



Partnership Data
Appendix to
Doncaster Safeguarding Children Partnership
Annual Report 2021-2022

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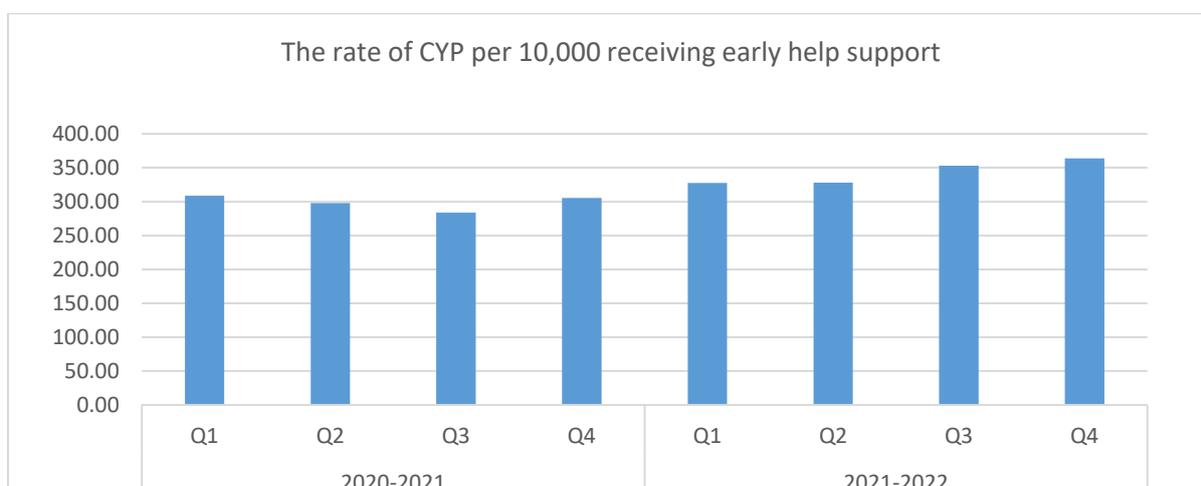
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Early Help

What does the information tell us?

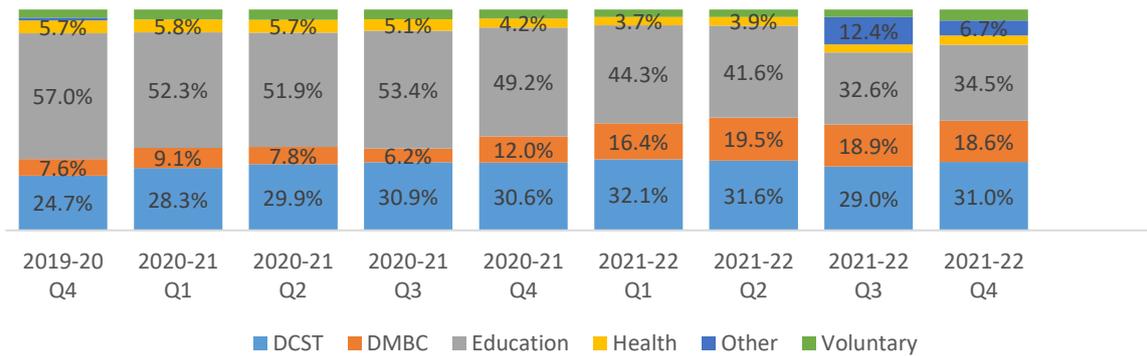
In relation to early help intervention, the partnership continued to work across Doncaster to identify needs promptly. However, the data below shows that after a previous decrease in the first three quarters of 2020-2021, there has been a continuous upward trend, with 364.00 per 10,000 population at the end of 2021-2022 receiving early help intervention.

Graph1: Number of Children and Families open to Early Help per 10,000 population



The lead practitioner role is undertaken by a range of organisations in Doncaster. At the end of Q4 2021/2022, data shows that Education continues to lead on the greatest number of cases at both level two and three, followed by the Doncaster Children Services Trust and then Doncaster Council, Health and the Voluntary Sector. This data refers to cases held on the Early Help case management system and does not take into account agencies that do not use this system but may have taken on lead practitioner role. This is being explored further to see how cases that are not recorded on the system are captured. Early Help Coordinators and Early Help Pathway Leads continue to provide on-going high-level support and high challenge across the partnership to take on the lead practitioner role, ensuring an increase in the number of children and young people with open cases on the early help pathway.

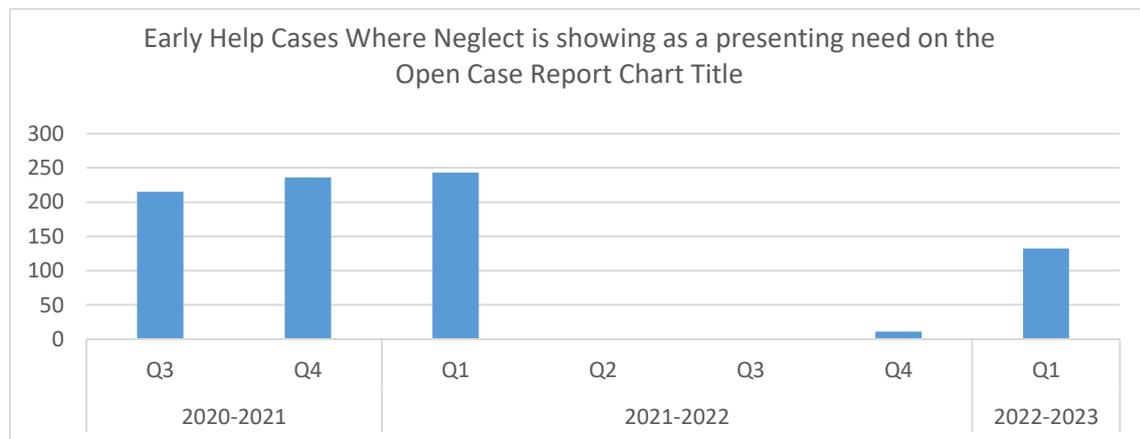
Organisations holding Lead Practitioners role



Early Help where neglect is a feature

Due to the implementation of a new case management system, data capture in relation to the number of cases open to Early Help where neglect is a feature by vulnerability was not possible for the majority of 2021/2022. Information on new cases and improved reporting is seen in Q1 2022-2023.

Table 4: Early Help Open Cases where Neglect is a feature by Vulnerability



Key Priorities and achievements

The partnership's aim is that more children and young people will be supported at the earliest possible stage by high quality services, which achieve positive outcomes and ensure that the right children and young people are seen at the right level by the most appropriate service.

- Over the last year, building on the work through the Improvement Board arrangements, the Council and partners continued to have a focus on accelerating the changes needed. This is to ensure that more children, young people and families receive the support they need within an early help setting. Primarily, this has been achieved through the four key areas. Firstly, there has been increased capacity that supported the system to fulfil the lead

practitioner roles, with 13 new Family Lead Practitioners that have worked with education and health settings as they coped with other pandemic pressures. Secondly, Multi-Agency Safeguarding Hub (MASH) arrangements have been refreshed. This has extended the partnership commitments and is working towards co-location. Thirdly, there have been improvements in quality shown through case audits. Lastly, new governance arrangements have been implemented for Early Help and the MASH, with both groups being chaired by senior leads and reporting into the Children's Safeguarding Partnership Board.

- The audit tool used across the partnership has been reviewed and has refocussed on quality and impact rather than process and function. Some parents could clearly see the impact of interventions. Learning from audits is used to enhance training and development of the early help pathway and early help workforce.
- A new case management system has been implemented with new Early Help Assessment, Review and Plans based on Signs of Safety (Well-being).
- The Early Help Training Offer has been developed further and enhanced. This now includes an accredited Level 3 Qualification to lead practitioners and Graded Care Profile 2 (neglect).
- The Early Help Strategy has been updated and sets out a clear vision, approach and practice principles that are aligned to the ambitions for strengths-based whole-family working. Priorities are split across four areas. These are characterised under the following themes: families, communities, leaders, and workforce. The priorities have one central goal, to deliver a vision for Early Help and provide families with the support they need. There is clarity about what services will be offered to make things tangible for residents. Firstly, this includes continuing to build on strengths, i.e., Family Hubs and the interoperability between Early Help and Social Care. Secondly, it builds on the learning from two key prototypes; the 1,001 days model and Your Families Local Solutions. Thirdly, there is a commitment to make essential improvements, embedding the new thresholds document and readdressing the number of Lead Practitioners across partner services.

Next steps and key priorities for 2022-23

Our priority for 2022 is to launch the revised Early Help Strategy and implement the the Action Plan for the Four Identified Priorities:

- **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

In addition, we will continue with the Stronger Families Transformation, embedding a universal Outcomes Framework, whilst increasing the number of Graded Care Profile 2's completed within Early Help.

Impact: The service constantly provides timely support to children, young people, and their families. It is clear that outcomes are improving through the use of the outcomes star with families.

The rate of children and young people receiving Early Help continued to have an upward trend. This is the highest rate for Early Help in the last two years and before the COVID pandemic.

From the 1st April 2021 to 31st March 2022 there had been 613 Final Family Stars completed. Of the 613 final Family Star, 483 evidenced an increased score between the initial and final star (78.8%), 32 decreased (5.2%) and 98 stayed the same (16.0%). The three highest areas of improvement were seen in Boundaries and Behaviours (1.51+ increase), Your Well-being (Parent/Carer) (1.34+ increase), Meeting emotional needs (CYP) (1.05 increase). The My Stars have only recently been collated across the partnership and therefore the numbers are lower. However, in this period, there were 20 Final ones and all My Stars demonstrated an improved score in all 8 areas. The highest were Friends (2.0+ increase), Confidence and Self-Esteem (2.0+ increase) and Feelings and Behaviours (1.6+ increase).

Vulnerability levels are also decreasing with more families showing greater resilience (56.2% to 61.1%). 85% of cases within the Parent and Family Support service that are closed can evidence a positive outcome.

In addition, a range of universal online Solihull Parenting Programmes are being used. In total, 306 parents have completed the pre- and post-measures. Of these, the average pre-course conflict score was 23. This is decreased to 20 post-course, evidencing a decrease in parent-child conflict, which supports both adult and children and young people's resilience and mental well-being.

Multi-agency Safeguarding Hub

What does the information tell us?

Doncaster continues to experience a high level of demand on social care services for children and young people. Contacts received by the Multi-Agency Safeguarding Hub have most recently decreased from the previous year but remain consistently higher than the number received in the same months in 2020.

Table 1: Multi-agency Safeguarding Hub contacts 2020/2021:

| 2020 / 2021 | January | February | March |
|---------------------------------|---------|----------|--------|
| 2020 | 2091 | 1955 | 2104 |
| 2021 | 1970 | 1982 | 2810 |
| Difference +/- on previous year | -121 | +27 | +706 |
| Difference % | -5.8% | +1.4% | +33.6% |

Table 2: Multi-agency Safeguarding Hub contacts 2021/2022:

| 2021 / 2022 | January | February | March |
|---------------------------------|---------|----------|--------|
| 2021 | 1970 | 1982 | 2810 |
| 2022 | 2490 | 2134 | 2439 |
| Difference +/- on previous year | +520 | +152 | -371 |
| Difference % | +26.4% | +7.7% | -13.2% |

There remains a high number of contacts received by MASH that result in no services provided by social care or early help. On average, this amounts to approximately 70% of contacts received.

To provide context to this, the following provides an example from the month of March 2022:

- 67% of contacts received in March were a request for a service. The other 33% include statutory information requests, information sharing and requests for advice only.
- Of the total number (100%), 10% progressed to an Early Help Assessment and 16% to a Child and Family Assessment.
- Of those requesting a service, 14% progressed to an Early Help Assessment and 19% to a Child and Family Assessment. Therefore 67% of those contacts received that requested a service, resulted in no intervention from early help or social care.

The timeliness of social care contacts completed in one working day and early help contacts completed in 3 working days continues to be a challenge. In the last 6 months up to the end of March 2022 only 36% of contacts were completed in timescale. The target is 90%. The case recording system (MOSAIC) continues to cause difficulties in functionality, speed and a lack of available performance information. Work to improve the system and data reports is ongoing.

Key priorities and achievements

Key members of the Multi-Agency Safeguarding Hub continue to work with their respective agencies on their understanding and application of threshold. The Doncaster Multi-Agency Threshold Document was reviewed and the revised document approved by the Partnership. Managers and practitioners from social care and Early Help commenced a programme of training on the updated document in May 2022 and this training is now part of a rolling schedule of training offered to all partners.

Next steps and key priorities for 2022-23

Work is being done to improve the referral routes, which will include the newly formed local solution groups. This will help manage the demand and improve timeliness of families receiving the right service at the right time.

Impact: Referrals made to early help has increased and the introduction of the local solutions groups is expected to further assist in managing the demand at the front door and offer intervention at the earliest stage and prevent escalation to social care.

Child Protection

What does the information tell us?

The total number of Initial Child Protection Conferences held during 2021-22 was 463 (an increase from 315 the previous year) with 88% of these being held within the statutory timeframe. The number of children made subject to a child protection plan was 698 (an increase from 594 children the previous year) during the course of the year.

As at 31st March 2022 there were 502 children subject to a protection plan. The profile for these children is detailed below;

Category of Abuse

| | |
|-----------------|-----|
| Neglect | 192 |
| Physical Abuse | 40 |
| Sexual Abuse | 3 |
| Emotional Abuse | 267 |

Age

| | |
|-------------|-----|
| Under 1 | 67 |
| 1 to 4 | 115 |
| 5 to 9 | 139 |
| 10 to 15 | 137 |
| 16 and over | 43 |

Of the 698 children made subject to a protection plan during the course of the year 6.3% had been subject to a protection plan within the previous two years.

Key priorities and achievements

Further strengthening of the current Local Authority Designated Officer function. This was recognised through external scrutiny via the Local Government Association peer review process and in the Ofsted ILACS inspection.

- Continued to strengthen our Multi-Agency Safeguarding Hub (MASH Front Door) which is fully co-located in a new premises. This includes Social Care, Early Help, Health, Child and Adolescent Mental Health Service and Education Welfare as well as Police and Probation.
- A significant focus has been on Supervision, we have implemented the 4x4x4 model and training has been delivered so this model can be fully embedded to support staff and drive outcomes for children
- A leadership charter, accountabilities agreement, revised governance and strategic planning approach which has been further developed to include a Learning Partnership
- Improved understanding of Neglect across the partnership and this continues to be a priority started work to redesign the Corporate Parenting Strategy which was co-designed and co-produced with children and young people, with joint approval by senior partnership leaders, including a new pledge written by and for children in care and care leavers.
- Strengthened our adolescent offer, with work on this incorporated into the development of the MASH.
- Undertaken work in our Leaving Care service to improve performance reporting and recording of contacts including face to face. We also have a strong focus on key issues such as Employment, Education and Training. We have increased capacity in the service and put in place an 18 plus Independent Reviewing Officer and Practice Development Social Worker for leaving care to drive practice improvement.
- Revised our quality assurance framework with greater focus on impact and quality. This has been supported through the introduction of an Audit Moderation Panel chaired by the Director of Children's Social Care.
- Worked with staff across all teams to recognise at an earlier stage those young people who cannot safely remain at home. We also revised and strengthened our approach to the Public Law Outline (PLO) process and, as a consequence, seen a significant increase in the number of children and young people supported through this. Despite the progress made, we know there is more work to be done identified through our partnership and organisational development plans:
- Started work to address the significant reduction in the number of children adopted.

Next steps and key priorities for 2022-23

Following the ILACS Inspection a Quality and Improvement Plan was co-produced with Managers, Leaders and stakeholders utilising a distributed leadership approach to ensure that the plan is owned at a Senior Leadership level throughout the partnership. It is informed by the recommendations of the ILACS and later SCCIF inspection of Fostering services, but also includes objectives relating to our own analysis of where services can improve. The plan clearly sets out the granular areas for improvement, which will allow Doncaster to return its services back to a consistently good standard by 31 August 2023, whilst at the same time embedding our learning organisation framework and ensuring its effectiveness. This in turn will support us to further develop services to ensure that we achieve our ambition of delivering outstanding services by 2025.

This plan is complimented by a set of high-level ambitions which identifies the strategic, structural and practice changes which will indicate when services are good or better. In addition, within the body of this plan, there are performance indicators which will provide a strategic assurance that the activity undertaken within this plan is having the desired impact. This will be complemented by a comprehensive quality assurance framework, including dip sampling and auditing to ensure that quality is also an intrinsic part of our improvement journey.

Key priorities in the plan include:

- The introduction of a consistent model (4x4x4) for supervision, alongside a redesign of supervision forms and processes
- Revisited our QA Framework and developed a Learning Organisation Framework to support the continued ethos of being a learning organisation, this outlines an increase in Dip Sample Activity which will be aligned with the improvement plan.
- Neglect for Doncaster continues to be a priority and we will be delivering training across the partnership in use of GCP2.

Alongside the development of our improvement plan we have developed and updated key strategy and supporting documents. Cumulatively these describe our expectations and the mechanisms in place to assure ourselves that the work we do improves outcomes for children and families. The plan is to launch these strategies in October 2022. The suite of strategies/other documents is comprised of

- An updated model of practice
- Revised practice standards
- An updated caseload policy

A joint decision was taken by the Council and Trust in February 2022, that the Trust would be reintegrated into the Council by September 2022. The Director of Children's Services became the CEO of the Trust in April 2022 to support the transition of services back under full Council control. A dedicated working group led

by the Trust Director of Corporate Services has been developed to oversee the transition. A significant number of staff engagement events and summits were undertaken by the Chief Executive of the Council, the Director of Children's Services and the Director of Children's Social Care to ensure that staff are fully sighted on the activity and implications of the reintegration. Services will transition back to the Council on 1st September 2022.

Despite the financial challenges encountered by all authorities, the Council has continued to invest in services for children and young people across the system from Early Help, through to Social Care.

In the latter part of 2021/22 we established a dedicated team to lead the work to improve our ability to use the MOSAIC system effectively.

There are two broad areas of activity led by the team:

- Addressing current issues
- Planning for transition to the new MOSAIC system

The new workflow and forms are planned to go live in April 2023. The approach taken to manage this transition will be designed to ensure the issues impacting on the initial transition to Mosaic are not repeated.

Impact: Work is ongoing to address the issues that have previously compromised our ability to produce reliable performance data but we are able to see some key issues in terms of local practice. Demand is high and there are some anomalies that need to be explored further so that we can understand the factors that impact on this. This is particularly true in relation to referrals from the Police as our position is inconsistent with other South Yorkshire authorities. Other areas which merit further exploration are;

- Children with multiple contacts
- Children who are the subject of multiple S 47 enquiries
- The reduction in children in need figures

Despite what appears to be a high level of continued demand we are seeing evidence of impact in addressing some key issues. Re-referral rates have improved and this appears to be a sustained position. The number of children subject to a protection plan is on a downward trajectory and again this appears to be a sustained position. Although the downward trajectory of children in care is less marked this needs to be set in a context of the increased impact of UASC on the overall cohort. We still have too many social workers with caseloads that are higher than our target and Team Managers overseeing higher numbers of cases than we aim for. The position does also however appear to be improving.

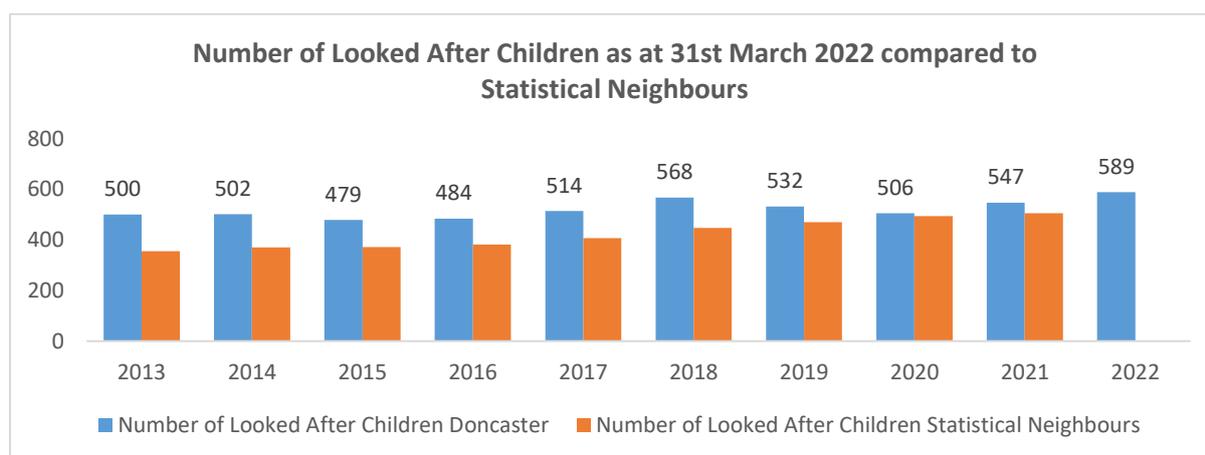
Children in Care

What does the information tell us?

There was an increase in the number of children in care. At 31st March 2022, there were 589 children in the care of Doncaster Children's Services, at a rate of 88 per 10,000 children.

The increase in the number of children in care is a national issue. Figures published by the Department for Education during this review period highlighted that the number of children in care was at the highest level recorded.

Graph 6: Number of children who looked after



The total number of children who ceased to be looked after between 1st April 2021 and 31st March 2022 was 173. This is less than the previous year when 215 children left care during the same period.

The majority of children that left the care of Doncaster Children's Services Trust did so because they returned to the care of a parent or were being cared for by a member of their wider family.

Identifying suitable placements for children was particularly challenging as a consequence of both the impact of the pandemic on children's residential care sector and the wider availability of suitable placements. Intelligence at both a regional and national level indicated that this was a wider challenge. Sourcing a placement for the most vulnerable children became increasingly difficult and in some cases, placements were not available at the point they were needed. This results in placement delay and places incredible pressure on services to find suitable placements, in particular for those children who require specialist placements. The Future Placements Strategy has identified a number of properties and is progressing to opening more internal residential provision.

Key priorities and achievements

DCST moved to a new electronic recording system in August 2021 called MOSAIC. This system has embedded SOS (Signs of Safety) in the documentation. There have been some issues with the ability to extract reporting information from this system which has impacted on the ability to track compliance. A key priority for 2022 is to

ensure that data reporting is working for the Children in Care service in order to demonstrate impact across the organisation for children and families.

Covid 19 had an impact on the way Looked after Child statutory reviews were held during 2020/2021 which continued into 2022. The positive impact has been the improvement of attendance for some parents, children and professionals, attributed to the lack of travel. Independent Reviewing Officers have also had more communication with children and families using the hybrid model of Microsoft Teams for reviews. Some children have been seen, however this has been assessed on need and in line with their wishes and feelings. It is intended to increase the number of face to face reviews during 2022/ 2023.

We have seen a significant increase in unaccompanied asylum seeking children (UASC), as Doncaster signed up fully to be part of the National Transfer Scheme and has engaged fully regionally with allocation of young people. As a result of this, we have recruited to a UASC social worker and personal advisor post, and are considering how to further develop this area if the current level of demand continues.

There has been a dip in performance around dental checks and health assessments and these are impacted on due to Covid, as access to health services was interrupted. This will continue to be a priority for the coming year.

Throughout this challenging time of Covid pandemic, Children's Services have continued to ensure children are safe, ensure their needs are met and ensure safeguarding procedures are adhered to. We have continued to ensure the needs of children in care and care leavers are met and we are extremely proud of our entire workforce.

Next steps and key priorities for 2022-23

- To ensure children have access to stable placements in the borough (increase our in house residential and fostering provision). This will be delivered through the ongoing implementation of our Future Placements Strategy.
- To improve permanence and service delivery which in turn will see a better service provided to our children and young people. These will be delivered through the implementation of our improvement plan.
- To ensure that children and young people are receive services and support were require in respect of their physical and mental health.
- To support children and young people to achieve in education.
- To ensure that we work with participation groups and advocacy service so that children and young people have influence and oversight of the work that we do.

Implementation of the revised placement with parent policy and procedure to further strengthen this area and ensure reunification remains a priority when safe to do so. Furthermore, the alignment of preventative services such as Edge of Care and Family Group Conferencing to focus on renunciation and prevention.

CAFCASS Pilot with the App “How it looks to me” continues and has been ongoing since July 2020. This will be made available to the whole workforce during 2022

Personal Education Plan’s (PEP) need to be completed in a timely manner. PEP training will be re- rolled out by Virtual College from September 2022 to ensure PEP’s are child centred, aspirational and inspiring to improve outcomes for children in care, ensuring they have good career prospects with qualifications that enable them to achieve their maximum potential

Life story work is critically important in ensuring that children in care are supported to make sense of their circumstances and understand their family, and care history. External training is to be delivered to the Children in Care service, in order to drive forward the completion of high quality life story work.

Improvement in the timeliness of initial health assessment requests and ensuring those children who are placed out of authority have the same access to a health assessment with support of their social worker especially during initial health assessments.

We need to ensure that data reporting is working for the Children in Care service to show impact across the organisation for children and families.

We are ambitious for our children, but this time next year we want to be even more ambitious. The Trust will join back together with the Council. This will assist in improving the standard and service that our children and young people receive.

Impact: The role of ‘corporate parent’ has been a collective responsibility of the Council, the Trust and wider partners. Many of our children in care and our care leavers will have faced difficulties, suffered harm and likely to have suffered Adverse Childhood Experiences in their early years that will place them amongst the most disadvantaged in our society if we do not provide the care, stability and support needed to help them achieve their ambitions.

At the beginning of 2022, we continued to see challenges linked to the Covid pandemic. As time has passed, we are seeing a return to business as usual. Throughout this challenging time, Children’s Services continued to ensure children were safe, ensure their needs were met and ensure safeguarding procedures were adhered to. We have continued to ensure the needs of children in care and care leavers are met and we are extremely proud of our entire workforce.

Care leavers

What does the information tell us?

There were **256** care leavers open to Doncaster Children's Services Trust, during the periods between 1st April 2021 and 31st March 2022. This is broken down between the DfE cohort, those aged 16 to 21 who have left care, and the non-DfE cohort those who are age 22 to 25 and are still open to the service.

Number of care leavers in each cohort:

| Cohort | Number |
|--|---------------|
| DfE | 224 |
| Non DfE | 32 |
| DfE :In touch rates | 85% |
| Non DfE: In touch rates | 95% |
| DfE: In EET | 63% |
| DfE: NEET | 37% |
| Non DfE: In EET | 56% |
| Non DfE: In NEET | 44% |
| DfE: In Suitable accommodation | 93% |
| None DfE: In Suitable accommodation | 96% |
| DfE: Pathway plans reviewed in timescale | 80% |
| None DfE: Pathway plans reviewed in timescale | 81% |
| Total number of young people who are staying put with former foster carers | 28 |

Doncaster Children's Services Trust, is committed to providing the best possible service for young people in Doncaster who are leaving care. To do this, we aim to have a team of Personal Advisers with the skills and expertise to meet the diverse needs of the children and young people we work with.

The Inspiring Futures Team (IFT) is responsible for providing statutory leaving care services to care experienced young people aged between 16 and 25 years old. The team is comprised of 2 Team Managers, 1 Advanced Practitioner, 1 Social Worker, 16 Personal Advisers, 1 Independent Reviewing Officer and 2 Education Personal Advisor. The leaving care service is also supported by the Housing and Independent Service.

Context:

The current model is a 17 plus model in which young people are allocated a Personal Advisor at the age of 17. A young person can be allocated a Personal Advisor at 16 if they meet the criteria and have been discharged from care after their 16th birthday.

Caseloads within the team, particularly for the Personal Advisors were slightly higher than the Trust average. Personal Advisors are carrying an average caseload of 28. These capacity challenges have been roughly static over the past 18 months. This has been due to several factors such as, the Covid 19 pandemic, the restructure of the service, high caseloads and the employment of new staff during lockdown.

Key priorities and achievements

The Service has grown and improved during the said period. We have added an Advanced Practitioner, a Social Worker and an Independent Reviewing officer to the team. The implementation of these posts have added knowledge, experience and additional oversight to the service.

We have implemented “Stop the clock days” across the service area to deliver bespoke training, within Children In Care and Achieving Permanence Service, covering areas that require improvement and to ensure consistency of practice. We have worked with the center for excellence on developing exemplars of good practice for all forms to further ensure consistency within the service.

The addition of the EET post, funded by the Virtual School, alongside the Implementation of our EET Panel, Case Conferencing panel with DWP and our Support and Planning panel, has improved the delivery of services. This has provided management oversight and grip over the service we provide and has improved our EET rate by 10%.

The Local Offer website was published in October 2021. This was co-produced by the Children In Care Council, the Young Advisors and the Leaving Care Service. During the Ofsted inspection in February 2022, it was considered to be excellent and young people that were interviewed by inspectors were able to articulate it.

The Key to Your Future Project is now working with 8 young people who have all completed the 10 week key to my wellbeing programme. Between them they have amassed 38 AQA unit award certifications. 4 have been able to maintain their tenancies, 2 have been supported to reunite with family members to live, and 2 are just about to move in to their new project home.

Strong links have been established with St. Leger Homes. We now have regular meetings to discuss our young people’s housing needs, re-ignited the direct match scheme which 6 young people have benefitted from.

Next steps and key priorities for 2022-23

Review local offer

The Local Offer is to be reviewed to ensure that partner agencies are fully represented within. This would strengthen the offer and services provided to our care leavers.

Improve EET offer

Continue to deliver a high quality Careers Information Advice and Guidance Service to our young people with a second PA remaining in place and additional support from the ESF Ambition project as this allows the team further capacity on caseloads and pursue an even higher EET figure.

Continue to work and develop links between the Virtual School to ensure all young people have access to meaningful and sustainable Post 16 opportunities, which will be reflected in the Post 18 leaving care EET figures.

Develop Key to My Employment certification scheme as well as training for young people and key workers on going to University.

Improve Housing offer

To make the Key to My Future Independence programme an online format so more young people can participate and to ensure we have oversight of all their achievements. We can look at aligning their work easier to the AQA unit award scheme (this will initially be in the Project for the AQA's due to time needed to moderate and upload all their work for certification).

The acquisition of Askern Court a building which will have 5 self-contained flats as part of the Key to Your Future Project. We will be implementing the Key to Your Wellbeing programme as well as the independence programme to help create a sense of wellbeing and achievement for our young people.

Impact: The addition of the Advanced Practitioner, a Social Worker and an Independent Reviewing officer to the team, improved the quality of work and service delivery and provided consistency to the service our care leavers receive.

The publication of the Local Offer has provided care leavers with accessible information and to what the rights and entitlements are.

The EET post, funded by the Virtual School, and the panels which are now embedded into our practice, has meant that the education offer to our care leavers is good. As a result of this work our EET rate has improved significantly over the last year.

The housing offer and the work our Housing and independent Service has undertaken has meant care leavers and those leaving care have more choices in regards to accommodation. It has also resulted in significant savings.