

Children and Families Scrutiny Committee

Agenda

Date: Monday, 14th September, 2009
Time: 10.30 am
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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 at the foot of each report.

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

1. **Apologies for Absence**
2. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Note: In order for officers to undertake any background research it would be helpful if questions were submitted at least one working day before the meeting.

3. **Declaration of Interest/Party Whip**

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Denise French
Tel: 01270 529643
E-Mail: denise.french@cheshireeast.gov.uk

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests and for members to declare the existence of a party whip in relation to any item on the agenda.

4. **Minutes of Previous Meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 3 August 2009.

5. **Redesign of Children's Social Care**

To receive a presentation by Lorraine Butcher, Head of Services for Children and Families, on the Redesign of Social Care.

6. **Teenage Pregnancy** (Pages 5 - 8)

To consider a report of the Strategic Director People on the issues and recommendations arising from the recent visit of the National Support Team in relation to Teenage Pregnancy in Cheshire East.

7. **Summary of School Performance 2008-09** (Pages 9 - 20)

To consider a report of the Strategic Director People summarising the performance of Schools in Cheshire East across all phases for 2008-9.

8. **Performance and Outcome Reporting Arrangements - Children and Families** (Pages 21 - 52)

To consider a report of the Strategic Director People on the interim arrangements for the reporting of performance across Children & Families Services

9. **Think Family** (Pages 53 - 62)

To consider a report of the Strategic Director People on some of the dimensions of the Think Family agenda and how this agenda might be taken forward by Cheshire East Council and by the whole system in Cheshire East.

10. **Work Programme** (Pages 63 - 66)

To consider a report of the Borough Solicitor on the Work Programme.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Scrutiny Committee**
held on Monday, 3rd August, 2009 at The Capesthorne Room - Town Hall,
Macclesfield SK10 1DX

PRESENT

Councillor R Westwood (Chairman)
Councillor D Neilson (Vice-Chairman)

Councillors Rhoda Bailey, D Beckford, D Flude, J Goddard, G Merry,
M Parsons, L Smetham and D Thompson

Apologies

Councillor O Hunter, Councillor A Kolker, Councillor P Findlow and C
Blanchard, M Clarke and J Kelly.

25 OFFICERS PRESENT

J Weeks, Strategic Director People
L Butcher, Head of Services for Children and Families
P Mossman, Children and Families
J Thompson, Children and Families
G Betton, Children and Families
D J French, Legal and Democratic Services

26 DECLARATION OF INTEREST/PARTY WHIP

In relation to item 5 Draft Single Funding Formula for Early Years Provision:

- Councillor D Flude declared a personal interest on the grounds that she was a Governor of Westminster Nursery School and a Director of EIPC Ltd; and
- Councillor D Neilson declared a personal interest on the grounds that he was Governor of a school with a nursery.

27 PUBLIC SPEAKING TIME/OPEN SESSION

There were no Members of the Public present who wished to address the Committee.

28 MINUTES OF PREVIOUS MEETING

RESOLVED: That the minutes of the meeting of the Committee held on 6 July be confirmed as a correct record.

29 DRAFT SINGLE FUNDING FORMULA FOR EARLY YEARS PROVISION

The Committee considered a report on a draft single funding formula for early years provision to be implemented in Cheshire East from April 2010. This Committee was invited to offer any comments to the Cabinet who would be considering the draft formula on 8 September as a basis for wider consultation.

The implementation of a single funding formula was in line with Government Guidance and funding was to be based on occupancy rather than places from April 2010. The current system provided for different ways of funding for the maintained and for the Private, Voluntary and Independent (PVI) sector.

The provision of free early years care for 3-4 year olds was to increase from 12.5 hours to 15 hours for the most disadvantaged areas from September 2009 and to all providers from September 2010. There were currently 203 early years settings in Cheshire East and it was anticipated that some providers would experience a significant negative budget variance due to the changed funding arrangements. The 2010-11 budget included some funding that was unallocated which could be used to support providers during the transition stage. Those providers who were expected to experience a negative impact had been visited by officers and transition plans put in place to offer financial support if necessary in the 2010/11 financial year.

An Early Years Reference Group comprising representatives of early years providers, had been set up as a sub group of the Schools Forum, and had been meeting to develop the formula in line with Department for Children, Schools and Families' guidance. Their recommendation was that a base rate be applied to all sectors at a rate of £3.20 per child per hour, with additional allowances made for flexibility, provision within an area of deprivation and quality. The allowance for quality related to having Early Years Professional Status and Qualified Teacher Status, with a requirement that the Early Years professional lead the practice.

During discussion of the item Members queried whether it was possible for maintained nurseries to charge for their service, raised concern about maintained nurseries' inability to offer more than 15 hours of child care per child per week and whether there could be an additional allowance for any early years provision that was suitable for children where English was not their first language.

RESOLVED: That the Cabinet be advised that:

(a) the draft formula comprising a base rate plus additional allowances for the factors of flexibility, deprivation and quality be supported but consideration be given to introducing an additional allowance for provision that is suitable for children where English was not their first language;

(b) the Committee is concerned about the inequity whereby maintained nurseries are unable to offer more than 15 hours child care per child per week as this may put them at a disadvantage; and

(c) a report be submitted to this Committee with the outcome of the consultation on the proposals.

30 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That in accordance with Section 100(A)4 of the Local Government Act 1972 the public and press be excluded for the meeting for the following item

of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

31 LOCAL GOVERNMENT OMBUDSMAN INVESTIGATION INTO A COMPLAINT AGAINST THE FORMER CHESHIRE COUNTY COUNCIL

The Committee considered a report on the findings of the Local Government Ombudsman in response to a complaint made against the former Cheshire County Council.

The complaint had been made by L who was a young person who had been subject to a care order. She had been on the child protection register as a small child and from the age of 12 taken into the care of Cheshire County Council but placed at home with her mother who suffered from mental illness and was prone to violent and volatile behaviour. L's mother stopped her from attending school during her last year at primary school and she reached school leaving age without ever having attended secondary school. Her only education was a maximum 10 hours a week with a tutor at a local library although there were significant periods without any education.

The Ombudsman found that the Council was guilty of over-arching maladministration in that it had failed to fulfil its responsibilities for L or to promote her welfare as well as identifying a number of specific and serious instances of maladministration. Before L complained to the Ombudsman, the County Council had recognised the difficulties with the case and had agreed that L should have access to leaving care services until she was 25 years old, receive financial support to undertake remedial education and receive "creative" help with appropriate accommodation.

The Ombudsman had recommended that Cheshire East Council as successor to Cheshire County Council should:

- Apologise to L;
- Pay L £1,5000 to reflect her time and trouble in pursuing her complaint and her distress caused by Cheshire County Council's response to her complaint; and
- Make £45,000 available either for immediate investment in purchasing a home (by shared ownership scheme if necessary) or to be held in an interest-bearing account and released to her when she is 30 years of age or in equal annual thirds when she embarks on and maintains a programme of education leading to qualifications – whichever is sooner.

The Ombudsman also recommended that both successor Councils should consider her report and undertake a review of procedures and practices to ensure good arrangements were in place to support children in their care. The Committee was informed that arrangements had been made for the Head of Services for Children and Families, Cheshire East Council and the Director of Children's Services at Cheshire West and Chester Council to meet with L and her advocate to formally apologise.

The Strategic Director People reported that a number of actions had been taken in the light of the Ombudsman's report including an examination of current

caseloads, a review of practices and procedures was underway. The Committee noted that new guidance had been issued regarding the statutory role and responsibilities of the Lead Member for Children's Services and Members emphasised the importance of ensuring they were aware of all significant issues in their role as Corporate Parents.

The Strategic Director People outlined that there had been a national increase in referrals to children's social care services as well as an increase in referrals to the National Society for the Prevention of Cruelty to Children (NSPCC). The Trade Union for public sector workers, Unison, had expressed concern regarding the morale of social care staff nationally.

Cheshire East Council was currently reviewing its practice and procedures for intervening where there are concerns regarding child welfare, in line with Lord Laming's report and the Government's response.

Cheshire East had commissioned 2 Audit reports on front end services and children under 5 years of age who were subject to a Child Protection Plan. The findings of both reports had now been received and a report would be presented to the next meeting of the Board on key development issues to be implemented. It was agreed that a Member Governance Group would steer the work and the associated Project Plan and that this would be a regular item on the Performance Task Group meeting chaired by the Chief Executive. There would also be regular briefings to Ofsted, Governance Office North West and the Audit Commission.

RESOLVED: That

- (a) the Cabinet be advised that: the Committee supports the proposal to implement the recommendations of the Local Government Ombudsman contained in the Ombudsman's published report.
- (b) the Cabinet be urged to ensure that the Children's Social Care budget is funded adequately.
- (c) both the review of practices and procedures and the Redesigning Social Care Project be endorsed and this Committee be updated on a regular basis on the work of the Member Governance Group;
- (d) Members be kept fully informed of all relevant issues to ensure that they can fulfil their Corporate Parenting role; and
- (e) the visit to front line services by a small group of Members be deferred for the time being.

The meeting commenced at 10.30 am and concluded at 12.25 pm

Councillor R Westwood (Chairman)

CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting:	14 September 2009
Report of:	Strategic Director People
Subject/Title:	Teenage Pregnancy

1.0 Report Summary

- 1.1 The report provides an update on issues arising from the recent visit of the National Support Team and makes recommendations that Cheshire East Council working with partners within the Children's Trust, particularly Central and Eastern Cheshire PCT, are asked to accept to further the work to deliver Cheshire East's Teenage Pregnancy Strategy.

2.0 Recommendations

- 2.1 That the Board accepts the recommendations made by the National Support Team and that Cheshire East Council works with the PCT and other partners to finalise Action and Delivery Plans in line with the timescales outlined.

3.0 Reasons for Recommendations

- 3.1 There has been lack of progress in addressing teenage pregnancy prevention and conception rates for under 18 year olds has not reduced since the introduction of the national teenage pregnancy strategy in 1998.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Climate change - Health

- 6.1 Policy and actions will need to be reviewed in order to secure progress in this area.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 The Local Authority receives funding in the form of a Teenage Pregnancy Grant to secure leadership in this area. This funding enables the Local Authority to recruit a post to lead on this work. A small amount of funding is available within this grant to commission some targeted preventative work and sits alongside funding held by partner agencies, notably health, to commission relevant sexual health and prevention programmes for young people.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 The Local Authority needs to comply with the terms of the Teenage Pregnancy Grant in order to ensure the funding is not withdrawn. The adoption of the recommendations will ensure that the Local Authority fulfils its obligations as a lead partner in this area of work.

10.0 Risk Management

10.1 Continued failure to reduce teenage pregnancy will impact negatively upon the performance of the Council in CAA.

10.2 Additionally risks associated with failure to address teenage pregnancy are of poor outcomes for young parents and for their children in terms of longer term life choices.

11.0 Background and Options

11.1 The National Support Team visit was planned after a period of sustained underperformance in the reduction of teenage pregnancy rates across Cheshire. The aim of the visit was to develop an understanding of the local area and to provide immediate feedback to all partners about what actions could be taken to reverse this trend. There was also a clear offer of further NST support which will inform the Cheshire East's Teenage Pregnancy Action Plan.

11.2 Whilst the visit was not part of a formal performance management review, it aimed to influence key players in relation to, for example, the priority placed on delivering the strategy and the policies and actions necessary to achieve this. Significant work occurred around collation of data to illustrate the current position and data packs were produced for key players. Planning meetings between representatives of the core services produced presentations from both the PCT and Cheshire East Council which served to illustrate the current position and the joint commitment, with an agreed number of core messages for future work.

- Joint approach to commissioning
- Joint structures
- Intelligent use of data to inform joint commissioning and service deliver
- Targeted preventative approach
- Further engage schools/colleges
- Shared understanding of finance and joint budget agreements
- Sharing of information/joint information
- Pursue integrated/joint/shared sexual health strategy
- Engagement and consultation with young people and their families and carers
- Strong and joint leadership across key agencies and advocacy on all occasions
- Target money collectively
- Senior Strategic post to lead on Teenage Pregnancy – separate post
- Clear performance framework

11.3 The key messages from the presentations were that Under 18 conceptions were focused in small geographical areas, 'hot spots'. In relation to deprivation the emerging teenage pregnancy pattern of conception was significantly greater than would be expected in these areas, indicating that deprivation was only one of a number of responsible factors. Despite historic coverage of prevention services within our 'hot spot' areas rates have remained steady or have increased. Some areas have shown high levels of single or repeat terminations. There was also concern for the vulnerable groups such as care leavers.

11.4 In order to provide customized advice and gain further understanding of the local area, the visiting team members held a series of informal one-to-one discussions with key players. The interviews were in the form of informal discussions, focussing mainly on the themes identified in the Teenage Pregnancy Unit's Self Assessment Toolkit.

11.5 Feedback was given to the local partnership by the National Support Team at the end of the visit, with opportunities for discussion and problem solving at the feedback session. A formal report was then produced and shared with all key players. A brief overview of the salient points includes recommendations based around 4 key areas.

11.5.1 **Strategy**

- An Executive Board needs to be developed and chaired by Directors from LA and PCT to lead, drive forward and performance manage the teenage pregnancy prevention strategy.
- The urgent recruitment of a senior strategic post to lead on teenage pregnancy prevention, this is to be led by Cheshire East Council.

11.5.2 Data

- As part of the Children's Trust arrangements, data should be disseminated in an accessible and relevant format by all and between all partners, to inform better planning, targeting and performance management of the strategy.

11.5.3 Communication

- The LA and PCT communications leads are made responsible for the urgent development of a Teenage Pregnancy Communication Strategy and Action Plan.

11.5.4 Implementation

- There needs to be an explicit and detailed young people's Sexual Health Needs Assessment, to inform the design and delivery of young people's contraception and sexual health services as part of a strategic commissioning plan.
- There needs to be a radical overhaul of current Contraceptive And Sexual Health (CASH) provision, including the condom distribution scheme, to ensure it meets the needs of young people and the 'You're Welcome' standards. A regional team of experts will facilitate the planning event.

12.0 Overview of Year One and Term One Issues

12.1 None

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: **Lorraine Butcher**
Designation: **Head of Service, Children & Families**
Tel No: **01270 686021**
Email: **lorraine.butcher@cheshireeast.gov.uk**

CHESHIRE EAST COUNCIL

REPORT TO: Children and Families Scrutiny Committee

Date of Meeting: 14 September 2009
Report of: Strategic Director – People
Subject/Title: **Summary of School Performance 2008-9**

1.0 Report Summary

- 1.1 The purpose of this report is to outline a summary of the performance of Schools across all phases for 2008-9. The report attempts to capture any early indication of trends for the last academic year as well as any comparisons against National or Statistical Neighbours where this information is available at this early stage of the new academic year. It is important to stress that the data referred to within this report is still provisional and needs to be considered with caution when making overall judgements.
- 1.2 It should be noted that whilst the information provided does make reference to comparisons to last year for Cheshire East schools, this level of analysis has only been undertaken for statistical purposes and not in terms of service delivery. Up until April 2009 and for certain services, up to August, the services which have supported schools had been provided across pan Cheshire.

2.0 Recommendations

- 2.1 At this early stage of the term, this paper is more information only and does not require any recommendation. More detailed and rigorous analysis of all phases will follow within the coming weeks and it may well result in specific recommendations being put forward.

3.0 Reasons for Recommendations

- 3.1 The reason for presenting this information is to give an early overview of results for Cheshire East schools.

Wards Affected

- 4.1 All localities will be affected by these results and analysis. Ultimately, Ward information will be presented which will allow clear comparative information to be available which will highlight areas of high performance/outcomes as well as those which may identify real areas of need and therefore potential additional support and development.

5.0 Local Ward Members

- 5.1 None identified

**6.0 Policy Implications including - Climate change
- Health**

- 6.1 Within the Children & Families Business Plan, the elements of the key priority 'Improving educational attainment' are addressed within this report.
- 6.2 Following a more detailed analysis of the performance data for 2008-9, it may well be the case that there are revised priorities in policy resulting from these results.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 8.1 These results will help to identify priority schools for 2009 to address areas of underperformance and improving the outcomes for learners. Funding streams to schools for 2009-10 will be reviewed and amended based upon these performance results. This funding primarily relates to DCSF Standards Fund Grants as well as direct support and challenge to schools via LA officers.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 None

10.0 Risk Management

- 10.1 The key risk is that every Local Authority is required to undertake a detailed analysis of performance data and various meetings will take place with national and regional organisations to review the performance of schools in Cheshire East and set revised targets for 2009-10.

11.0 Background and Options

- 11.1 The following summary is provided for each Key Stage to show key performance indicators for 2008-9. There is a series of appendices which give a more detailed summary report and comparisons over the last three years.

11.2 Key Stage 1

Level 2+: performance within Reading has improved by 1 pp compared to last year with Science also improving by 2pp. The results for Speaking and Listening, Writing and Maths remain at the same levels as 2007-8. For each of these indicators, the performance across Cheshire east is between 2-4pp above national figures.

Level 2b+: Writing has improved by 3pp compared to last year with Reading and maths remaining the same. Again, performance against national is 3-4pp above.

Level 3+: Reading has improved by 2pp compared to last year. All other indicators remain at the same levels as 2007-8.

Performance against statistical neighbours (10 other Local Authorities) shows that Cheshire East is positioned 7-9th for the 4 indicators of Reading, Writing, Mathematics and Science. Comparisons at a National level place Cheshire East 26th – 39th.

11.3 Key Stage 2

Attainment in English

At Level 5+, the results for Cheshire East show an improvement of 2pp on 2007/8 results, this compares to a 1 pp drop at a national level resulting in the Local Authority now being 7pp above national averages. These very positive results place Cheshire East at the top of comparisons to our other 10 statistical neighbours. The key area for improvement was seen in writing: up 3pp.

At level 4+, there has been a 1pp drop compared to 2007-8 which is in line with the national trend. Overall, the Local Authority remains 5pp above national averages and has improved its standing against statistical neighbours; we are now ranked first equal.

Attainment in Mathematics

At Level 5+, the local Authority can report results which show a 3pp increase on 2007-8 results which is 6pp above national standards. These results again place Cheshire East first equal against statistical neighbours.

At Level 4+, there has been a 1pp drop compared to 2007-8 whilst the national average has remained constant this year. In comparison to statistical neighbours, we are positioned second equal.

Attainment in English & Mathematics combined.

At Level 5+, results for Cheshire East show a 3pp improvement from last year which compared to a national figure which has remained unchanged. Again compared to statistical neighbours, we are placed first equal.

At Level 4+, there has been a 2pp drop compared to last year which reflects the national picture. Cheshire East is positioned second equal against its neighbours.

Attainment in Science

At Level 5+, Cheshire East results show a 4pp drop compared to 2007-8, this again reflects a national drop. These results place the Local Authority third equal compared to statistical neighbours.

At Level 4+, Cheshire East results remain unchanged which is in line with the trend nationally. The LA again is positioned 3rd against statistical neighbours.

Whilst numbers are very small, it is worthy of mention that 10 pupils achieved a Level 6+ at the end of KS2. This compared to the previous year when there were no pupils in this category.

11.4 Key Stage 3

Due to the removal of the end of Key Stage 3 national assessments last year, there is no available data at present for 11-14 year olds. At a later date, Teacher Assessment data will be available which will allow us to provide some overall analysis.

11.5 Key Stage 4 (limited national or statistical neighbour data available)

5+ A*-C rates : The 2009 figure of 71% shows a 2 pp increase upon 2007-8 results with the three year trend up 6pp.

5+ A*-C rates including English & Maths: The 2009 figure of 58% is again 2 pp above the previous years result with the three year trend being up 4pp.

5+ A*-G rates: The 2009 figure of 95% is up 1pp on last year. This follows an unchanged rate for the last two years.

11.6 Post 16

A level Pass Rates A-E: The 2009 figure of 97% shows a slight decrease on last year (98%).

A level Pass rates A-B: The 2009 figure of 51% shows a 4pp increase on 2007-8.

A level Average Points Score (APS): The 2009 figure of 217 is slightly down on last year.

12.0 Overview of Year One and Term One Issues

12.1 The following milestones are be expected:

- Detailed analysis of performance data over the coming weeks leading to a Pre-standards meeting with DCSF on the 18th September.
- Impact analysis of performance data in early October with the release of schools Contextual Value Added (CVA)
- Detailed analysis of 2008-9 data showing comparisons against national and Statistical neighbours available in early October.

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Bayley
Designation: Quality Assurance Manager
Tel No: 01244 972411
Email: Mark.bayley@cheshireeast.co.uk

	Boys	Girls	All	Boys	Girls
2006/7	1857	1858	3715	50.0%	50.0%
2007/8	1810	1784	3594	50.4%	49.6%
2008/9	1813	1662	3475	52.2%	47.8%

1. Performance at L2+, L2b+ and L3+

In the tables below the figures in brackets indicate the change from the previous year

L2+	2006/7		2007/8		2008/9	
	National	Cheshire East	National	Cheshire East	National	Cheshire East
Speaking & Listening	87%	91%	87%	89%	87%	89%
	-	-	-	(-2pp)	-	-
Reading	84%	87%	84%	86%	84%	87%
	-	(-1pp)	-	(-1pp)	-	(+1pp)
Writing	80%	85%	80%	83%	81%	83%
	(-1pp)	(-1pp)	-	(-2pp)	(+1pp)	-
Mathematics	90%	92%	90%	92%	89%	92%
	-	(-1pp)	-	-	(-1pp)	-
Science	89%	93%	89%	91%	89%	93%
	-	-	-	(-2pp)	-	(+2pp)

L2b+	2006/7		2007/8		2008/9	
	National	Cheshire East	National	Cheshire East	National	Cheshire East
Reading	71%	76%	71%	75%	72%	75%
	-	-	-	(-1pp)	(+1pp)	-
Writing	59%	64%	58%	61%	60%	64%
	(-1pp)	(-2pp)	(-1pp)	(-3pp)	(+2pp)	(+3pp)
Mathematics	74%	77%	74%	77%	74%	77%
	(+1pp)	(-2pp)	-	-	-	-

L3+	2006/7		2007/8		2008/9	
	National	Cheshire East	National	Cheshire East	National	Cheshire East
Speaking & Listening	22%	27%	21%	23%	21%	23%
	-	-	(-1pp)	(-4pp)	-	-
Reading	26%	31%	25%	28%	26%	30%
	-	(-1pp)	(-1pp)	(-3pp)	(+1pp)	(+2pp)
Writing	13%	15%	12%	14%	12%	14%
	(-1pp)	(-3pp)	(-1pp)	(-1pp)	-	-
Mathematics	22%	26%	21%	24%	21%	24%
	(+1pp)	(-1pp)	(-1pp)	(-2pp)	-	-
Science	23%	28%	22%	24%	22%	24%
	(-1pp)	(-2pp)	(-1pp)	(-4pp)	-	-

2. Pupils achieving L4+ at the end of KS1 in Cheshire East

	2005/6	2006/7	2007/8	2008/9
Reading	0	0	0	0
Writing	0	0	0	0
Mathematics	0	0	1 pupil	2 pupils

3. Analysis of gender

In the tables below the figures in brackets indicate the change from 2007/8

Speaking and Listening	L2+		
	All	G	B
Cheshire East	89%	91%	87%
	-	(-1pp)	-
National	87%	90%	84%
	-	-	(+1pp)

L3+		
All	G	B
23%	27%	19%
-	(+1pp)	(-2pp)
21%	25%	18%
-	-	-

Reading	L2+			L2b+			L3+		
	All	G	B	All	G	B	All	G	B
Cheshire East	87%	90%	84%	75%	80%	70%	30%	35%	26%
	(+1pp)	-	(+1pp)	-	-	-	(+2pp)	(+4pp)	(+1pp)
National	84%	89%	81%	72%	77%	67%	26%	30%	22%
	-	(+1pp)	(+1pp)	(+1pp)	-	(+1pp)	(+1pp)	(+1pp)	(+1pp)

Writing	L2+			L2b+			L3+		
	All	G	B	All	G	B	All	G	B
Cheshire East	83%	88%	79%	64%	73%	56%	14%	18%	11%
	-	-	(+1pp)	(+3pp)	(+4pp)	(+2pp)	-	(+1pp)	(+1pp)
National	81%	87%	75%	60%	68%	52%	12%	16%	9%
	(+1pp)	(+1pp)	-	(+2pp)	(+1pp)	(+1pp)	-	-	(+1pp)

Mathematics	L2+			L2b+			L3+		
	All	G	B	All	G	B	All	G	B
Cheshire East	92%	93%	92%	77%	79%	76%	24%	20%	27%
	-	-	(+1pp)	-	(+2pp)	(-1pp)	-	(-1pp)	(+1pp)
National	89%	91%	88%	74%	75%	72%	21%	19%	23%
	(-1pp)	-	-	-	-	(-1pp)	-	-	(-1pp)

Science	L2+		
	All	G	B
Cheshire East	93%	93%	92%
	(+2pp)	(+1pp)	(+2pp)
National	89%	91%	87%
	-	(+1pp)	-

L3+		
All	G	B
24%	21%	26%
-	(-1pp)	-
22%	21%	23%
-	-	-

4. Ranking of Cheshire East against other Local Authorities

		L2+	L2b+	L3+	APS
Reading	Stat. neighbours	=7	=8	8	8
	All	=25	=26	=26	=24
Writing	Stat. neighbours	=8	=7	=6	7
	All	=34	=26	=33	=28
Mathematics	Stat. neighbours	=4	8	=8	8
	All	=16	=27	=32	=27
Science	Stat. neighbours	=3	n/a	=9	=9
	All	=9	n/a	=39	=29

Based on provisional 2008/09 results. National results are "England All Schools".

	All	Boys	Girls	%Boys	%Girls
2006/7	3952	2028	1924	51%	49%
2007/8	4086	2130	1956	52%	48%
2008/9	3896	1959	1937	50%	50%

1. Attainment in English and mathematics combined

In the tables below the figures in brackets indicate the change from the previous year.

a) L4+ in both English and Mathematics

	2006/7	2007/8	2008/9	2009/10
Cheshire East	79% (1pp)	80% (1pp)	78% (-2pp)	84% Target
National	71% (1pp)	73% (2pp)	72% (-1pp)	
FFT B estimate	n/a	76%	78%	77%
FFT D estimate	n/a	83%	84%	83%

b) L5+ in both English and Mathematics

	2006/7	2007/8	2008/9
Cheshire East	28% (1pp)	23% (-5pp)	26% (3pp)
National	22% 0	20% (-2pp)	20% (0)
FFT B estimate	n/a	27%	26%
FFT D estimate	n/a	34%	34%

2. Two levels progress - national figures were not included in the DCSF SFR 4 Aug

a) 2 levels progress in English

	2006/7	2007/8	2008/9	2009/10
Cheshire East	84% (1pp)	82% (-2pp)	-82pp	91% Target
National	83% (2pp)	82% (-1pp)	n/a	
FFT B estimate	n/a	85%	84%	84%
FFT D estimate	n/a	92%	90%	90%

b) 2 levels progress in Mathematics

	2006/7	2007/8	2008/9	2009/10
Cheshire East	81% (3pp)	81% (0)	-81pp	90% Target
National	76% (2pp)	79% (3pp)	n/a	
FFT B estimate	n/a	78%	82%	81%
FFT D estimate	n/a	84%	89%	88%

3. Pupils achieving L6+ at the end of KS2

	2004/5	2005/6	2006/7	2007/8	2008/9
English	1 pupil	0 pupils	0 pupils	0 pupils	4 pupils
Mathematics	0 pupils	0 pupils	1 pupil	0 pupils	5 pupils
Science	0 pupils	0 pupils	0 pupils	0 pupils	1 pupil

TA only available for 91% in 2005, 82% in 2006, 99% in 2007, 99% in 2008 and 99.8% in 2009

4. Performance at L4+ and L5+

In the tables below the figures in brackets indicate the change from the previous year.

L4+	2006/7					2007/8					2008/9 *				
	Nat	Cheshire East				Nat	Cheshire East				Nat	Cheshire East			
		Actual	FFT B	FFT D	School aggregate Target		Actual	FFT B	FFT D	School aggregate Target		Actual	FFT B	FFT D	School aggregate Target
English	80% (1pp)	86% 0	85%	90%	85%	81% (1pp)	86% (0)	84%	89%	84%	80% (-1pp)	85% (-1pp)	86%	90%	n/a
Reading	84% (1pp)	88% (-1pp)	87%	92%		87% (3pp)	90% (2pp)	87%	91%		86% (-1pp)	89% (-1pp)	90%	93%	
Writing	67% 0	72% (-2pp)	73%	82%		68% (1pp)	72% (0)	72%	80%		67% (-1pp)	74% (2pp)	74%	81%	
Mathematics	77% (1pp)	84% (2pp)	82%	88%	86%	79% (2pp)	84% (0)	81%	87%	84%	79% (0)	83% (-1pp)	83%	88%	n/a
Science	88% (1pp)	91% 0	91%	95%		88% (0)	91% (0)	90%	94%		88% (0)	91% (0)	91%	95%	

* Reading and Writing for LA calculated from pupil level data

L5+	2006/7				2007/8				2008/9 *			
	Nat	Cheshire East			Nat	Cheshire East			Nat	Cheshire East		
		Actual	FFT B	FFT D		Actual	FFT B	FFT D		Actual	FFT B	FFT D
English	34% (2pp)	41% (2pp)	40%	49%	30% (-4pp)	34% (-7pp)	40%	48%	29% (-1pp)	36% (2pp)	37%	46%
Reading	48% (1pp)	56% (-2pp)	53%	62%	49% (1pp)	57% (1pp)	55%	64%	47% (-2pp)	54% (-3pp)	56%	63%
Writing	19% (1pp)	21% 0	23%	31%	20% (1pp)	22% (1pp)	22%	30%	19% (-1pp)	25% (3pp)	26%	33%
Mathematics	32% (-1pp)	40% (1pp)	39%	47%	31% (-1pp)	38% (-2pp)	39%	46%	35% (4pp)	41% (3pp)	38%	46%
Science	47% (1pp)	54% 0	53%	62%	44% (-3pp)	52% (-2pp)	53%	61%	43% (-1pp)	48% (-4pp)	51%	60%

Provisional Key Stage 4 Results 2008-9

	% 5+ A* - C		
	Actual		
	2007	2008	2009
Sandbach High School and S	84	90	84
Poynton High School	76	80	83
St Thomas More Catholic Hig	76	67	81
Alsager School	77	69	81
Brine Leas High School	67	78	80
Holmes Chapel Comprehen	76	80	80
Fallibroome High School	77	85	78
Middlewich High School	71	66	78
Shavington High School	51	70	78
Sandbach School	69	76	73
Wilmslow High School	67	74	71
Malbank School and Sixth Fo	54	67	68
All Hallows Catholic College	72	72	67
Congleton High School	68	66	65
Eaton Bank School	63	67	65
Knutsford High School	66	62	65
Tytherington High School	60	68	63
Sir William Stanier Communit	48	54	61
Kings Grove School	31	44	59
Ruskin Sports and Language	55	48	47
Macclesfield High School	47	54	37
National	60	64	
Cheshire East	65	69	71

	% 5+ A* - C incl Eng and		
	Actual		
	2007	2008	2009
Holmes Chapel Comprehen	69	72	76
Brine Leas High School	62	64	75
Alsager School	65	62	75
Sandbach High School and	75	79	70
Sandbach School	58	68	68
Fallibroome High School	67	75	67
Poynton High School	65	68	67
St Thomas More Catholic H	68	65	66
Middlewich High School	55	51	63
Wilmslow High School	57	67	60
Knutsford High School	58	52	57
Tytherington High School	55	56	57
Eaton Bank School	54	53	56
All Hallows Catholic Colleg	54	61	54
Congleton High School	57	53	52
Malbank School and Sixth I	48	54	46
Shavington High School	46	46	45
Sir William Stanier Commu	22	25	37
Kings Grove School	24	30	36
Ruskin Sports and Languag	36	33	32
Macclesfield High School	35	43	30
National	46	48	
Cheshire East	54	56	58

	% 5+ A* - G		
	Actual		
	2007	2008	2009
Sandbach High School and Si	98	100	100
Holmes Chapel Comprehensive	97	98	99
Poynton High School	100	98	99
Brine Leas High School	96	97	98
Fallibroome High School	99	99	98
Sandbach School	99	95	98
Alsager School	99	98	98
Congleton High School	98	97	97
Eaton Bank School	95	94	97
St Thomas More Catholic High	96	97	97
All Hallows Catholic College	97	97	96
Knutsford High School	92	93	95
Malbank School and Sixth For	98	99	95
Middlewich High School	96	97	95
Shavington High School	96	96	95
Sir William Stanier Community	78	88	95
Tytherington High School	97	97	95
Wilmslow High School	92	94	92
Kings Grove School	92	84	91
Macclesfield High School	87	93	83
Ruskin Sports and Languages	97	95	79
National	92	93	
Cheshire East	94	94	95

The above data shows the overall rates for the three main Key Stage 4 indicators – all Cheshire East schools now included. The 2009 figures show that for each of the three indicators, there has been an improvement on 2008 rates. These comparisons are against Cheshire East figures and not old Cheshire which showed lower average figures. Significant levels of analysis will take place over the coming weeks using this data and this will be made available as required.

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Provisional Post 16 Key Indicators 2008-9

A level % A- E				
		2007	2008	2009
4227	Eaton Bank School	97	95	100
4121	Alsager School	99	98	100
4211	Poynton High School	100	100	100
4123	Sandbach High School and Si	99	99	99
4225	Wilmslow High School	99	98	99
4226	Congleton High School	97	98	99
4143	Malbank School and Sixth For	98	98	98
4116	Tytherington High School	98	97	98
5402	Macclesfield High School	98	94	98
4165	Holmes Chapel Comprehensiv	96	98	97
5401	Fallibroome High School	100	100	97
4163	Knutsford High School	97	98	95
6010	Sandbach School	100	98	95
4801	All Hallows	99	95	81
National		97	98	
Cheshire East		99	98	97

A level % A- B				
		2007	2008	2009
4225	Wilmslow High School	51	55	62
4123	Sandbach High School and Si	55	55	60
5401	Fallibroome High School	60	71	57
4226	Congleton High School	37	49	54
4211	Poynton High School	53	59	54
6010	Sandbach School	48	59	51
4121	Alsager School	43	42	49
4163	Knutsford High School	43	36	48
4227	Eaton Bank School	44	49	47
4143	Malbank School and Sixth For	50	46	46
5402	Macclesfield High School	43	27	46
4165	Holmes Chapel Comprehensiv	41	35	45
4801	All Hallows	54	40	43
4116	Tytherington High School	52	48	36
National		46	47	
Cheshire East		50	47	51

A level APS				
		2007	2008	2009
4225	Wilmslow High School	221	222	230
4123	Sandbach High School and Si	226	224	230
4211	Poynton High School	226	230	225
4121	Alsager School	215	212	223
4226	Congleton High School	203	221	223
5401	Fallibroome High School	231	239	222
4227	Eaton Bank School	213	212	219
4143	Malbank School and Sixth For	213	215	219
5402	Macclesfield High School	212	192	215
6010	Sandbach School	221	221	212
4163	Knutsford High School	210	206	212
4165	Holmes Chapel Comprehensiv	209	208	212
4116	Tytherington High School	220	216	206
4801	All Hallows	223	201	182
National		214	216	
Cheshire East		221	220	217

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CHESHIRE EAST COUNCIL

REPORT TO: Children & Families Scrutiny Committee

Date of Meeting: 14 September 2009
Report of: Strategic Director, People
Subject/Title: **Performance and Outcome Reporting Arrangements : Children & Families**

1.0 Report Summary

1.1 The purpose of this report is to outline the interim arrangements for the reporting of performance across Children & Families Services. The information outlined should be seen as interim for three reasons.

- (a) There needs to be considerable work undertaken within C & F services to align various performance data systems to create a universal, accessible and live reporting structure. This must deliver monthly, quarterly etc information that can be used by members, officers and service teams to determine progress and then necessary levels of support and challenge across schools, services and settings.
- (b) To take the opportunity to establish a performance reporting system which adopts a common format across the People Directorate. This would create a consistency in reporting through to various committees and help to support the overall monitoring of the wider Corporate Business Plan.
- (c) To review and align the C & F reporting arrangements with the needs and expectations of Partners and Partnerships for example, Children's Trust, Local Safeguarding Children Board, Local Area Partnerships etc.

2.0 Recommendations

- 2.1 It is for the Scrutiny Committee to note and comment on the interim arrangements in terms of the template presented for a C&F Performance Reporting Score Card (Appendix A). These interim arrangements will run through to the end of Quarter 2 (September) following which a revised format will be proposed which has a more integrated and graphical format. Appendix B presents an option in terms of a future reporting format which will be presented to Committee later this term.
- 2.2 Members are invited to feedback views on the reporting format from the example given.

3.0 Reasons for Recommendations

- 3.1 The proposed interim arrangements as shown within Appendix A have only been in existence since April 2009 and therefore this process at an early stage

of development. Previously within Cheshire County Council, no overall report card system was in place which captured performance in this format. This reporting structure will bring Cheshire East in line with most other Local Authorities in its overall reporting arrangements and this is a positive step forward at an early stage of the new Council.

4.0 Wards Affected

4.1 All localities will be affected by this reporting framework. Ultimately, Ward information will be presented which will allow clear comparative information to be available which will highlight areas of high performance/outcomes as well as those which may identify real areas of need and therefore potential additional support and development.

5.0 Local Ward Members

5.1 None identified

6.0 Policy Implications including - Climate change - Health

6.1 The Corporate Plan outlines the organisation's 20 priorities which reflect the needs to our communities. These priorities are aligned to local partnership arrangements as part of the Local Area Agreement. The proposed reporting template will include many of these priority areas (in the majority of cases, through identified National Indicators) as they apply to C&F and the direct work of service teams.

6.2 In creating the format and style of the interim score card, it has been a deliberate decision to maintain a real sense of priority and avoid a format which includes over-elaborated detail and information. Through discussion with key performance managers, the following priority areas have been agreed:

6 Local Area Agreement National Indicators
10 Statutory National Indicators
8 Other critical National Indicators
A variety of other locally identified priority areas.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 The establishment of an effective and robust performance reporting regime will require an evaluation of the job descriptions of staff identified within the Quality assurance section of the Improvement & Achievement Service. There will be some integration of personnel across different teams which may result in some

financial savings as clarity is reached over the size and function of performance staffing.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 The proposed reporting system will enable the Authority to meet its statutory and non statutory reporting obligations regarding performance against key indicators.

10.0 Risk Management

- 10.1 The key risk is that without a structured and ultimately integrated performance reporting system, the Local Authority would not be in a position to report accurately on its performance against key indicators and undertake a quarterly review of progress.

11.0 Background and Options

- 11.1 The use of a Performance Score Card has been adopted across numerous organisations over recent years and is now in common use across Children's Services in other Local Authorities. There are various styles and formats for these reporting systems but primarily the format highlights the following information:
- a. The key priority areas for the Service generally shown against National Indicators and often classified against ECM outcomes.
 - b. Against each priority, progress data often shown graphically is presented which illustrates progress over the last quarter and compared to previous reported time periods.
 - c. Commentary in terms of explanation or identification of trends as illustrated in the data presented.
 - d. Crucially, actions required resulting from the trends and data presented often including an appropriate timescale and staffing responsibilities.
- 11.2 Since April 2009, a group of staff have been responding to the Score Card agenda and have created an interim template which captures the key corporate priority areas and which identifies trends, actions and staffing responsibilities. Whilst the format agreed captured these priorities, it was important to see this format as 'work in progress' in that as new service structures and priorities are identified, there will be a need to further rationalise priorities and integrate the template within a wider corporate format.
- 11.3 One of the key drivers for this score card system was the need to create a template which supplied all the relevant data to respond to the variety of national, regional and local returns which are required throughout the year. These returns include such organisations as DCSF, The National Strategies, Government Office North West and Ofsted.
- 11.4 An added complication for Cheshire East in terms of populating the agreed interim score card was the range and diversity of performance data which is

currently stored and accessed across Service Teams. A clear and urgent requirement of C&F will be to significantly streamline data systems so that eventually, the Service will operate with a small number of integrated IT systems which are fit for purpose, accessible to all and contribute to informing staff of the outcomes of their work and the priorities for the future.

- 11.5 There are plans to hold an initial meeting in early September (which will result in the formation of a Performance Steering Group) to begin the process of aligning C&F performance systems with those across other parts of the service. This work is being coordinated through Pauline Walsh (People Directorate lead on Commissioning and Standards).

Options

- 11.6 Whilst it is proposed that the interim score card template is accepted until the end of Quarter 2, work continues to be developed in finding a more universal format which can be applied across the Directorate. The two further appendices show two current formats that will be considered over the coming months. These are:

Appendix B	An excel based structure which identifies specific information for Looked After Children within Cheshire East.
Appendix C	A more comprehensive and established format from Salford City Council which has been identified as good practice and which could be used to establish a longer term format for Cheshire East.

Clearly, these options will be worked upon to develop our reporting format and any proposals will be brought before relevant members and committees.

12.0 Overview of Year One and Term One Issues

- 12.1 If Cheshire East C&F should proceed with the programme, the following milestones would be expected:

- Interim template utilised up to the end of Quarter 2 (end of September)
- Proposals for a revised structure/template to be made available by mid October based upon Appendices B&C.
- A revised Quarter 3 template to be used and evaluated (December)
- Clarification of roles & responsibilities of staff responsible for performance data management (end of October)

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Bayley
Designation: Quality Assurance Manager
Tel No: 01244 972411
Email: Mark.bayley@cheshireeast.co.uk

Children & Families Performance Report Card 2009-10 (Interim)

Previous reporting period Not Applicable

Appendix A

Currently reporting period Quarter 1 April 2009 - June 2009

Authors :

Rick Howell, Mark McGonigle, Steve White, Joy Ford, Colin Shephard, Mark Bayley

2009/2010 Quarter 1 April - June										
Key Performance or Outcome information		Baseline (as at 1/4/09)	Local Target/ Standard for 09/10	Quarter 1	Trend/s	Stat Neighbours (08/09)	National	Current Position in relation to Target (RAG)	Indic. Owner	Data Producer / Lead Officer
Quarter 1 2009 April - June	Local Area Agreement NIS (6)									
	NI 56 - Obesity in Primary School Age Children in Year 6	17.9% (2007)	17.00%	Annual Only	➡ 😊	TBC	TBC	No Quarter Judgement possible	PCT	Jane Branson
	NI 58 - Emotional and behavioural health of looked after children	Available Sept 09	Available Sept 09	Annual Only	➡ 😊	N/a	N/a	No Quarter Judgement possible	Children's Trust	Glynis Williams
	NI 68 - Percentage of referrals to children's social care going on to initial assessment	75.30%	80%		⬆️ 😊	Worst = 37% Best = 96%	59.40%	Amber	Children's Trust	Joy Ford
	NI 111 - The number of first-time entrants to the youth justice system.	518 (-31.4% reduction achieved during 0/09)	492 (-2%)		⬇️ 😊	Best = -69%, Worst 27%	-18.70%	Green	Children's Trust	Police / Alistair Jordan
	NI 112 - Under 18 Conception rate	-8.10%	-29%	Annual Only	⬆️ 😊	Best = -36.2%, Worst = +19%	-10.7% (England)	RED	Children's Trust	ONS / Janet Smith
	NI 117 - 16 to 18 year olds who are NEET	5.2% (2007)	4.40%	6.00%	⬆️ 😊		08/09 6.6% Eng 8.4% NW	RED	Children's Trust	Steve Hoy
	Commentary & Actions:	Updated NEET information and trends - identification of Hotspots TP Report - actions resulted from recent visit								

Statutory NIS (10)									
NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	61.70%	71.90%	Annual Only	63.6% /66.2% / 61.70% (all CEC)	Best = 65%, Worst = 40%	50.4% (N.West 07/08 Acad)	No Quarter Judgement possible	Fintan Bradley	R&I / Carol Sharples
NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	79%	85%	Annual Only	➔	N/K		No Quarter Judgement possible	Fintan Bradley	R&S
NI 75 - Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	57%	63%	Annual Only		Best = 58% Worst = 47.5%	CEC is 2nd best authority	No Quarter Judgement possible	Fintan Bradley	R&S
NI 87 - Secondary School persistent absence rate	5.70%	N/a	Annual Only		N/a		No Quarter Judgement possible	Fintan Bradley	R&S
NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.90%	31.60%	Annual Only	32.2% / 33% / 31.90% (all CEC)	Best = 30%, Worst = 35.9%	33.7% (N.West 07/08 Acad)	No Quarter Judgement possible	Fintan Bradley	R&I / Carol Sharples
NI 93 - Progression by 2 levels in English between Key Stage 1 and Key Stage 2	82%	92%	Annual Only		N/a		No Quarter Judgement possible	Fintan Bradley	R&S
NI 94 - Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	81%	90%	Annual Only	↓	N/a		No Quarter Judgement possible	Fintan Bradley	R&S
NI 99 - Looked after children reaching level 4 in English at Key Stage 2	73.7% Sept 08	No East Target	Annual Only	New for CEC	N/a	67%	No Quarter Judgement possible	Paul Mossman & Fintan Bradley	Jacqui Hall
NI 100 - Looked after children reaching level 4 in mathematics at Key Stage 2	58% Sept 08	No East Target	Annual Only	New for CEC	N/a	67%	No Quarter Judgement possible	Paul Mossman & Fintan Bradley	Jacqui hall
NI 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English & Maths)	8.30% Sept 08	No East Target	Annual Only	New for CEC	N/a		No Quarter Judgement possible	Paul Mossman & Fintan Bradley	Jacqui Hall
Commentary & Actions									

Other Critical NIS Indicators									
NI 45 - Engagement in education training and employment by young people who offend. (The proportion of young people supervised by YOTs who are actively engaged in suitable full-time education, training or employment.)	66.30%			New for CEC	Best = 84.8%, Worst = 57.2%			Paul Mossman & Fintan Bradley	YOS / Alistair Jordan
NI59 - Initial assessments for children's social care carried out within 7 working days of referral	75.73%			New for CEC				Paul Mossman	Joy Ford
NI 60 - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	80.12%			New for CEC				Paul Mossman	Joy Ford
NI 63 - Stability of Placement of LAC - longer term	68%			New for CEC	Worst = 62.5% Best = 81.8%	66.50%		Paul Mossman	Joy Ford
NI 65 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	10%			New for CEC				Paul Mossman	Joy Ford
NI 67 - Child Protection Cases reviewed in timescale	99%	100%		➡ 😊	Worst = 98% Best = 100%	99.40%		Paul Mossman	Joy Ford
NI 103a - Special Educational Needs - statements issued within 26 weeks - excluding exceptions	92%	N/a			New for CEC			Fintan Bradley	
NI 114 - Rate of permanent exclusions from school	0.07%	N/a						Fintan Bradley	
Commentary & Actions									
Other Local Indicators									
No of CAF's Completed	142 08/09 CAFs	200		N/a	N/a	N/a		Fintan Bradley	Tilly Heigh
Children with a Child Protection Plan								Paul Mossman	Joy Ford
Number of Looked after Children								Paul Mossman	Debra Sloan
Completion of Reg 33 Visits	New for CEC	100%			N/a	N/a		Paul Mossman	Glynis Williams

Quarter 1 2009 A	Serious Case reviews judged inadequate in year to date	New for CEC	0			N/a	N/a		Paul Mossman	Jane Brooks
	Numbers of children privately fostered	5	No East Target	Quarter					Paul Mossman	Joy Ford
	Number of Schools classed as inadequate following OFSTED Inspection	New for CEC	Primary 0 Secondary 0 Special 0	Primary 0 Secondary 0 Special 0 ?					Fintan Bradley	
	Commentary & Actions									

Salford City Council

Final

**SAFEGUARDING
CHILDREN**

**Monthly Report
Card**

December 2008

Please note - this is a snapshot as at 31st December 2008.

Colleagues

Welcome to the final report card of 2008.

First let me congratulate you all on the work you have done to help us achieve an improvement in our grade from 'inadequate' to 'adequate' in relation to the 'staying safe' outcome area in this year's APA. Although we have not yet received notification of the outcome, you will also be aware that December is the key decision point in determining whether the DCSF requires a formal Government intervention in the running of Salford's children's services and is the month by which the targets we were set for the 'Salford 7' have to be achieved. Although our performance against those specific measures will not be the only factor to be taken into account in determining whether our improvement notice is to be lifted, it is a very important element. It is therefore very encouraging to note that our objectives have been met for all of the indicators for which December targets have been set.

Actual figures for all the indicators in the report card are shown in the table on the facing page and a detailed commentary is provided in the body of the report. As you can see, we have:-

- Exceeded our target for the number of referrals.
- Exceeded our target for the number of initial assessments.
- The conversion rate from referrals to initial assessments has fallen this month but the year to date average meets our December target.
- The timeliness of initial assessments has improved again this month and the direction of travel indicates that we will meet our target by the end of the year.
- Exceeded our target for number of children with a child protection plan which we have now been doing since February 2008
- Reduced the number of children in care below the target set for the 31st March 2009 in the Local Area Agreement.

We still have some challenges:-

- This month's figure for the percentage of children subject to a second or subsequent protection plan is, at 15%, above target, but the figure of 12% represents the midpoint of an optimum range between 10 and 15% so still represents a good performance. A detailed case by case analysis does not indicate any cause for concern.
- There are still some concerns with regard to the timeliness of initial and core assessments but the overall trend is upwards and the prediction is for the targets to be met by year end.

As indicated above, December is the key decision point for us with regard to the success of the Improvement Programme. I am very grateful to all of you for the tremendous effort that you have put in to achieving the degree of success which is reflected in this report. I thank you all for your hard work and commitment and wish you all a Happy New Year.

Jill Baker

Strategic Director of Children's Services

SALFORD 7 PRIORITIES

Below are the Salford 7 key performance measures. This Report Card provides data to chart progress against the agreed target for each measure and for linked priorities.

Our progress up to December 2008 will inform the Government's decision on whether to order external intervention in Salford's safeguarding services. We want the Report Card to be a powerful tool for you to track that progress and to look at the causes and forces at work driving the trend line in the right or wrong direction ('the story behind the curve'). We hope that everyone involved in safeguarding children will use it to identify areas for improvement in their service.

Universal Code	Description of Measure
2017SC	Percentage of referrals of children in need that led to initial assessments (KIGS CH143)
2021SC	Number of core assessments of children in need per 10,000 population aged under 18. (KIGS CH145)
2023SC	Children and young people who are the subject of a child protection plan, or on the child protection register, per 10,000 population aged under 18. (KIGS CH01)
2028SC	The percentage of children who became the subject of a child protection plan, or were registered, during the year, and were the subject of a child protection plan, or were registered, at 31 March, who had been previously registered. (PAF CF/A3)
2042SC	Children looked after per 10,000 population aged under 18. (KIGS CH39)

6010SC	Gross expenditure on children in need but not looked after, as a percentage of gross expenditure on all children's services. (PAF CF/E4):
6021SC	Social Workers and care managers specifically for children (WTEs) per 10,000 population aged 0-17. (KIGS ST12)

Lead officers provide all data through CareFirst. The Information Unit in Children's Services assembles the Report Card, with support from colleagues in Community, Health and Social Care

Additional Guidance Notes

1. In order to meet new requirements we have added below a RAG rating (red, amber and green) which shows whether we are on target or not.

RAG Rating

The key indicators in this report card have been RAG (Red/Amber/Green) Rated as follows:

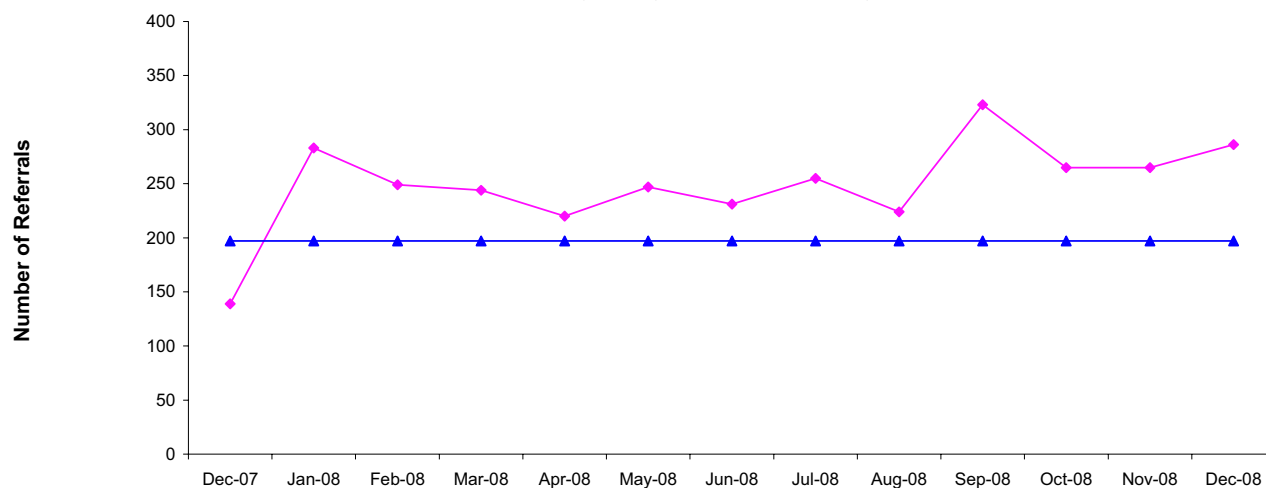
Page	Indicator	Current Performance	Target	Desired Direction	RAG Rating
4	Number of Referrals	257	197	↑	Green
6	Number of Initial Assessments	169	126	↑	Green
8	Initial Assessments as a Proportion of Referrals	66.7%	63.2%	↑	Green
10	Initial Assessments completed within 7 Days	76.6%	80.0%	↑	Amber
12	Number of Core Assessments	51	31	↑	Green
14	Core Assessments completed within 35 Days	76.9%	85.0%	↑	Amber
16	Number of Children with Child Protection Plan	185	116	↑	Green
18	Re-Registrations of Children with Child Protection Plan	15.23%	12.00%	↓	Amber
20	Number of Children Looked After	500	506	↓	Green

- ↑ indicates a higher figure is preferred
 ↓ indicates a lower figure is preferred

Outcome: Staying SafePriority: Increase the number of referralsPerformance Measure:**Number Of Referrals**

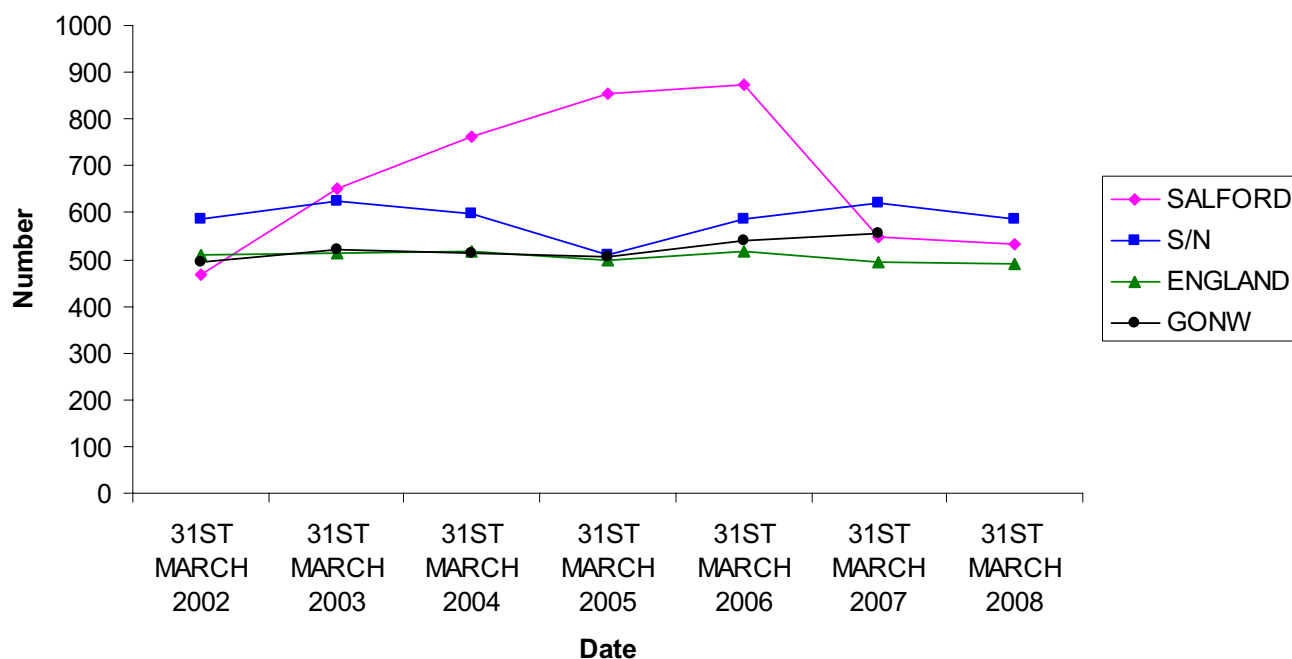
Data Source: CareFirst

Excluded Reasons: Not A Referral, Transfer of Work, Transfer to Other Agency, Transfer to Other LA, RAP Abandon Assessment, Assessment Abandoned, Case Conference Not Rqd, Duty Screening, Entered in Error, ReAllo/ReAssgnd



	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
Number Of Referrals	139	283	249	244	220	247	231	255	224	323	265	265	286
December 08 Target	197	197	197	197	197	197	197	197	197	197	197	197	197
Monthly Average YTD					220	233.5	233	238	235	250	252	254	257

Month and Year

Number of Referrals as Rate per 10000

The Story Behind The Curve:

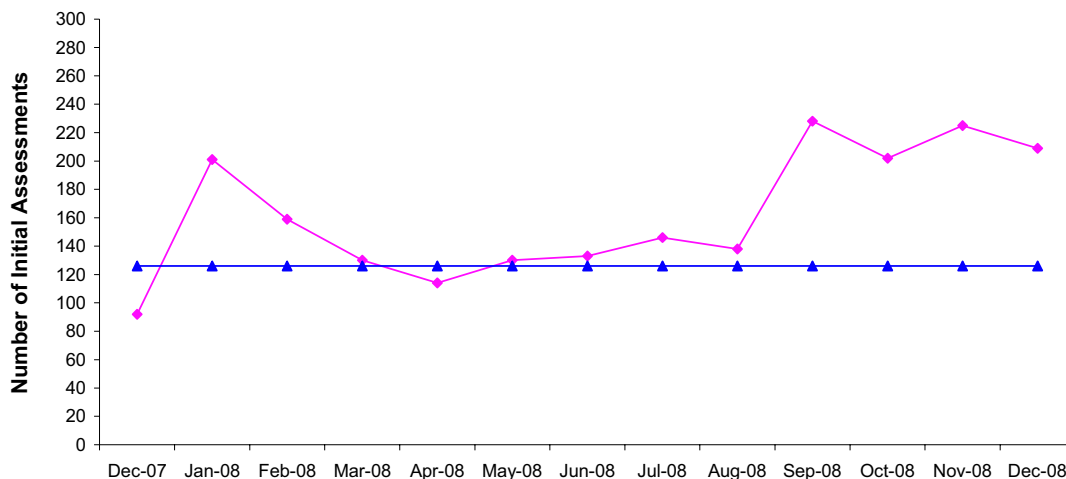
December saw the second highest number of referrals so far this year. It is not clear to what extent this reflects the impact of the very high profile of child protection following the recent media interest

The year to date average of 257 is well above the December target.

Michael Kemp

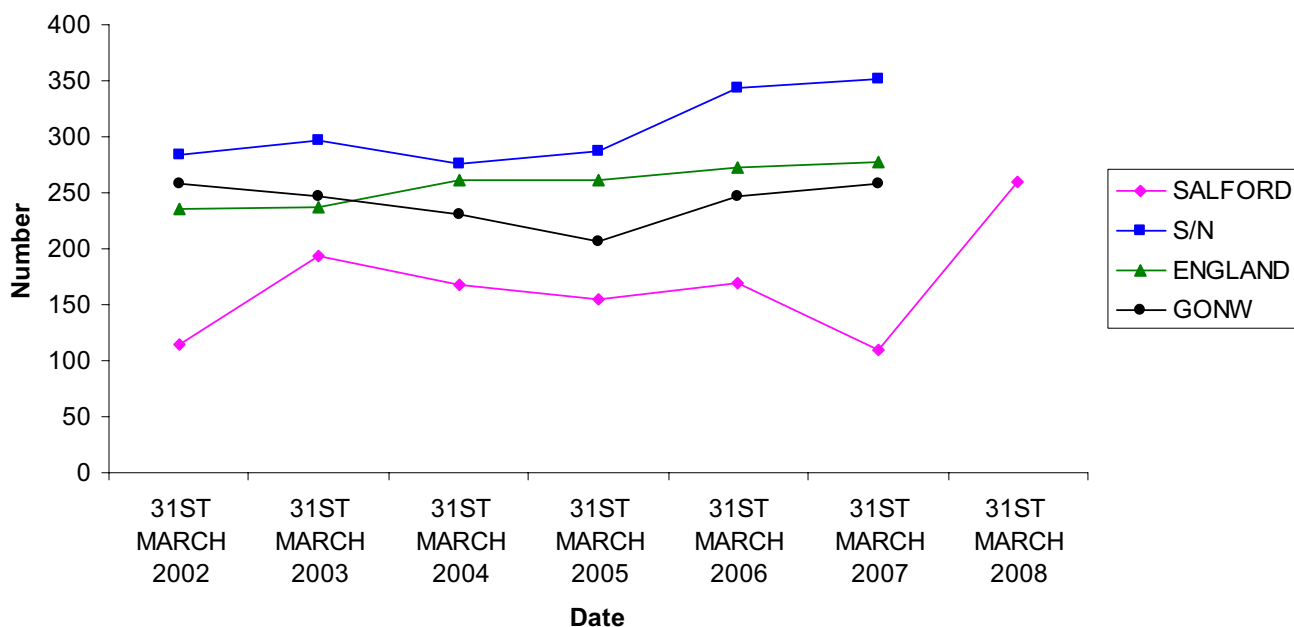
Outcome: Staying SafePriority: Increase the number of Initial AssessmentsPerformance Measure:**Number Of Initial Assessments**

Data Source: CareFirst



	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
Number Of Initial Assessments	92	201	159	130	114	130	133	146	138	228	202	225	209
December 08 Target	126	126	126	126	126	126	126	126	126	126	126	126	126
Monthly Average YTD					114	122	126	131	132	148	156	165	169

Month and Year

Number of Initial Assessments as Rate

The Story Behind The Curve:

The December figure of 209 shows a dip of 16 initial assessments compared to the figure for November. However, although the issue of late data entry has now largely been resolved, the impact of the holiday period may well have contributed to some under-reporting and this figure is likely to improve when the report is re-run next month. Nevertheless, the year to date average remains well above our December target

The professional judgement of the team suggests that the increase in the number of referrals may be associated with the publicity surrounding the Haringey case. A high proportion of these required advice rather than assessment.

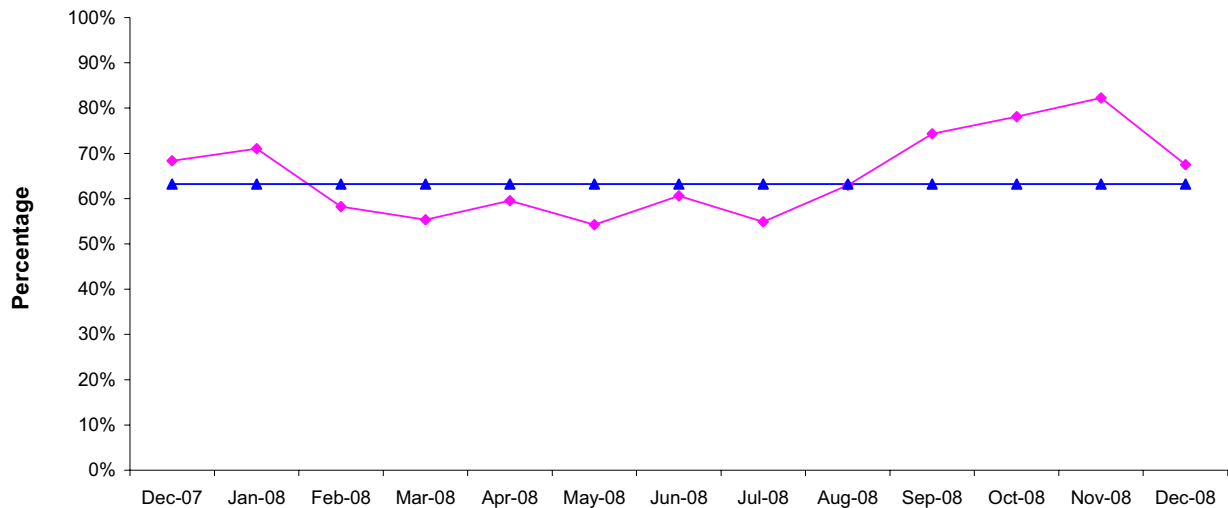
The Duty and Investigation Team continue to use a manual logging system to monitor activity on a day to day basis and ensure the early identification of issues

An audit of the work carried out by the Emergency Duty Team took place in November and December to help ensure that initial assessments were affectively identified and actioned.

Michael Kemp

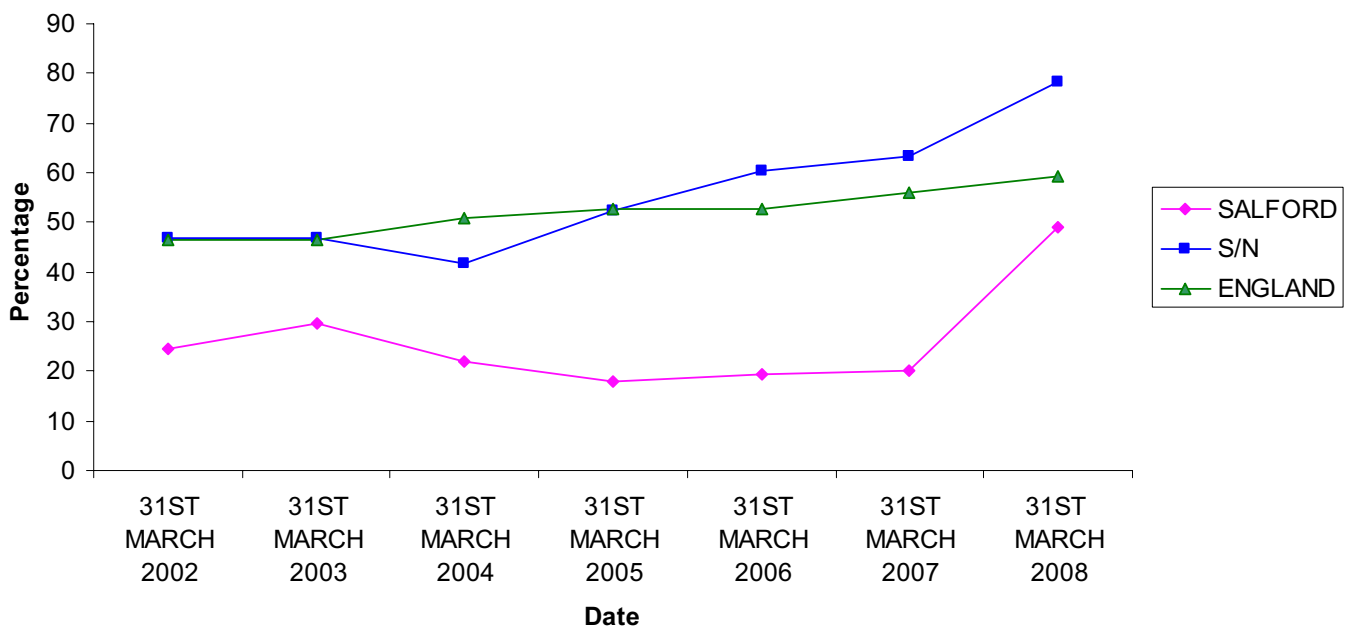
Outcome: Staying Safe**Salford 7 Priority:** Increase the percentage of referrals that lead to an Initial Assessment**Performance Measure:****Initial Assessments As A Proportion Of Referrals**

Data Source: CareFirst



	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
Percentage	68.3%	71.0%	58.2%	55.3%	59.5%	54.3%	60.6%	54.9%	62.9%	74.3%	78.1%	82.3%	67.5%
December 08 Target	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%	63.2%
Financial YTD					59.5%	56.7%	58.0%	57.2%	58.3%	61.7%	64.2%	66.6%	66.7%

Month and Year

Percentage Referrals to Initial Assessments

The Story Behind The Curve:

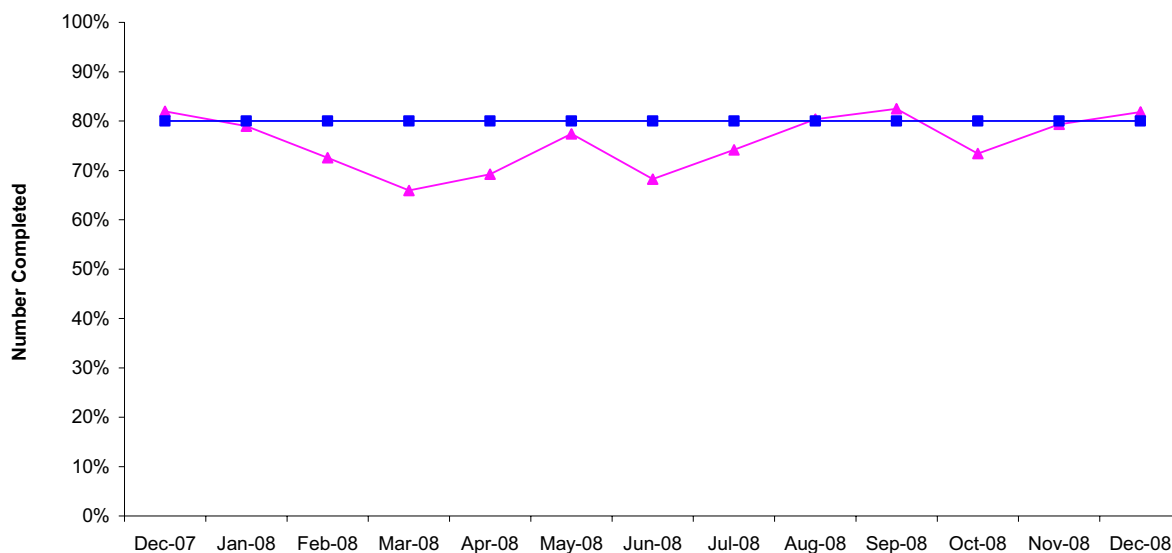
The figure of 67.5% represents a significant reduction from the November peak of 82.3%. This is partly a function of the fact that the November figure was unusually high and also, as previously indicated, (page 7), a reflection of the high level of referrals for advice that did not require any further action. Performance is above target.

Team Managers on the Duty & Investigation Team continue to review practitioners' CareFirst clipboards in order to ensure that activities are recorded and moved on appropriately through the system.

Michael Kemp and Andy Gill

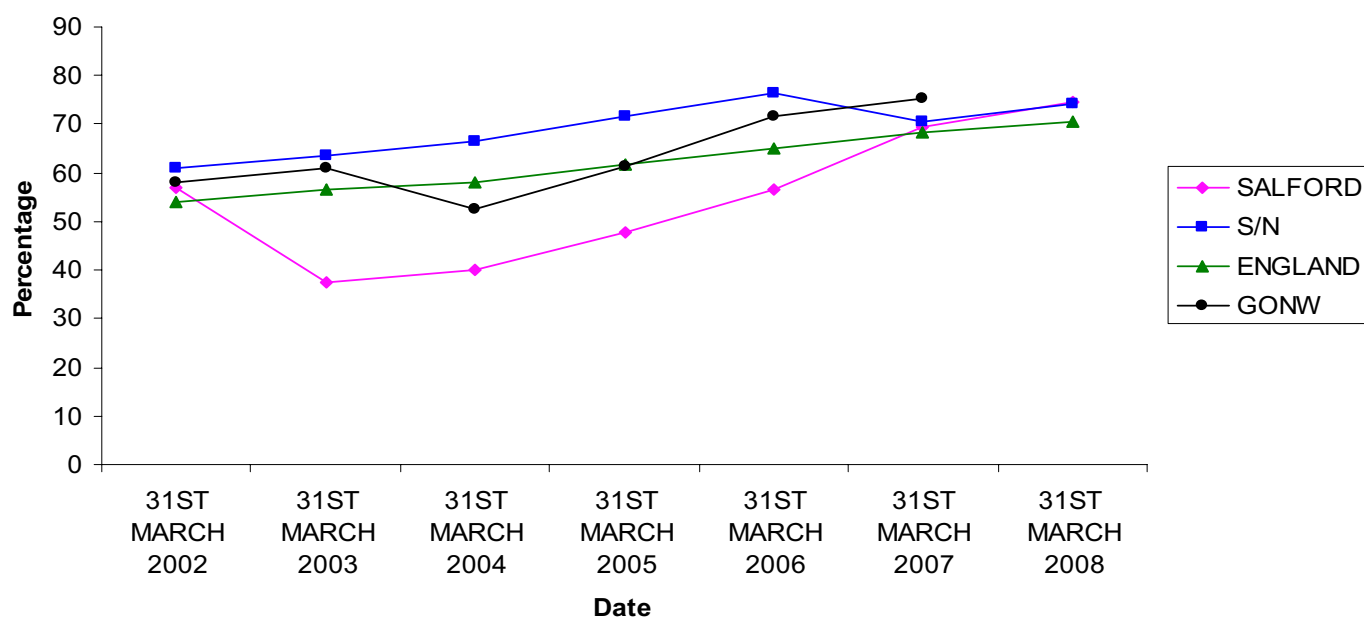
Outcome: Staying SafePriority: Increase the number of Initial Assessments completed within 7 daysPerformance Measure:**Initial Assessments Completed Within 7 Days**

Data Source: CareFirst



	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
Percentage Complete	82.0%	79.0%	72.5%	65.9%	69.2%	77.4%	68.2%	74.1%	80.4%	82.5%	73.4%	79.3%	81.8%
December 08 Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Financial YTD					69.2%	72.9%	71.3%	72.1%	74.0%	75.8%	75.3%	76.0%	76.6%

Month and Year

Percentage of Initial Assessments Completed Within 7 Days

The Story Behind The Curve:

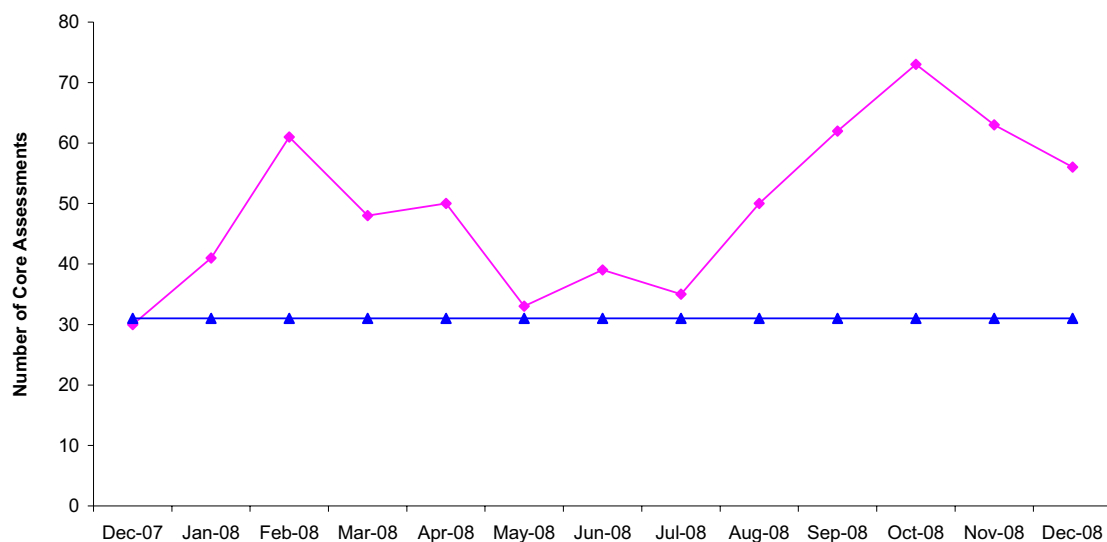
Performance against this indicator continues to improve and the December figure is particularly encouraging given the impact of Christmas leave arrangements.

Compliance with timescales across all areas of activity continues to be given a high priority.

Michael Kemp

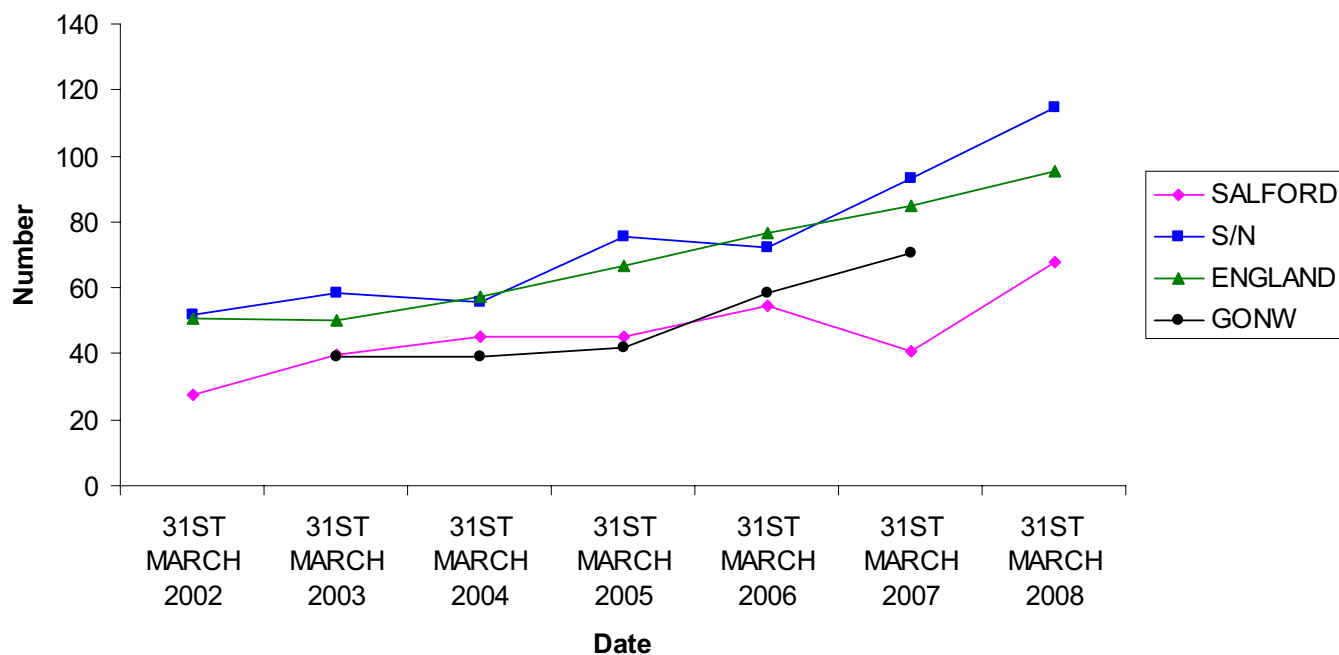
Outcome: Staying SafeSalford 7 Priority: Increase the number of Core AssessmentsPerformance Measure:**Number Of Core Assessments**

Data Source: CareFirst



	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
Number of Core Assessments	30	41	61	48	50	33	39	35	50	62	73	63	56
December 08 Target	31	31	31	31	31	31	31	31	31	31	31	31	31
Monthly Average YTD					50	42	41	39	41	45	49	51	51

Month and Year

Number of Core Assessments as Rate

The Story Behind The Curve:

The number of core assessments undertaken has fallen for the second month in a row and this is a concern. Arrangements are in hand to undertake some further turning the curve work around this indicator with the Duty & Investigation Team. The September and October figures are particularly high and the year-to-date average at 51 continues to be well above the December target.

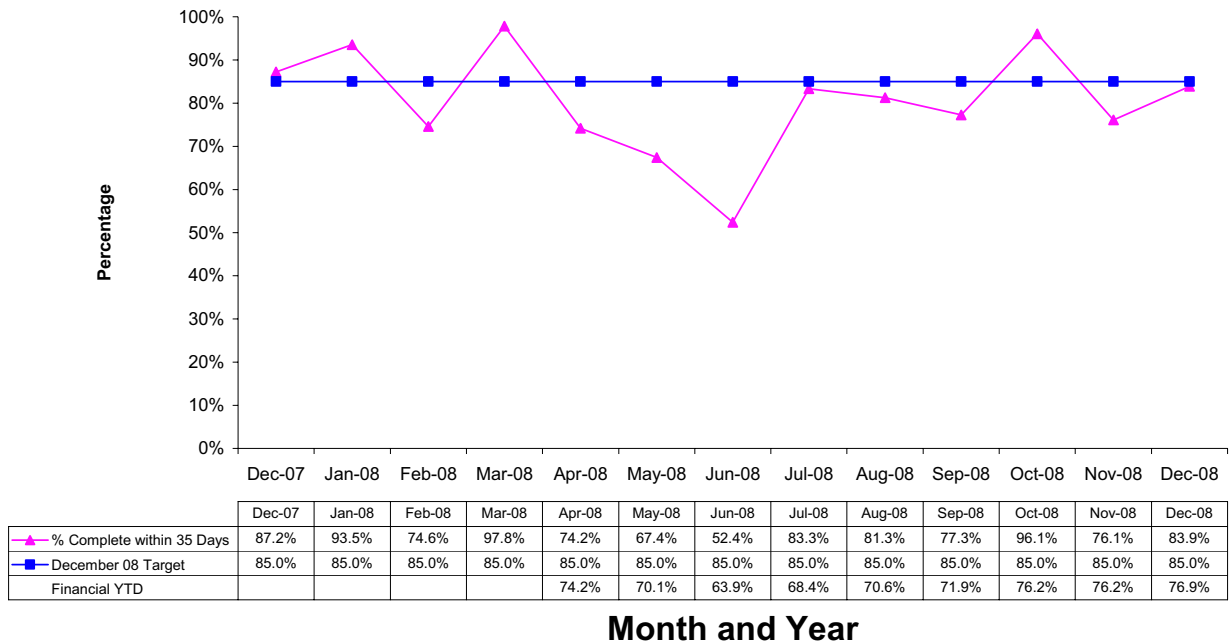
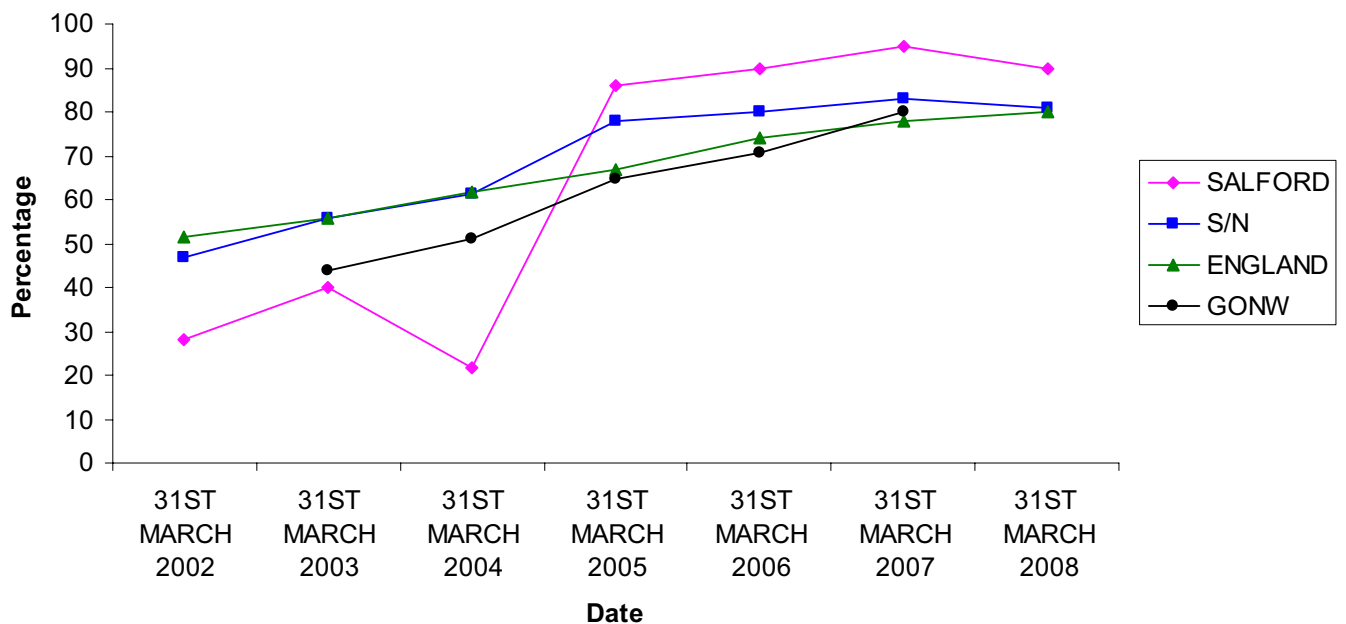
Arrangements are in hand to undertake some further turning the curve work around this indicator with the Duty & Investigation Team.

The total number of assessments done so far extrapolated to a full year would give a total of approximately 612 and a rate per 10,000 of 139. This compares very favourably with the statistical neighbour average for 2007/2008 of 114 and Salford's previous rates of 41 in 2007 and 68 in 2008.

Andy Hampson

Outcome: Staying Safe**Priority:** Increase the number of Core Assessments completed within 35 days**Performance Measure:****Core Assessments Completed Within 35 Days**

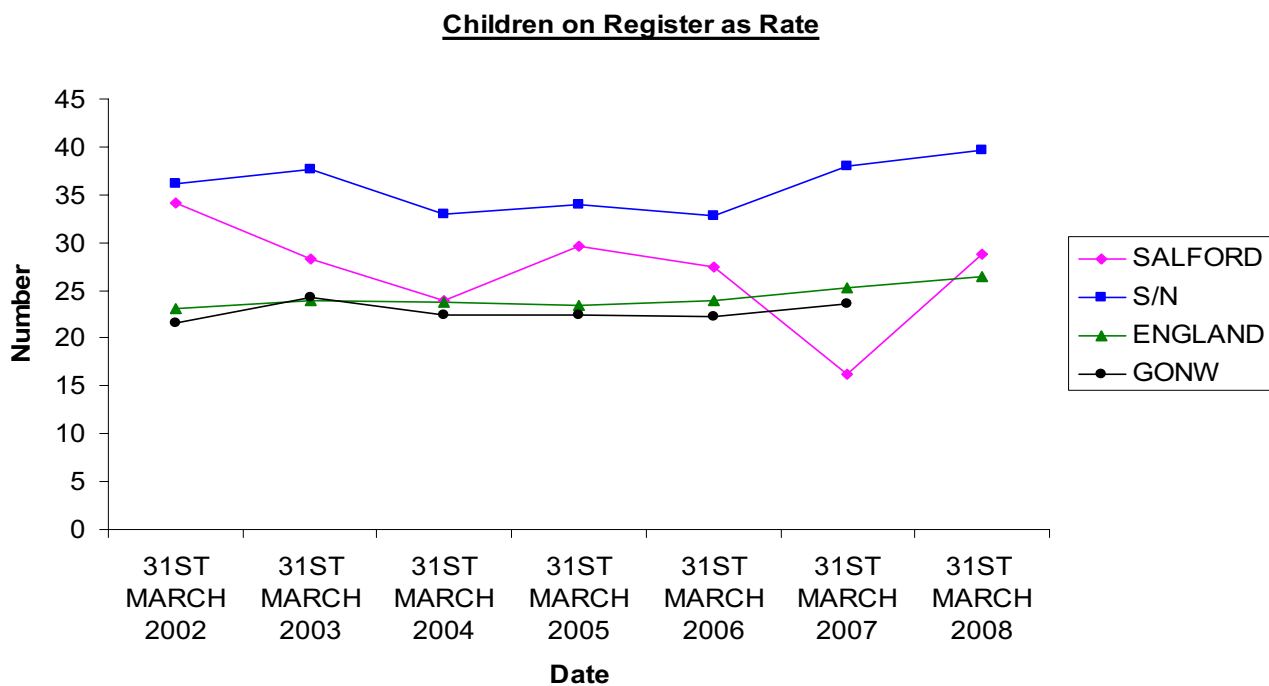
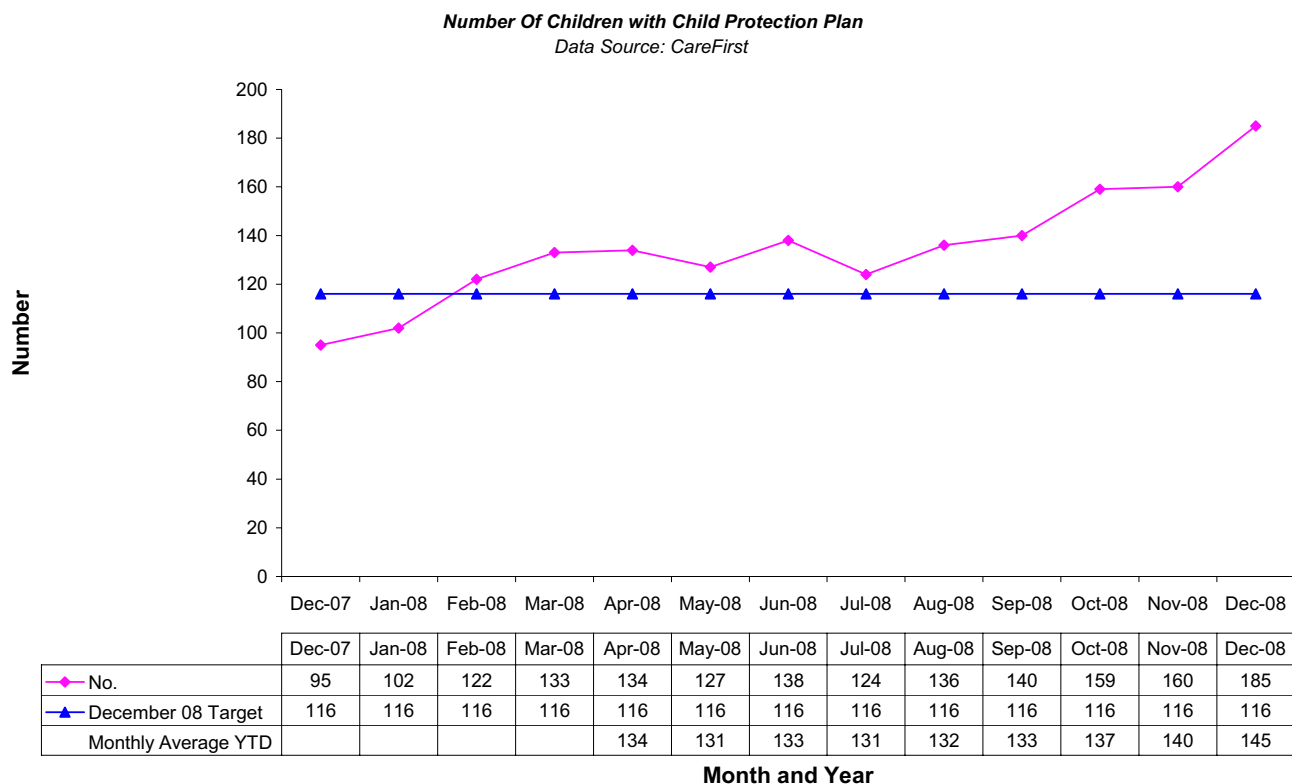
Data Source: CareFirst

**Percentage of Core Assessments Completed within 35 Days**

The Story Behind The Curve:

Compliance with the 35 day timescale for the completion of core assessments has improved this month as a result on the work undertaken with the team on improving the timeliness of all assessment work. The monthly figure of 83.9% and the year to date average fall just short of the December target.

Michael Kemp

Outcome: Staying Safe**Salford 7 Priority:** Increase the number of children with a child protection plan**Performance Measure:**

The Story Behind The Curve:

The table shows that the increase in children subject of a plan has continued its upward trajectory on a month by month basis for the last 8 months. The December figure of 185 gives a rate of 39.8 per 10,000, the median for our statistical neighbours is 35.8. The increase is generally positive but it is equally important to ensure that the threshold applied at conference is neither too high nor too low. It is likely that there are a number of external influences to this, not least the national coverage of safeguarding following the information in respect of Baby 'P' and the heightened sensitivity of all agencies. Monitoring of the rate of registration occurs at SSCB and there have been no significant changes in the application of the threshold for children coming to conference, so there is no evidence that children are being brought into the child protection system where they should more appropriately be managed through family support. It will be helpful to have an updated statistical neighbour comparator at the end of the year in order to ascertain if this median figure had also increased.

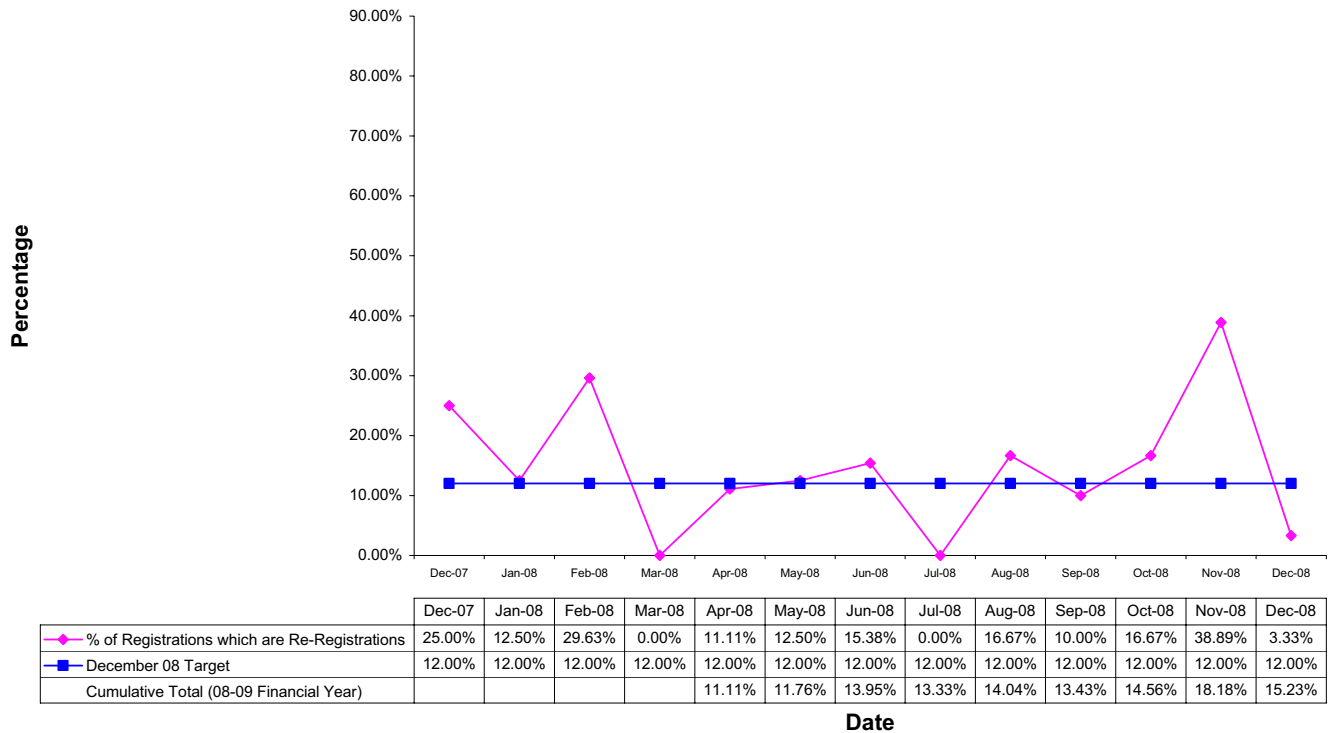
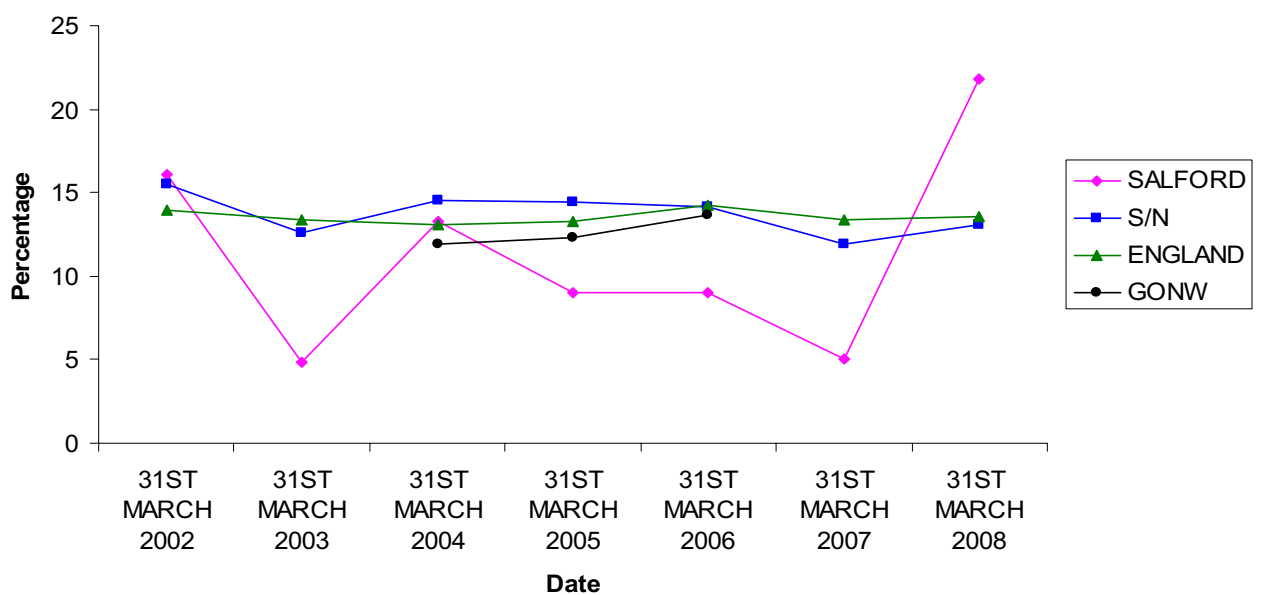
The ongoing monitoring process will ensure that the position continues to be reviewed and performance remains on target in the longer term. This will be supported through the structural changes that are in the process of discussion.

All Children who are the subject of a plan are allocated to a qualified social worker, and this remains one of the key APA requirements.

Kate Rose

Outcome: Staying Safe

Salford 7 Priority: Decrease the percentage of children who are subject to a repeat child protection plan or re-registration

Performance Measure:**Re-Registrations of Children with a Child Protection Plan****Re-Registrations (Percentage)**

The Story Behind The Curve:

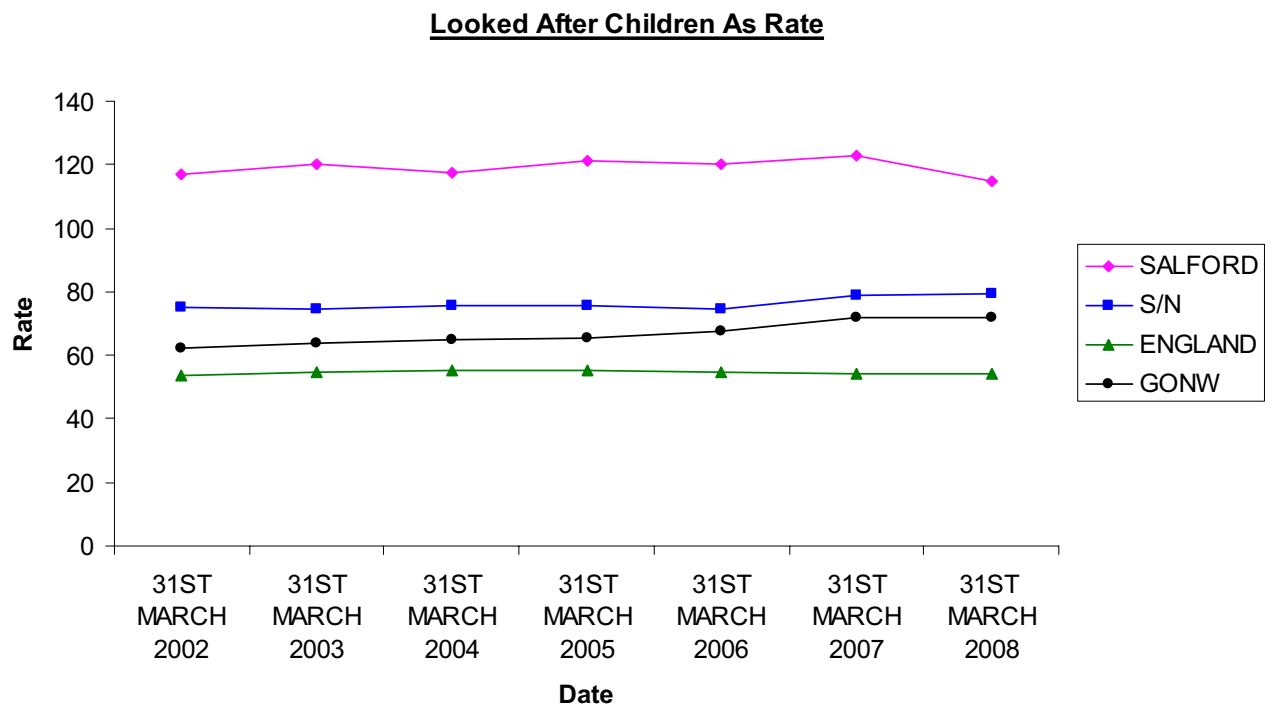
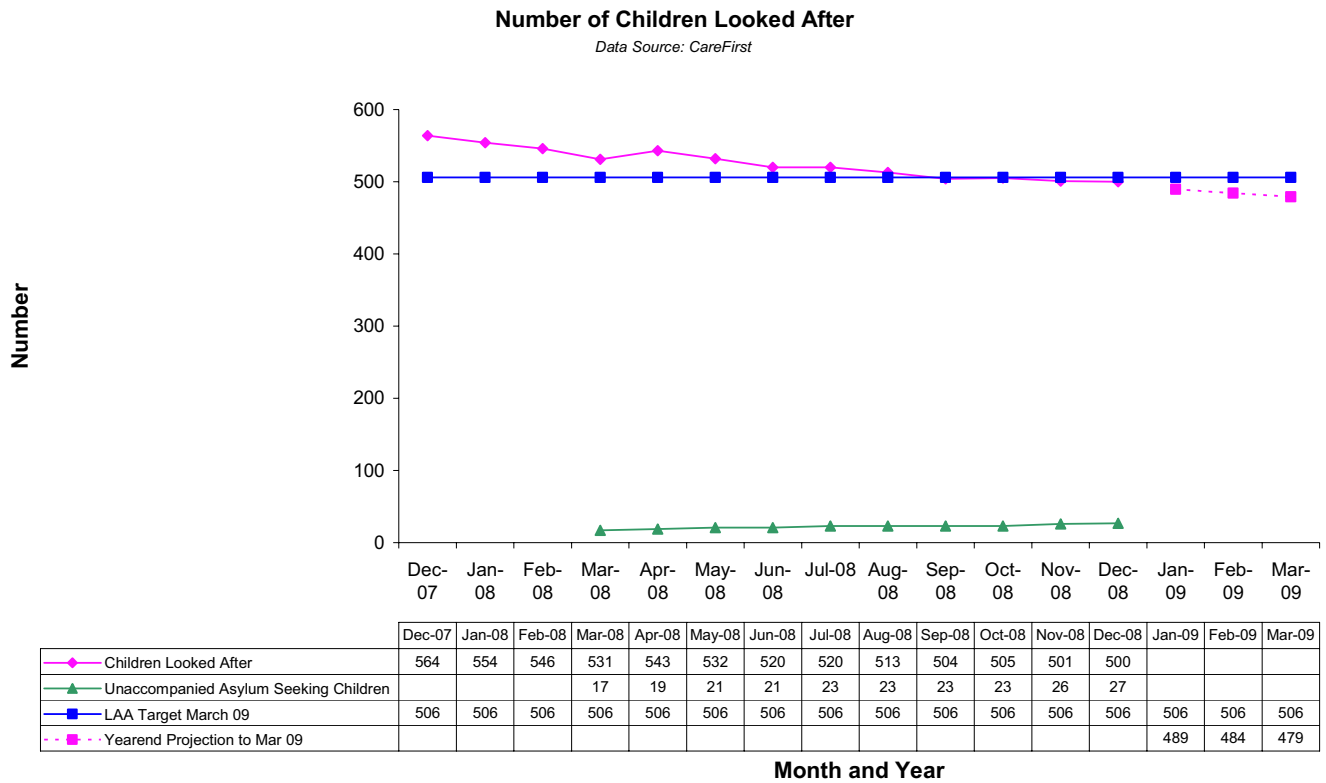
Our target for this indicator is 12%, with optimum performance falling between 10 and 15%.

The span of monthly figures show a degree of variation which until the last two months was within normal expectations. The performance for this month is lower than in the previous 6 months and brings the cumulative total for the year to just above the optimum range at 15.23%.

As stated in previous report cards this figure is less 'controllable' and there has been an examination on a case by case basis of the data which has presented challenges for the future both in relation to how we manage long term neglect and the understanding, management and treatment of parents who misuse substances. The low figure for this month is within a context of a month that had the highest number of children made subject of a plan in the last 13 months.

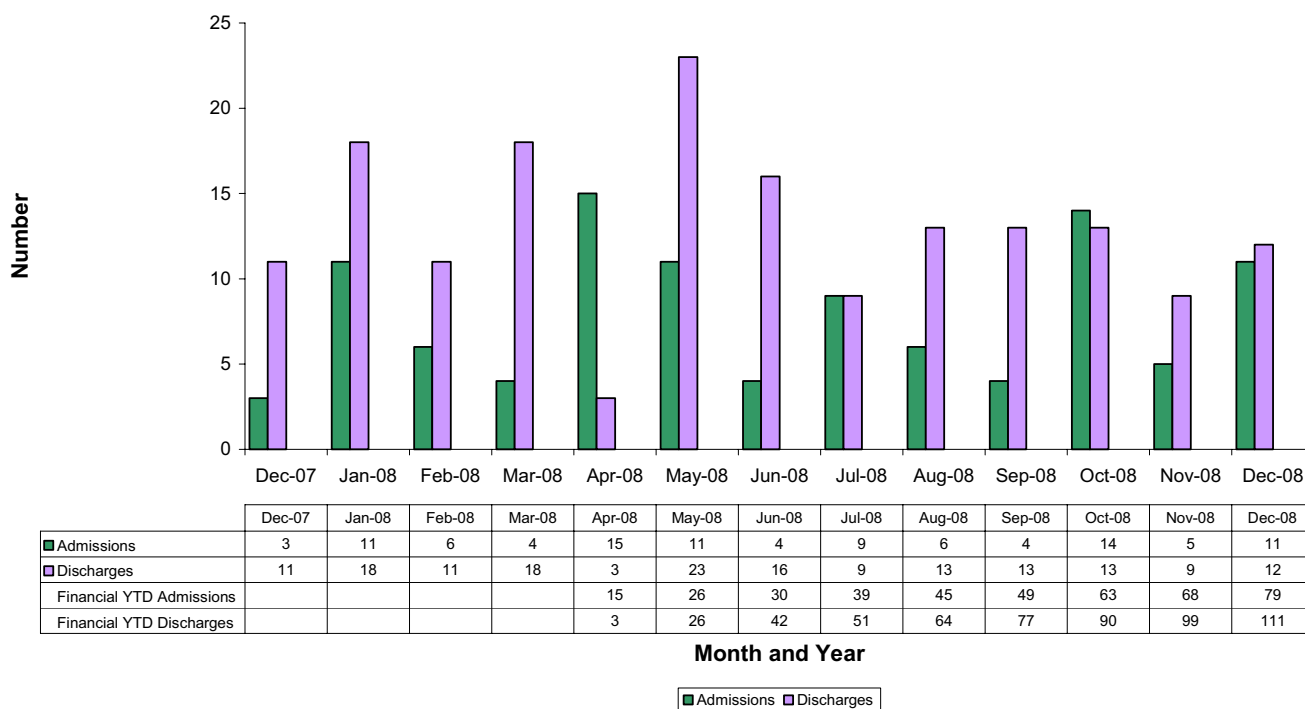
The December figure represents 1 child from a family where on both occasions the category was likelihood of emotional abuse. There was almost 2 years between the periods of the child being made subject of a plan and during that time the family were supported on the Locality team through the FAM. Whilst at the time of the conference in December the child had not experienced significant emotional harm it was recognised at the FAM that the support and plan provided was not being effective in ensuring sustained changes and that the new demands and changing emotional needs of the child were being met less and less by the parents. It is good practice that this has been recognised and the family brought into the formal child protection process so that assessments about the parents' capacity can be done to assist in making longer term decisions about the child's future, as well as considering what changes to the support provided might be required. This case represents positive safeguarding action.

Kate Rose

Outcome: Staying SafeSalford 7 Priority: Reduce the number of children looked afterPerformance Measure:

Numbers of Admissions and Discharges

Source Data: CareFirst

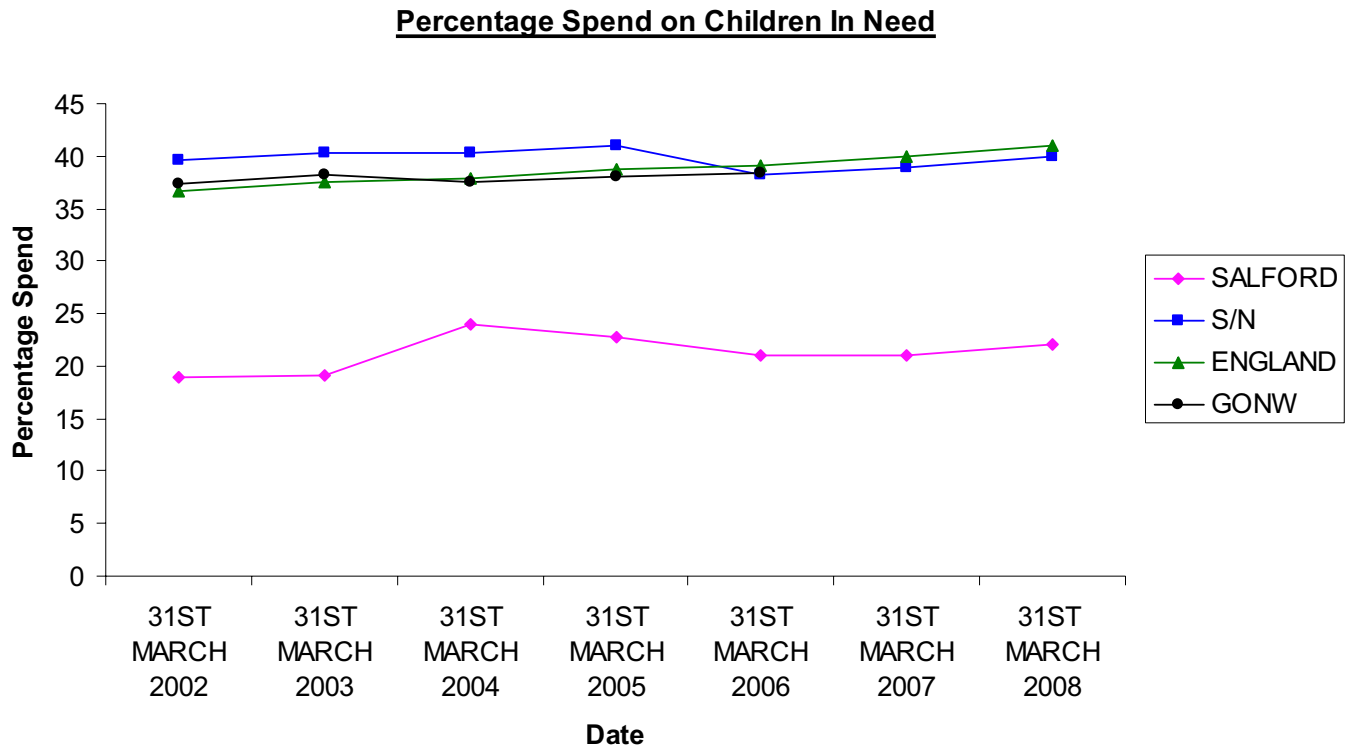
**The Story Behind The Curve:**

The number of children looked after has once again fallen slightly. The discharges have again slightly exceeded admissions despite an increase in the numbers of new entrants to the LAC system primarily stemming from cases ending the Public Law Outline process.

The figure of 500 remains under the APA target of 506 for March 2009 and the safe reduction of LAC numbers is set to continue steadily and in line with projections..

Numbers of Unaccompanied Asylum Seeking Children are set to fall by 5 on 1st January as they reach the age of 18.

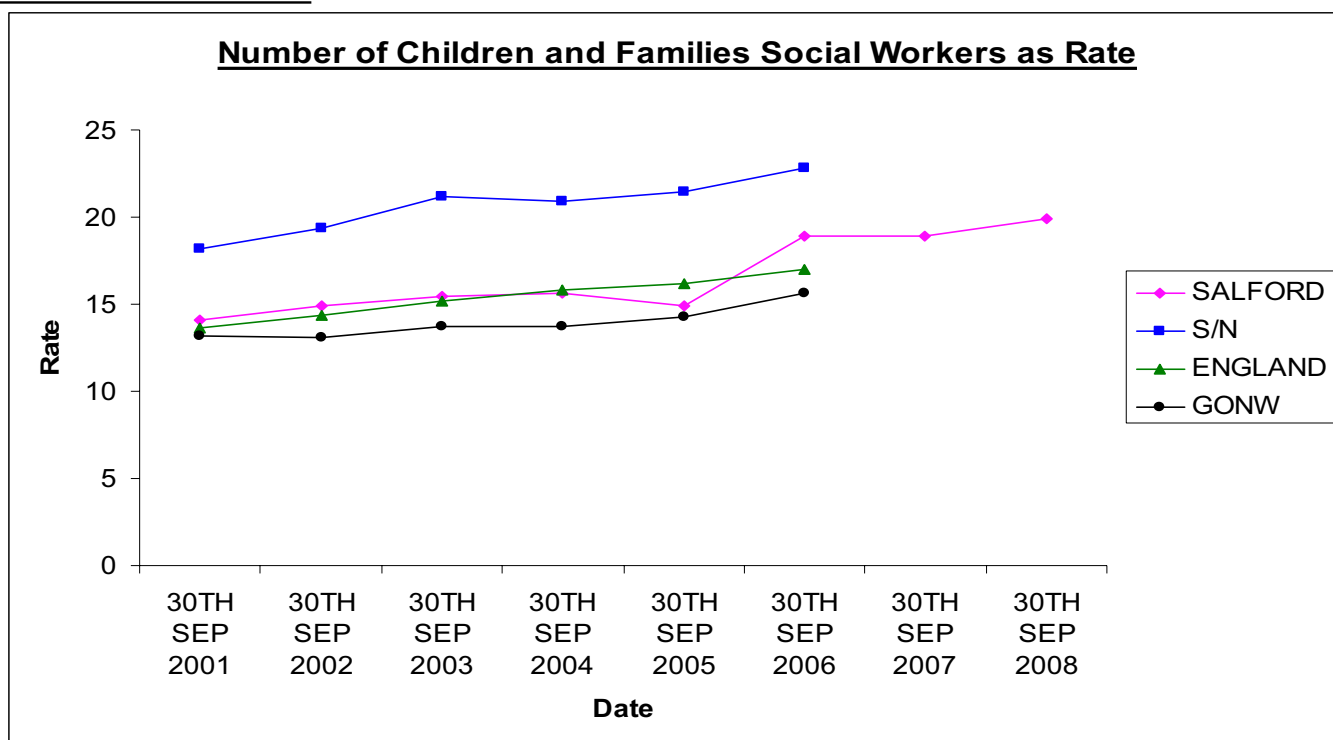
Clive Rushworth

Outcome: Staying Safe**Salford 7 Priority:** Increase the percentage spend on children in need**Performance Measure:****The Story Behind The Curve:**

The City Council has agreed proposals for additional expenditure on early intervention which will lead to a safe reduction in the numbers of looked after children and the associated costs. These proposals will result in the percentage spend on “children in need but not looked after” increasing by 6% between 2009 and 2013.

In addition, an analysis of the calculation of this indicator reveals that the PSSEX 1 is calculated on gross costs including the Barton Moss secure unit. The inclusion of Barton Moss in the calculation has the effect of artificially reducing this percentage by 2%. A recalculation of the indicator would increase the percentage from 22% to 24% and this will then increase to at least 30% by 2013.

Bob McIntyre

Outcome: Staying Safe**Salford 7 Priority:** Increase the number of children and families Social Workers**Performance Measure:****The Story Behind The Curve:**

The establishment of social work staff at March 2008 was 17 posts in Duty and Investigation and 24 in Courts and Child Protection. As a result of an early release of funding from the 'Invest to Save Bid', an additional 6 posts have been added to the establishment of the Courts and Child Protection Team. This has enabled the Duty and Investigation Team to transfer cases and released capacity to undertake initial and core assessments. The extra capacity in Courts and Child Protection has enabled them to deal with the substantial increase in the number of children who are the subject of a child protection plan, ensuring compliance with the policy that all have an allocated social worker.

Of the 6 new social workers, 4 have been appointed and we have recently arranged to interview another experienced Social Worker. The picture in March 2007 was very different when we had around a third of the posts unfilled. While we have had significant gaps in staff our retention and sickness rates has remained good

Our progress in recruitment has been as a result of a range of initiatives from induction, releasing management capacity to be more involved in the recruitment process, moving to focus on Salford as an employer etc. Within PFA 1-3 an outline document has been produced that looks at the various recruitment initiatives that we have employed.

We will need to review the impact of job evaluation through benchmarking and reviewing our induction and support plans.

The increase in the establishment brings the total number of children and family social work posts as a rate per 10,000 to 20.3. The December target is a rate of 20:10,000.

Michael Kemp

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CHESHIRE EAST COUNCIL

REPORT TO: Children and Families Scrutiny Committee

Date of Meeting: 14 September 2009
Report of: John Weeks, Strategic Director – People
Subject/Title: Think Family

1.0 Report Summary

- 1.1 This report identifies some of the dimensions of the Think Family agenda.
- 1.2 It then recommends how that agenda might be taken forward by Cheshire East Council and by the whole system in Cheshire East.

2.0 Recommendations

Committee is recommended that this report is accepted for information.

3.0 Reasons for Recommendations

- 3.1 Think Family was one of the Big Ideas which underpinned the proposals for establishing two new Unitary Authorities in Cheshire.
- 3.2 Several strands were apparent within that Big Idea:
 - 3.2.1 It was felt that the organising principles often used by Councils when they set up Departments were artificial and irrelevant.
 - 3.2.2 There was an ambition to bring services together not on the basis of the ideas of the professionals, but more on the basis of the experiences and the perceptions of the people who use those services.
 - 3.2.3 In particular, it was believed that a fundamental experience of most people is that of being, or of having been, part of a family.
- 3.3 There is no doubt that those who put together the “People and Places” bid in support of reorganisation into two new Unitary Councils were influenced by the example of Councils which had brought Children’s Services and Services for Adults together under a single Strategic Director. The East Riding of Yorkshire was one such Council whose arrangements were scrutinised.
- 3.4 Those who put that bid together wanted not just a new structure, but new ways of working. They were determined to put in place arrangements which

would support corporate rather than Departmental commitment, and an orientation to working on themes and programmes rather than simply on services.

3.5 The Think Family agenda is a classic example of the new way of working which Cheshire East Council and its partners should be taking forward.

3.6 Cabinet considered this report on 11 August 2009 and endorsed the recommendations that:

(1) a Think Family Strategy should be developed by Cheshire East Council.

(2) the Strategic Director (People) to take the lead in developing that strategy in collaboration with colleagues across the whole Authority, and

(3) that work be shared with partners in the Local Strategic Partnership and the Local Area Partnerships.

4.0 Wards Affected

4.1 The ideas set out in this report, if implemented, would be relevant to the whole of Cheshire East.

5.0 Local Ward Members

5.1 The Think Family agenda is relevant to all Members of the Council.

6.0 Policy Implications including - Climate change - Health

6.1 A Think Family Strategy would contribute to and would need to connect with all of the objectives and priorities agreed by the Council in its Corporate Plan for 2009/10 – Children and Young People, Adult Health and Wellbeing, Stronger Communities, Safe Communities, Exclusion and Equality, Economic Development and the Environment.

6.2 It would also underpin and contribute to the Council's Transformation Programme.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1 There are not likely to be any implications for Transitional Costs.

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 8.1 Some specific resources have been made available by central government, through the Department for Children, Schools and Families (DCSF). Those are detailed below in paragraph 11.22.
- 8.2 It can be anticipated that if the Think Family approach is effectively implemented, not only will it improve the experiences and wellbeing of families, it will also have preventive impact and reduce duplication. At this stage, however, it is not possible to estimate the consequent savings.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 There are not likely to be significant legal implications.

10.0 Risk Management

- 10.1 There is a risk of wastage and ineffectiveness if the range of interventions currently made with families is not better orchestrated.
- 10.2 There is also a risk that our assessment of need and our planning upon that basis may be flawed if it does not see individuals in the context of family and if it does not sufficiently support the strengths and the resilience which can often be found within families.

11.0 Background and Options

- 11.1 “Think Family” is a slogan. There is a danger that as its use becomes widespread, assumptions are made that everybody knows what it means and that we are all using the phrase in the same way.
- 11.2 It may be helpful first of all to define the concept of family.
- 11.3 There are some who are concerned that the term, “family”, may have the effect of excluding some people. Not everybody, it is argued, lives together under a single roof with partners, children and siblings.
- 11.4 In fact, that is a narrow use of the term and a particularly recent one, heavily influenced by our modern emphasis upon the nuclear family.
- 11.5 For most of our history “family” has had a much more inclusive meaning, referring to people connected either by blood or affinity, whether or not they happen to live together.
- 11.6 There are certainly some who have no current experience of family. An obvious example is single, homeless men whose contact with

relatives has been completely severed. Most of them, though, would have experienced family life of some kind in the past.

- 11.7 One of the most striking demographic changes during the last quarter of the twentieth century was the increase in the number of single person households. Many of those were households of Older People.
- 11.8 However, it is impossible to respond sensitively to the needs of an Older Person living alone without acknowledging their family and their family history.
- 11.9 This is particularly relevant to Cheshire East, for we have a larger than average Older Person population. For many years our younger people have been obliged to pursue Higher Education well beyond our borders, and many of our working age population have been mobile. As a consequence we have many Older People living on their own in Cheshire East, who have family elsewhere in England and the world. The care needs of those Older People cannot be planned in isolation from the contributions, opinions and interests of their distant families. That calls for a distinctive way of working on our part.
- 11.10 The point being made here is that we should use “family” in an embracing and inclusive way.
- 11.11 As for the phrase “Think Family”, it seems possible to distinguish a **general** and a **particular** usage.
- 11.12 In general terms, Think Family is an aspiration to get Local Authorities to move way from responding to needs narrowly and instead to put their activities and services together in ways which much more relevantly reflect the ways in which people live their lives.
- 11.13 Underpinning that aspiration there is usually a belief in the importance of strengthening families. For some that belief rests upon religious or political values. For others it is associated with the challenge of building social capital – the argument is that if there is an objective to develop capacity in local communities, a good place to start is in the family, the building block of communities. Think Family offers the opportunity to give more emphasis to the need to build and build upon the resilience of our children and their families.
- 11.14 On that **general dimension**, Think Family would embrace families of every sort. One example can illustrate this. The People Directorate has recently submitted a bid, in the context of the National Dementia Strategy, to become a Demonstrator Site for the development of Peer Support Networks:-
 - 11.14.1 The idea is to develop Peer Support Networks in Cheshire East, to benefit people with Dementia and those who care for them.

The idea is felt to be particularly relevant to isolated people and those living in rural areas.

- 11.14.2 In particular, the proposed pilot will take a new approach, by testing the extent to which ICT can play a part in helping people to communicate with one another, sharing experiences, finding information and getting mutual support.
- 11.14.3 Support to dementia sufferers and their carers is not a novelty. However, the Directorate has decided to adopt a Think Family approach. Part of the pilot will be about seeking to involve grandchildren and great-grandchildren in these networks and groups. Older People with dementia live within families. They have grandchildren and great grandchildren. Increasing numbers of children and young people will have experience of seeing an elderly relative develop dementia. They can be helped to understand what is happening, to respond in appropriate ways, and to retain positive feelings and memories about the relative whose personality is slowly eroding away. Continued contact with children and young people can also be very positive for Older People with dementia.
- 11.14.4 That specific orientation in our bid exemplifies the general “Think Family” agenda. Our services have traditionally focused upon the dementia sufferer and their carer. “Think Family” is about widening the field of vision, to take in much more of the whole of that person’s experience.
- 11.15 **The particular dimension** of “Think Family” has its origins within the Social Exclusion Task Force and the Department for Children, Schools and Families. It is focused upon vulnerable children and young people, but it seeks to see them and to respond to them with their family context.
- 11.16 Along that dimension, “Think Family” is defined as an initiative to reform the systems and services in both Children’s Services and Adults’ Services to ensure they work together to:
 - 11.16.1 Identify families at risk, so that they can provide support at the earliest opportunity.
 - 11.16.2 Meet the full range of needs within each family they are supporting or working with.
 - 11.16.3 Develop services which can respond effectively to the most challenging families.
 - 11.16.4 Strengthen the ability of family members to provide care and support to each other.

- 11.17 There are four strands to that particular Think Family initiative:
- 11.17.1 Continuing the momentum of the Think Family programme and drawing both corporate and whole system players into it.
- 11.17.2 Setting up Youth Crime Family Intervention Projects (FIPs), to provide intensive support to those families in the greatest difficulty.
- 11.17.3 Establishing Parenting Early Intervention Programmes (PEIPs), to help mothers and fathers of children (aged 8-13) at risk of poor outcomes to improve their parenting skills.
- 11.17.4 Sustaining Parenting Experts, an existing programme.
- 11.18 Think Family is not just something for the People Directorate to get on with. If Cheshire East is genuinely committed to putting people at the heart of all it does, then Think Family must be prominently on the agendas of every part of the Council.
- 11.19 Nor is it only part of the Council's service orientation. Think Family has relevance to our staff, as much as it does to our service users and general public. One example will be sufficient. Many of our staff, as family members, have significant informal caring responsibilities for children, for partners with long-term conditions or disabilities, and for elderly relatives. Our workforce strategy should set out the ways in which we will be a family friendly employer. In particular it should explicitly address the issues of informal caring undertaken by staff. There are examples from other Authorities which can be borrowed. A starting point would be to identify, through self-referral, those colleagues who are willing to acknowledge that they have significant informal caring responsibilities.
- 11.20 Think Family extends well beyond the Council into the whole system of Cheshire East. The Guidance published by the Cabinet Office makes it very clear that changes arising from the implementation of the Think Family agenda should impact not just upon Council services for children and adults, but upon the whole local system. That guidance identifies the following players as "Delivery Partners":-
- The NHS
 - The Third Sector
 - The Youth Offending Team
 - Connexions
 - The Police
 - Housing

- Regeneration

Obviously, the Cheshire East Children's Trust will play a key role in bringing those players together on the children side, and the Health and Wellbeing Thematic Partnership of the LSP on the adult side.

- 11.21 Some illustration of the potential scope of a Think Family Strategy is given in Appendix One of this paper, where a number of Think Family issues are listed, in no order of priority.
- 11.22 For the specific Think Family initiative the Department for Children, Schools and Families has made some additional resources available:
- £100,000 was already allocated to the Parenting Experts programme, and that will continue.
 - £237,991 has been allocated as new funding from 1st April, 2009. Of that, £143,000 is to go into Parenting Early Intervention Programmers, and the remainder will resource Youth Crime Family Intervention Projects and the general Think Family programme.
- 11.23 Of course, the resources available are far greater than that. One of the potential benefits of having, and of generating ownership of, a Think Family strategy is the scope which it gives for lining up lots of resources more coherently in support of the implementation of agreed objectives. There are significant resources, for instance, in the hands of the Education Improvement Partnerships (EIPs). In some EIPs resources are already being used in support of the Think Family agenda. EIP resources are deployed, for example, to employ Family Support Workers. In others more could be done to take the agenda forward.
- 11.24 There are significant mainstream resources, and it will be important to review whether they are being used effectively to advance the Think Family programme. Within Services for Children and Families there is some evidence of fragmentation of service, with separate sectors not connecting as much as they should with others. The working relations between schools and Children's Centres are not always as positive as they ought to be. In many situations the need may be to get better value out of the existing resources by ensuring that they really do wrap around families. The Children's Trust has recently agreed the development of Multi-Agency Prevention Teams and they will make a vital contribution to this agenda.
- 11.25 The universal services have their part to play – Library services, Leisure services, Arts services, Museums, Green spaces. One of the challenges in implementing a Think Family Strategy will be that of “flexing the universal services” – getting those services to own their part in implementing the strategy and to reprioritise their activities so that they offer more to support it. And the universal services are, of course, by their nature relevant to all children and families, not just

those with particular challenges in their lives. There is work to be done in joining up those universal services, making them better known and making access to them easier. One of our aspirations in terms of access to services is that there should be “No Wrong Door”.

- 11.26 A key mechanism in this will be the Case Committees, which are to be developed as part of the Local Area Partnerships (LAPs). Those Case Committees will be looking at specific cases and posing fundamental questions about the ways in which local resources might be used differently to get better results. In essence the Case Committee will be an important arena for the practice of locality commissioning, and it will be crucial for them to be imbued with the Think Family ethos.

12.0 Overview of Year One and Term One Issues

- 12.1 As this work is taken forward during Year One it will be necessary to ensure that all the parts of the Council become engaged with it and also that it is appropriately connected with the Thematic Partnerships of the Local Strategic Partnership and with the Local Area Partnerships.
- 12.2 It should be anticipated that during Term One a Cheshire East Think Family Strategy will have been agreed by the Council, that it will have been supported by the Local Strategic Partnership and that a first phase of implementation will have been completed.

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: John Weeks
Designation: Strategic Director - People
Tel No: 01270 686028
Email: john.weeks@cheshireeast.gov.uk

- Specific Think Family material can be found on the website of the Department for Children, Schools and Families – dcsf.gov.uk – and of the Cabinet office – cabinet_office.gov.uk

APPENDIX ONE

Think Family Issues

1. Commissioning.

Traditionally commissioning has been done separately, on the basis of user groups – children, adults with learning disabilities, adults with mental health problems and so on. Adopting a Think Family approach, we would weave those separate strands together. And as commissioners address their task, a Think Family orientation ought to help them to break down and think across the boundaries and demarcations which have developed between services over the years.

2. Young Carers.

Young Carers provide support to adults with needs. A recent survey showed, for instance, that 30% of young carers were supporting an adult with mental health problems.

3. Volunteering.

A lot of our volunteering is based on the 1:1 model. Some of the experience of foster care shows how positive it can be to introduce a family to a family.

4. Building Schools for the Future.

If this programme is still running when Cheshire East's turn comes, there will be an opportunity to implement it not just by upgrading some school buildings but through a radical rethink of the potential offer of schools to local families and local communities.

5. Domestic Abuse

Debates have taken place as to whether Domestic Abuse is a Children's Services issue because we are primarily concerned about the children in those situations, or an Adults' Services issue because we are concerned about the safety of women. A thorough Family approach renders those debates irrelevant.

6. Transitions.

Children with disabilities have experienced a "care precipice" when they move into services for adults. They and their families, having enjoyed the very much higher funding level of Children's Services, are shocked when they learn how poorly Adults' Services are resourced by comparison.

7. Housing.

If we want to improve the experiences of those who live in our more troubled estates, that can only be done by taking a whole family approach.

8. Joint Strategic Needs Assessment.

The Joint Strategic Needs Assessment would get much closer to informing our understanding of what it is like to live and grow up in Crewe, or Macclesfield or Alsager if it was organised around the theme of family rather than by age-groups, medical conditions or problems.

9. Obesity.

We do a great deal already to address obesity, particularly amongst children. Good work is done in schools, for instance, to get children to grow, prepare and eat vegetables. But that work is undermined if it focuses only upon the child and not upon their family. Organic broccoli at school will achieve little if the diet at home is chips, cola and chocolate.

10. Library Services.

We have Rhyme Time for young children in our libraries. We organise Reading Groups for older customers. Do we know how many grandparents take their grandchildren with them when they visit a library? As with many universal services, Library Services can assist positively in support of those who need targeted interventions. One example would be the input in relation to literacy, which can be particularly fruitful if it is made in a way which brings together the generations of a family. Parents reading to and with their children help their children and they help themselves.

11. Safeguarding.

At present we maintain pretty rigid separation between the Safeguarding of Children and the Safeguarding of Vulnerable Adults. One or two Local Authorities have now taken the step of developing generic Safeguarding Units.

12. Inter-Generational Work.

In one part of Cheshire work was done to bring Older People into school playgrounds to get them to share with the present generation some of the playground games which they enjoyed many years ago.

13. Teenage Conceptions.

We are relatively poor performers in terms of our numbers of teenage conceptions. We know from the research that here is a very significant family dimension to this phenomenon. Many young women who conceive during their teenage years are the daughters of mothers who did the same themselves.

14. Crime and Anti-Social Behaviour.

Part of the Think Family approach is about reinforcing parental responsibility for the behaviour of their young people. The Department for Communities and Local Government is keen to encourage Housing Providers to apply for Parenting Orders, where that sort of response seems likely to be effective.

CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting: 14 September 2009
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To consider progress with the items identified for the Committee's Work Programme.

2.0 Recommendations

- 2.1 That the Committee note the current position with the Work Programme.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 Not known at this stage.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None identified at the moment.

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 Not known at this stage.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 None.

10.0 Risk Management

10.1 There are no identifiable risks.

11.0 Background and Options

11.1 At the meeting of the Committee on 6 July, Members considered a list of potential items for the Work Programme and agreed as follows:

“RESOLVED: That

(a) the Committee’s Work Programme comprise the following items:

- Safeguarding – to be undertaken by the whole Committee with a small Task Group of Members to visit front line services and report back;
- Residential Placements and Review of Residential Provision – to be undertaken by a Task/Finish Panel comprising Councillors Goddard, Simon, Bailey, Beckford, Neilson and Smetham;
- Educational Attainment – to be undertaken by the whole Committee with an initial presentation on figures for 2008 and headlines for 2009 and to include the educational attainment of Cared for Children;
- Transforming Learning Communities (TLC) – this was currently being undertaken by a Task/Finish Panel who were reviewing the County Council’s TLC programme of school reorganisation and also their Scrutiny Review of the TLC process;
- Family Support Services – to be undertaken by a Task/Finish Panel to begin when the Scrutiny Review of TLC had completed its work.

(b) that the issue of Transport for Young People be classed as a Medium Priority and reconsidered at a later stage; the issue of school admissions policy be considered in due course when a policy is developed for Cheshire East and Scrutiny is a consultee and all other possible items for the Work Programme be not pursued at the moment;

(c) that a one day Training event be held in September for all Members of this Committee on Corporate Parenting, to be immediately followed by a session on the Children’s Trust subject to adequate time being available;

(d) that the draft Children’s Plan be considered by the Committee at the appropriate stage in the consultation process;

(e) that a report on the detail of the Early Years Funding Reform be submitted to the next meeting of the Committee in September;

(f) that training be provided on the role and purpose of Children's Centres to include a visit to a Centre; and

(g) the report and recommendations of the Teenage Pregnancy National Support Team following their visit to Cheshire East in June 2009, be submitted to a future meeting of the Committee."

11.2 Since that meeting progress has been made in relation to a number of items:

- At the meeting of the Committee on 3 August it was agreed that the visit to front line services be deferred for the time being;
- The Committee has received a report to this meeting on both Educational Attainment (School Performance) and Teenage Pregnancy;
- The training on Corporate Parenting has been arranged for 25 September;
- A report on Early Years Funding Reform was considered by the Committee on 3 August and comments made have been submitted to Cabinet.

11.3 When determining items for the Work Programme, matters should be assessed against the following criteria :

- Does the issue fall within a corporate priority
- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports.
- Is there a high level of dissatisfaction with the service

If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an

investigation within the specified timescale

12.0 Overview of Year One and Term One Issues

- 12.1 It is good practice to have a Work Programme for the Committee to consider and prioritise on a regular basis.

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Denise French
Designation: Scrutiny Officer
Tel No: 01270 529643
Email: denise.french@cheshireeast.gov.uk