHCP budget continues to face pressure fuelled by the number of current EHCP's being managed. The current number of EHCP's is 2324 compared to 2277 at March 21.	6,200	6,822	622	295
Special Schools - ISB	CN026	7,079	6,998	(81)	Based on Autumn term 2021 funding. The funding shown for Special Schools has increased compared to the previous year due to the full year effect of the Bader Academy.	7,079	6,950	(129)	48
PRUs Incl. Mulberry Unit	CN032/CS001/CS007(Mul)	2,886	3,024	138		2,886	3,024	138	(0)
North Bridge Enterprise College	CM007	637	1,172	535	The number of children at NBEC is currently 48 children compared to an estimate of 40 from September 21.	637	1,165	528	7
Primary Outreach	CN040	354	309	(45)		354	306	(48)	3
Big Picture Learning	CB018 / ML002	829	418	(410)	Budgeted outcomes for expected payments based on updated Big Picture provision.	829	625	(204)	(206)
Secondary Outreach	CN040	107	107	(0)		107	107	0	(0)
Children's Specialist Equipment	CL016	25	100	76	Outturn estimate based on initial findings from an Adults review of shared contract. More work is being completed in this area to understand the full impact.	25	100	75	1
Specialist Post 16 Institutions	CN025	2,500	3,197	697	Overspend due to increase in Post 16 and Post 19 cohorts. Budget based on 2020-21 outturn however increase in overall pupil numbers funded top-up to 134 for 21/22 compared to 103 for 20/21. Growth was slower than expected in Q3. Further analysis on Post 16 is being undertaken to ensure that future projections are accurate.	2,500	3,703	1,203	(506)
Post 16 FE Colleges	CN042	700	454	(246)	Intake for September 21 and growth from then on was lower than expected in Q3. Further analysis on this area is being undertaken to ensure that future projections are accurate.	700	650	(50)	(196)
Pupils Educated Out Of Area - LA SEN	CL007	5,517	7,148	1,631	There are currently 137 children in placements compared to 95 expected as part of the budget setting process (and 80 children at the start of 2020-21) with all placements agreed at the JRP panel. Further report are expected to Schools Forum at each meeting. Although total growth numbers were as predicted, placement costs were higher than the average projected with many children having additional 1-1 support resulting in more expenditure than predicted.	5,517	6,918	1,401	230
Pupils Educated Out Of Area - LA CWD	CB016, CL015, CS014	1,459	1,776	317	There are currently 13 children in placements compared to 11 expected as part of the budget setting process with all placements agreed at the JRP panel. Further report are expected to Schools Forum at each meeting.	1,459	1,790	331	(14)
Pupils Educated Out Of Area - DCST	CR003	3,083	4,211	1,128	The original budget for 2021/22 was based on OOA numbers being 43 at 31st March 2021 but at outturn the number was 56, of which 6.5 were assumed to be due to the impact of Covid 19. The OOA numbers at the end of March 2022 are 57 placements; the Q3 forecast and the Trust's MTFS for 2022/23 assumed the number of OOA placements would be 43 at 31st March 2022. The additional 14 OOA placements above the budgeted amount of 43 at 1st April 2022 means a significant budget pressure will be carried forward into 2022/23. Covid continues to affect the Trust although the intention is to reduce OOA via the Future Placement Strategy and greater utilisation of current homes and Keys to Your Future.	3,083	4,133	1,050	78
Specialist AP provision	CL022	500	721	221	A 65% reduction in permanent exclusions (PEX) from 2019 to April 2022 has meant more preventative AP placements are being sought, commissioned and utilised to prevent PEX. Reintegration into mainstream has been slower due to Covid 19. It is not expected that this overspend position will continue into 2022-23 due to one off placements now ceased.	500	575	75	146
Other LA recoupment	CL004, CL005, CL006	500	561	61	There has been an increase in expected recoupment from 2021 to 2022 in the numbers of young people placed in other LA special schools, from 18 to 22. This reflects the pressure on DMBC special schools but also geography and the nature of SEN. At the moment Doncaster do not have any provision designated to meet the needs of children with ASD for example whereas RMBC have Milton School.	500	493	(7)	68
ASD SCHOOLS SUPPORT	CL013, CL008, CK015, CK034(part) E82K	684	682	(2)		684	684	0	(2)
HI SCHOOLS SUPPORT	CL010	825	773	(52)	Allocation includes the Primary ARC provision with budget and staff transferred in on academisation of the school. Small underspend expected.	825	760	(65)	13
VI SCHOOLS SUPPORT	CL014	329	323	(6)		329	297	(32)	26
Pre-School Inclusion - Portage/SEN	CK004, CK007, CK039, CK034(part) E29K, CK059, CK063	923	916	(8)		923	923	0	(8)
Learning & Behaviour Support Service	CK025, CL019, CB009, CK034(part) E22K, CK066	874	892	18		373	345	(28)	46
Pupils Educated At Home	CK031	92	83	(9)		92	83	(9)	(0)
Independent Behaviour Provision (Tops Team)	CM009	149	150	1		149	148	(1)	2

**APPENDIX A**  
**Revenue Monitoring 2021/22 Quarter 4**

Service	Code	DSG Budget for Year	Quarter 4 Projection	Projected DSG Variance	Explanation of Outturn Variance / Change from Previous Quarter	Quarter 3 DSG Budget for Year	Quarter 3 Projection	Quarter 3 Projected DSG Variance	Difference
		£'000	£'000	£'000		£'000	£'000	£'000	£'000
Contributions to Centrally Retained & De-delegated Budgets	Various	99	74	(25)		96	96	0	(25)
High Needs Contingency/Unallocated	CN001	(851)	0	851	Contingency budget overspend based on expected budgets across the high needs block	(851)	0	851	0
<b>HIGH NEEDS BLOCK Sub-total</b>		<b>35,627</b>	<b>41,333</b>	<b>5,706</b>		<b>34,996</b>	<b>40,697</b>	<b>5,701</b>	<b>5</b>
<b>EARLY YEARS BLOCK DSG</b>									
Nursery Education Fund - 2 year olds	CG014	3,128	3,390	262	The 2021-22 early years funding allocations are based on the January 2021 census and have been updated in January 2022 to show the adjustments for the summer 21 and autumn 21 terms. We expect further funding announcements (based on January 2022 census data) in July 2022 which will balance back to projected outturn/payments	3,128	3,367	239	23
Nursery Education Fund - 3 & 4 year olds	CG027, CN007	15,572	15,088	(483)	The 2021-22 early years funding allocations are based on the January 2021 census and have been updated in January 2022 to show the adjustments for the summer 21 and autumn 21 terms. We expect further funding announcements (based on January 2022 census data) in July 2022 which will balance back to projected outturn/payments	16,345	15,930	(415)	(68)
Early Years Retained Duties	CF064-68/CB014/CK039/CK041/CB010/	720	720	0		721	721	0	0
Early Years Pupil Premium	CG055	211	207	(4)		211	275	64	(68)
Early Years Contingency	CN001	0	0	0		0	112	112	(112)
High Needs Block transfer to EY Block - Early Help funding	CN001	450	450	0		450	450	0	0
Disability Access Fund	CJ008	78	50	(28)		78	78	0	(28)
<b>EARLY YEARS BLOCK Sub-total</b>		<b>20,159</b>	<b>19,905</b>	<b>(254)</b>		<b>20,933</b>	<b>20,933</b>	<b>0</b>	<b>(254)</b>
<b>EARLY YEARS BLOCK DSG</b>									
<b>Grand Total</b>		<b>98,097</b>	<b>102,673</b>	<b>4,576</b>	<b>In-year 2021/22 overspend of £4,576m</b>	<b>98,588</b>	<b>103,662</b>	<b>5,074</b>	<b>(498)</b>



**APPENDIX B**

**Dedicated Schools Grant High Needs Block Medium Term Financial Plan (2021/22 - 2024/25)**

High Needs Block Funding	2020/21	Estimated				Notes/Assumptions
		2021/22	2022/23	2023/24	2024/25	
Initial DSG Settlement	36,947,237	42,747,785	48,455,344	50,878,111	52,404,455	2021-22 funding based on National Funding Formula (DFE update March 21) and provisional 2022-23 advised as per DfE Jan 22. The DfE have also advised that assumptions for additional increase in DSG budget should be 5% in 2023-23 and 3% beyond 2023-24.
less High Needs Places deductions (Academies)	-5,651,502	-6,670,669	-6,881,335	-6,881,335	-6,881,335	Deductions as per March 21 notification. Increases from previous years due to the special schools that have become academies / new free school.
less HN funding transfer to EY block (Early Help Strategy)	-450,000	-450,000	-450,000	-450,000	-450,000	Subject to annual School Forum approval in September each year.
	<b>30,845,735</b>	<b>35,627,116</b>	<b>41,124,009</b>	<b>43,546,776</b>	<b>45,073,120</b>	
<b>High Needs Block Expenditure Projections</b>						
Mainstream EHCP Top Up funding - EHCP's	3,460,717	5,393,152	2,359,504	0	0	Assumption of a further 10% increase in expenditure in 22-23, 5% increase in 23-24 as expected tailoring off of EHCP requests. Further work required in this area.
Mainstream EHCP Top Up funding - High Needs	538,331	592,405	259,177	0	0	Amended assumptions to 3% activity increase in 22-23 and 23-24 and 0% in 24-25 per discussion with MO. Budget from Mainstream EHCP Top Up, High Needs and AP / Tuition to be moved to a locality based approach from Sept 22 where savings may be made however nothing built into the forecasting for this as yet. Also including a general price inflation estimate of 3% p.a in future years.
Mainstream EHCP Top Up funding - Specials	464,175	460,267	483,280	507,444	507,444	Increase adjusted from 3% to 5% for 22-23 and 23-24 based on 21-22 outturn increase, however 21-22 increase was £1.1m and 22-23 increase only shown as £0.4m. <b>Is this realistic?</b>
Mainstream EHCP Top Up funding - AP & Tuition	1,281,194	609,192	266,522	0	0	Increases of inflation of 21-22 budget of 2.0%. Prior year funding based on paying place funding reduction years due to special schools that have academised.
Mainstream EHCP Top Up funding - Other	411,029	190,427	199,948	209,946	209,946	Total budget increased in 21-22 for the full year effect of Bader.
Locality Based Approach Element 3 (EHCP's, High Needs & AP & Tuition.	0	0	4,039,284	7,488,832	7,713,497	<b>22-23 figure amended to reflect agreement with Special Schools to increase top up rates by 4% based on increase for schools supplementary grant</b>
Special Schools	6,091,319	6,997,770	7,148,571	7,291,543	7,437,373	Reduction of Outreach budget to Special Schools from Sept 22.
Special Schools Outreach	0	0	-102,083	-175,000	-175,000	Increase internal staffing within the Outreach Team for Special Schools Outreach from Sept 22 - assumption of 2 Teachers and 1 LSA
Special Schools Outreach	0	0	81,667	140,000	140,000	Increases of inflation of 21-22 budget of 2%. Prior year funding based on paying place funding reduction years due to special schools that have academised. Mulberry children at Maple to continue. Levett to take 100 children now they have moved to the new site.
PRUs Incl. Mulberry Unit	2,957,098	3,023,770	3,144,721	3,207,615	3,271,768	<b>22-23 figure amended to reflect the agreement to increase top up rates by 4% based on increase for schools supplementary grant.</b>
PRUs Incl. Mulberry Unit	0	0	350,000	350,000	350,000	Funding increase to Levett for additional SEMH places. Additional £350k per annum from April 22 creating an additional 12 places at Levett from April 22
SEMH Provision	0	0	525,000	540,750	556,973	SEMH Locality based model - 3 localities paying £175k each from April 22 creating 10 places per locality (additional 30 places in total) Expectation that this will be a year on year saving as children move into mainstream provision and providers paid based on a reduction of OOA places. Also including a general price inflation estimate of 3% p.a.
North Bridge Enterprise College	961,650	1,171,600	794,220	398,940	161,040	Assumption that all placements at NBEC to end Aug 25. Reducing numbers per year.
Primary Outreach / Primary Learning Centres	441,893	308,960	361,080	371,912	383,070	Local Authority staffing (former Bentley HS) + pay inflation estimate 3% p.a.
Secondary Outreach / Secondary Learning Centres	105,000	107,000	109,140	112,414	115,787	Local Authority staffing (former Bentley HS) + pay inflation estimate 3% p.a.
Additional Resource Centres	0	0	0	0	0	Budget and function moved to the Hearing Impaired Team for the Plover HI unit
Big Picture Learning	670,804	418,470	1,003,850	885,210	885,210	Based on latest BPL cost model. The model is currently under review with a report expected at cabinet November 21.
Children's Specialist Equipment	29,211	100,000	103,000	106,090	109,273	Allocation provided to Adult Services for children's equipment. Budget increased due to amount of equipment being provided to children. More analysis required in this area.
Specialist Post 16 Institutions	2,501,267	3,197,460	4,077,280	3,942,630	4,060,909	Future years requires confirmation but included general price inflation 3% p.a. Assumption of a further 10% activity increase in expenditure in 22-23, 5% increase in 23-24 as expected tailoring off of EHCP requests. Savings included of £250k for the opening of Stone Hill post 16 (12 places) from Sept 22. This should free up spend at CSC (average cost £35k per place) less top to be paid to Stone Hill. Also including a general price inflation estimate of 3% p.a.
Post 16 FE Colleges	718,193	453,680	754,358	701,131	722,165	<b>22-23 figure updated to include payments expected to be made in 21-22 that relate to 21-22. Also within 21-22 was in increase of £700k from previous year and a further increase of £800k in 22-23 shown.</b>
ASD Schools Support	616,240	681,680	697,680	718,610	740,169	Assumption of a further 10% activity increase in expenditure in 22-23, 5% increase in 23-24 as expected tailoring off of EHCP requests. Also including a general price inflation estimate of 3% p.a.
HI Schools Support	735,992	773,330	790,500	814,215	838,641	<b>22-23 figure updated to include payments expected to be made in 21-22 that relate to 21-22 of £106K.</b>
VI Schools Support	341,108	323,180	352,920	363,508	374,413	Local Authority staffing + pay inflation estimate 3% p.a.
SEN Pre School Inclusion, Portage, Seedlings & Early Intervention Allowance	864,207	915,500	1,091,460	1,124,204	1,157,930	Local Authority staffing + pay inflation estimate 3% p.a.
Pupils Educated Out Of Area - SEN	5,241,177	7,147,810	7,821,753	8,693,820	9,374,711	Local Authority staffing + pay inflation estimate 3% p.a. In December 2021 there were 134 OOA SEN placements and there are 9 more projected in year (3 per month), so 143 by March 2022. The projections are based on 35 growth per year, with current students leaving at 18 years old and 9 other leavers within the year.  The net growth in the past few years are as follows: 2019/20 - 28, 2020/21 - 25 and projected 2021/22 - 32. The projections allow for less growth due to the 2 new post in the SEN team that should increase standard of casework, therefore meaning less children go out of authority and the expected plateau of EHCP's.  <b>The current SEN numbers will be reviewed and the estimate update.</b>

High Needs Block Funding	2020/21	Estimated				Notes/Assumptions
		2021/22	2022/23	2023/24	2024/25	
Pupils Educated Out Of Area - SEN	0		-1,300,000	-1,600,000	-1,600,000	Reduction of SEMH Out of Authority Placements from April 22 (both SEN & Trust placements). Assumption that with 42 new places being created less OOA places required next year and beyond (20 places less growth based on 28 places being made in the last 12 months (2020-21 AY) and 75% of these would not had required OOA in the future) and 12 existing OOA placements can be brought back to Doncaster (assumption that this will throughout the year). More detailed financial modelling required for this.
Pupils Educated Out Of Area - CWD	1,263,405	1,776,110	1,615,000	1,344,000	1,184,000	Currently there are 13 external CWD Placements which is 4 above average. As part of the Future Placements Strategy options are being explored as to whether to open 4 bed CWD unit at Oaklands or continue with the original plan of 2 x two bed CWD homes. By bringing 4 placements back to in house provision (provided by DCST) this will reduce the costs to the High Needs Block as the children will either be educated in a mainstream setting or if required external day education will be commissioned costing on average c.£60k per annum which is significantly less than 50% of external placement packages being charged to the High Needs Block. The projection assumes the In House provision will be operational from 1st Oct 2022.  <b>£250k per annum added in to reflect additional costs expected. Modelling still to be completed.</b>
Pupils Educated Out Of Area - Trust	3,459,251	4,210,670	3,881,300	3,565,551	3,227,364	At the end of November DCST had 57 OOA placements; and their projection is to reduce this to 43 by the end of March 2022. As part of the Future Placements Strategy the plan to reduce the numbers includes assumptions that the new 3 x 2 bed homes + 1 x 4 bed home + 1 x 4 bed 16+ home all open by 1st October 2022 (2 x 2 bed open April 22), 1 x 2 bed open June 2022, 1 x 4 bed open August 2022 & 1 x 4 bed 16+ open October 2022. This will result in 14 fewer OOA placements. Please note the DSG forecast also assumes Education costs of £700k per annum for children who for example are in a fostering placement that require external education provision to be commissioned; like SEN these costs are charged 100% to the High Needs Block and are increasing. Future years includes inflation 4.9% 22/23 and 3% following.  <b>The Trust Out of Area placements will be remodelled.</b>  For 21-22 the AP budget overspent. The Service Manager has produced a Service Plan April 22 to confirm that during 22-23 savings will be made of £298k from various providers against AP spend.
Specialist AP provision	830,119	721,310	500,000	515,000	530,450	For 22-23 a further savings of £45k is required to fund a temporary post which the Service Manger is confident will allow the capacity to ensure that all pupil placements are ended within a 12 week timescale, thus allowing 2 children to benefit from a 24 week package, rather than the current one child at the current time. This should ensure that further savings are made against these placements. Future years includes a general price inflation estimate of 3% p.a.
Pupil Educated At Home	77,055	83,180	86,700	89,301	91,980	Local Authority staffing + pay inflation estimate
Learning & Behaviour Support Service (including Secondary Alternative Provision Funding)	353,481	891,580	918,327	945,877	974,254	£350k of this budget relates to Local Authority staffing plus £550k partial devolution of the DSG High Needs Funding, related to alternative provision, to Doncaster Secondary Schools to use the funding to reduce fixed term/permanent exclusions and increase school attendance of outlined vulnerable groups. Future years includes inflation estimate 3%
Other LA recoupment (SEN)	402,027	561,130	577,964	595,303	613,162	Budget for pupils education in a special school out of Doncaster.  <b>22-23 based on outturn position from 21-22, including a general price inflation estimate of 3% p.a.</b>
Independent Behaviour Provision (Tops Team)	147,180	150,080	154,582	159,220	163,996	Local Authority staffing + pay inflation estimate 3% p.a.
Contributions to Centrally Retained & De-delegated Schools Budgets	71,015	73,730	90,000	85,000	80,000	Not expecting de-delegation to be allowed under Hard NFF. It is unclear when the hard NFF will be implemented from. Reduction year on year due to schools that academise.
Covid contribution towards High Needs work completed.	-657,180	0	0	0	0	
<b>Gross Expenditure</b>	<b>34,376,958</b>	<b>41,333,443</b>	<b>43,236,705</b>	<b>43,493,066</b>	<b>44,200,523</b>	
<b>High Needs Variance (in Year)</b>	<b>3,531,223</b>	<b>5,706,327</b>	<b>2,112,696</b>	<b>-53,710</b>	<b>-872,596</b>	
DSG Schools Block, Early Years Block Variance	163,251	-1,130,173				
DSG Projects funded from prior year underspends	143,310					
<b>Overall DSG Balance</b>	<b>9,049,918</b>	<b>13,626,072</b>	<b>15,738,767</b>	<b>15,685,058</b>	<b>14,812,461</b>	

Summary table

Description	2021/22	2022/23	2023/24	2024/25
DSG High Needs Grant (after deductions)	35,627,116	41,124,009	43,546,776	45,073,120
Expenditure	41,333,443	43,236,705	43,493,066	44,200,523
In Year Variance	<b>5,706,327</b>	<b>2,112,696</b>	<b>-53,710</b>	<b>-872,596</b>
<b>Overall DSG Balance</b>	<b>13,626,072</b>	<b>15,738,767</b>	<b>15,685,058</b>	<b>14,812,461</b>

APPENDIX C																	
Growth Fund Payments for Financial Year 2021/22																	
School	Criteria met	Increase in PAN per year group	Year Groups increase applies to	£ AWPU per pupil increase	Original PAN	Increased PAN - Agreed by LA, from Sept 2021	Final October Census 2021 pupil numbers	actual pupil number increase on original PAN	Total pupils Oct 20 (excl. nursery)	Total pupils Oct 21 (excl. nursery)	Funded increase in pupil number (Capped at overall increase from Oct 20 to Oct 21 census)	Minimum Funding (Average Taught Cost for 7 months) ONLY	Maintained / Academy	Growth Fund payment for period Sept 21 - March 22 (7 months)	Growth Fund payment for period April 22 - August 22 (5 months) ACADEMIES ONLY	Growth Fund payment for period April 22 - August 22 (5 months) CRITERIA 1	NOTES
Hayfield Lane	1	30	R	£3,123	30	60	57	27	364	397	27	£24,410	Maintained	£49,187	£0	£0	New classes being built on each year group to increase total capacity to 60 per year - 1 per year starting from Sept 15 to Sept 21
Rossington All Saints	1	30	7	£4,404	150	190	190	40	750	787	37	£24,410	Academy	£95,053	£67,895	£0	
Hall Cross	1	30	7	£4,404	280	310	307	27	1442	1452	10	£24,410	Academy	£25,690	£18,350	£0	New class for year 7 pupils to increase pupil numbers by 30
Don Valley	1	16	7	£4,404	224	240	235	11	1032	1082	11	£24,410	Academy	£28,259	£20,185	£0	New class for year 7 pupils to increase pupil numbers by 30
														<b>£198,189</b>	<b>£106,430</b>	<b>£0</b>	<b>Total Payments 21/22 Growth Fund</b>
																	<b>£304,619</b>
<b>AWPU Rates 2021-22 APT</b>																	
Primary (Years R-6)	£3,123.00													<b>Financial Year breakdown</b>			
Key Stage 3 (Years 7-9)	£4,404.00													Apr - Aug 21	£94,447		Growth Fund 20-21 (Apr - Aug 21 payments)
Key Stage 4 (Years 10-11)	£4,963.00													Sept - Mar 22	£198,189	£106,430	Growth fund 21-22 (Sept 21 - March 22 payments)
																£0	Growth Fund 21/22 (Apr - Aug 22 payments)
														CN029	<b>£292,636</b>	<b>£106,430</b>	

## School Balances at 31st March 2022

Only those schools maintained by the Local Authority as at 2nd April 2022 are included in this analysis.

No. of Schools in Surplus/Deficit - Revenue Balances only	2021/22		2020/21		2019/20		2018
	Surplus	Deficit	Surplus	Deficit	Surplus	Deficit	Surplus
Primary Schools	30	4	34	3	28	11	37
Special Schools	1	0	1	0	1	0	4
Pupil Referral Units*	2	0	2	0	1	1	2

Total Value of Surpluses/Deficits - Revenue Balances only	2021/22		2020/21		2019/20		2018
	Surplus	Deficit	Surplus	Deficit	Surplus	Deficit	Surplus
Primary Schools	3,755,726.35	78,446.70	4,479,591.71	57,595.10	3,031,087.70	347,012.57	2,878,511.91
Special Schools	333,973.67	0.00	376,523.91	0.00	246,940.97	0.00	914,038.78
Pupil Referral Units	108,060.42	0.00	110,845.51	0.00	10,173.62	41,029.84	41,828.55

Total balances as a % of Budget Share - Revenue Balances only	2021/22		2020/21		2019/20		2018
	Balances £	% of Budget Share	Balances £	% of Budget Share	Balances £	% of Budget Share	Balances £
Primary Schools	3,677,279.65	9.12%	4,421,996.61	10.56%	2,684,075.13	6.15%	2,482,365.85
Special Schools	333,973.67	15.91%	376,523.91	18.68%	246,940.97	12.41%	914,038.78
Pupil Referral Units	108,060.42	3.82%	110,845.51	3.94%	-30,856.22	-1.10%	41,828.55

Schools with a revenue balance above 12%	No. of Schools 2021/22	No. of Schools 2020/21	No. of Schools 2019/20	No. of Schools 2018/19	No. of Schools 2017/18	Schools above 12% in both years
Primary Schools	9	14	10	7	3	5
Special Schools	1	1	1	3	1	1
Pupil Referral Units	0	0	0	0	0	0

	2017/18	
2018/19	Surplus	Deficit
Deficit		
9	43	10
0	4	0
0	1	1

	2017/18	
2018/19	Surplus	Deficit
Deficit		
396,146.06	3,092,505.56	308,769.72
0.00	754,827.83	0.00
0.00	23,689.51	29,838.26

	2017/18	
2018/19	Balances £	% of Budget Share
% of Budget Share		
4.84%	2,783,735.84	4.86%
11.36%	754,827.83	9.65%
1.58%	-6,148.75	-0.25%

**School Balances Analysis 2021/22**

<b>E5 Code</b>	<b>School Name</b>	<b>Sector</b>	<b>School Revenue Balance @ 31/03/2021</b>	<b>Total School Budget Share 2020/21</b>	<b>School Revenue Balance as a % of Budget Share 2020/21</b>	<b>Above 12% in consecutive years (2019/20 &amp; 2020/21)?</b>	<b>Ofsted rating / date of report as published on Ofsted website</b>
DA001	Adwick Primary	Primary	287,637.90	1,925,500	14.94%	Yes	Good - November 2019
DA012	Bawtry Mayflower	Primary	136,869.10	1,041,936	13.14%	No	Good - February 2020
DA015	Bentley New Village Primary	Primary	290,282.01	1,458,399	19.90%	Yes	Good - May 2019
DA049	Long Toft Primary	Primary	277,257.01	1,472,191	18.83%	Yes	Good - December 2019
DA063	Our Lady of Perpetual Help Catholic Prim	Primary	127,393.00	701,067	18.17%	Yes	Good - November 2021
DA074	Scawsby Saltersgate Infant	Primary	193,424.69	1,376,807	14.05%	Yes	Good - May 2018
DA077	Scawthorpe Sunnyfields Primary	Primary	231,445.28	1,337,114	17.31%	Yes	Good - June 2017
DA096	Warmsworth Primary	Primary	271,792.06	1,907,328	14.25%	Yes	Outstanding - March 2014
DA100	Windhill Primary	Primary	258,347.97	1,307,235	19.76%	Yes	Good - February 2017
DC008	Stonehill	Special	333,973.67	2,098,513	15.91%	Yes	Outstanding - June 2019



# Doncaster Council

## REPORT TO THE SCHOOLS FORUM

### Dedicated Schools Grant (DSG) Outturn Report 2021/22

---

#### Purpose

1. This report details the actual outturn for the Dedicated Schools Grant (DSG) budgets for the year 2021/22.

#### Recommendation

2. That Schools Forum notes the report.

#### Background

3. All Local Authorities receive a ring-fenced Dedicated Schools Grant (DSG) from the Department for Education (DfE) for their schools provision. For 2021/22 the DfE funding settlement received in December 2020 was based on October 2020 census.
4. The DSG is split into 4 blocks, as presented in Appendix A:
  - Schools Block
  - Central Schools Block
  - High Needs Block
  - Early Years Block

#### Issues for consideration

5. The attached report at Appendix A shows the budget, actual outturn and year-end variance for 2021/22.
6. The report shows a final outturn overspend of £4.576m for 2021/22 creating an overall DSG overspend of £13.626m, carried forward to 2022/23.

7. The variances against 2021/22 expenditure budgets, by DSG block, making up the £4.576m in-year overspend are detailed in Appendix A with main variances highlighted below.

### **Schools Block**

8. The Schools Block budget overall is showing a (£824k) underspend for the year which has arisen due to previously reported underspends within growth fund expenditure (£690k) and underspends as a result of the DfE adjusting the funding for changes at Hillside Academy resulting in a surplus to offset existing DSG costs (£227k). These underspends have been offset by overspends against the Staff Absence Compensation budget £94k.

### **Central Schools Block**

9. The Central Schools Block budget is showing an underspend of (£53k) due to previously reported underspends against the Schools Forum budget (£24k).

### **High Needs Block**

10. The High Needs Block budget overall overspent by £5,706k overspend for the year. This has mainly arisen due to overspends on Schools EHCP (Statementing) Top Up £917k, Pupils Educated Out Of Area – SEN £1,631k, Pupils Educated Out of Area CWD £317k, Pupils Educated Out of Area DCST £1,128k, Specialist Post 16 FE & Specialist Post 16 Institutions £697k, North Bridge Enterprise College £535k and Specialist AP Provision £221k. This has been offset by small underspends as listed in appendix A.

### **Early Years Block**

11. The Early Years Block budget overall is showing a £254k underspend, of which £222k is against the Early Years Nursery Education Fund for 2, 3 & 4 year olds budgets and a small underspend within the Disability Access Fund budget (£28k).

### **School Balances at 31st March 2022**

12. A summary of the school balances can be found at Appendix B. Overall, surplus revenue balances held by maintained schools decreased by £0.769m from 2020/21 to 2021/22. The number of schools with a surplus revenue balance decreased by 4 in this period to 33. The number of schools with a deficit revenue balance was 4, an increase of 1, and the total deficit revenue balances having increased by £21k from 2020/21 to 2021/22 overall.
13. School revenue balances, expressed as a percentage of budget share, have decreased for all schools from 2020/21 levels.



14. There are now 10 maintained schools with a surplus revenue balance above 12% of budget share at the end of 2021/22 (there were 15 in 2020/21).
15. Of the 10 schools, 9 of these schools also had a balance above 12% in 2020/21. Analysis of these 10 schools' balances can be found at Appendix C.
16. Schools that have a balance over 12% will be written to and asked to provide details of their spending plans, this information will then be sent onto the Standards and Effectiveness team so the lead Standards and Effectiveness Officers can challenge the schools as part of the Standards & Effectiveness function. Those schools which held a balance over 12% as at 31<sup>st</sup> March 2021 as well as 31<sup>st</sup> March 2022 will be asked to confirm if their spending plans submitted last year were actioned.
17. The review of this information will also inform the allocation process for payment of Growth Fund which stipulates that a school with a balance greater than 12% must have a plan for their balance which has been agreed by Forum as reasonable in order to receive a payment from the fund.
18. School balances are also planned to be discussed at the school improvement meetings with the schools during the year so that there is further challenge to ensure the funding benefits the children for whom the funding was intended.

### **Consultation**

19. Individual budget holders have considered the outturn. The revenue monitoring position for Children's Services has been reported to the Director of Children's Services and management team through the monthly reporting process for Children and Young People's budgets.

### **Conclusion**

20. The final DSG outturn position for 2021/22 shows an overspend of £4.576m which has been carried forward into 2021/22 alongside previous year overspends giving a total DSG overspend of £13.626m.
21. Surplus School Balances will be reviewed and schools will be written to and asked to provide details of their spending plans.

### **Author and Contact Officer(s):**

Stephen Boldry – Finance Manager  
01302 737671  
[stephen.boldry@doncaster.gov.uk](mailto:stephen.boldry@doncaster.gov.uk)



# Doncaster Council

## REPORT TO THE SCHOOLS FORUM

### DEDICATED SCHOOLS GRANT (DSG) Revised Budget 2022/23

---

#### Purpose

1. The report is provided to update School Forum on Doncaster's revised DSG budget for 2022/23.

#### Recommendations

2. That Schools Forum
  - Notes the report;

#### Dedicated Schools Grant

3. All Local Authorities receive a ring-fenced Dedicated Schools Grant (DSG) from the Department for Education (DfE) for their schools provision. For 2022/23 the DfE funding settlement was received in December 2021.
4. The DSG budget is split into 4 blocks, as set out in Appendix A:
  - Schools Block (funding allocation based on October 2021 census),
  - Central Schools Services Block (final allocation & deductions confirmed March 2022),
  - High Needs Block (final allocation & deductions confirmed March 2022); and,
  - Early Years Block (final allocations expected to be confirmed June 2022).

#### Schools Block Budget

5. The Schools Block consists of:
  - the Individual Schools Budget (ISB);
  - Maintained Primary de-delegation; and,
  - Growth Fund.

6. The budgets listed in appendix A will only change as schools convert to Academy (i.e Maintained Primary De-Delegated budgets follow a school when they convert as set out under DfE regulations)

### **Central School Services Block Budget**

7. The Central School Services Block funds those budgets that are retained and managed centrally by the LA, as agreed by School Forum in November 2021 and set out in the DfE operational guide. These budgets are listed in Appendix A.

### **High Needs Block Budget**

11. Revised High Needs Block funding allocations and deductions for place funding are included, however deductions are still subject to outstanding queries awaiting confirmation from DfE.
12. The current behaviour and SEN reviews will impact upon the high needs block expenditure budget allocations, listed in Appendix A, and these will be revised and brought back to School Forum following these reviews. There is currently a contingency budget overspend of £2.212m shown which will increase the overall DSG overspend to £15.739m during 2022-23 however this is estimated to reduce to a £14.812m overspend by 2024-25.
13. Work is currently ongoing to review the High Needs Block Medium Term Financial Plan with this work expected to be presented back to the High Needs Block Sub Group and full Schools Forum in September 22.

### **Early Years Block Budget**

14. Provisional Early Years Block Funding allocation for 2022/23 totalling £20.005m was advised by the DfE in December 2021. This is shown within appendix A, but is subject to confirmation in June 2022 by the Department for Education. The revised budget allocations for 3 & 4 year olds funding have been adjusted in line with the January 2021 pupil numbers.
15. Central Early Years budgets were approved by School Forum in November 2021 and February 2022 and account for 4.29% of the estimated 3 & 4 year old DSG funding total (with 5% being the maximum allowable).

### **Risks and Assumptions**

16. Whilst the Schools Block funding formula is only subject to formal ESFA approval and the Central Schools Services Block budget has been fully approved previously the High Needs Block budgets are subject to behaviour and SEN reviews and the Early Years funding is still subject to change.

17. The main risks are within the High Needs Block as the budget allocations are subject to review however there is currently an overspend contingency budget of £2.212m which is increasing the overall DSG overspend position for 2022/23.
18. The LA will monitor and review all aspects of the budget closely throughout the year to ensure the accuracy of these assumptions and will provide quarterly updates at School Forum as well as continuing to have regular meetings of the High Needs Block Forum sub group.

### **Conclusion**

19. Forum members are asked to consider and provide comment upon the revised DSG budget for 2022/23.

### **Author and Contact Officer(s):**

Stephen Boldry - Finance Manager  
01302 737671  
[stephen.boldry@doncaster.gov.uk](mailto:stephen.boldry@doncaster.gov.uk)

**DSG BUDGET 2022-23**

	Schools Block	Central School Services Block	High Needs Block (including Post 16)	Early Years Block	Notes
<b>Initial DSG Settlement 21-22</b>	229,470,610	1,691,086	48,455,344	20,005,057	DfE Settlement as at March 2022
Individual Schools' Budgets - Academies Delegation	-188,368,940				
Deduction for centrally paid School Rates	-1,361,599				
High Needs Places deductions			-6,881,335		subject to change by DfE
Early Years expected adjustments based on January 2020 census TBC June 20					
Transfer from High Needs to Early Years			-450,000	450,000	Agreed at Schools Forum
<b>Funding Available 2019/20</b>	<b>39,740,071</b>	<b>1,691,086</b>	<b>41,124,009</b>	<b>20,455,057</b>	
<b>Individual Schools' Budgets - Maintained Delegation (incl Academies)</b>	37,974,313				Based on Maintained Schools as at 1st April 2022
<b>Centrally Retained Schools Budgets</b>					
Servicing of Schools Forum		35,220			Budget held at 21/22 level as approved at November 2021 School Forum.
School Admissions		314,470			Budget held at 21/22 level as approved at November 2021 School Forum.
Behaviour & Attendance Management		57,130			Budget held at 21/22 level as approved at November 2021 School Forum.
Recharges - Corporate Services/Management		90,530			Budget for 'Historic Commitment' held at 21/22 level as approved at November 2021 School Forum.
Miscellaneous Provision		22,820			Budget for 'Historic Commitment' held at 21/22 level as approved at November 2021 School Forum.
ICT revenue funding		99,080			Budget for 'Historic Commitment' (Data Team) at 21/22 level as approved at November 2021 School Forum.
National Copyright Licences		244,969			Amount as advised by DfE December 2021
ESG Retained Duties		826,867			Included in DSG from 2018/19, budget as approved at November 2021 School Forum.
Growth Fund	923,233				Growth Fund as agreed at Nov 21 Forum.
<b>Maintained Primary De-Delegated Budgets</b>					
Other Insurances	9,077				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Travellers Service	124,418				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Museums-Art Gallery (Education Service)	39,908				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Staff Absence - Compensation Maternity	264,485				Per pupil rate increased from 2021/22 level in APT, as approved at November 2021 School Forum.
Staff Absence - Compensation TU Facility Time	75,511				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Free School Meals Eligibility	24,420				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Support for Schools in Financial Difficulties	64,243				Per pupil rate held at 2021/22 level in APT, as approved at November 2021 School Forum.
Additional school improvement services (Maths/Lit Lead)	84,041				Per pupil rate as approved at November 2021 School Forum.
Education Functions	156,422				Per pupil rate as approved at November 2021 School Forum.

	Schools Block	Central School Services Block	High Needs Block (including Post 16)	Early Years Block	Notes
<b>High Needs Block Provision</b>					
Statementing (formerly High Cost / Low Incidence)			7,607,715		Budget increased based on 2021-22 outturn to reflect rising costs in this area.
Special Schools			7,128,154		Costs based on top up rate for academies & place funding + top up for mainstream.
Contributions to Centrally Retained & De-delegated Schools Budgets			90,000		
Primary & Secondary Outreach			470,220		
Alternative Provision			500,000		
Key Stage 4 Support for BESD pupils - North Bridge Enterprise College			794,220		Contract with Keys for NBEC
PRUs Incl. Mulberry Unit			3,494,721		Budget for both Maple and Levett
SEMH Provision			525,000		Budget for both Maple and Levett
SpED - HI / VI / ASD Teams			1,667,080		LA teams including additional funding for inflation
SEN Pre School Inclusion, Portage, Seedlings & Early Intervention Allowance			1,265,480		LA teams including additional funding for inflation
Pupils Educated Out Of Area - LA/SEN			6,521,753		Expected costs of SEN placements
Pupils Educated Out Of Area - LA/CWD			1,615,000		Based on the Future Placements strategy
Pupils Educated Out Of Area - Trust			3,881,300		Trust education costs
Pupil Educated At Home			92,920		LA teams including additional funding for inflation
Learning & Behaviour Support Service			918,327		LA teams including additional funding for inflation
SEN Statemented Pupils - Recoupment			577,964		Expected costs of recoupment
TOPS Team			149,840		LA teams including additional funding for inflation
Post 16 - Element 3 Top Up payments to SPI's			4,077,280		Budget increased based on 2021-22 outturn to reflect rising costs in this area.
Post 16 - Element 3 Top Up payments to FE College			754,358		Budget increased based on 2021-22 outturn to reflect rising costs in this area.
Childrens Specialist Equipment			101,522		
Big Picture Learning			1,003,850		Based on latest revised funding profile.
High Needs Contingency (Unallocated)			-2,112,695		Expected High Needs oversspend for 2022-23
<b>Early Years Block Provision</b>					
Early Years ISB - Maintained & Academy Delegation				7,886,214	Budget revised based on January 22 pupil numbers and 22/23 rates
Nursery Education Fund - 3 & 4 year olds				4,584,377	Included above.
Early Years - additional 3 & 4 year olds funding (eligible working parents)				3,313,120	Budget revised based on January 22 pupil numbers and 22/23 rates, less central EY budgets
Nursery Education Fund - 2 year olds				3,128,346	Budget revised based on January 22 pupil numbers and 22/23 rates
Early Years Service - Retained Duties				88,460	As approved at November 2021 School Forum for 22/23 financial year.
Early Years Service - Sufficiency, Capacity & Planning				87,570	As approved at November 2021 School Forum for 22/23 financial year.
Early Years Service - Inclusion Team				539,539	As approved at November 2021 School Forum for 22/23 financial year.
Early Years Pupil Premium				267,831	Figure based on funding settlement.
Early Years Disability Access Fund				109,600	Figure based on funding settlement.
Childrens Centre Funding (Early Help Strategy)				450,000	Funded by transfer from High Needs Block (above)
Early Years Contingency				0	
	<b>39,740,071</b>	<b>1,691,086</b>	<b>41,124,009</b>	<b>20,455,057</b>	
	0	0	0	0	