

REPORT TO:	GENERAL PURPOSES AND AUDIT COMMITTEE 4 March 2021
SUBJECT:	Dedicated School Grant Management Plan
LEAD OFFICER:	Shelley Davies, (Interim) Director of Education Kate Bingham, (Interim) Head of Finance - Children, Families and Education
CABINET MEMBER	Councilor Alisa Flemming – Cabinet Member for Children, Young People & Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>This report sets out the Dedicated Schools Grant (DSG) management plan that addresses the planned recovery of the DSG deficit specifically within the High Needs Block in line with the Special Educational Needs and Disabilities Strategy.</p> <p>The recommendations in this report are in line with the new corporate priorities and new Ways for renewing Croydon:</p> <ul style="list-style-type: none"> - We will live within our means, balance the books and provide value for money for our residents. - We will focus on tackling ingrained inequality and poverty in the borough. - We will focus on providing the best quality core service we can afford 	
FINANCIAL IMPACT	
<p>Croydon has revised their existing DSG recovery Plan and is planning to bring the High Needs Block expenditure within the High Needs Block funding allocation by Year 3 (2023/24) with recovery of the cumulative deficit to follow in future years.</p>	

1.1 RECOMMENDATIONS

The Committee is asked to:

Note the contents of the Dedicated Schools Grant (DSG) management plan as at February 2021;

Note the proposed timetable for the reporting to future GPACs of the actions being taken to address the DSG deficit and to challenge whether sufficient progress is being made.

2. EXECUTIVE SUMMARY

2.1 The report updates the General Purposes & Audit Committee Members on the Dedicated Schools Grant (DSG) Management Plan. It is a requirement of the DSG conditions of grant 2020 to 2021 (paragraph 5.2) that local authorities (LAs) have a plan in place to manage the overspend on the DSG.

3. THE DEDICATED SCHOOL GRANT MANAGEMENT PLAN

- 3.1 The purpose of the management plan as per the DfE guidance is to:
- comply with paragraph 5.2 of the DSG conditions of grant 2020 to 2021
 - monitor how DSG funding is being spent
 - compare data on high needs spend between LAs
 - highlight areas where LAs may wish to review spending
 - form evidence-based and strategic future plans for the provision of children and young people with special education needs and disabilities (SEND)
 - present complex funding information simply to schools forums and other external stakeholders
 - endeavours to provide assurances that LAs are achieving value for money from their DSG spend
 - provide a consistent reporting format to help LAs share best practice and initiatives
- 3.2 The DfE expects the DSG deficit management plan to be updated and presented at schools forum meetings and any high needs subgroups regularly and at least on a termly basis. The plan template is a live document and contains comparative data on special provision and placements, Section 251 budget and outturn data and High Needs National Funding Formula illustrative allocations.
- 3.3 The management plan should reflect the most current forecast DSG position and will be published on the LA local offer website as set out in the Special educational needs and disability (SEND) Code of Practice: 0 to 25 years.
- 3.4 The actual plan must be submitted to the Department for Education (DfE) in the specified template format issued by the Education & Skills Funding Agency (ESFA) and, for clarity and ease of understanding, an abridged version of the plan, to be presented to the School Forum in March 2021, is attached at Appendix 1.
- 3.5 The management plan will be reviewed and recommended by the SEND Finance Board, agreed by the Chair of the High Needs Working Group and the School Forum and signed off by the Director of Children's Services (DCS) and the Section 151 Officer (CFO), in accordance with the timetable set out in Appendix 2.
- 3.6 The SEND Finance Board, is made up of the Chairs of the School Forum and High Needs Working Group alongside LA officers (Director of Education and Deputy S151 Officer); the group will meet regularly, meetings have been proposed for every six weeks.
- 3.7 In addition, the management plan has been reviewed with the ESFA on January 12th and March 1st and the LA will continue to maintain this good

working relationship already established with the ESFA local authorities and funding policy team.

- 3.8 The management plan will be used as the tool to review the recovery plan and measure the progress of the deficit recovery plan which will be presented to the School Forum, termly and this Committee, quarterly.
- 3.9 The Council had previously submitted (June 2019) a recovery plan to the ESFA to bring the high needs element of the DSG to a balanced in year position over a five-year period.

4. CONSULTATION

- 4.1 The management plan will be reviewed and recommended by the SEND Finance Board, agreed by the Chair of the High Needs Working Group and the School Forum and signed off by the Director of Children's Services (DCS) and the Section 151 Officer (CFO)

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The financial considerations are incorporated above and within the DSG Management Plan.
- 5.2 In line with the latest DfE guidance, Croydon is revising their existing DSG recovery Plan and in accordance with the template accompanying that guidance will be planning to bring the High Needs Block expenditure within the High Needs Block funding allocation by Year 3 (2023/24) with recovery of the cumulative deficit to follow in future years.
- 5.3 Based on the current plans, that would mean a deficit would remain at the end of 2022/23 and, whilst it is envisaged that the School Finance regulations remain as they currently stand (allowing the deficit to be held against future DSG), if The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2020 regulations fall away (i.e. are not extended) then the Report indicates that external auditors will expect the deficit remaining to be recovered in full or held against unearmarked general fund reserves in 2023/24.
- 5.4 It is imperative that the transparency and opportunity to challenge the progress against the Recovery Plan is improved and, therefore, the recommendation of the Report in the Public Interest are accepted in full with and the reporting regime will be strengthened over the remainder of this financial year and for the duration of the DSG management plan.
- 5.5 It should be noted that the Council is subject to a Section 114 report issued by the Director of Investment, Finance and Risk (S151 Officer) on 11 November 2020, with a second notice issued on 2 December, and the Council will not be able to balance its budget in the 2020/21 or over the Medium Term Financial Strategy Period (2021/24) until such time as it receives external support in the form of a capitalisation direction request from the Ministry of Housing, Communities and Local Government (as reported to the Extraordinary Council Meeting of 1 December, 2020). Whilst acknowledging the financial position of the Council in respect of the General Fund, the Section 114 notice has no bearing on this decision as this approval is to determine the funding formula in

order to passport the Schools Block element of the ring fenced Dedicated School Grant, to be used for the purposes of providing education, to the borough's schools in accordance with *The School and Early Years Finance (England) Regulations* and DfE guidance.

Approved by: Kate Bingham (Interim) Head of Finance – Children, Families and Education on behalf of Chris Buss (Interim) Section 151 Officer.

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Council Solicitor and Monitoring Officer that the Local Government Finance Act 1992 section 31A places the Council under a statutory duty to set a balanced budget and to take any remedial action as required in-year.
- 6.2 Dedicated Schools Grant (DSG) is paid to the Council by the Secretary of State under the Education Act 2003 section 14. It is a ring-fenced specific grant provided outside the local government finance settlement. It must be used in support of the schools budget for purposes defined in regulation 6 and schedule 2 of The Schools and Early Years Finance (England) Regulations 2020.
- 6.3 Details of the national funding formula (NFF) are contained in various Department of Education (DfE) publications.
- 6.4 The Education and Skills Funding Agency Guidance DSG: Conditions of grant 2020-2021 require any local authority with an overall deficit on its DSG account or whose deficit has substantially reduced during the year to present a Plan to the DfE for managing their future DSG spend.
- 6.5 The Report in the Public Interest dated 23 October 2020 referred to in this report was issued under the Local Audit and Accountability Act 2014. The Council must comply with the requirements of the Act in responding to the Report. The report sets out a range of recommendations, which have been agreed by the Council, and an Action Plan has now been put in place. The report provides, amongst other things, that the DSG should be managed within existing budgets. Regular reports are required to be made to the General Purposes and Audit Committee regarding actions being taken by the Council to address the DSG deficit which has built up.
- 6.6 The two reports presented to Members by the Chief Finance Office on 11 November 2020 and 2 December 2020 were issued under of the Local Government Finance Act 1988 section 114(3). A prohibition period of up to 21 days follows each notice during which the Council is not permitted to incur any new expenditure without the prior approval of the Council's Chief Finance Officer. The Council has agreed to continue these restrictions.
- 6.7 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulation 2020 which came into force on 29 November 2020 introduced a new accounting treatment for DSG deficits for the financial years 20/21, 21/22 and 22/23. Any outstanding deficit at the end of this period will, as currently enacted, reduce un-earmarked general fund reserves in the financial year commencing 1 April 2023.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law on behalf of Jacqueline Harris-Baker Council Solicitor and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct Human Resources considerations arising from this report. If there are subsequent proposals that affect the workforce as a result of the budget limit set, consultation and planning must be in line with HR policies and procedures and HR advice must be sought from the assigned provider. Council HR should be kept informed of proposals.

Approved by: Sue Moorman Director of Human Resources

8. EQUALITIES IMPACTS

- 8.1 The funding allocations and formulae are set nationally and are therefore already subject to an equality assessment. The Council is also committed to the government's vision - an education system that works for everyone. No matter where they live, whatever their background, ability or need, children should have access to an excellent education that unlocks talent and creates opportunity. We want all children to reach their full potential and to succeed in adult life.
- 9.2 In setting the Education Budget 20120/21, the Council has taken into account the need to ensure targeted funding is available for work on raising the attainment of disadvantaged pupils who are likely to share a "protected characteristic" (as defined in the Equality Act 2010) and close the gap between them and their peers.
- 9.3 The Council will ensure that the system for distributing funding is fair in order to support the life chances of our most vulnerable children and young people; a fairer funding system will help provide all schools and all areas with the resources needed to provide an excellent education for all pupils irrespective of their background, ability, need, or where in the country they live.
- 9.4 This will help the Council meet its equality objective "to improve attainment levels for white working class and Black Caribbean heritages, those in receipt of Free School Meals and Looked after Children, particularly at Key Stage 2 including those living in six most deprived wards."

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 There are no direct implications contained in this report.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no direct implications contained in this report.

11. DATA PROTECTION IMPLICATIONS

- 11.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO

CONTACT OFFICER:

Kate Bingham, (Interim) Head of Finance –
Children, Families and Education

APPENDICES TO THIS REPORT

Appendix 1

DSG management plan Croydon February
2020

Appendix 2

Timetable

BACKGROUND DOCUMENTS:

[School Forum Papers](#)

SEND Strategy 2019

Dedicated Schools Grant – Deficit Management Plan
March 2021

Summary and Recommendation:

This paper sets out:

* Croydon's revised Dedicated School Grant (High Needs Block) management plan, including repayment of cumulative overspend.

Schools Forum are asked to:

Agree the approach to Croydon's revised DSG Management Plan as set out in this paper, noting:

- the high level Dedicated Schools Grant (DSG) deficit recovery plan, including indicative allocation of revised baseline High Needs Block;
- the financial model within the High Needs Recovery Plan; and
- the arrangements for the management of the Dedicated Schools Grant deficit.

1. Context

- 1.1 The aim of this report is to give an overview of the DfE deficit management plan that we are required to submit to the Department for Education (DfE) to outline how we will ensure that our High Needs spend is within the budget. A five year Dedicated School Grant (DSG) Deficit Recovery Plan was previously submitted to the Department for Education (DfE), also outlining our plans for managing this overspend. We have received a positive response from the DfE in relation to the recovery plan. This management plan is in line with the DSG Deficit Recovery Plan, but aims to inject pace to how quickly the deficit can be recovered.
- 1.2 Alongside this plan we also have a clear 0 – 25 SEND strategy which outlines how the Council will meet its statutory duties and the needs of our pupils through the delivery of efficient and effective service with a continued focus on securing the best outcome for children and their families.
- 1.3 It is important to highlight the possible impact of COVID 19 on our ability to deliver the DSG recovery plan as a result of possible increased requests for assessments in relation to newly identified SEN needs and increases in pupils identified with emotional and mental health and well-being needs.

2. **Budget overview summary**

- 2.1 The overall DSG deficit position as at the end of 2019/20 financial was £14.558m. This deficit is against all four funding blocks of the DSG allocation and includes the cumulative overspend on the High Needs element of the DSG of £18.5m as at year end 2019/20.
- 2.2 As a result of this High Needs overspend against budget the DSG Management Plan is entirely focussed on the implementation of the SEND strategy to ensure that the High Needs Block expenditure is contained within the High Needs Block funding allocation by Year 3 (2023/24) with recovery of the cumulative deficit to follow in future years.
- 2.3 The current in-year High Needs overspend forecast as at 31 January 2021 (Period 10) is £4.472m. The forecast position for this year has remained stable and improved slightly by approximately £88k from £4.560m as at 30 September 2020 (Quarter 2) to £4.472m at Period 10.
- 2.4 This represents progress as this level and records a positive downward trend. This is in part due to the impact of planned approaches as well as due diligence and focus on budget management. Table 1 below demonstrates significant improvement throughout this financial year compared to previous years.

Table 1 Trend of High Needs variance over the three years.

High Needs Overspend	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	£'m	£'m	£'m	£'m
Financial Year 2018/19	4.8	4.8	5.7	5.6
Financial Year 2019/20*	6.7	6.6	7.1	6.7
Financial Year 2020/21	4.4	4.6	4.6	4.5**

*exc Schools Block transfer

**P10 forecast

- 2.5 For example, the final outturn variances for 2018/19 and 2019/20 were £5.6m and £6.7m respectively. As 2020/21 is forecasting an outturn of £4.472m overspend, this represents a significant improvement of £2.2m over last year's outturn position.

Overview of recovery

- 2.6 Table 2 (a summary of the Deficit Recovery plan) shows a steady rise in the overall expected DSG deficit of £22.948m by the end of 2021 to £25.909m by the end of 2022/23 financial year.

Table 2 Overview of Croydon Deficit Recovery Plan

Overall DSG High Needs Forecast Position	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£'000	£'000	£'000	£'000	£'000	£'000
Total expenditure	62,388	65,712	69,806	70,133	71,068	72,845
Total income	-55,716	-61,240	-67,644	-69,335	-71,068	-72,845
Total net - High Needs (In - year)	6,673	4,472	2,162	798	0	0
Schools block transfer	-1,238					
Total net - DSG (In - year)	-70	3,918				
Add brought forward deficit	9,193	14,558	22,948	25,110	25,909	25,909
Overall Cumulative deficit position	14,558	22,948	25,110	25,909	25,909	25,909
Do nothing option - Deficit position	14,558	24,292	28,633	31,498	35,094	35,094

2.7 The summary table above is based on a number of assumptions:

- whilst the 2019/20 to 2021/22 total income reflects confirmed allocations, future High Needs Block allocations have assumed a 2.5% adjustment for inflation;
- to highlight the impact of the SEND Strategy and the accompanying planned reduction in High Needs expenditure, the surplus balances as at the end of 2019/20 have been removed from the model (£3.918m);
- transfers from the school block were not requested in 2020/21 and 2021/22 and not been factored into the model as this requires annual approval by the School Forum.

2.8 It should be noted that the in-year deficit may not be reduced to nil by the end of year 3 due to potential financial risk associated with the overall deficit plan linked to the ESFA / DSG funding methodology. A part of the High Needs funding allocation is based on historic cost benchmarking data hence the LA High Needs block continues to be under funded.

2.9 The SEND Board will undertake annual reviews of all the SEND Transformation Strategies to ensure they continue to meet the needs of the Children and Young People as outlined in the Children and Family Act 2014. This may lead to potential operational changes to the strategies and priorities possibly leading to a gap in the expected savings.

Do Nothing Option

2.10 Table 2 also shows that the DSG deficit would continue to rise from £18.308m at the end of 2020/21 to approximately £35.094m by 2023/24 if nothing is done about the situation. This again demonstrates the importance and usefulness of the Deficit Recovery plan.

2021/22 Budget

2.11 The proposed 2021/22 High Needs Block allocation is detailed at Table 3 below showing allocations for key areas of spend including 'mainstream schools; special schools; out of borough schools; independent/non-maintained; FE colleges, Alternative Provision and early years' will be approved by Schools Forum in March 2021.

Table 3 2021/22 Proposed High Needs Budget

Provision	Current Budget 2020/21 £'000	Proposed Budget 2021/22 £'000
EHCP Pupils: Croydon Mainstream Schools + Academies	5,511	6,176
Croydon Enhanced Learning Provision	2,508	2,684
Croydon Special Schools (including 6th forms)	18,738	20,437
Small schools factor	149	149
Pre & Post16 Independent & Non Maintained Provision	11,016	11,180
Croydon pupils in out of borough maintained schools	3,449	3,649
Early Years (0-5)	1,118	1,131
FE colleges	1,953	2,753
Out of borough Hospital Education cost	385	385
Beckmead Group (Special School)	5,051	5,251
Croydon Pupil Referral Units	3,396	3,395
Alternative Providers	393	393
Springboard	927	927
Alternative Provision (inc Home Tuition, Fair Access)	41	41
Other - SEND Strategy	0	917
Inclusion support - SEND Strategy	1,237	1,500
Supplementary Teachers Pension	0	1,037
Virtual Schools	720	720
SEN Admissions and Support	1,629	1,705
Communication Support Team	1,150	1,320
Therapies, Speech and Language	868	868
Perip-Hearing Impairment Team	311	326
SEN Transport cost	250	250
Inclusion support	450	450
TOTAL HIGH NEEDS BUDGET ALLOCATION	61,250	67,644

2.12 Once the DSG management plan has been finalised and approved by the DfE progress in achieving financial milestones, aligned to the delivery of the strategic goal of reduced reliance on special schools through increased inclusion of children with SEN in mainstream schools/colleges, will be reported on a termly basis to Schools Forum and quarterly basis to GPAC against the areas outlined in the proposed budget.

3. Approaches

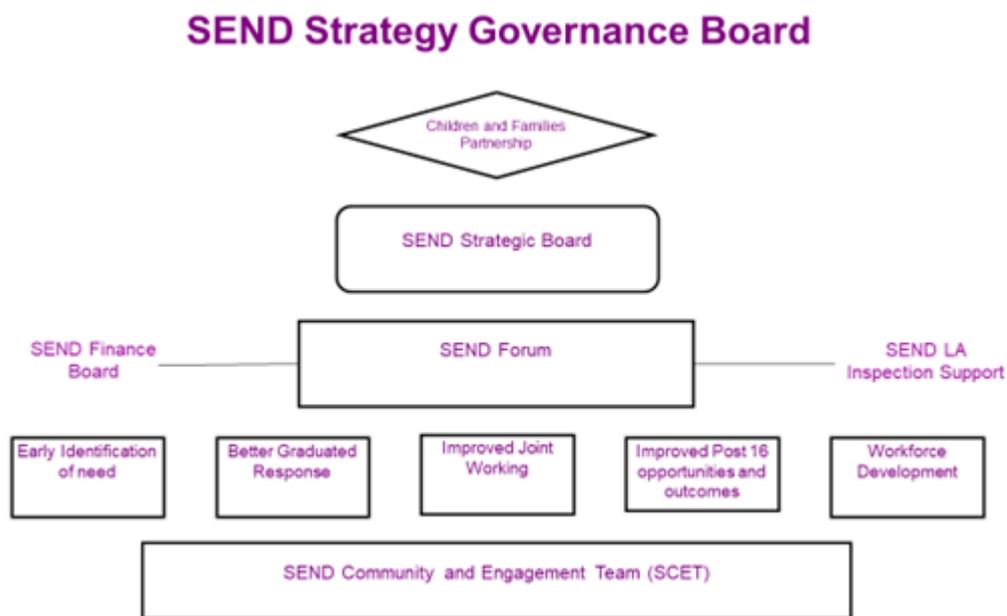
- 3.1 The DSG deficit management plan identifies a number of approaches to realign service and local provision to meet the needs of our children and young people with SEND. This overarching strategy aims to deliver appropriate support and placement at a much earlier stage and within the borough.
- 3.2 A significant cost driver is the number of children and young people educated outside the borough. Improving the in-borough offer by identifying needs earlier, supporting schools to better meet these needs and building parents' and carers' confidence in local provision aims to reduce out borough placement and travel costs.
- 3.3 Our strategy is in line with the council's move to working in locality areas, building positive working relationship with schools in local areas to better meet the needs of our families and with the knowledge that if we intervene earlier to support children with special educational needs we will reduce the demand to resource EHCPs up to the age of 25. The long term aim is for Croydon to have more Croydon children and young people supported through the very clear alternative education pathway which is well understood and valued by both parents and schools. Currently, for many parents and some schools an EHC plan is seen as the only way to secure the additional help that children need.
- 3.4 Our SEN Inclusion Support Locality strategy has been operating since September 2020 and is developing well already in three locality areas. This is a credible alternative to meeting SEND needs, enables the development of supported inclusive practice and delivers the right support at the right time to children and families.
- 3.5 A key area of focus for us is to ensure that we have enough quality provision in the borough to meet the needs of our children and young people and that we prepare them earlier for transition into adulthood. This is being addressed through a number of approaches:
- The new Preparation for Adulthood Policy 2021 as developed through the work of the SEND Transformation Post 16 Delivery Group and the SEND Post 16 Options guidance which now goes out to every pupil at year 11.
 - The increase in local specialist provision with additional capacity of 30 places within St. Nicholas Special School – Primary; the continued development for Post 19-25 students at Croydon college which has supported 53 students to date; the opening of the new special school – Addington Valley Academy – which has supported 21 year 7 pupils with complex ASD and challenging behaviours for this academic year and placement plans for 80 pupils for September 2021.
 - Out of borough placements are being reviewed with costs and requested uplifts being managed through the South London Commissioning Partnership. A quality audit is scheduled for our most high cost

placements in order to ensure provision is meeting needs and delivering according to contract and EHCP specifications.

- The Special School Funding Review currently underway aims to establish a transparent fair funding framework for our specialist provision which would minimise in-year additional funding pressures and requests.

4. **Governance of SEND**

4.1 We have incorporated a SEND Finance Board into our SEND Governance Structure, membership of this includes the chair of school forum and the chair of the high needs working group. The Board will provide challenge and oversight of the DSG Management Plan.



5. **SEND Local Area Transformation**

5.1 We now have a well-established framework for the quality assurance and implementation of our SEND Strategy which builds on local area partnerships and delivery. The key delivery groups are made up of local area professional representatives, schools and settings, parents/carers and the voice and influence of children and young people. They focus on the strategic priorities of:

- Early Identification of Need
- Better Graduated Response
- Improved Post 16 Opportunities and Outcomes
- Improved Joint Working
- Workforce Development

5.2 The outputs from these groups contribute to the key deliverables required to successfully improve Croydon SEND offer and reduce demand on the DSG High Needs overspend.

5.3 In addition, the re-established Joint Funding Panel is enabling effective funding decision-making relating to complex cases with the result that Education, Health and Care now meet and agree their appropriate financial contributions for the maintenance and support of our most complex children and young people. This compliments the existing Continuing Care Panel which supports the assessment and allocation for long-term on-going health care needs. In this way the financial demands are met from the appropriate budgets this reducing pressure on the DSG High Needs funding.

6. Stakeholders

6.1 We have engaged with key stakeholders in development and implementation of the 0 – 25 SEND Strategy and the DSG deficit recovery models.

6.2 DSG deficit management is a regular agenda item at the High Needs working group, all DSG recovery proposals are dealt with in this group. The Chair of the High Needs Working Group then feeds in to the Schools Forum. High Needs Block is a regular agenda item for the Schools Forum.

6.3 The DSG Management Plan has been developed alongside the SEN Strategy for Croydon. All stakeholders were consulted on the strategy. The High Needs Working Group and Schools Forum were also involved with this consultation. Education Professionals from all sectors of education (early years, mainstream, Special, Post 16 and Independent) are represented on the Strategy Workstream Groups.

6.4 Parent and Carer Groups were consulted as part of the strategy consultation. Representatives from PiP (Parents in Partnership) and Kidz (SENDIASS Providers) were consulted as well as young people themselves. PiP and Kidz staff are members of the Strategy Workstream Groups and represented on the SEND Board

6.5 Young People were engaged in the Strategy Consultation. Meetings were held with various youth groups from the borough. Consultation meetings were held in Youth Centres as well as Community Centres.

6.6 The SEND Board is made up of various members including elected members. They were engaged throughout the SEND Strategy Consultation and now as part of the DSG deficit management Plan. The Schools Forum has elected members on it and are thus consulted.

6.7 Health Partners were engaged in the SEND Strategy and were instrumental in developing a coordinated approach to commissioning provision for Croydon going forward. Health Care professionals are represented in each of the SEND Strategy Workstream Groups and are represented on the SEND Board.

7. Risks

- 7.1 High Needs budgets would continue to experience cost pressures across the independent / FE Colleges and special schools due to continued increase and demand for EHC assessment and plans.
- 7.2 Specialist placement pressures may result in young people with profound disabilities requiring provision out of borough at additional cost to the Council.
- 7.3 There is a possibility that the SEND demand may grow faster and does not in-line with projected increases in the school age population which may lead to increased pressure on limited resources.
- 7.4 There is also the possibility of delayed project implementation thereby leading to delayed realisation of benefits. This may be due to the external factors such as COVID.19 impacting upon project delivery., the right to parental preference provided in the Family and Children's ACT (2014) or geographical issues that may affect the target number of cases used in the model.
- 7.5 Access to robust data to inform planning and trend analysis of our SEND community is currently challenging. This makes forecasting and benchmarking difficult and prevents full understanding of the Croydon SEND landscape.
- 7.6 The delivery of quality provision in partnership such as the Pathways development with Croydon College is key to our growth strategy and dependent upon successful implementation. Project planning is underway but CCB approval will be critical to this.

Reporting Timetable

Appendix 2

Report	SEND Finance Board	High Need Working Group	General Purposes and Audit Committee	School Forum	DCS and CFO Sign Off
DSG Management Plan, refreshed Recovery Plan	16-Feb	3-Mar	4-Mar	8-Mar	12-Mar
DSG Outturn (2020/21)				14-Jun	
DSG Management Plan, Progress Report (Q1)			Jul-21		
DSG Management Plan, Progress Report (Summer Term / Q2)	TBC Oct-21	TBC Oct-21	Oct-21	4-Oct	
DSG Management Plan, Progress Report (Autumn Term / Q3)	TBC Jan-22	TBC Jan-22	Jan-22	17-Jan	
DSG Outturn (2021/22)	TBC Jun-22	TBC Jun-22	Jun-22	13-Jun	