

REGISTERED NUMBER: 08805834 (England and Wales)

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED**

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

Smith Craven 
Chartered Accountants

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

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FOR THE YEAR ENDED 31 MARCH 2017**

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**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED**

**COMPANY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2017**

DIRECTORS:	C S Hilton P Moffat S Thornton A J Hunter R J Yaqoob M A MacFarlane S Hackett R Suckling J Pederson – appointed 1 st April 2016 D Box – appointed 14 th December 2016 B Brown – appointed 22 nd March 2017 A M Rankin – appointed 22 nd March 2017 K Gillatt – resigned 9 th April 2016 R Tweed – resigned 30 th June 2016 G Flynn – resigned 8 th July 2016 A M Rankin – resigned 24 th April 2017
REGISTERED OFFICE:	The Blue Building 38-40 High Street Doncaster South Yorkshire DN1 1DE
REGISTERED NUMBER:	08805834 (England and Wales)
SENIOR STATUTORY AUDITOR:	Kelvin Fitton, BA FCA
INDEPENDENT AUDITORS:	Smith Craven Chartered Accountants Statutory Auditors Sidings House Sidings Court Lakeside Doncaster South Yorkshire DN4 5NU
BANKERS:	Lloyds Bank plc PO Box 85 14 Church Street Sheffield South Yorkshire S1 1HR

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

The directors present their strategic report for the year ended 31 March 2017.

Who We Are

Doncaster Children's Services Trust Limited focus is to improve services for children and young people, innovative practice, and strengthen partnership working across Team Doncaster.

The Trust is an independent company limited by guarantee with a Board of 11 Directors. The Secretary of State's direction requires the Trust to assume operational control of prescribed social care and youth offending services from 30th September 2014 for a period of up to ten years. The Council retains its statutory duties and responsibilities, but manages the arrangement through a contract with the Trust.

Over the past twelve months, our children's homes have been inspected nine times with all now judged to be Good. The Trust has also received three monitoring visits from Ofsted to measure our progress since our last full inspection. OFSTED reported following a detailed monitoring visit that there has been significant and continuing progress with regard to services for children and young people since the single inspection and thorough actions have taken place in response to recommendations which have had a positive impact. A key element of the progress has been the development of a stable, well supported and permanent workforce and the fact that the voices and views of children come through strongly and clearly in the planning and work undertaken.

These visits and inspections are all encouraging signs of the Trust's progress over the past year and give us confidence in anticipation of our next inspection, due by the end of 2017.

What We Do

We provide services that can be described as support and social services for children except education and learning which includes schools. The Trust took responsibility for Children with Disabilities (CwD) during the year. CwD is a children's social care team that provides services to severely disabled children (learning and physical disabilities) and children who are substantially or permanently affected by illness, injury or congenital condition. The team also provides a service to disabled children who are unable to remain in their own homes and who come into the care of the Trust.

The Trust works closely with Team Doncaster the strategic partnership which brings together commissioning and delivery partners across the Borough. The focus of this is to maximise the opportunities to work effectively for the benefit of children's welfare.

The sector for children's social care and youth offending services covers:

Early help	Provides targeted help and support to children and families in Doncaster at the earliest stage, so that concerns do not escalate to an extent where they require higher-level and more specialist support. Early Help brings together services that strengthen families, engage young people into positive activities, develop emotional health and wellbeing, and prevent youth crime and anti-social behaviour.
Social care	Specialist social care services provide support to children, young people and families in need of help and protection. Our services include statutory assessment and care planning for children at risk of significant harm. Our teams are based across the borough.
Children's homes	Our children's homes provide care for children and young people on a short-term and long-term basis.

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Parenting and Family Support	Parenting and Family Support works with families to help them to keep their children and young people safe, healthy enough to thrive and achieve their potential in education, training and employment. We work with children and young people from birth to 19 and their families. We offer a responsive service including one-to-one support to families, evidenced based programmes that support parents and co-ordinated multi agency interventions. The team also works alongside social care to bring children of all ages home to family members in a safe and planned way.
Youth Offending Services	Children and young people offend for a variety of reasons - social and family problems, peer group pressures, social exclusion, truancy and drug problems. To help young people stop re-offending they need the input of staff with a variety of knowledge and skills to help them to make the right life choices. Our Youth Offending Service (YOS) brings together staff from a variety of professional backgrounds including social workers, police officers, probation officers, health advisors, education officers/careers advisers, drugs workers, and accommodation officers.
Care Leaving Services	We want every young person who has been looked after in the care system to be successful and to know that they have someone on their side who can support them up to the age 21. This can extend to the age of 25 if they want to pursue education, training or employment. Our service provides each young person with a personal advisor to help and support them, and offers a wide range of support and information to help them make positive choices
Fostering and Adoption	Our fostering and adoption services are registered as independent voluntary agencies.
Corporate support services	Corporate support services including Finance and Business Planning, Performance, Organisational Development, Human Resources, Legal, Executive Office, Business Support and Communications; they all play a role in improving the effectiveness, efficiency and productivity of our services.

We work with our local partners, including Team Doncaster to do the best possible for children, young people and families who need support in their daily lives. We also work with our local partners in health, police and other services in Doncaster.

The Trust continues to provide services to children in need of help and protection across Doncaster, as well as family support as part of the Borough's Early Help Strategy. There are approximately 65,000 children living in Doncaster, of which there are (as at 31st March 2017):

	2017	2016
Number of Children in Need	1,606	1,493
Number of Children in Care	511	496
Number of Children with a Child Protection Plan	430	401
Number of Children Adopted in the year	37	42
Number of Children with Trust Foster Carers	182	145
Number of Children with Independent Foster Carers	183	174
Number of children in Out of Area placements	34	37
Number of Children in Our Homes	10	12
Number of Referrals within the Year	5,112	5,250
Number of Assessments within the Year	4,625	4,049
Care Leavers we continue to look after	233	242
Children supported by our Parenting and Family Support Service	897	714
Contacts received	26,000	20,191

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FOR THE YEAR ENDED 31 MARCH 2017**

Early Help pathways initiated		Not available - transfer to Trust was midway
Safeguarding (S47) enquiries with Police initiated	3,669	through year
	1,213	1334

PRINCIPAL RISKS AND UNCERTAINTIES

The Trust recognises that identifying and managing the risks we face is a critical element in achieving our wider vision and effective risk management is therefore an essential part of business.

Our approach deals with risks not problems or issues by separating out our risks into their sources, events and their effects. This way we can focus on sources and not just on managing effects and consequences, which is crisis management and not risk management. It is also a method of minimising loss and maximising opportunity.

Risk management is a continuous process which, if embedded and used to its full potential, will influence behaviour and develop a culture within which risks are recognised and addressed.

All high level risks are reviewed by the Audit, Risk and Assurance Committee, with the highest referred to the Trust Board. The Audit, Risk and Assurance Committee is also responsible for ensuring that effective controls are in place challenge and provide assurance that management are operating within the Trust's risk framework.

The Board of Directors has responsibility for ensuring that the Trust's appetite for risk is appropriate and acceptable. We believe our key risks are:

- Avoidable harm to children and young people.
- Progress made against our planned improvements and performance indicators.
- The ability to attract and retain high quality staff.
- The ability to reduce overheads and provide good infrastructure to our front line services.
- The financial sustainability of the Trust reflecting the contractual arrangements with Doncaster Metropolitan Borough Council and economic pressures.

PERFORMANCE MEASUREMENT

The performance of the Trust has shown significant improvement or stability across the majority of contract measures. The majority of measures for the year were within tolerance or at/above target, and trends are largely positive. The Trust is confident in its ability to meet the contract measures and is taking appropriate action to address performance that current lie outside tolerance.

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**STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

OPERATIONAL

Over the past 12 months, the Trust has supplied data and narrative to the Council on the current 18 Key Performance Indicators (KPI) and 39 operational measures each month as part of the contract arrangements. The majority of the measures are designed to cover each stage of the social care pathway, with additional indicators providing assurance over staff and financial management.

Effective contract governance arrangements have been established through Monthly Challenge and Quarterly Review meetings with the Council. These meetings have provided the means for the Council and Trust to discuss performance trends provide challenge and consider the longer term demand on services delivered through the Contract. Monthly performance meetings are used to discuss performance by exception and to provide assurance that measures are in place to address any performance that lies outside contract tolerance.

Notable areas of improvement include:

- An improvement in the rate of cases rated through audit as "good" or "outstanding";
- Improved tracking of case work leading to more timely visits, assessments and plans.
- A reduction in the time taken to complete care proceedings for children entering care.
- Improved long term and short term stability for children in care
- More care leavers in suitable accommodation, and in education, employment or training ("EET")

Caseloads for our staff are now reported in detail weekly and monthly reports. Average caseload is 17; maximum caseload has also fallen, as has the number of workers with high caseloads (25 or higher). Staff stability has improved, with a reduction in reliance on agency staff covering permanent posts, and associated turnover rates. Sickness rates have also fallen. A recent survey of staff reported back that 93% reported they knew what was expected of them, 98% felt they made a difference to the children and young people they work with, and 92% reported that they were satisfied with the Trust as an employer.

An intensive and thorough audit activity takes place each month, using a combination of random sampling and thematic "deep dives." Audit consistency is improving through staff training and external moderation. Feedback mechanisms ensure that learning from audit is quickly disseminated throughout the workforce. This is leading to an increase in cases rated as "good" or "outstanding."

The Trust's performance and quality frameworks continue to mature, to reflect our improvement journey and ambitions. Performance is now benchmarked against those organisations rated as "good" or "outstanding," with most indicators performing comparably against this comparator group. Managers and Leaders are becoming more self-sufficient in meeting their own business intelligence needs.

The Trust continues to gain a better understanding of its financial performance and has used this knowledge to successfully re-negotiate the contract price with Doncaster Metropolitan Borough Council to reflect the actual costs of delivering children's services. Delivery within budget for high cost complex placements, remain a challenge and an area of focus for the Trust.

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HUMAN RESOURCES & ORGANISATION DESIGN

The Trust uses a locality based model for operational services, which brings our services closer to the communities we serve.

The Trust's recruitment strategy is focused on permanent appointment to management and Social Worker posts and retention. Indicators of success are:

- We have achieved a stable and permanent senior leadership team and increased stability in the Team Manager cohort;
- Recruitment of 42 Social Workers including 14 agency Social Workers who have taken permanent contracts with the Trust;
- 42 out of 52 teams have a permanent workforce;
- Agency Social Workers reduced from 57 at its highest to 34/35 at the end of the year; and
- Turnover has reduced from 1.27% to 0.94% in the year.

Consistency in management approach is delivered through the Trust's Managers Licence which is delivered internally, and aims to give managers an understanding of what is expected of them when conducting e.g. HR, Finance, and Performance responsibilities.

During the year 33 managers have successfully completed the training course.

Staff are honoured and recognised for doing a job well done and for those who attained 100% attendance. Our STAR Awards this year had 101 nominations entrants, 41 shortlisted for 15 Awards with a celebration event held again at Doncaster College with the catering provided by the students. The Chief Executive Recognition Scheme awarded 94 people for 100% attendance during the year and 87 people for 100% for the period 1/10/2014 to 30/09/2016.

Equality and diversity

The Trust continues to take the role and responsibility seriously in respect of equalities and diversity. It is everybody's duty to uphold and promote equalities and diversity. We also believe that we should use our wider influence as a local partner to secure outcomes for some of the most vulnerable and disadvantaged in our community.

The Trust promotes Equality and Diversity and the makeup of the Trust staffing at the end of March 2017 was:

	Year ended March 2017			Year Ended March 2016		
	Female	Male	Total	Female	Male	Total
Trust Board	5	6	11	4	7	11
Senior Leadership Team	8	5	13	5	8	13
Others	479	92	571	420	85	505
Total Trust Staff	487	97	584	425	93	518
Total Headcount	492	103	595	429	100	529

The Trust employed on average full time equivalent (FTE) 500 staff in 2016/17.

The Trust is an equal opportunity employer which means we:

- Give full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities. The Trust has gained the two ticks positive about disability standard which ensures all disabled candidates who meet the person specification are invited to attend our selection events for recruitment purposes;
- Ensure the continuing the employment of, and arrange appropriate training for, employees of the Trust who have become disabled persons during the period when they were employed by the Trust; and
- Provide training, career development and promotion of disabled persons employed by the Trust.

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Ethnic Category	Headcount as at 31 March 2017	Headcount as at 31 March 2016
Asian or Asian British	3	6
Black or Black British	6	5
Multiple Heritage	7	6
Other Ethnic Group	3	1
Unknown	144	136
White	421	364
Grand Total	584	518

The ethnic origin of the Children in Care Cohort is provided below:

Ethnic Category	March 2017 Number	March 2016 Number
Asian or Asian British	6	5
Black of Black British	2	3
Mixed	30	21
Other Ethnic groups	9	3
White	460	461
Not recorded	5	3

Employee involvement

During the year we have continued action to ensure that employees are :

- provided systematically with information on matters of concern to them as an employee through regular communication
- consulted along with their trade union representatives on decisions which are likely to affect their interests
- communicated with regard to the performance of the Trust

The Employee Engagement Forum is engaged in matters concerning the Trust, and provides input to the internal communication and participation.

Sickness absence data

The Trust maintains records of sickness absence, during the year 6,530 days were lost due to sick absence, which is the same as 25.6 Full Time Equivalent (FTE) staff. This compares to 7,030 days lost due to sickness in the previous year.

Values

Our three core values underpin our expectation of our staff, who are the heart of our business. We will:

- Make a difference - strive to provide best practice, ensuring the child's voice is at the heart of everything we do;
- Be respectful - treat everyone as equal, be reliable, fair and honest; and
- Be excellent - be child focussed and take time to listen.

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**STRATEGIC REPORT
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OBJECTIVES & PRIORITIES

Our business plan for 2016-19 sets out our ambition to become "Outstanding" by 2019. The business plan will be reviewed during the summer 2017.

The current plan explains how we operate as business, and it provides our commissioners, employees and partners with a clear definition of the services and improvements that we will deliver and how they will be monitored and evaluated.

It explains how we will grow and develop so we can achieve our mission by helping Doncaster children to have safe, happy and successful lives.

Our objectives mean we will:

- Identify the needs and risks to children, young people and families. We do this so we can help those who need our services to stay safe and improve their opportunities in life.
- Keep on improving the quality of our work.
- Ensure our staff have the skills they need and do the things which make a real difference.
- Work closely with partners so we can all provide the best possible service.
- Ensure our organisation works and everyone who works in it is working well. This includes our board of directors, our managers and all of our staff.

**STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

ONGOING DEVELOPMENTS & FUTURE STRATEGY

Innovation

The Trust has brought together four projects which have researched new and better ways of delivering social care services to children and families. Each project was launched with support from the Department for Education's Innovation Fund. The projects within the Innovation Programme have contributed significantly to the Trust's improvement journey, receiving positive appraisal in inspection and peer review activity. Each of the approaches meet the Trust's ambitions for a new Practice Framework which focuses on 'right first time' relationship-based effective interventions which have a strong evidence base and demonstrate good value for money. Case audit work shows improved quality of practice where the innovation project approaches are deployed and each of the projects has achieved proof of concept in terms of impact for children, young people and families. The focus now is on mainstreaming and sustainability.

The projects are:

Growing Futures

Growing futures has been a highly successful programme which has developed new practice and widespread learning in the field of domestic abuse. The programme has developed a new cadre of practitioners - the Domestic Abuse Navigators (DANs) who have worked intensively with families where children live in households where domestic abuse occurs. The DANs have also provided consultancy and co-working to a broad range of practitioners across the partnership. The programme has driven a new partnership-wide domestic abuse strategy which includes a new whole family working model, support to schools, a workforce development strategy, new practice in working with perpetrators and new therapeutic approaches to working with children.

Mockingbird Family Model

A new approach to foster care which is based on a well evidenced model from the USA. This creates 'constellations' of foster carers supported by a central 'hub carer'. The constellations provide a fostering 'extended family' for children in foster care and have provided good outcomes both in terms of placement stability and the retention of foster carers. DfE Wave 2 Innovation funding has been secured for two further constellations to be developed, and the Trust's ambition is to move all of our fostering provision into constellations over the next three years.

"Pause - supporting women who have multiple children removed from their care helping them to build resilience and develop new skills and responses. One successful cohort has been delivered which achieved positive health, education and employment outcomes for the women involved. A further cohort to work with very young women will commence later this year.

South Yorkshire Empower and Protect (SYEP)

Has tested a new model of working with children and young people who experience or are vulnerable to Child Sexual Exploitation (CSE). The project was funded for one year initially from Wave 1 funding though some carry over into year two was agreed by DfE. South Yorkshire partners agreed to commit additional funding to continue the trial over a full second year. During its period of activity, SYEP supported four Doncaster children in care and eight on the 'at home' element of the project. Four specialist foster carers were approved in Doncaster and a further 22 have been trained in therapeutic techniques and psychological understanding. 26 social workers were trained in therapeutic techniques and a further 40 Doncaster professionals received further training in CSE. The approach will now be mainstreamed across South Yorkshire from April 2017. Recruiting and training specialist foster carers to support victims of child sexual exploitation.

Although the Department for Education funding for three of the projects has now ceased, the Trust is currently in discussions with Doncaster Metropolitan Borough Council with regard to additional funding to mainstream these projects.

The Trust is leading two further innovation bids. A joint bid with Barnsley, Doncaster, Rotherham and East Riding Councils has been submitted into Wave 3 of the DfE Innovation funding programme under the theme of targeted support. It proposes a new approach to tackling persistent neglect, using a graded care profiling approach to identify neglect and a Multi-Systemic Therapy (Child Abuse and Neglect) (MST-CAN) model to deliver intensive interventions to families.

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The Targeted Youth Support Service has submitted a bid to the Home Office for funding to tackle Organised Crime Group activity in specific geographical areas in Doncaster. If successful this will attract £100k of funding for the 2017/18 year.

Sub-regional Teaching Partnership

The Trust is also a partner in and chairs the sub-regional teaching partnership. The South Yorkshire Teaching Partnership (SYTP) is a collaboration between the University of Sheffield, Sheffield City Council, Barnsley Metropolitan Borough Council, Rotherham Metropolitan Borough Council and Doncaster Children's Services Trust. Lincolnshire joined the SYTP on 1 April 2017 and Sheffield Hallam University is due to join on 1 April 2018.

SYTP is being supported by the Department for Education and the Department of Health to test and refine new and innovative approaches to delivering high quality training for social work students and qualified practitioners. Working together, the teaching partnership is delivering high quality training for social work students and qualified social workers in order to help them to develop the skills they need to work effectively in front line statutory services.

Nationally, the SYTP is one of four early adopter teaching partnerships and the model has made significant progress in its first full year (2016/17) and has played a significant role in advising the DfE in its roll out of the model on a national basis. Locally, the teaching partnership has re-energised focus on training for social work students and qualified practitioners. It has become employer-led and responsive to the needs of the statutory sector and contributed to the recruitment and retention of social workers at the Trust.

Regional Adoption Agency

We are also looking to host the development of a regional adoption agency alongside Barnsley, Rotherham and Sheffield. The aim of the partnership is to establish a single sub-regional adoption agency which will better target the recruitment of prospective adopters and speed up the matching and placement of children for adoption. The regionalisation of Adoption Agencies is intended to improve the timeliness for children with a plan of adoption and those adults wishing to become adoptive carers. Adoption performance reports indicate that between the 1st April 2014 to 31st December 2014, 20 local authorities recruited less than 10 adoptive families and 58 local authorities less than 20.

A collaborative approach to recruitment and matching will maximise opportunities and resource.

Future Strategy

As part of the future strategy the Trust will continue to work closely with partners across Team Doncaster, and in particular provide thought leadership in respect of the Trust's vision for delivering its part of the emerging Doncaster Place Plan.

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**STRATEGIC REPORT
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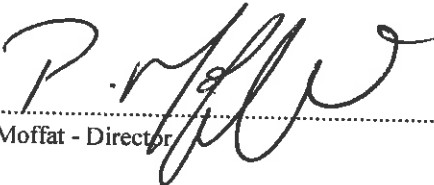
STATEMENT OF INTERNAL CONTROL

The Trust Board has ultimate responsibility to ensure that there are systems of control in place that are appropriate to give reasonable assurance with respect to financial information, accounting records and the risk management framework.

The Trust uses internal auditors to advise on operational control matters. These include: policies and procedures regarding key systems and controls - financial systems, compliance & IT, operational and risk & governance. We ensure our staff are suitably qualified and have appropriate experience. Our contract management procedures with Doncaster Metropolitan Borough Council also challenges our performance and requires them to formally submit a report for consideration by the Secretary of State for Education.

Our Corporate Governance Framework sets out the matters that are reserved for Board and Members of the Trust explicitly or implied through our Articles of Association. The framework also contains the Scheme of Delegation which defines delegated powers to specific staff and all parts of the Trust which relate to: Board, Finance, Procurement & Contracts, Property, Human Resources and Operational Services. A stewardship certificate is also completed by management which further underlines the internal control responsibilities and processes across the Trust.

ON BEHALF OF THE BOARD:


.....
P Moffat - Director

Date: 14/9/17

**DONCASTER CHILDREN'S SERVICES TRUST
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**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 MARCH 2017**

The directors present their report with the financial statements of the company for the year ended 31 March 2017.

The Trust is a not for profit company, limited by guarantee and does not have a share capital.

DIVIDENDS

In view of the Trust's status as a company limited by guarantee, not having a share capital, no dividends will be payable.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 April 2016 to the date of this report.

C S Hilton
P Moffat
S Thornton
A J Hunter
R J Yaqoob
M A MacFarlane
S Hackett
R Suckling

Other changes in directors holding office are as follows:

K I Gillatt - resigned 9 April 2016
R E Tweed - resigned 30 June 2016
V L Flynn - resigned 8 July 2016
J Pederson - appointed 1 April 2016
D Box - appointed 14 December 2016
B Brown - appointed 22 March 2017
A M Rankin - appointed 22 March 2017

DIRECTORS INTERESTS

The Directors are required to disclose any business interests that may conflict with their responsibilities as officers of the Trust. No director has declared any business interest in the period that may conflict with their duties during the period or since the period end.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 MARCH 2017**

STATEMENT OF DIRECTORS' RESPONSIBILITIES - continued

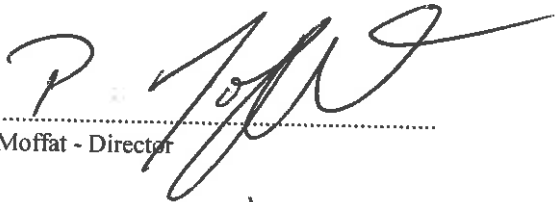
The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The audit work for the 2015/16 accounts cost £8,900 and the auditors did not receive any remuneration for non-audit work.

ON BEHALF OF THE BOARD:


.....
P Moffat - Director

Date: 14/9/17

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

We have audited the financial statements of Doncaster Children's Services Trust Limited for the year ended 31 March 2017 on pages sixteen to twenty eight. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities set out on pages twelve and thirteen, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Directors to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements, and has been prepared in accordance with applicable legal requirements. In the light of the knowledge and understanding of the company and its environment, we have not identified any material misstatements in the Strategic Report or the Report of the Directors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Kelvin Fitton, BA FCA (Senior Statutory Auditor)

for and on behalf of Smith Craven

Chartered Accountants

Statutory Auditors

Sidings House

Sidings Court

Lakeside

Doncaster

South Yorkshire

DN4 5NU

Date: 14/9/17

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	2017 £	2016 £
TURNOVER	5	54,510,405	50,940,556
Administrative expenses		<u>55,050,027</u>	<u>51,306,925</u>
		(539,622)	(366,369)
Other operating income		<u>562,507</u>	<u>367,116</u>
OPERATING SURPLUS and SURPLUS BEFORE TAXATION	8	22,885	747
Tax on surplus	9	<u>-</u>	<u>-</u>
SURPLUS FOR THE FINANCIAL YEAR		22,885	747
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u><u>22,885</u></u>	<u><u>747</u></u>


The notes form part of these financial statements

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**STATEMENT OF FINANCIAL POSITION
31 MARCH 2017**

	Notes	2017 £	2016 £
CURRENT ASSETS			
Debtors	10	3,168,857	4,995,404
Cash at bank and in hand		<u>6,890,377</u>	<u>2,717,033</u>
		10,059,234	7,712,437
CREDITORS			
Amounts falling due within one year	11	<u>9,986,532</u>	<u>7,662,620</u>
NET CURRENT ASSETS			
		<u>72,702</u>	<u>49,817</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>72,702</u>	<u>49,817</u>
RESERVES			
Income and expenditure account	12	<u>72,702</u>	<u>49,817</u>
		<u>72,702</u>	<u>49,817</u>

The financial statements were approved by the Board of Directors on 14/9/2017 and were signed on its behalf by:


.....
P Moffat - Director


.....
C S Hilton - Director

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2017**

	Retained earnings £	Total equity £
Balance at 1 April 2015	49,070	49,070
Changes in equity		
Total comprehensive income	<u>747</u>	<u>747</u>
Balance at 31 March 2016	<u>49,817</u>	<u>49,817</u>
Changes in equity		
Total comprehensive income	<u>22,885</u>	<u>22,885</u>
Balance at 31 March 2017	<u><u>72,702</u></u>	<u><u>72,702</u></u>

The notes form part of these financial statements

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	2017 £	2016 £
Cash flows from operating activities			
Cash generated from operations	1	<u>4,173,344</u>	<u>(7,106,007)</u>
Net cash from operating activities		<u>4,173,344</u>	<u>(7,106,007)</u>
Increase/(decrease) in cash and cash equivalents		4,173,344	(7,106,007)
Cash and cash equivalents at beginning of year	2	2,717,033	9,823,040
Cash and cash equivalents at end of year	2	<u><u>6,890,377</u></u>	<u><u>2,717,033</u></u>

The notes form part of these financial statements

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017**

1. RECONCILIATION OF SURPLUS BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2017	2016
	£	£
Surplus before taxation	22,885	747
Decrease/(increase) in trade and other debtors	1,826,547	(2,351,353)
Increase/(decrease) in trade and other creditors	<u>2,323,912</u>	<u>(4,755,401)</u>
Cash generated from operations	<u>4,173,344</u>	<u>(7,106,007)</u>

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

Year ended 31 March 2017

	31/3/17	1/4/16
	£	£
Cash and cash equivalents	<u>6,890,377</u>	<u>2,717,033</u>

Year ended 31 March 2016

	31/3/16	1/4/15
	£	£
Cash and cash equivalents	<u>2,717,033</u>	<u>9,823,040</u>

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

1. COMPANY INFORMATION

Doncaster Children's Services Trust Limited is a limited liability company incorporated in England. The Registered Office is The Blue Building, 38-40 High Street, Doncaster, South Yorkshire, DN1 1DE. The company is limited by guarantee.

2. STATUTORY INFORMATION

Doncaster Children's Services Trust Limited is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

3. STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements are presented in UK Sterling (£).

4. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements have been prepared under the historical cost convention.

Government grants

Government grants relating to revenue are recognised in the profit and loss on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate.

Pension costs and other post-retirement benefits

The company was admitted as a member of the South Yorkshire Pension Fund with effect from 1 October 2014 when staff were transferred from the employment of Doncaster Metropolitan Borough Council (DMBC) to being employed by the Trust. The scheme is part of the Local Government Pension Scheme (LGPS) which is a defined benefit scheme based on final pensionable salary up. The assets of the scheme are held separately from those of the company in an independently administered fund.

The scheme's liabilities are measured using the projected unit credit actuarial cost method and are discounted at a government gilt yield rate with an allowance for additional out-performance. The pension scheme assets are valued at market rate.

This final salary scheme, like a number of other such schemes, has a deficit. Measures are in place to address this deficit, by increasing employer contributions in the medium term. However, the requirement of Financial Reporting Standard 102 (FRS 102) is to show the pension scheme deficit as a liability on the Statement of Financial Position. As a result of an agreement between Doncaster Children's Services Trust Limited and DMBC, a pension related asset, being a guarantee from DMBC to cover all related pension costs, exists. Further clarification is being sought from the Department of Education regarding any additional pension costs that might arise solely due to Trust formation. The asset will always be equal and opposite to the pension liability, and accordingly, no asset or liability has been recognised in the Statement of Financial Position.

For defined benefit schemes, the amounts charged to the Statement of Comprehensive Income are the current service cost, and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Comprehensive Income if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. Actuarial gains and losses are recognised immediately in the Statement of Comprehensive Income.

Other income

Other operating income, excluding government grants, relates to NHS contributions towards the placement costs of children with specific health needs who are being looked after.

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

5. TURNOVER

Turnover is the amount receivable by the company in the ordinary course of business, excluding VAT. Turnover is recognised at the point the service is provided.

6. EMPLOYEES AND DIRECTORS

	2017	2016
	£	£
Wages and salaries	15,140,124	13,930,039
Social security costs	1,451,675	1,008,983
Other pension costs	1,838,375	1,660,419
	<u>18,430,174</u>	<u>16,599,441</u>

The average monthly number of employees during the year was as follows:

	2017	2016
Key and senior management	13	11
Executive office support	51	54
Operational	505	480
Project	18	15
	<u>587</u>	<u>560</u>

7. DIRECTORS' EMOLUMENTS

	2017	2016
	£	£
Directors' remuneration	188,643	289,907
	<u>188,643</u>	<u>289,907</u>

The number of directors to whom retirement benefits were accruing was as follows:

Defined benefit schemes	<u>1</u>	<u>2</u>
-------------------------	----------	----------

8. OPERATING SURPLUS

The operating surplus is stated after charging:

	2017	2016
	£	£
Auditors' remuneration	8,900	8,900
	<u>8,900</u>	<u>8,900</u>

9. TAXATION

Analysis of the tax charge

No liability to UK corporation tax arose for the year ended 31 March 2017 nor for the year ended 31 March 2016.

The Trust has confirmed with HM Revenue & Customs that all of its activities fall outside the scope to corporation tax.

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
	2017	2016
	£	£
Operational debtors	1,326,599	1,226,749
Other debtors	1,280,922	3,629,087
Prepayments	<u>561,336</u>	<u>139,568</u>
	<u><u>3,168,857</u></u>	<u><u>4,995,404</u></u>
 11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
	2017	2016
	£	£
Operational creditors	582,750	478,127
VAT	41,842	28,445
Other creditors	2,057,573	4,105,578
Accrued expenses	<u>7,304,367</u>	<u>3,050,470</u>
	<u><u>9,986,532</u></u>	<u><u>7,662,620</u></u>
 12. RESERVES		Income and expenditure account £
At 1 April 2016		49,817
Surplus for the year		<u>22,885</u>
At 31 March 2017		<u><u>72,702</u></u>

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

13. EMPLOYEE BENEFIT OBLIGATIONS

The company is a member of the South Yorkshire Pension Fund which is a defined benefit Local Government Pension Scheme (LGPS). The assets of the scheme are held separately from those of the company and are invested in a wide range of quoted and unquoted investments by scheme investment managers.

There were no outstanding, or prepaid, contributions at the end of the financial period.

Contributions to the scheme are charged to the Statement of Comprehensive Income so as to spread the cost of the pensions over the employees' remaining working lives with the company. Contributions are determined by an independent qualified actuary on the basis of triennial valuations, using the Projected Unit method. The most recent valuation of the South Yorkshire Pension Fund was at 31 March 2016.

At 31 March 2017 the fair value of the scheme's assets, relating to the company, was £57,278,000, including the DMBC deficit guarantee asset of £17,186,000 as explained in note 4 to the financial statements.

Actuarial assumptions about future events need to be used in order to generate the pensions charge for the period within the Statement of Comprehensive Income. The key assumptions that have a significant effect on these results are set out later in this note.

The pension cost for the period to 31 March 2017 amounted to £3,052,000, relating to the current service cost, interest costs and administration expenses.

Company contributions during the period amounted to £1,866,000. The employer contributions charge to the Statement of Comprehensive Income for the year ended 31 March 2018 is expected to be £1,776,000.

The amounts recognised in the balance sheet are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Present value of funded obligations	(57,278,000)	(37,941,000)
Fair value of plan assets	<u>57,278,000</u>	<u>37,941,000</u>
Present value of unfunded obligations	-	-
Deficit	-	-
Net liability	<u>-</u>	<u>-</u>

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

13. EMPLOYEE BENEFIT OBLIGATIONS - continued

The amounts recognised in surplus or deficit are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Current service cost	2,876,000	2,982,000
Interest cost	1,421,000	1,225,000
Expected return	-	-
Past service cost	61,000	-
Gains/losses on settlements and curtailments	-	33,000
Interest on plan assets	(1,299,000)	(1,085,000)
Administration expenses	54,000	50,000
	<u>3,113,000</u>	<u>3,205,000</u>
 Actual return on plan assets	 <u>2,331,000</u>	 <u>290,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Opening defined benefit obligation	37,941,000	35,261,000
Current service cost	2,876,000	2,982,000
Past service cost	61,000	-
Contributions by scheme participants	929,000	855,000
Interest cost	1,421,000	1,225,000
Remeasurements	14,053,000	(3,060,000)
Benefits paid	(3,000)	645,000
Curtailments	-	33,000
	<u>57,278,000</u>	<u>37,941,000</u>

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

13. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Opening fair value of scheme assets	37,941,000	35,261,000
Contributions by employer	1,866,000	1,664,000
Contributions by scheme participants	929,000	855,000
Interest on plan assets	1,299,000	1,085,000
Remeasurements	2,331,000	(795,000)
Benefits paid	(3,000)	645,000
Council guarantee asset	12,969,000	(724,000)
Administration expenses	(54,000)	(50,000)
	<u>57,278,000</u>	<u>37,941,000</u>

The amounts recognised in the statement of recognised gains and losses are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Net remeasurements	11,722,000	(2,265,000)
	<u>11,722,000</u>	<u>(2,265,000)</u>
Cumulative amount of actuarial gains/(losses)	<u> </u>	<u> </u>

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	2017	2016
	£	£
Equities	24,416,000	19,425,000
Government bonds	5,733,000	4,957,000
Other bonds	2,486,000	2,125,000
Property	3,769,000	3,946,000
Cash/liquidity	641,000	607,000
Other	3,047,000	2,664,000
Council guarantee asset	17,186,000	4,217,000
	<u>57,278,000</u>	<u>37,941,000</u>

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

13. EMPLOYEE BENEFIT OBLIGATIONS - continued

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2017	2016
Discount rate	2.60%	3.70%
Future salary increases	3.45%	3.85%
Future pension increases	2.20%	2.10%
CPI inflation rate	2.20%	2.10%
Investment return rate	22.28%	0.91%

Amounts for the current and previous two periods are as follows:

	Year Ended 31/3/17	Year Ended 31/3/16	Period 6/12/13 to 31/3/15
	£	£	£
Defined benefit obligation	(57,278,000)	(37,941,000)	(35,261,000)
Fair value of scheme assets	57,278,000	37,941,000	35,261,000
Deficit	-	-	-
Experience adjustments on scheme liabilities	-	-	-
Experience adjustments on scheme assets	-	-	-

14. RELATED PARTY DISCLOSURES

Doncaster Metropolitan Borough Council

The Trust's main funding organisation

During the period the Council provided, under the terms of a service delivery contract, funding to the Trust amounting to £46,733,894 (2016: £43,270,490).

The Council also charged the Trust £2,621,475 (2016: £9,820,365) during the period for various support costs, including £1,388,026 (2016: £1,522,580) under service level agreements.

Under a Memorandum of Understanding, the Trust is an autonomous organisation, independent of the Council and entered into the service delivery contract in accordance with direction given by the Secretary of State for Education.

Two of the Trust's directors in the period, M A MacFarlane and R Suckling are employees of the Council.

Entities with control, joint control or significant influence over the entity

	2017	2016
	£	£
Amount due to related party	<u>222,985</u>	<u>1,043,159</u>

All directors and certain senior members of staff employed by the Trust who have authority and responsibility for planning, directing and controlling its activities are considered to be key management personnel. Total remuneration in respect of these individuals in the period is £553,817 (2016: 519,583).

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2017**

15. ULTIMATE CONTROLLING PARTY

The company was controlled throughout the period by its Board of directors, who also act as the members of the company, each having guaranteed a sum up to a maximum of £1 in the event of the company being wound up.

**DONCASTER CHILDREN'S SERVICES TRUST
LIMITED (REGISTERED NUMBER: 08805834)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2017**

	2017		2016	
	£	£	£	£
Turnover				
Contract Income	46,733,894		43,270,490	
Government Grants & Contributions	<u>7,776,511</u>		<u>7,670,066</u>	
		54,510,405		50,940,556
 Other income				
Other operating income		<u>562,507</u>		<u>367,116</u>
		55,072,912		51,307,672
 Expenditure				
Directors' salaries	188,643		289,907	
Directors' social security	21,940		31,927	
Directors' pension contributions	16,375		28,165	
Staff salary costs	14,951,481		13,640,132	
Social security	1,429,735		977,056	
Pensions	1,822,000		1,632,254	
Rates and water	34,779		41,331	
Light and heat	35,500		37,628	
Supplies and services	4,979,171		4,318,238	
Contractor costs	18,346,236		16,636,343	
Agency workers	3,864,061		4,204,551	
Employee expenses	534,818		685,146	
Other payments and allowances	6,434,480		6,356,401	
Support services	1,438,538		1,562,979	
Travelling	274,480		249,763	
Motor expenses	251,750		244,430	
Contract hire and leasing	389,206		335,350	
Repairs and maintenance	27,933		26,424	
Sundry expenses	1		-	
Auditors' remuneration	<u>8,900</u>		<u>8,900</u>	
		55,050,027		51,306,925
 NET SURPLUS		<u>22,885</u>		<u>747</u>

This page does not form part of the statutory financial statements