

# Corporate Parenting Committee

## Agenda

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**Date:** Tuesday, 23rd January, 2018  
**Time:** 4.00 pm  
**Venue:** Committee Suite 2/3 - Westfields, Middlewich Road, Sandbach, CW11 1HZ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and in the report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Minutes of Previous meeting** (Pages 3 - 8)

To approve the minutes of the meeting held on 14 November 2017 be approved as a correct record.

4. **Film - Care Leavers Case Study**

This film will be shown for information.

5. **Corporate Parenting Update** (Pages 9 - 18)

To receive an update on national and local developments in relation to cared for children and young adults.

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**Contact:** Cherry Foreman  
**Tel:** 01270 686463  
**E-Mail:** cherry.foreman@cheshireeast.gov.uk

6. **Corporate Parenting Scorecard Q2** (Pages 19 - 24)

To consider the scorecard for the second quarter of 2017/18.

7. **Sufficiency Statement for Cared For Children 2018-19** (Pages 25 - 54)

This draft document is submitted for information and discussion.

8. **Input from Children and Young People**

To receive a verbal update following a meeting of the Shadow Board for Young People.

9. **Future Meeting Dates**

To approve meeting dates for 2018/19 as the current schedule ends this May. Based on the existing bi-monthly arrangements the following dates are proposed for 2018/19. Meetings are all on a Tuesday and will begin at 4.00 pm.

*To be circulated at the meeting.*

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Corporate Parenting Committee**  
held on Tuesday, 14th November, 2017 at R1 & R2 - Westfields, Middlewich  
Road, Sandbach, CW11 1HZ

**PRESENT**

Councillor G Merry (Chairman)  
Councillor D Flude (Vice-Chairman)

Councillors P Butterill, B Dooley, L Durham, M Grant, O Hunter, A Kolker,  
J Saunders, L Smetham and M Warren

**OFFICERS IN ATTENDANCE**

Gill Betton – Head of Children’s Development and Partnerships  
Nigel Moorhouse – Director of Children’s Social Care  
Kerrie Birtles - Head of Service: Cared for Children & Care Leavers  
Nicola Axford - Service Manager: Virtual School  
Jacky Forster – Director of Education and Skills  
Gaynor Hawthornthwaite – Democratic Services Officer

**23 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor M Deakin.

**24 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**25 MINUTES OF PREVIOUS MEETING**

That the minutes of the meeting held on 19 September 2017 be approved as a correct record.

**26 VIRTUAL SCHOOL HEADTEACHER'S ANNUAL REPORT 2017**

Nicola Axford, Service Manager: Virtual School, gave a presentation to the Committee on the Virtual School Head teacher’s 2017 Annual Report and drew attention to:

- Context and Operation
- Key Outcomes 2017
- Strengths of the Virtual School
- Challenges for the Virtual School
- Planned Solutions
- Future developments

In considering the report, Members of the Committee made a number of comments on the continued support for cared for children including access to

Pupil Premium. There were questions about the make up, operation, strengths, challenges, funding and future developments of the Virtual School.

Ms Axford was thanked for the support the Virtual School has provided and for the very informative report.

### **RESOLVED**

That the presentation be noted.

## **27 CORPORATE PARENTING UPDATE**

The Committee received an update in relation to cared for children and young people and care leavers and noted the following headlines:

### **National Developments**

A new adviser to support young people as they leave the care system has been appointed as part of the government's drive to improve the lives of vulnerable children. Mark Riddell, MBE, has been appointed as the National Implementation Adviser for care leavers. Dates have been set to meet with Cheshire East Council.

### **Update on Homelessness Reduction Act**

The Act will come into force on 1st April 2018 and will place new duties on Local Authorities and other public bodies to identify, support and refer households at risk of homelessness.

### **Local Developments**

#### **Children in Care Council Update**

During the last month the young people attending the Children in Care Council have been involved in a range of key activities alongside informal activities designed to support their personal, social and educational development.

#### **Pre-event consultation for the Game Changer conference in Blackpool**

Some of the young people were also involved earlier in the year in the planning of the event, that took place in Blackpool on Saturday 4th November.

#### **Takeover Day 2017**

This has been scheduled for 24<sup>th</sup> November when the group members will be working alongside Nigel Moorhouse and Mark Palethorpe.

#### **Star Awards**

Young people have been involved in the Star Awards event planning, putting forward ideas and giving feedback on the last few details of the event. A care leaver was involved in the judging panel this year.

#### **Planning for Corporate Parenting Committee**

Young people have discussed the keys issues affecting them ahead of the November Corporate Parenting Committee. The young people looked at the theme of Education in preparation for the upcoming session.

#### **Visit from Head of Service**

The young people organised a session and invited Kerry Birtles, the new Head of Service, along so that they could spend some time getting to know each other. Kerry also discussed with the young people what their key concerns were and the group decided on some areas of work that they will cover in the coming months, such as the Pledge and the Corporate Parenting Strategy.

### **National Adoption Week 2017**

This took place from 16<sup>th</sup> – 22<sup>nd</sup> October and included a successful campaign for Cheshire East along with the other local areas as part of 'Adoption Counts'.

### **Update on Teenage Pregnancy and Parents**

#### **Care Leaver Mothers**

Motherwell is a charity for women run by women, promoting positive health and wellbeing, by offering a range of educational services, holistic therapies and mental health support.

#### **Research Project**

This is a 3 year project which will be carried out by the Head of Abuse Studies at MMU Crewe and will research the correlations in childhood experiences of abuse and implications that this has on parenting.

#### **Positive Parenting Groups**

The first Positive Parenting Group was held in July 2017 at Oak Tree Children's Centre in Crewe.

#### **North Locality Positive Parent Group**

This will be an informal peer support group with the plan to bring services to their group, as and when identified by the young people or identified by staff as a need, around their parenting and health issues.

#### **South Locality Positive Parenting Group**

One day a month the south based care leaver mothers can access the children's centre and have their own group. On this day they can also access health advice and support from services already based within the centre.

#### **Care Leaver Fathers**

#### **Research Project, Care Leaver Fathers**

A research project into male care leaver fathers and their experiences and interactions with social care in relation to their own children is currently underway.

#### **Direct one to one support and group support for Care Leaver Fathers via Dads Stuff**

This has been assigned to all Personal Advisors to refer - The current group in Sandbach is a busy group and this is being extended across other areas in the authority.

#### **Resource Folder**

A resource folder has been set up covering a variety of topics.

## **Update on Children's Home Position**

The commissioning process for the redesign of Cheshire East's residential homes for children in care was completed at the end of 2016-17 and a contract was awarded to BetterCare Keys, a national children home provider, to run from 1 April 2017. The aim is to provide a more flexible range of children homes and to increase the capacity to care for more children within the borough. Currently there is a 3 bed Children's Home operational in Crewe. Other options to commission an additional 11 beds as planned and agreed by Cabinet in October 2016 is being looked at.

## **RESOLVED**

That the presentation be noted.

## **28 LOCAL SAFEGUARDING CHILDREN'S BOARD (LSCB) 2016/2017 ANNUAL REPORT**

The Committee received and noted the Local Safeguarding Children's Board (LSCB) 2016/2017 Annual Report, which covered the period 1 April 2016 to 31 March 2017 and highlighted the activity, progress and challenges faced by Cheshire East LSCB and also set out the achievements made in 2016-17 and the areas where improvements continue to be made.

In considering the report, Members of the Committee made a number of comments and asked questions about the review of the 2015/2016 priorities, the key priorities for 2016/18, improvements and the access services, support and advice that are in place for children and young people and their families.

Mr Moorhouse was thanked for presenting the report.

## **RESOLVED**

That the report be noted.

## **29 HEALTH ANNUAL REPORT 2016/2017**

The Committee received and noted the 2016/2017 Health Annual Report which highlighted areas for further service improvement and priorities for 2017-2018.

## **RESOLVED**

That the report be noted.

## **30 INPUT FROM CHILDREN AND YOUNG PEOPLE**

Kerry Birtles provided the Committee with an update following the last meeting of the Shadow Board for Young People when the following areas relating to services were discussed:

- Bad things about Education
- Good things about Education

- What would help improve things

It was noted that generally the feeling was that all the young people at the meeting had good support at school and even though there were a few negative points, the conversation on the whole was positive.

### **RESOLVED**

That the report be noted.

The meeting commenced at 4.00 pm and concluded at 5.25 pm

Councillor G Merry (Chairman)

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## Cheshire East Council

### Corporate Parenting Committee

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**Date of Meeting:** 23<sup>rd</sup> January 2018

**Report of:** Kerry Birtles, Head of Cared for Children & Care Leavers

**Subject/Title:** Corporate Parenting Update

**Portfolio Holder:** Jos Saunders

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#### 1. Report Summary

- 1.1. This report provides an update to the Corporate Parenting Committee on national and local developments in relation to cared for children and young people and care leavers.

#### 2. Recommendation

- 2.1. Corporate Parenting Committee is asked to:
- 2.1.1 Note the contents of the report.

#### 3. Reasons for Recommendation

- 3.1. The Corporate Parenting Committee is as advisory group to the Cabinet and, as such, needs to be aware of any national or local issues that are likely to impact on cared for children and care leavers. The Corporate Parenting Committee need to be able to scrutinise and challenge performance to improve outcomes for cared for children and young people.

#### 4. Other Options Considered

- 4.1. None; this is an update report.

#### 5. Background

##### National Developments

DfE consultation: Children and Social Work Act - Corporate parenting, local offer, and support to age 25

- 5.1. The Children and Social Work Act 2017 received Royal Assent on 27<sup>th</sup> April 2017. The Act includes provisions in Section 1, Section 2 and Section 3 regarding corporate parenting principles, the local offer to care leavers, and extending support from local authority Personal Advisers to all care leavers up

to age 25. On 16<sup>th</sup> October 2017 the DfE launched a consultation to seek views on:

- Draft statutory guidance for local authorities on applying the corporate parenting principles to care and pathway planning
- An illustrative local offer for care leavers and accompanying guidance on the local offer for local authorities
- Draft statutory guidance on extending the personal adviser duty, aimed at local authorities, commissioners of services for care leavers and looked after children, as well as partner agencies and providers of services for care leavers and looked after children

5.2. The consultation closed on 27 November 2017. Local Authority Officers completed the consultation; the DfE's response to issues raised is expected in due course before the new legislation commences on 1 April 2018.

### Change in case law re DOLs

5.3. The Deprivation of Liberty Safeguards (DOLs) is an amendment to the Mental Capacity Act 2005. They apply in England and Wales only. The Mental Capacity Act allows restraint and restrictions to be used – but only if they are in a person's best interests. Extra safeguards are needed if the restrictions and restraint used will deprive a person of their liberty. These are called the Deprivation of Liberty Safeguards. There are some recent cases in relation to DOLs and cared for children as set out below:

### Armes v Nottinghamshire County Council [2017] UKSC 60

5.4. **Held:** That a local authority has a 'non-delegable' duty of care towards children in its care and therefore is liable vicariously for the abusive actions of its residential care workers and foster carers.

5.5. **The facts:** The Claimant had been removed twice from the care of her mother in the 1980s before the Children Act 1989 came into force and was in the care of the respondent local authority from the ages of seven to eighteen. During this time she was physically, emotionally and sexually abused by foster parents. The Claimant sought to argue that she should not have been removed and that the Local Authority was vicariously liable for the actions of her foster/residential carers. This was a successful appeal to the Supreme Court following dismissed appeals in lower courts.

5.6. This new ruling confirms that Councils are vicariously liable for abuse carried out by their foster carers on the basis that:

- Councils recruit, select and train foster carers and monitor and assess them on an ongoing basis.
- The council retains parental responsibility and makes decisions on things such as medical treatment.
- Foster carers are paid allowances by the council.

- The council has a close degree of control over their foster carers and can remove children from their care at any time.
- Councils are aware that this foster care arrangement involves a risk of sexual abuse as children are placed in the houses of foster carers. Councils create this risk when children are placed with them.
- Councils are in a better position than foster carers to meet compensation claims.

### D (A Child) [2017] EWCA Civ 1695

- 5.7. **Held:** that parents may consent to the deprivation of liberty of a young person aged 16 or 17 years old.
- 5.8. **Facts of the case:** Birmingham City Council were appealing the decision of Keehan J in the Court of Appeal that parents could not consent to the deprivation of liberty of their 16 year old child who was disabled and lacked capacity to make his own decisions about his care and treatment. The Court of Appeal had previously decided that parents *could* consent when the child was 15 but not when he was 16.
- 5.9. The key aspect of the judgment was the issue of whether a parent can consent to arrangements for a 16 year old, which would otherwise be a deprivation of liberty. The Court of Protection had previously found that parental consent was not sufficient once a child turned 16 but the Court of Appeal disagreed, finding that a child's ability to make decisions was not just about their age but involved issues around maturity and understanding. It therefore had to be dealt with on a child-specific basis.
- 5.10. Once a child turned 16, the issue of whether parents could consent to what would otherwise be a deprivation of liberty depended on whether the child was 'Gillick competent', which is the well-established concept governing children and young people's ability to make their own decisions. Gillick competence or capacity requires the child to have sufficient understanding and intelligence to understand fully the decision which is to be taken, with the matter of them attaining the age of 16 being irrelevant to this consideration. The result of the appeal here therefore was that D's parents were able to consent to what would otherwise have been a deprivation of liberty since D was not Gillick competent.

### Changes to SEND Tribunals

- 5.11. New Regulations come into force from 3 April 2018 around special educational needs and disabilities (SEND) tribunals in relation to health and social care provision (i.e. all health and social care provision that isn't 'deemed' to be educational provision), including:
- These regulations only apply to appeals (a) against decisions of local authorities made on or after that date or (b) relating to an EHCP made or amended on or after that date.

- Unlike in relation to the SEN sections of an EHCP which the Tribunal can require to be rewritten, the Tribunal's powers in relation to health and social care needs and provision are limited to making 'recommendations'.
  - By their nature recommendations are non-binding. There may well therefore be cases where the local authority or CCG consider and reject the Tribunal's recommendations. The remedy in such cases would be a complaint to the Ombudsman or (in serious and urgent cases) an application for judicial review (JR). However a successful JR would need to show an error of law in the approach of the local authority and / or CCG, for example irrationality or a failure to take all material considerations into account.
  - The duty on the CCG or local authority is to respond to any relevant recommendations, including giving written reasons for any decision not to follow all or part of the recommendation
- 5.12. A Department of Education (DfE) Briefing event concerning the changes is taking place on 29<sup>th</sup> January, when more information will be known.

### Care of unaccompanied migrant children and child victims of modern slavery

- 5.13. The DfE published statutory guidance in November 2017 around the care of unaccompanied migrant children and child victims of modern slavery, aimed at local authorities and staff running local multi-agency safeguarding arrangements. It sets out the steps local authorities should take to plan for the provision of support for looked after children who are unaccompanied asylum seeking children, unaccompanied migrant children or child victims of modern slavery including trafficking. Elements of this guidance are also relevant for the care of looked after UK nationals who may also be child victims of modern slavery. It does not provide detailed guidance on steps that local authorities should take, in partnership with other agencies, to identify and protect child victims of modern slavery, including trafficking, before they become looked after. This is described in practice guidance *Safeguarding children who may have been trafficked*, published by the Department for Education and Home Office in 2011.

### **Local Developments**

#### Update on Corporate Parenting strategy

- 5.14. The current Corporate Parenting Strategy 2015-17 is due for review. Work is currently underway to produce a new strategy, co-produced with young people. A draft will be brought to the next meeting of the Committee.

#### Proposed Framework for engagement with Corporate Parenting Committee

- 5.15. Since joining the authority in August 2017 and exploring the extent to which corporate parenting exists within the borough, I have made some reflections on the visibility and relationship of elected members as corporate parents with our cared for children and care leavers. It is not only aspirational but also necessary to continue to strengthen our corporate parenting duties in order to

achieve the very best outcomes for our children. At a recent meeting of the Corporate Parenting Operational Group in December 2017, the group reflected on this whilst considering the Social Work Reform and when thinking about what we would like our corporate parenting strategy to look like. The group have identified a number of possible ways in which elected members could further develop their corporate parenting responsibilities

- 5.16. Cared for children can be distrusting of people they perceive to be from authority or social work backgrounds because of their experiences of being removed from the care of their parents. Social workers build relationships with their children over time and share with them information about themselves in order to build trust in the relationship. It is suggested that elected members write a **'pen picture'** of themselves outlining past experiences and interests so that our cared for children and care leavers know a little more about the people who are their corporate parents.
- 5.17. We would like to offer the opportunity for elected member to undertake **frontline visits to our social work teams and where appropriate meet our children**. It may be possible for elected member to be 'buddies' to our care leavers to gain a true sense of what life is like for them. It is hoped that these activities will bring challenge into corporate parenting committee and help the officers in charge of service delivery to shape services to better meet need. It is great that our **Portfolio Holder is also a member of our shadow committee** which will certainly give the opportunity for our young peoples views and options to be heard and for them to understand how seriously Cheshire East take our corporate parenting duties.
- 5.18. We would further like to offer the opportunity of **sharing resources** with you to continue to develop your knowledge of corporate parenting and cared for children and care leavers. This is available through a number of avenues such as the LGA or for the service to spend some time with you talking about actual children's experiences.

### Update on participation with children and young people

- 5.19. **Game Changer Conference, Blackpool** - an early start at Crewe train station on Saturday 4<sup>th</sup> November saw members of the Cheshire East Children in Care Council and Care Leavers Forum gather ahead of an exciting day at the Game Changer Conference in Blackpool. On arriving at the venue, the room was already filling up with children and young people from across the North West region.
- 5.20. The conference aims are *"to create an environment for young people from Children in Care Councils and Care Leaver Services to come together with decision makers to engage in dialogue, to explore views on care services, and to debate and propose change."* Young people had an opportunity to participate in a range of activities, highlighting the issues that affect them directly to representatives from Youth Policy, Children's Commissioner and Ofsted. The young people were also joined by Afghan Dan, who gave a speech before performing at the event. Afghan Dan also delivered a workshop where the young people were able to create their own lyrics, which he then performed.

- 5.21. Following the conference, young people were given the opportunity to go onto Blackpool Pleasure Beach where they enjoyed the rides and attractions before heading home. A stop at the fish and chip shop on the way to the train station provided some warmth and full tummies before the journey back to Crewe. The young people had a good time and enjoyed the experience, with the hope that positive change will be the outcome of the conference.
- 5.22. **Xmas dinner for young people** – staff from children’s services raised around £100 to provide a celebratory Christmas dinner for young people in care/care leavers.

### Appointment of New LAC Designated Nurse

- 5.23. A new Looked After Children (LAC) Designated Nurse for Cheshire East came into post in December 2017. Shan McParland’s role as the LAC Designated Nurse is pivotal to strategic planning, quality assurance and performance monitoring and is essential in advising on the provision of services for vulnerable cared for children and care leavers within the health economy. Key elements of this essential role are preventing further harm to these young people and ensuring that the complex needs of this transient group of vulnerable children and young people are understood across the health and social care economy.
- 5.24. Shan and the Head of Service for Cared for Children met to share some of the achievements and challenges in delivering good health and social care services for our children. Shan has participated in the Corporate Parenting Operational Group and input into the revision of the Corporate Parenting Strategy. Shan will be a valuable asset to service and will strive to ensure that the health of cared for children and care leavers is a priority.

### Visit from National Implementation Adviser for care leavers

- 5.25. Mark Riddell, the new Implementation Adviser for Care Leavers, is due to visit Cheshire East in January.

### Update on Ignition

- 5.26. By working with all partners, we are able to provide choice for young people and a process that provides them with a voice and ownership of their accommodation and future plans. Ignition is for young people aged 15½ plus who are thinking about where and how they would like to live when they leave care (we think the earlier we can plan the better the experience!). This is an innovative approach and has been short-listed for two national awards (a short film will be played at Committee that describes Ignition). Social Care commissioners from across the North West have taken the time to come and observe Ignition in full flow and have all commented on the fantastic approach that is delivering good outcomes for our Care Leavers.
- 5.27. Ignition is made up of a range of partners; Housing, Social Landlords, YMCA, P3, Supported Lodgings, Commissioning and Leaving Care, Voice for Children and private providers. Young people attend Ignition and describe their current situation and where they would like to be in the future, partners

listen and then describe what they have to offer or what they could develop to meet need. Young people are able to visit different provisions so they are able to make a more informed choice, the taster flat allows young people to experience independent living for a 2 week period with floating support to assist with budgeting, household skills, food shopping, cleaning, cooking etc...young people return home with an idea of whether they are ready to live independently and support to work on areas for development.

- 5.28. We now have a strong offer for our care leavers including taster flats, supported independent living, supported lodgings with 'hosts', dispersed properties with the offer of floating support alongside Staying Put and Staying Close arrangements, a group living house and support / acting as guarantor for individual tenancies. All of this choice would not have been possible without the successful partnerships that have developed through Ignition.
- 5.29. The panel also discuss young people who have been supported to move on; this helps ensure the placement is still meeting their needs and also helps develop our learning and placement knowledge, this whole process is very important for commissioning as it helps identify any gaps to address and good practice that we can celebrate and build upon.

#### Update on Signs of Safety

- 5.30. **Practice Leads for Signs of Safety** - we have identified our Practice Leads, who will be champions and leaders for good Signs of Safety practice and will support the approach to embed within their teams. Each team has at least one Practice Lead, who are at Team Manager and practitioner level. There are also Practice Leads within our key partner agencies. Practice Leads will receive additional training in Signs of Safety to support them to support their teams.
- 5.31. **Signs of Safety Training** - we are currently rolling out Signs of Safety training to our workforce. All our Practice Leads and Senior Managers across the service and partnership have now received the two day training and are starting to support their teams to use the approach. So far we have trained 106 people which includes Senior Managers including the Director of Children's Social Care and the Director of Prevention and Support. Two day training will continue in May 2018 for the Permanence and Throughcare Team, Care Leavers Team, Fostering, and Prevention Team. Some of our in house trainers will also be trained to deliver the two day training at this time so we can continue to roll out SOS training to our wider teams and partners.
- 5.32. **Aligning our Organisation with Signs of Safety** - in order to support the approach to embed we are changing our organisation and how we work so that it supports Signs of Safety practice. A large body of work is underway aligning our processes, forms, policies and procedures and practice guidance, and how we measure our performance. We have already changed the way we work at the front door to reflect Signs of Safety. The new process went live in November 2017. This has changed the questions we ask as part of the consultation process, and the way we record information, looking at the four

elements of Signs of Safety; what's working well, what we are worried about, what needs to happen, and how worried we are on a scale of 0-10. Feedback from partners has been very positive about the new approach, with partners saying that the new questions are supporting them to think differently about risk.

- 5.33. **Support for Teams from the Lead Practitioner** - we have appointed a Lead Practitioner for Signs of Safety, Louise Wright, to support teams and partners to embed the approach. Louise has a key role supporting teams to use the approach, delivering briefings and workshops, leading the Practice Lead Network, and representing the views of practitioners back to senior leaders on the Signs of Safety Project Board.

## 6. **Wards Affected and Local Ward Members**

- 6.1. Although the number of Cheshire East cared for children and young people is relatively small, they are a vulnerable cohort, who live across Cheshire East and in other local authority areas.

## 7. **Implications of Recommendation**

### 7.1. **Policy Implications**

- 7.1.1 There are a number of policy implications as a result of local and national developments and these will be reported, as appropriate to the relevant Committee.

### 7.2. **Legal Implications**

- 7.2.1 The national and local developments described in this report are wide ranging and will in many particulars have legal implications. Legal advice will be sought, as appropriate, upon all relevant emerging issues.

### 7.3. **Financial Implications**

- 7.3.1 There are no direct financial implications of this report.

### 7.4. **Human Resources Implications**

- 7.4.1 There are no direct financial implications of this report.

### 7.5. **Equality Implications**

- 7.5.1 There are no equality implications as a result of this paper.

### 7.6. **Rural Community Implications**

7.6.1 None.

**7.7. Public Health Implications**

7.7.1 None identified at this stage.

**8. Risk Management**

8.1. Cared for children and care leavers are a vulnerable group that are at risk of a number of factors – poor education and training, health, safeguarding and transition into adulthood.

**9. Contact Information**

Contact details for this report are as follows:-

**Name:** Kerry Birtles  
**Designation:** Head of Cared for Children & Care Leavers  
**Tel. No.:** 01606 275840  
**Email:** [kerry.birtles@cheshireeast.gov.uk](mailto:kerry.birtles@cheshireeast.gov.uk)

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# Corporate Parenting Scorecard

Ref	Department Lead	Measure	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 1 17-18	Qu 2 17-18	Q3 17-18	Q4 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority
<b>General</b>																
G1	Jacqui Hall	Number of cared for children				380-430	422	438	466				↑	There number of cared for children has now stabilised and there has been no overall increase since August when it was 466. The rate of admissions has slowed. We have plans to discharge a number of children from care that are living with their parents subject of a care order and there are over 30 children with a plan of adoption. There has been detailed scrutiny around the reasons for the increase of cared for children since April, which has revealed that most children enter care via a court application. There is a rising trend in very complex cases and this is now an established feature of our cared for population.	2 Feel & Be Safe	Outcome 5
G2	Debra Sloan / Pete Thorley	Rate per 10,000 cared for children		56	60	50.7-57.3	56	58	61.8				↑	It is important to note that increases are evident across the NW and statistical neighbour group and we remain in line with the England average.	2 Feel & Be Safe	Outcome 5
G3	Anji Reynolds	Number of care leavers					199	202	198				→	This represents all eligible, relevant and former relevant care leavers who are supported with access to a Personal Advisor (PA) to offer help and guidance as they move to independence together with financial support as appropriate to individual needs.	2 Feel & Be Safe	Outcome 5
<b>Involve Me</b>																
P1.1	Sue Preston	Number of eligible children and young people accessing advocacy services	High is Good				127	27	98					We had 98 advocacy cases open this quarter, of which 31 were issued based cases (22 in care, 4 care leavers, 5 disability). The issues were 12 placement issues, 9 representation at meetings, 3 Contact, 2 Education issue, 2 Transition, 1 Leaving Care issue, 1 complaint, 1 Housing issue. There were also 67 cases open to children who were on a Child Protection Plan. The number of Child Protection cases will start to lessen as Social Workers or other professionals will be advocating for children and young people. The Service Manager has delivered two sessions at both Crewe and Macclesfield CIN/CP Teams to share the new ways of working.	2 Feel & Be Safe	Outcome 5
P1.2	Debra Sloan / Pete Thorley	% cared for children reviews in timescales	High is Good				98%	95%	96%				↑	Of the 239 individuals subject to a review in quarter 2, there were 230 reviews held within timescales. Those out of timescale are scrutinised at challenge sessions to ensure that the reasons for delay did not adversely affect the young person, and that systems support timely reviews. There are always instances where a delay may occur due to a young person or carer wishes/needs, especially during the school holiday period.	2 Feel & Be Safe	Outcome 6
P1.3	Pete Thorley	% of children and young people chairing their own reviews	High is Good				2.75%							This data is not available at quarter 2. A report is being developed to address this for quarter 3.	2 Feel & Be Safe	Outcome 7
<b>Provide Me With a Good Safe Home</b>																
P2.1	Jacqui Hall	Number of cared for children in internal foster care (including friends and family placements)	High is Good			215	209	210	207				→	Currently the number of internal Foster Carers is lower than the increased demand for placements, although recruitment is stronger this year than last year, with a projected increase of 9 carers. We are developing a collaboration with neighbouring authorities to increase the number of recruited carers and also share any internal placement vacancies.	2 Feel & Be Safe	Outcome 5



P2.13	Jacqui Hall	Average number of days between entering care and moving in with adoptive family (A1 national indicator)	Low is Good			426	541	383	391									Cheshire East performance has improved steadily year on year since this became monitored through the Adoption data set, from an initial position of over 700 days down to 391 in the latest quarter.	2 Feel & Be Safe	Outcome 5
P2.14	Jacqui Hall	Average number of days between placement order and match with adoptive family (A2 national indicator)	Low is Good			121	66	62	88									We continue to out-perform the England average of 226 days and the national target of 121 days.	2 Feel & Be Safe	Outcome 5
P2.15	Jacqui Hall	Average number of days between entering care and moving in with adoptive family/ foster carer who becomes adoptive family	Low is Good			426	284	373	391									Cheshire East performance has improved steadily year on year since this became monitored through the Adoption data set, from an initial position of over 700 days down to 391 in the latest quarter.	2 Feel & Be Safe	Outcome 5
<b>Keep Me Healthy</b>																				
P3.1	Jacqui Hall	% of initial health assessments requested within 48 hours of coming into care	High is Good															During quarter 2 there was a late request for an initial health assessment for 37 children. There was an increased number of children becoming cared for during this quarter that created additional pressures on the social work team. This was compounded by the school holiday period when a number of workers and managers were away from work. Despite these challenges, the IHA request was no later than 4 days overdue for any child and figures break down as follows; 13 children the request was 1 day late, 9 children 2 days late. For 15 children the request was 3 or 4 days overdue, however 8 of the children had been placed in an emergency using police protection powers. In order to improve this we now have bi monthly and early alert systems in place with Health and have reviewed the process operationally to respond to the issue of timeliness. The new designated LAC nurse is also now in place and so will assist with this. However in October/November 75% of requests were within 48 hours.	4 Being Healthy and Making Positive Choices	Outcome 5
P3.2	Debra Sloan / Pete Thorley	% of initial health assessments completed by paediatricians within 20 working days	High is Good			100%	58%	41%	32%									Whilst performance declined in quarter 2, the measures put in place with Health partners to improve performance has had a good impact in October/November with over 60% being completed within 20 days and this figure may improve as we are awaiting confirmation of several other assessments being completed.	4 Being Healthy and Making Positive Choices	Outcome 5
P3.3	Debra Sloan / Pete Thorley	% of children in care over 12 months up to date with statutory health assessments (6 monthly for under fives, annual thereafter)	High is Good	84%	90%	100%	91%											This data will be presented in the Annual Health Report.	4 Being Healthy and Making Positive Choices	Outcome 5
P3.4	Debra Sloan / Pete Thorley	% of children and young people with immunisations up to date.	High is Good		87%	95%	93%											This data will be presented in the Annual Health Report.	4 Being Healthy and Making Positive Choices	Outcome 5
P3.5	Debra Sloan / Pete Thorley	% of children and young people in care over 12 months who have had an annual teeth check up by a dentist	High is Good		84%	95%	80%											This data will be presented in the Annual Health Report.	4 Being Healthy and Making Positive Choices	Outcome 5
P3.6	Debra Sloan / Pete Thorley	% of young people who have had a developmental assessment.	High is Good		90%	95%	100%											This data will be presented in the Annual Health Report.	4 Being Healthy and Making Positive Choices	Outcome 5

P3.7	Anji Reynolds	Number of pregnant care leavers (eligible, relevant and former relevant) 16+	Low is Good				7	8	7						This is a reduction from last quarter and remains below the national average. Detail of the work underway with pregnant care leavers and parents was reported to the last meeting of the Corporate Parenting Committee, including the work of the Parent Advocate Worker and Positive Parenting Groups.	4 Being Healthy and Making Positive Choices	Outcome 5	
P3.8	Steve Nevitt	% of young people with a SDQ score of 20 or above	Low is Good				23%	This data will be presented in the Annual Health Report.									4 Being Healthy and Making Positive Choices	Outcome 5
P4.1	Nicola Axford	% of Cared 4 children accessing 2-4 yr old provision (quarterly)	High is Good			90%	95%	89%	85%				↓	There are 4 children without a nursery place. 1 recently became eligible and a place has now been sought. The other children are placed with adopters and advise from adoption support is to remain at home to become secure before finding nursery.	5 Best Skills & Quals	Outcome 3		
P4.2	Nicola Axford	Percentage of completed PEPs (Termly)	High is Good			90%	83%	93% (July fig)					↑	There is no robust data yet available for the academic year starting in September 2017 as the focus is on individuals settling into place.	5 Best Skills & Quals	Outcome 3		
P4.3	Nicola Axford	% attendance at primary school of children in care (quarterly figure is all cared for children at month end rather than those in care for 12mths which are published figs)	High is Good	95.50%	96.10%	95%	96%	96%	97%				→	Overall attendance has increased - reduced level of sickness and transfer to new school of SEN child who was previously not attending full time.	5 Best Skills & Quals	Outcome 3		
P4.4	Nicola Axford	% attendance at secondary school of children in care (quarterly figure is all cared for children at month end rather than those in care for 12mths which are published figs)				95%	92%	92%	94%				→	Overall increase due to reduced impact of short periods of sickness.	5 Best Skills & Quals	Outcome 3		
P4.5	Nicola Axford	% primary school age persistent absence of children in care (quarterly figure is all cared for at month end rather than those in care for 12mths which are published figs)	Low is Good			10%	12%	9%	8%				→	This is cumulative figure - reduced due to lower impact of short periods of sickness	5 Best Skills & Quals	Outcome 3		
P4.6	Nicola Axford	% secondary school age persistent absence of children in care (quarterly figure is all cared for at month end rather than those in care for 12mths which are published figs)				10%	17%	21%	11%				↓	Cumulative figure since Sept. Above target due to pupils between schools in Sept who are now attending but overall data is below threshold. Includes school refuser and 3 pupils not in school at start of term.	5 Best Skills & Quals	Outcome 3		
P4.7	Nicola Axford	Number of Permanent Exclusions 1/2 termly - Primary	Low is Good				0	0	0					No permanent exclusions in this period or last year.	5 Best Skills & Quals	Outcome 3		
P4.8	Nicola Axford	Number of Permanent Exclusions 1/2 termly - Secondary					0	0	0				→	No permanent exclusions in this period or last year.	5 Best Skills & Quals	Outcome 3		
P4.9	Nicola Axford	% of cared for children in good or outstanding schools	High is Good			85%	82%	83%	77%				→	As schools convert to academies they become ungraded until they are inspected therefore the percentage of good our outstanding schools will reduce for a period. However there is no change in the number of pupils in inadequate/requires improvement schools. This indicators requires a review.	5 Best Skills & Quals	Outcome 3		
P4.12	Nicola Axford	% 16-18 year olds in Care that are NEET (monthly ) New measure from quarter 2	Low is Good			20%	New measure from Q2		6%					There are only 4 young people in the cohort recorded as NEET. The number has reduced due to impact of engagement programmes such as Cygnet and VS tutor programme. One of these young people recently entered care as an unaccompanied asylum seeker. We are actively working with the young people to get them engaged in activity leading to employment, training or education.	5 Best Skills & Quals	Outcome 3		

P4.13	Nicola Axford	% 16-18 year old Care leavers that are NEET	Low is Good			40%	New measure from Q2	23%					There are only 2 NEET young people, this is a small cohort of care leavers in this age group but this is likely to increase as the years progresses over time. There has been an increase in unaccompanied asylum seeking young people.	5 Best Skills & Quails	Outcome 3
P4.14	Nicola Axford	% 19 - 21 year Care leavers NEET	Low is Good			45%	New measure from Q2	33%					There are a total of 43 care leavers aged 19-21 who were NEET in quarter 2. Of these, only 14 were able to take up education, employment or training. Of the remainder, 16 are unable to work due to disability or illness, 6 are pregnant/parents, 1 is an unaccompanied asylum seeker young person and the remaining 6 are engaged in other positive activities.	5 Best Skills & Quails	Outcome 3
<b>Support me to move into adult life</b>															
P5.1	Anji Reynolds	% of care leavers accessing Higher Education (University)	High is Good				10	10	12%				A total of 16 care leavers aged 18-21 are currently accessing higher education on a full or part time basis	4 Being Healthy and Making Positive Choices	Outcome 1
P5.2	Anji Reynolds	Number of Cheshire East care leavers in apprenticeships (18+)	High is Good				9	4	6				As per the latest position for the current care leaver cohort aged 18+ in terms of EET status there are 4 with an external apprenticeship loaded and a further 2 in traineeship schemes	4 Being Healthy and Making Positive Choices	Outcome 1
P5.3	Debra Sloan / Pete Thorley	The number of young people with a CSE plan - All Individuals					10	6	7				NB this is all individuals - not just those in care (that would be a suppressed figure)	2 Feel & Be Safe	Outcome 5
P5.4	Lisa Blanchard	Number of individual offences committed by cared for children	Low is Good					18	7				This figure shows the total number of offences from those listed in measure P5.6 below.	4 Being Healthy and Making Positive Choices	Outcome 1
P5.5	Pete Thorley	% of care leavers in suitable accommodation	High is Good			96%	94%	96%	98%				There are 5 individuals considered to be in unsuitable accommodation - 3 are in custody, one we are unable to contact and whereabouts are unknown and one has no fixed abode. We continue to work wit these young people to help them secure suitable accommodation.	2 Feel & Be Safe	Outcome 5
P5.6	Lisa Blanchard	Number of cared for children offending	Low is Good					4	4				This will be all young people starting on Youth Justice Service or Divert Intervention during the quarter where they are flagged as a child in care on Childview.	4 Being Healthy and Making Positive Choices	Outcome 1

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Cheshire East  
Children and Young  
People's

**Sufficiency Statement for  
Cared for Children  
2018-19**



**Cheshire East**  
Children & Young  
People's Trust

## **Our Shared Ambition in Cheshire East is that:**

Children and Young People are **valued as individuals** in their own right

Children and Young People **feel and are safe and protected**, free from fear and danger

Children and Young People are brought up and cared for within their own families wherever possible but **experience good care** where this is not the case

Children and Young People are **physically, mentally and emotionally healthy**

Children and Young People **enjoy their childhood** and youth and have a positive experience of social engagement with each other and their communities

Children and Young People have **every opportunity to achieve** and reach their potential and enjoy their school and learning experiences

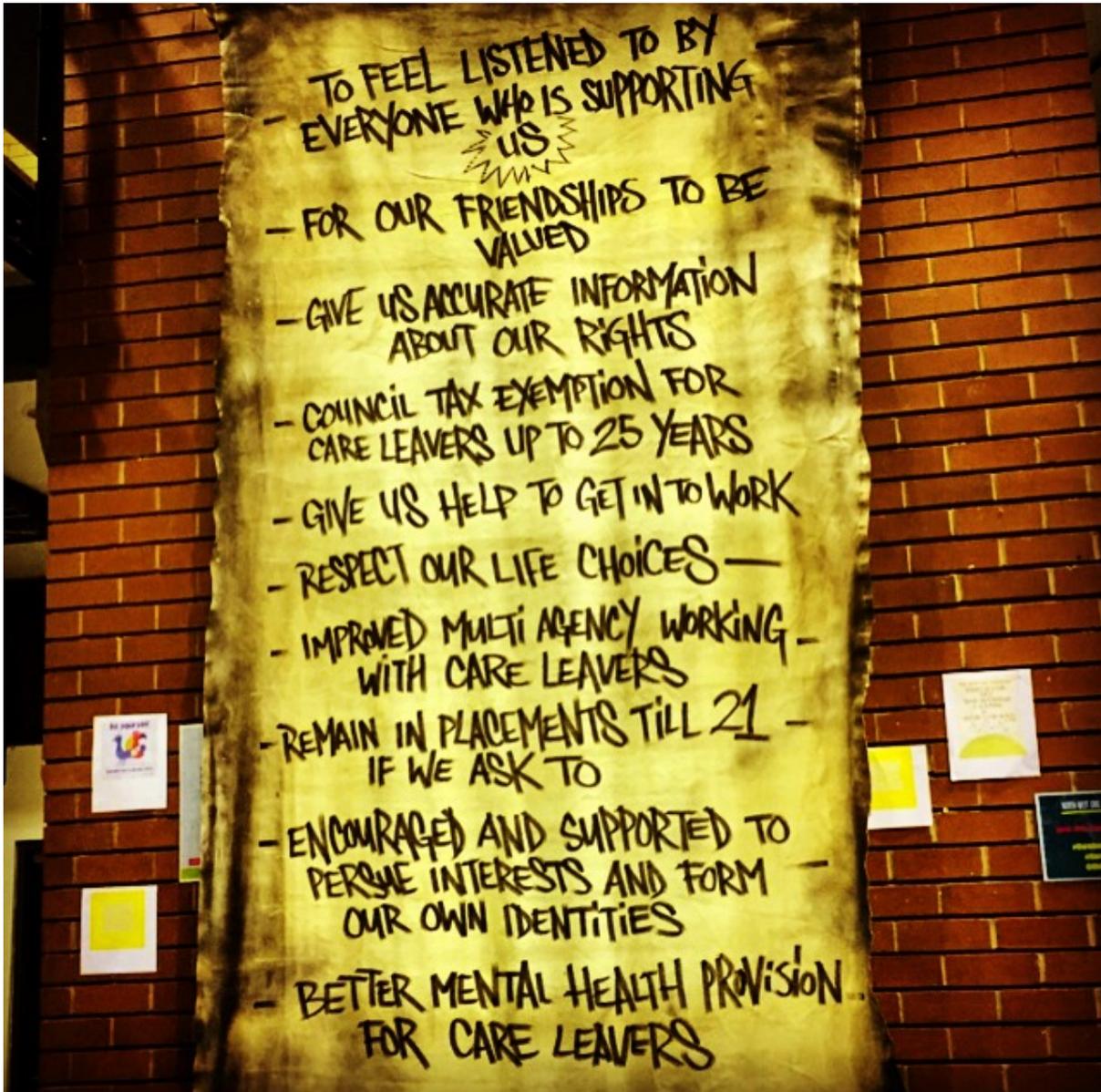
Children and Young People **have a say in the services they receive** - and **see meaningful participation as their right**

Children, young people, their families and services **work together to meet individual needs** and problem solve, and support is based on their lived experience

Young People are supported into adulthood **able to shape their own destiny**

The borough **celebrates the successes and achievements** of all children and young people

## The Care Leavers Pledge!



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Foreword

Cheshire East Children and Young People's Plan sets out the vision for Cheshire East to be a place where children and young people thrive, are safe from harm, feel physically and emotionally healthy, have access to outstanding education and feel prepared for and excited about adulthood.

We work extremely hard to make sure this is the experience for all our children and young people. Our Early Help offer is in place to support families to stay together, however there are a number of children and young people whose families are unable to care for them; this may be because of temporary or permanent problems facing their parents, as a result of abuse or neglect or as a result of a range of difficulties including not having a parent to look after them. In these circumstances it is the Local Authority's responsibility for providing the best care and support.

In Cheshire East our children and young people have been asked to be referred to as 'cared for children' and 'care leavers'. When safe and appropriate we want our cared for children to live in Cheshire East, this may not always be possible due to safety concerns but, regardless of where a young person is placed, we want them to feel nurtured and supported to have high aspirations and achieve their best outcomes.

When a young person becomes cared for the Local Authority then has Corporate Parenting responsibilities. Corporate Parenting is the term used for the collective responsibility of the Local Authority and its partners to ensure all services i.e. housing, health, leisure are working together to support the care and protection of our children and young people.

All children are unique; children who come into care even more so with needs and circumstances each requiring an individual, tailored response. As a Corporate Parent it is our responsibility to ensure we understand what these needs are and that we have the skills, knowledge and resources to meet them.

The purpose of this Sufficiency Statement is to set out the provision we, as a local authority, have in place for cared for children, children on the edge of care or custody and care leavers. Ensuring it is flexible, diverse and most importantly is influenced by what our children and young people tell us.

## Introduction

The majority of children are brought up in their own families, but for a small number of children circumstances may dictate the need to grow up in alternative settings which can include foster care, residential and supported independent living.

Children in Care are the responsibility of the local authority who becomes their Corporate Parent. As Corporate Parents we need to ensure that a sufficient number, type and quality of accommodation is available in order to ensure the welfare and emotional and physical well-being of every child and that they are in environments with people who support them to reach their potential.

No one service or agency can by itself provide all the support needed by children in care. It requires all services and agencies to 'share the care' and actively work together to ensure the right support and opportunities are made available to children and young people in care and their carers

Local Authorities are required, under s22G of the Children Act 1989, to publish an annual Sufficiency Statement for children in care.

Cheshire East's Cared for Children and Care Leavers Corporate Parenting Strategy and the Children and Young People's Plan set out the principles by which agencies and services in Cheshire East will ensure that children in care have the same opportunities as their peers to enable them to fulfil their potential, and make a good start in adult life. It sets out the achievements so far, shared priorities for children and young people in care, and the actions to be taken to make a positive difference to their lives.

As corporate parents we have high expectations for our children and young people in care and encourage them to have high expectations of themselves. We want them to leave care with a sense of achievement and security, looking forward to a future where they will be valued and involved citizens who are economically independent and able to contribute positively to the communities in which they live.

Our Corporate Parenting Strategy details five outcomes for which we can measure progress to ensure we are all working as hard as possible to ensure children and young people feel supported, encouraged and hopeful; these outcomes are in the words of our cared for children and care leavers:

- Involve Me
- Providing me with a Good Safe Home
- Keep Me Healthy
- Help Me to Achieve
- Support Me to Move to Adult Life

Each outcome has priorities and details actions of what needs to be achieved to meet each outcome; the voice of children and young people is central to the Corporate Parenting Strategy and informs this Sufficiency Statement.

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## Executive Summary

The overall picture in Cheshire East is of good and improving performance in relation to our Children in Care. Whilst we have seen an increase in the number of cared for children during the past year we continue to be lower than both the regional and national average. We feel confident that for these cared for young people they are in the right environment that will best meet their needs; the highest driver for removing children from their family home continues to be abuse and neglect. We have seen an increase in the local child / young person population this, alongside with national drivers which have also put pressure on care numbers, and a change in culture and practice we believe contributes to the increase.

The number of children placed beyond a 20 mile radius of Cheshire East has remained consistent over the past 4 years at 17%. For those young people who are placed further away there is robust evidence provided in the placement approval request to demonstrate why that placement best meets need. There is an on-going priority to continue to place more children nearer home; with plans to expanding our internal residential offer to five properties, a continued drive to recruit and retain a diverse range of foster carers and further developing our 16 + Ignition offer; for example in 2017 we seen an increase in the number of taster flats (we now have 4) with plans to increase this further working with our local commissioned services and social landlords.

Central to our approach is the wishes and views of our young people who have quite clearly told us that what is important is being consulted on where they live and having a choice where to live when leaving care. Cheshire East has signed up to The Care Leavers Pledge and are committed, with partners, to the priorities set out in Children and Young People Plan. Ignition is evidence of our commitment to the pledge with a monthly panel attended by young people who leave with ownership of their plan for accommodation with a choice of provision that best meets their needs; for now and the future. This approach has also seen greater stability for our young people.

Cheshire East accesses four North West / Greater Manchester Frameworks providing external agency placements for residential care, fostering and leaving care. This provides greater value for money and core standards that are consistent across the region. The new DPS Framework which is being introduced in 2018 will support greater flexibility and choice which is better aligned to the needs we have identified.

Independent Fostering Agencies (IFAs) continue to take a high number of our cared for children. During 2017 we have worked with a small number of IFA's to develop our partnership; using their experience to test out our LEAN Review arrangements and to look at recruitment within the

Cheshire East (CE) area. In 2018 we will work with a greater number of IFA's to develop a more bespoke offer, closer working relationships and targeted recruitment as it is recognised that at times more specialist provision is required when it is unable to be met in-house.

Quality Assurance visits take place across all residential placements; this provides close scrutiny of the placement but, more importantly, the opportunity to develop relationships with our providers. Voice for Children (a Social Enterprise run by a Cheshire East care leaver utilising the lived experience of being in care) undertake the visits with us providing a genuine opportunity to capture the young person's views. In 2018 we will be rolling out Quality Assurance visits and greater scrutiny to our 16+ Supported Accommodation providers. We will be working with the NW Region in a planned programme of Independent Fostering Agency Quality Assurance visits too.

Adoption Counts – Cheshire East's new Adoption Service joined the Regional Partnership in the Summer of 2017. The service has relocated sharing space between CE and the regional office which has allowed for greater partnership working. In 2017 foundations were put in place to support Concurrency; it is envisaged the first concurrency placement will be made in 2018.

CE's Unaccompanied Asylum Seekers Pathway Plan has developed and strengthened. Working with local providers we support young people to establish them and, when they are ready, support them to move to West Street - our independent living house. Our UAAS worker has developed best practice, good relationships with our young people, local colleges and other agencies and has provided a safe and strong environment for these young people to begin to flourish again. In 2018 we will be working to develop our offer further; housing and wider support, in line with the expected increase in numbers.

Staying Put and Staying Close allow young people to have the option and support in place to stay close to their Foster Care Placement or Residential home when they leave, or to reside with the Foster Care family past their 18<sup>th</sup> birthday. Staying Put has started to develop within CE which is extremely positive but this has had an impact upon the number of FC available. In 2018 we will be working with residential providers to develop Staying Close.

## The Sufficiency Duty for Children in Care

The Statutory Guidance sets out a requirement for Local Authorities to work with key partners to be in a position to secure, where reasonably practicable, sufficient accommodation for children in care in their local authority area which meets the needs of children and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty').

The sufficiency duty requires local authorities to do more than simply ensure that accommodation be 'sufficient' in terms of the number of beds provided. They must also have a regard to the benefits of securing a number of providers and a range of services. Fundamentally, the accommodation available must meet the needs of children. To achieve this Cheshire East's Children's Commissioning and Placements Team follow the commissioning cycle of analyse, plan, do, review. A wealth of data is used to inform our analysis including the quarterly Cared for Children Monitoring Reports and Placements North West census. We do not rely solely on data, the biggest contribution to our analysis is the feedback from our children and young people and our partners / professionals. The views and aspirations of our young people are instrumental to our planning, delivery and achieving outcomes.

There are **standards of excellence** set out in the 1989 Children's Act for the sufficiency duty. The following sets out what these standards are and how Cheshire East has met these or is currently working towards them.

**Standard of Excellence** - All children are placed in the local authority area, except where this is not consistent with their needs and welfare

Keeping children and young people safe is paramount; this begins with our Early Help offer. Supporting families to stay together with the help they need to maintain this. Our weekly Resource Allocation Panel (RAP) has strengthened this approach during 2017 with challenge and support given to colleagues to enable alternative solutions to coming into care or moving placement.

However for some children it is necessary for them to be placed a distance from their home setting due to safeguarding concerns or to accommodate significant levels of need. Where this is required we work closely with the host authority to ensure there are the right support and services available within that area and that there are clear strategies around Missing from Home, Child Sexual Exploitation and that it has a strong LSCB that supports local providers.

The percentage of the cared for children population accessing a placement beyond 20 miles of their previous registered address is 17%, this is consistent with the previous year. This means that less than 1 in 5 cared for children in Cheshire East is accommodated over 20 miles from their home authority. This position is not too far adrift of the general position across the North West and we would be looking to reduce this further to 10% and to better understand the rationale for those placed at distance from the authority. Analysis is consistently undertaken to understand the placement decision, presenting need and any gaps in local provision that would have supported a placement closer to the young person's home community.

### **Achievements from 2017:**

- We have worked with local providers to enable much closer working; knowing in advance what vacancies are coming up and what the matching considerations will be.
- We hosted a Sexual Exploitation training event in partnership with one of our local residential homes
- We have worked with IFA's to encourage targeted recruitment within CE and have seen local recruitment growth for some of our more specialist IFA's
- We have developed strong relationships with providers who would like to work with us in Cheshire East; a provider who has been running successfully in Australia for ten years is just in the process of opening its first home in England in CE
- We have Short Breaks providers working with us to look at the opportunities for more closer working
- We have a group living house delivering 16+ supported accommodation within CE run by an external organisation; partly due to need identified via Ignition

### **Plans for 2018:**

- Our Resource Allocation Panel (RAP) will follow the Signs of Safety approach which will enhance a rounded assessment and planning
- Redesign our edge of care support structures / resources
- Continue to market shape and undertake procurement activity to further develop local provision
- Put in place a Home Based Care Framework for children with a disability in order to strengthen the support at home rather than needs escalating and requiring more specialist services

**Standard of Excellence** - All children with a plan of adoption are placed with an adoptive family within 12 months of that plan being approved.

**Awaiting info from Adoption counts – Mark sending today (Thursday)**

Cheshire East is now part of a Regional Adoption Agency with Stockport MBC, Trafford MBC, Manchester MBC and Salford MBC.

Cheshire East has successfully maintained its performance since 2016 reducing the approval time from 7 months to 5 months. Of those who took longer this was due to additional matching requirements including sibling groups and further complex needs.

In 2017/2018 thirteen children have been adopted, and twenty eight have achieved permanence through Special Guardianship orders.

In 2017 recruitment was targeted to identify families who could consider children in terms of fostering to adopt and families who would be able to adopt sibling groups and older

**Achievements for 2017: xxxxxx**

**Plans for 2018: xxxxxx**

**Standard of Excellence** - There is a diverse range of universal, targeted and specialist services working together to meet children's needs, including children and young people who are already looked after as well as those at risk of becoming looked after or in custody.

Cheshire East has a wide ranging offer that is designed around evidenced need. Due to the size of the authority there is a locality approach to service delivery. Cheshire East's Consultation Service (ChECS) provides a holistic approach to advice, support and referring to appropriate services.

Our Early Help offer is delivered internally and through commissioned services and provides support at the earliest opportunity to help stop issues from escalating. This support may come from universal services, for example our Youth Engagement Service, Family Support, Early Years, Schools or from a more targeted provision such as @ct, CAMHS, Children in Need or Virtual School or Youth Offending Service. Services work together to support children and families and, where appropriate, provide a step down approach.

During 2017 the Resource Allocation Panel (RAP) was established to support colleagues with both ideas and challenge for all placement requests and placement moves; encouraging more

innovative and creative thinking. The approach used is in line with Signs of Safety. RAP encourages Social Workers to think differently but it also challenges services to think and deliver differently too.

### **The Big House!**

A family who were discussed at RAP provide a great example of the difference creative thinking and partnership working can make. A family were facing an extremely stressful situation with Granny taking over the care of her 4 grandchildren in her small house. To support Granny, Aunty moved in to help and brought her two small children too. Due to a range of difficulties there were conversations about what the safest and most supportive plan would be for this family.

Housing worked with us to help secure a bigger house. Home Start and the Family Support Service provided additional support. A Foster Carer provided mentoring and @ct helped with support to aunty and granny alongside providing a buddy for the young people. School played a big part in supporting this arrangement. Partners from a range of services have successfully kept this family together.

### **Community At It's Best!**

Our unaccompanied asylum seekers have arrived from a range of countries all with different stories, traumas and experiences. Working with the local community we are now in a position to offer these vulnerable young people a safe home. We have worked with neighbours who now provide a protective watching eye and support with simple things like putting the bins out! The college has developed its offer to provide English lessons, vocational activities and friendship support. The YMCA has a football team that has been extremely welcoming and our supported living providers; YMCA, Mococo and Watermill have all developed their offer to make sure young people are supported to live independently. Links have been made with local hairdressers, GP's, food shops as well as the Mosque; all of whom have been extremely welcoming and supportive. Our UAAS project worker and Personal Advisors have worked extremely well together to ensure this community approach continues to thrive.

### **A Different Track**

Our Youth Offending colleagues raised concerns about a young person who had recently emerged from the criminal justice system and needed extra support to get back on the right track again. Bringing together Youth Engagement, the police, the local college, YMCA alongside commissioning a new placement with floating support we were able to help this young person find work experience and begin to re-engage with college and their life again.

**Standard of Excellence** - Our Children's Trust (including housing) work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and to support the continuity of education or accommodation beyond the age of 18.

We are extremely proud of our offer for Care Leavers; by working with all partners we have choice for young people and a process that provides them with a voice and ownership of their accommodation and future plan. Ignition is for young people aged 15½ plus who are thinking about where and how they would like to live when they leave care (we think the earlier we can plan the better the experience!) Ignition is made up of a range of partners; Housing, Social Landlords, YMCA, P3, Forum Housing Supported Lodgings, Commissioning and Leaving Care, Voice for Children and private providers. Young people attend Ignition and describe their current situation and where they would like to be in the future, partners listen and then describe what they have to offer or what they could develop to meet need. Young people are able to visit different provisions so they are able to make a more informed choice, the taster flat allows young people to experience independent living for a 2 week period with floating support to assist with budgeting, household skills, food shopping, cleaning, cooking etc...young people return home with an idea of whether they are ready to live independently and support to work on areas for development.

We now have a strong offer for our care leavers including taster flats, supported independent living, supported lodgings with 'hosts', dispersed properties with the offer of floating support alongside Staying Put and Staying Close arrangements, a group living house and support / acting as guarantor for individual tenancies. All of this choice would not have been possible without the successful partnerships that have developed through Ignition.

The panel also discuss young people who have been supported to move on; this helps ensure the placement is still meeting their needs and also helps develop our learning and placement knowledge, this whole process is very important for commissioning as it helps identify any gaps to address and good practice that we can celebrate and build upon.

In December 2017 there were 22 Independent Living Placements, which is 5% of the cared for population this is an increase of 2% since April 2017. We are witnessing more placement stability and more equipped and prepared young people who are ready to take their next independent steps.

### **Achievements from 2017:**

- Growth in the number of Ignition taster flats (currently 4 with plans for more)
- Increase in our commissioned block contract offer

- Group Living House established
- Greater stability in placements and a planned transition
- Significant improvement in Care Leavers NEET

### Plans for 2018:

- NEET Panel (Based on the Ignition Model)
- Taster Flat Provision in Macclesfield, Congleton and Middlewich
- CE Quality Assurance Visits to all 16+ provision
- Independent living skills – targeted work with 15 & 16 year olds in residential and FC placements
- Increase the number of individual tenancies
- Increase the range of 16+ provision across the borough working with local residential providers

**Standard of Excellence** - Services are available in adequate quantity to respond to children and young people including predicted demand for a range of needs, and emergencies.

**Standard of Excellence** - Services are situated across the local authority area to reflect geographical distribution of need

We have a wide range of provision across Cheshire East and this provision continues to grow based upon identified need. Whilst it is recognised we do not have the full sufficiency located within the Cheshire East boundaries we can evidence a large development of provision during 2017.

Cheshire East Foster Care recruitment continues to prove successful, as of December 2017 we have 124 Mainstream Foster Carers and 36 Family and Friend Placements.

We increased the provision of our internal residential provision from 3 homes to 5 homes, whilst challenges were presented by the commissioned provider making this a successful contract we have robust plans in place to ensure success in 2018.

Our 16+ care leavers offer has grown incredibly in particular with our block contract arrangements. Not only do these contracts provide young people with a greater choice it also provides excellent value for money and less reliance on the external market.

During 2017 we have increased provision in line with identified need and growth forecasting.

For the YMCA in Crewe we have increased by:

- 2 PACE beds that we also offer out to neighbouring authorities
- The Bridges – which provides emergency beds for up to a week whilst alternative accommodation is found
- The Foyer – offering long term accommodation in self-contained flats
- Ignition Flats – providing taster opportunities and 6 month lets
- Floating Support

For Watermill House in Macclesfield we have:

- Increased the beds to 6
- Commissioned an E-bed – providing emergency provision in the Macclesfield area
- Started discussion about developing a taster flat

For Forum Housing's Supported Lodgings Hosts we have:

- Developed the offer to allow placements for some of our more complex young people

Working with external providers we have helped shape the offer within Cheshire East by developing partnerships and encouraging establishment and growth in the areas in which we need more.

We have:

- A Group Living Unit in Crewe
- A new residential provider setting up its first home in England in Cheshire East
- A newly established home within Cheshire East working with Commissioning to expand and develop their offer
- A step down Foster Care offer from a residential school setting

For our Unaccompanied Asylum Seekers (UAAS) we have leased a 5 bedroomed property (designed for 16+ care and accommodation) and developed a UAAS support role. We now have a very clear pathway for when UAAS young people arrive in Cheshire East. Working closely with one of our supported living providers we ensure a smooth transition; being supported with college, health and recreational plans and, when ready, being moved to live more independently in the leased property. This has worked extremely well; we have fostered positive community relations, strong links with the college and, most importantly, ensured a safe space for these vulnerable young people to flourish. Work is now underway to develop this model across the

borough working with other partners to ensure we have enough provision and are sharing good practice.

Complimenting all of this growth is access to the Frameworks through Placements North West; Greater Manchester Residential Framework, Merseyside and Partners Residential Framework, North West Fostering Framework and Leaving Care Dynamic Purchasing System (DPS) Framework.

In line with the commissioning cycle these developments have all been designed following analysis of data, feedback and good practice i.e. the Taster Flats.

The data informs us that during 2017 there continued to be an increase in the number of children subject to a child protection care plan. Further analysis highlight the increasing complexity of levels of need; family dynamics and generational challenges.

The number of children in need over the 4 year period of 2014-2017 has steadily reduced. We know that targeting resources and providing the right support to families at an earlier point can help families to deescalate problems. The decrease in children in need and increase in child protection assures us that we are supporting families at an earlier point which is positive, yet dealing with more complex needs which has implications for the level of need for the young people who are coming into care.

During 2017 changes were made in services, a dedicated disability team was established so a lot of cases that were CIN in the teams were moved over to the specialist disability team. The table below shows the changes and the impact at a particular point of time. (Please note the disability figures are extracted from a specific data point so it is important not to let this factor into a like for like comparison between 2016 and 2017, although there is clearly a decrease).

**Table 1. Children in Need and Child Protection Plan Data**

		Jun	Jul	Aug	Sep	Oct	Nov
CIN							
2016		1133	1129	1114	1054	995	966
2017		895	956	864	831	791	809
	<i>Disability team 2017</i>	<i>97</i>	<i>99</i>	<i>109</i>	<i>106</i>	<i>118</i>	<i>107</i>
CP							
2016		268	284	287	281	295	279
2017		288	302	336	333	369	362

As at December 2017 there were 470 children and young people who are cared for with around 9% placed in residential children's homes. Whilst this is an increase from the previous year it is evidence of the targeted work to ensure each young person is in a placement that best meets their needs. RAP ensures all placements have support and challenge to ensure the placement is working to meet the desired outcome – be that returning home or 'stepping down' to foster care provision, part of RAP's Terms of Reference is to review existing placements.

We continue to see an increase in young people aged 11 to 15 who are entering care along with the increase of UAAS. It has also become more difficult to find placements for this age group both locally and regionally.

When analysing the current cared for children population and their home town prior to coming into care 67% of cared for children come from the Crewe and Macclesfield areas. This geographical mapping of the communities from which our cared for children originate has, influenced the early help strategy and the spread of accommodation that is required; be that through the residential redesign, additional supported living properties or foster carers.

It is recognised that our local providers, both Independent Fostering Agencies (IFA) and Residential, accommodate a large proportion of young people from other local authorities, which when we consider we have only 37 residential beds and are down on IFA's from 121 (2011) to 86 (2016) is quite a challenge. We have been working with providers to target recruitment within CE and to have greater contact / communication to ensure first choice on local provision.

Internally we have achieved much during 2017 with Cheshire East Foster Carers. The number of Cheshire East Family and Friends placements continues to increase. In December 2017 there were 71 placements, which is 15% of the cared for population this is an increase of 2% since April 2017 and compares favourably to the national average which stands at 8.0%.

We recruited a further three foster carer households in December 2017 the total number of mainstream foster carers is 124 looking after 157 children\* (\*as at December 2017).

### **Achievements from 2017:**

- Increase in commissioned services to meet need
- Forged relationships with new and existing providers
- Worked more closely with other Local Authorities across the region
- Increased our Fostering Capacity Scheme loans and grants
- Promotion of simpler payments scheme and guaranteed retainers for newly approved carers awaiting matching

- Reduction in assessment time to between 16-18 weeks and further collaboration with our North West partners to consolidate the reduction in assessment time across NW and increase the numbers of inquiries translated into approvals
- Comprehensive training and development for foster carers –from pre- approval through to specialist skill development for particular placement needs
- Development of our Fostering Plus Scheme to attract foster carers who can be supported to develop specialist skills.

### Plans for 2018:

- Increase the number of Foster Carers who can provide short break provision for children with disabilities
- Increase the number of placements for parent and child
- Increase the number of Foster Carers for our teenage age group and siblings
- Re-commission residential provision
- Increase the emergency provision offer
- Develop a step down Foster Care provision

**Standard of Excellence** - In addition to meeting relevant National Minimum Standards, services are of a quality to secure the specific outcomes identified in the care planning process for children and young people

Once a placement search is undertaken any offers that the Placement Service receives are forwarded to the young person's social worker and social worker's manager. Attached to the offer will be information containing the Residential Home's Statement of Purpose, latest OFSTED inspection, Reg 44 and Young Person's Handbook. The provider will also provide the names of any other Local Authority whose children may be placed in that provision so references can be sought and any matching considerations further checked out.

Where possible the Commissioning Team and the Social Worker should visit any new placements together prior to the young person visiting. A lot of effort is put into establishing the quality of the provision, ensuring the staff and manager of the home have the right skills and approach and, most importantly, have a warm, kind and inviting home.

Young people, wherever possible, visit the placement to see if it is somewhere they would like to live and can buy into. It is important for young people to feel in control of their future and feel they have a say in the plan.

Residential settings and IFA's provide regular updates on how the placement is going. Residential homes also send their monthly Reg 44 reports. The greater the relationship is with providers the more we can support placements by facilitating ongoing dialogue.

For residential placements we have a commitment to make at least one QA visit a year. This is undertaken with Voice for Children (a Social Enterprise run by a Cheshire East care leaver utilising the lived experience of being in care) which helps us to make sure the visit and review is very much young person focused. The framework for quality assurance visits has been reviewed to ensure that its coverage is rigorous and joined up with the collaborative approach being led by Placements North West. Since January 2015 QA visits have been undertaken in partnership with Voice for Children and commissioning. These joint visits have proved highly effective in ensuring the voice and eyes of the young person are central to the visit.

Prior to the QA visit information is collated from family, social workers, IRO, Virtual School and any other professionals who are linked to the young person to understand what is going well, concerns or any issues. This information is shared with the provider. Likewise feedback is gathered from the provider and fed back to CE. During 2017 a high number of compliments were received during visits about the standard of paperwork provided, the commitment of social workers and the positive communication.

Information about Ofsted inspections is collated monthly and uploaded to Liquid Logic, any changes ratings results in a visit to understand the reasons for the change and what plans are in place to address any issues raised.

IPA's have been amended on Liquid Logic so they are aligned with the outcomes detailed in the placement request form. This means IPA's will be with the provider before the placement commences, ensuring everyone is clear about the outcomes required, timescales and costs.

During 2017 a LEAN Review was undertaken of the placement process and a number of changes have now been implemented which has seen a number of changes that have provided a big impact. The 10am Huddle, as part of the Visual Management, ensures clarity about placement searches, information and updates are shared on a daily basis and more teams are working together, a cut off time for referrals and a Tuesday afternoon shut down have all contributed to a more calm and manageable system.

In a 6 month period we have seen emergency placements reduce by approximately 30%. 183 Emergency placements were sourced for the whole of 2016/2017 and 66 for a 6 month period (June to November 2017) so if projected for a year would see 132 placements. For 2016 /2017 25 were recorded as being an emergency coming from IFA's and 29 from CEC Foster Carers – for the 6 month period 2 for IFA's and 7 for CEC.

The LEAN Review looked at the Placement Request Form and working alongside Signs of Safety we were able to make this form more young person and strength focused. All of the work undertaken has resulted in more measured, clear and timely placement requests which has helped with placement searches and provided a choice.

As of December 2017 there were 196 Care Leavers. Work continues to ensure a smooth transition be that to home or moving onto adult services. A major area for development is the transition for young people from children's to adult services in relation to mental health.

### **Achievements from 2017**

- Successful Joint Provider Forums with CWaC, Halton and Warrington
- LEAN review for placements

### **Plans for 2018**

- Increase the number of pre-placement visits
- Develop the use of Reg 44 reports
- Report Quality Assurance themes to Social Care Leadership Team
- Develop 16+ Quality Assurance
- Launch the electronic Individual Placement Agreement (IPA)
- Drop in / unannounced visits by Commissioners
- Yearly IPA reviews for all long term placements

**Standard of Excellence** - Universal services know when a child or young person is looked after and have good links with the range of targeted and specialist services which support them, including placement providers.

**Standard of Excellence:** Placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for looked after children.

When a young person enters care the placement details are entered into Liquid Logic and an automated notification is sent to our colleagues in Safeguarding, Health and Virtual School. Case notes are continually updated so information sharing is in place; each team is responsible for sharing information with the relevant services as appropriate.

Our residential providers are proactive in linking with other services in their local area. This requirement is set out in the IPA and is checked as part of the QA visit.

Sometimes young people do not want people to know they are cared for and we must always be fully respectful of that whilst keeping them safe.

Locally we hold Provider Forums for all placement providers and facilitate a varied agenda that provides a range of updates; we invite speakers, share good practice from across the region and try to link services up.

Linking everything together is Children's Commissioning. The Commissioning Team works across the whole of children's services and have excellent links covering Early Help, SEN, Young Carers, Social Care and Adults Services.

**Standard of Excellence** - There are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area.

During 2017 a LEAN Review was undertaken to look at the placement process. A number of recommendations have been implemented which have proved highly effective and produced successful outcomes.

The Visual Management recommendation introduced 'The Huddle'. At 10am every morning teams gather around the huge white board to discuss placement searches, where they are up to, any blockages, ideas, solutions.....this practice has improved partnership working, has speeded up placement finding and has helped future planning as we have a board that also records internal Foster Care provision and respite requests. Social Workers can call in and contribute ideas and keep up to date with where the search is up to. Commissioning are able to share intelligence about specific homes and areas and there is a wealth of knowledge about IFA carers alongside our internal FC.

The Placement team and Commissioning team have recently merged, being co-located with frontline social work teams ensures strong knowledge re supply of placements (via internal provision, commissioned services, 4 frameworks, off contract providers, market shaping etc) and strong evidence of quality prior to placements and QA pre and post placements is shared effectively.

RAP, Ignition and NEET Panel all provide young people and colleagues with knowledge about the local offer and support available. Ensuring placements are reviewed in a timely manner enables knowledge sharing about what is available in Cheshire East and the benefits of working more closely with local support.

Links with North West Commissioners enable good practice to be shared as we continually strive to do and be better.

### **Achievements from 2017:**

- LEAN Review
- Placements and Commissioning Merging
- RAP aligning with Signs of Safety

### **Plans for 2018**

- Increase in the number of joint visits with Commissioning and Social Workers to placements prior to placement offers
- Develop greater links between Early Help and Placement Providers within Cheshire East
- Develop partnerships and links local providers

**Standard of Excellence** - The local authority and the Children's Partnership collaborate with neighbouring Children's Trusts to plan the market for children in care and commission in regional or sub-regional arrangements.

Cheshire East have strong partnerships in place with all neighbouring authorities and this has developed further during 2017.

Adoption Counts is a new, collaborative adoption agency, bringing the professional expertise and specialist skills of five local authorities from across Greater Manchester and Cheshire together to deliver adoption services of the highest quality

Foster Care Collaboration will provide a number of opportunities across the region, we are already sharing resources and working on a targeted recruitment drive.

We hold joint Provider Forums with Cheshire West and Chester, Halton and Warrington which has proved extremely valuable and promoted more joint working and problem solving. The ability to discuss issues on a footprint that aligns to that of Cheshire Police also brings its benefits.

Alongside other NW local authorities we fund a small but highly effective Placements North West team. We benefit from the co-ordination of a range of framework contracts, sharing good practice from others; IFA Quality Assurance pilots, training and procurement. Placements NW also produce regular scorecard information and an annual census across the range of placement activity which provides valuable intelligence and benchmarking.

- To explore further opportunities to collaborate with neighbouring authorities in order to manage the market for residential care and Leaving Care more effectively

What have our children and young people told us?

Be honest with us!



Be our lifelong champion!



We want to stay living in our communities



Do not judge or patronise us!



When we leave care we want a choice of where we live

We want to be consulted on where we live

We want to see health professionals (particularly mental health) at a venue of our choosing

Support us in our hobbies and interest



**In Conclusion**

In many respects, the sufficiency duty is being met and considerable improvements have been made over the last 12 months to the whole system that works to deliver excellent outcomes for our children in care through good quality / value for money placements that are close to home, however, as detailed plans are in place to further improve the position and increase the range of provision within Cheshire East.

It is important that the actions identified in this Sufficiency Statement are monitored on a quarterly basis to ensure the improvement journey continues and the changes to the number / profile of children in care and the internal / external accommodation market provide appropriate influence on future actions.

The key to performance in this area is ensuring the levels and quality of accommodation for children in care across the market is maximised. The right placement at the start and the stability for children is the key to performance against the sufficiency duty. All our actions should focus on high quality outcomes for our cared for children, their voice should be loud and influence the way we work towards good quality, stable placements that are value for money.

Decision making should reflect the importance of effective early help for children and families and this continuing across the whole life course. Continuous reflection and effective decision making that is sustainable across the lifetime will provide excellent outcomes for our children in care.

**Proposed Actions**

This action plan will be updated and added to on a quarterly basis.

**Standard of Excellence:** All children are placed in the local authority area, except where this is not consistent with their needs and welfare.

Action	Timeframe	Update
Develop Resource Allocation Panel (RAP) Signs of Safety approach		
Redesign our edge of care support structures / resources		
Continue to market shape and undertake procurement activity to further develop local provision		
Put in place a Home Based Care Framework for children with a disability in order to strengthen the support at home rather than needs escalating and requiring more specialist services		

**Standard of Excellence:** All children with a plan of adoption are placed with an adoptive family within 12 months of that plan being approved.

Action	Timeframe	Update
Awaiting Mark's feedback from Adoption Counts		

**Standard of Excellence:** There is a diverse range of universal, targeted and specialist services working together to meet children's needs, including children and young people who are already looked after as well as those at risk of becoming looked after or in custody.

Action	Timeframe	Update

**Standard of Excellence:** Our Children's Trust (including housing) work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and

17, and to support the continuity of education or accommodation beyond the age of 18.		
Action	Timeframe	Update
NEET Panel (Based on the Ignition Model)		
Develop the Taster Flat Provision across Macclesfield, Congleton and Middlewich		
CE Quality Assurance Visits to all 16+ provision		
Independent living skills – targeted work with 15 & 16 year olds in residential and FC placements		
Increase the number of individual tenancies		
Increase the range of 16+ provision across the borough working with local residential providers		
<p><b>Standard of Excellence:</b> Services are available in adequate quantity to respond to children and young people including predicted demand for a range of needs, and emergencies.</p> <p><b>Standard of Excellence:</b> Services are situated across the local authority area to reflect geographical distribution of need</p>		
Action	Timeframe	Update
Increase the number of Foster Carers who can provide short break provision for children with disabilities		
Increase the number of Foster Carers for our teenage age group		
Re-commission residential provision		
Increase the emergency provision offer		
Develop a step down Foster Care provision		
<p><b>Standard of Excellence:</b> In addition to meeting relevant National Minimum Standards, services are of a quality to secure the specific outcomes identified in the care planning process for children and young people.</p>		
Action	Timeframe	Update
Increase the number of pre-placement visits		
Develop the use of Reg 44 reports		
Report Quality Assurance themes to Social Care Leadership Team		
Develop 16+ Quality Assurance		
Launch the electronic Individual		

Placement Agreement (IPA)		
Drop in / unannounced visits by Commissioners		
Yearly IPA reviews for all long term placements		
<p><b>Standard of Excellence:</b> Universal services know when a child or young person is looked after and have good links with the range of targeted and specialist services which support them, including placement providers.</p> <p><b>Standard of Excellence:</b> Placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for looked after children.</p>		
<b>Action</b>	<b>Timeframe</b>	<b>Update</b>
<p><b>Standard of Excellence:</b> There are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area.</p>		
<b>Action</b>	<b>Timeframe</b>	<b>Update</b>
Increase in the number of joint visits with Commissioning and Social Workers to placements prior to placement offers		
Develop greater links between Early Help and Providers within Cheshire East		
Develop partnerships and links local providers		
<p><b>Standard of Excellence:</b> The local authority and the Children’s Partnership collaborate with neighbouring Children’s Trusts to plan the market for children in care and commission in regional or sub-regional arrangements.</p>		
<b>Action</b>	<b>Timeframe</b>	<b>Update</b>
To explore further opportunities to collaborate with neighbouring authorities in order to manage the market for residential care and Leaving Care more effectively		

**PERFORMANCE MANAGEMENT SCORECARD FOR CARED FOR CHILDREN’S ACCOMMODATION**

Key performance measures to supplement those included in service scorecards:

		2018-2019		
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		Q1	Q2	Q3	Q4	Target	Comment
1	Actions in published sufficiency statement reviewed					Qtly review	
2	% of cared for children accommodated beyond 20 miles					10%	
3	% of cared for children in external agency placements that are rated good or outstanding					100%	
4	Number of cared for children in external agency placements rated inadequate					0	
5	Average weekly cost of external agency placements:  Residential  IFA					£3200  £760	
7	% occupancy level for commissioned residential					95%	
8	Contracts in place for external agency placements					100%	
9	Individual Placement Agreements for external agency placements which provide bespoke outcomes for cared for children					100%	
10	At least one compliance visit undertaken pa for each cared for child in an external agency placement					100%	