

Children and Families Scrutiny Committee

Agenda

Date: Tuesday, 7th December, 2010
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. **Minutes of Previous meeting** (Pages 1 - 8)

To approve the minutes of the meeting held on 19 October 2010

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

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.

3. **Public Speaking Time/Open Session**

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

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A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit 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 members of the public notified the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting with brief details of the matter to be covered.

4. **Government White Paper on Education briefing**

To receive a verbal brief from the Director of Children's Services

5. **Schools Inspection update** (Pages 9 - 20)

To consider a report of the Director of Children's Services

6. **Action plan from Unannounced Inspection update** (Pages 21 - 30)

To consider a report of the Director of Children's Services

7. **Review of Family Support Services** (Pages 31 - 80)

To consider the report of the Task & Finish group

8. **Macclesfield High School Formal Consultation** (Pages 81 - 94)

To consider the formal consultation document and produce a response

9. **Work Programme update** (Pages 95 - 112)

To give consideration to the work programme

10. **Forward Plan - extracts** (Pages 113 - 114)

To give consideration to the extracts of the forward plan which fall within the remit of the Committee.

11. **Consultations from Cabinet**

To note any consultations referred to the Committee from Cabinet and to determine whether any further action is appropriate.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Scrutiny Committee**
held on Tuesday, 19th October, 2010 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

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

Councillors A Barratt, D Flude, J Goddard, M Parsons, A Ranfield, M Simon
and J Wray

J Kelly and J McCann

Apologies

Councillors D Beckford, T Jackson, A Kolker and G Merry

7 APOLOGIES FOR ABSENCE**8 OFFICERS PRESENT**

Mark Grimshaw	Scrutiny Officer
Fintan Bradley	Improvement & Achievement Services Manager
Cath Knowles	Head of Safeguarding and Specialist Services
Sheila Sadler	Children Services Group Manager

9 MINUTES OF PREVIOUS MEETING

RESOLVED –

- a) That subject to Jill Kelly being added to those who had provided their apologies, the minutes of the meeting of the Committee held on 7 September 2010 be approved as a correct record.

10 DECLARATION OF INTEREST/PARTY WHIP

Councillor D Flude declared a Personal interest on the grounds that she was a Director of EIPC Ltd and a Governor on two school boards.

11 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to address the Committee.

12 SPECIAL EDUCATIONAL NEEDS REVIEW

Fintan Bradley attended to inform the Committee of the service's review of Special Educational Needs (SEN) and to provide an update on the progress made to date.

It was explained that Cheshire East had a number of legacy policies, guidance and provision for children and young people with SEN. Since Local Government Reorganisation the range of provision, both specialist and resourced had been significantly reduced and the policy and practices of the former County Council needed revising and updating. In light of this, a review had been commissioned by the Director of Children and Families to explore how Cheshire East could best respond to these challenges whilst taking into consideration the Coalition Government's Green Paper on SEN which was running adjacent to the internal review.

It was reported that work on the review had begun in September 2010, and that an initial scoping activity had resulted in the review being split into five work streams, each of which Fintan Bradley expanded upon in turn:

- Resource provision and services for SEN
 - This work stream was to examine the location, roles, practice and impact of the 11 primary and 6 secondary resourced provisions attached to mainstream schools across the Borough, especially in terms of pupil attainment and achievement.
- SEN funding
 - It was explained that the funding of individual pupils with SEN, without a statement, relied on an expensive bureaucratic assessment process which had been criticised as being untimely and inefficient. This work stream was set up to explore ways of getting resources into schools to empower professionals to make timely decisions over the implementation of SEN support.
- Pathways and Access to SEN services
 - It was reported that a consistent complaint had been levelled at SEN provision regarding accessing appropriate support and advice in a timely fashion. As a result, a working group was established to review current pathways and access arrangements to services with a view to developing clearer and more transparent pathways.
- Specialist Provision
 - It was explained that The Local Government Review had resulted in East Cheshire having only 4 out of the 14 SEN Schools that existed in the former County Council. Consequently, the Borough was increasingly reliant on other Local Authority schools to cater for children whose needs cannot be met internally. This work stream was set up to look at a pattern of provision to explore if Cheshire east can expand to cover needs of the children currently forced to go out of the Borough.
- Policy, guidance and protocols
 - It was reported that Cheshire East has inherited a range of strategies, policies and guidance from the former County Council. Whilst most of these remained relevant, there was a need to pull

them together into one coherent document to reflect the aims and ambitions of the authority.

After hearing the report, a number of Councillors had questions and queries regarding the issues raised. Firstly, attention was drawn to the low ratio of educational psychologists to children with SEN in Cheshire East and the frustration that Head teachers often face with the bureaucracy in securing their services. It was questioned whether this was an issue being considered in the review. Reassurances were made that the general issue of over bureaucracy was a key part of the review and it was agreed that the issue of educational psychologists could be discussed during the next update. Secondly, it was queried whether children with eating disorders were included in the review. It was confirmed that this would be included in the review and that the service was working alongside CAMHS in this regard. Thirdly, it was commented that the SEN process can cause great concern to parents and as a result it was asked whether any effort had been made to consult parents / carers in the review. It was confirmed that consultations would be made and this was an integral part of the review. Lastly, it was questioned whether Cheshire East were considering whether specialist schools could be a shared service with Cheshire West and Chester. Fintan answered that he would talk to his counterpart about the potential option of shared schools.

A comment was also made on the recent Ofsted report that made the national news regarding the idea that schools were getting children unnecessarily classified with SEN as to generate more revenue. Assurances were made that Cheshire East had its thresholds at the correct level and as a result it was not considered a major issue. Despite this, it was said that the consistency of the thresholds and the application of such will be improved as a result of the review. It was hoped that this would reduce the number of appeals. A request was made or the figures behind the number of appeals and for the number of outstanding figures for statements, in terms of its direction of travel.

RESOLVED –

- a) That the Committee note the report
- b) That the Committee receive further updates on the progress of the review, especially as recommendations develop.
- c) That information regarding educational psychologists be supplied as part of the next update.
- d) That conversations take place regarding the possibility of specialist schools being shared with partner authorities.
- e) That the statistical review of SEN numbers, placements, appeals and outstanding figures for statements be distributed to Members of the Committee.

13 ACADEMIES UPDATE

Fintan Bradley attended to provide an update on the Academies Act 2010, which received Royal assent in July 2010, and its financial implications for both Academies and Cheshire East.

It was reported that there are currently two confirmed Academies in Cheshire East; Fallibroome High School, Macclesfield and Brine Leas School, Nantwich. Sandbach High School was anticipated to become an Academy on 1 November 2010. Attention was drawn to the fact that the schools that moved to academy status had all been rated 'outstanding' from Ofsted, as this was part of the Government's criteria. It was explained that this criteria was expected to be opened up to schools that had been rated 'good with outstanding features'. As Cheshire East had a number of schools in this category, it was expected that more schools would move to academy status in the future.

Fintan Bradley continued to elaborate on a number of policy implications that the Act would bring to Cheshire East. These included issues around:

- Land Transfer
- Transfer of Employees
- Property and Asset Transfer
- Finance
- Governance

Of particular attention, was the issue around the financial implications for Cheshire East if a large number of schools decided to change to academy status. It was explained that as money would go directly to schools rather than through the local authority, it was possible that certain services would not be purchased thus having an impact on the viability of maintaining certain services for Cheshire East.

A concern was raised from Councillor Flude regarding opening up certain services such as HR and legal support to market forces. It was suggested that companies would offer services as loss leaders and then increase the price at the end of the contract having a detrimental effect on education provision.

A point was also made regarding the idea that primary schools would not make the move to academy status as readily as secondary schools due to issues around economies of scale. It was suggested that this could create a 'mismatch' and have a number of unintended consequences for the authority.

Fintan Bradley noted both points but suggested that at the current time, much was based upon conjecture and that things would become clearer as the Act established itself.

It was queried whether there was any obligation on academies to support other schools. It was reported that a number of academies did help other schools and that the academies in Cheshire East currently helped schools outside of the Borough. It was commented that opportunities should be sought for Academies, either inside or outside of the Borough, to assist some of Cheshire East's challenging schools if required.

It was questioned whether there would be any implications for the admissions policy for Cheshire East. It was confirmed that Academies, as

comprehensive schools, would have to adhere to national admissions policy criteria.

RESOLVED –

- a) That the Committee note the report
- b) That updates be brought to the Committee on a quarterly basis
- c) That opportunities are sought for Academies, both internal and external to the Borough, to provide assistance for Cheshire East schools if required.

14 ANNUAL UNANNOUNCED INSPECTION OF CONTACT, REFERRAL AND ASSESSMENT ARRANGEMENTS WITHIN LOCAL AUTHORITY CHILDREN'S SERVICES

Cath Knowles attended to report on the progress of the action plan as a result of the Annual Unannounced Inspection, as requested in the meeting of the 7 September 2010.

It was explained that the action plan had been approved by Cabinet on 18 October 2010 and that it mainly detailed the issues to be addressed as areas for development which had been identified from the inspection. It was noted that many of these areas had not been a surprise to the Service as many of them had been previously flagged for action. Attention was drawn to the fact that a priority action had not been identified. Regarding this fact, the Committee wished to endorse its congratulations to the Service. Whilst never satisfied, Members were impressed that the report was so positive considering the context of upheaval and uncertainty.

An issue around the electronic system for children's social care was queried. It was stated that this had been previously ineffectual and needed improvement. Cath Knowles agreed with the statement but moved to affirm that the PARIS system should not be completely disregarded. Assurances were made that improvements were being made, especially regarding staff training and development.

A concern was also expressed over the number of 'inconsistencies' that had been identified in the report. It was reported that work was being carried out to counter these.

RESOLVED –

- a) That updates regarding progress on the action plan be brought to the Committee on a quarterly basis.

15 BIENNIAL REPORT FOR REGULATION 33 VISITS - CHESHIRE EAST CHILDREN'S HOMES

Sheila Sadler attended to present the bi-annual report for Regulation 33 visits.

It was reported that the visits had proved invaluable to the service as an external, objective viewpoint, was very useful for highlighting areas for improvement. It was

also explained that as Ofsted measured the service on the number of Regulation 33 visits, it was very important to gain Member involvement.

The Chairman commented that he was pleased to receive the report as it had been one of the recommendations of the recently completed Residential Provision Task and Finish group.

Councillor Parsons drew attention to the fact that he had yet to receive his CIB check despite him waiting for a few months for it. He asked whether this could be done in the near future as he was keen to participate.

Following from this point, the Chairman asked the Committee if any other Members wished to have their names put on the list. Councillor Tony Ranfield confirmed that he would want his name on the list.

Resolved –

- a) That the Committee note the report
- b) That further updates are brought to the Committee on a bi-annual basis
- c) That Councillor Michael Parsons and Councillor Tony Ranfield be added to the Regulation 33 list after the relevant CIB checks.

16 FREQUENCY OF MEETINGS

Members considered the form and frequency of the Children and Families Scrutiny Committee meetings going forward.

RESOLVED – That every other scheduled meeting, including 16 November, be confirmed as an informal mid-point meeting.

17 WORK PROGRAMME UPDATE

The Committee reviewed the items in the 2009/2010 Work Programme and considered the new layout of the programme along with any new items listed.

Consideration was also given to the possibility of establishing a new Task and Finish group, following the recent completion of the Residential Provision review. It was agreed that a Task and Finish group into Foster Services would be appropriate but that this should be discussed in more detail at the next meeting.

RESOLVED –

- a) That the new layout of the work programme be approved
- b) That the establishment of a new Task and Finish group be deferred to the next meeting

18 FORWARD PLAN - EXTRACTS

The Committee gave consideration to the extracts of the forward plan which fell within the remit of the Committee.

The Chairman commented that the forward plan was not as comprehensive as it possibly could be and suggested that the Committee express a view that the forward plan be more detailed in future.

RESOLVED –

- a) That the forward plan be noted
- b) That a comment regarding the detail in the forward plan be noted.

19 **CONSULTATIONS FROM CABINET**

There were no consultations from Cabinet.

The meeting commenced at 10.35 am and concluded at 12.40 pm

Councillor R Westwood (Chairman)

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CHESHIRE EAST COUNCIL**REPORT TO: Children & Families Scrutiny Committee**

Date of Meeting: 7 December 2010
Report of: Lorraine Butcher, Director of Children's Services
Subject/Title: **Summary of Ofsted Inspections & Interventions**

1.0 Report Summary

- 1.1 This report captures the performance of Cheshire East Schools in relation to Ofsted Inspection judgements/outcomes as well as summarising the range of interventions which are currently in place within our schools. To support this paper, there are two Appendices which provide more detailed analysis of information and these are referred to at particular points of this paper.
- 1.2 It is important at the outset to establish the parameters to this report. Whilst we have Ofsted data for Cheshire East Schools going back to September 2006, the Ofsted inspection process has been revised during this four year period and it is important to analyse outcomes based upon a consistent inspection framework. The current framework was introduced in September 2009 and it is expected that a further revised framework will become operational from September 2011. Therefore, the specific parameters for this report include :
- a. Consideration of Ofsted judgements from September 2009 only – this relates to the current framework as well as the date when Children & Family Services have been operational.
 - b. The Ofsted judgements only relate to Section 5 full inspections and do not include subject inspections or HMI monitoring visits.
 - c. The summary evidence provided refers to judgements relating to 12 key indicators from Ofsted reports. These are seen as the most influential in assessing overall trends and progress.
 - d. In terms of Interventions, the information provided in Appendix A are the principle programmes which are currently operational. In addition, there is a significant amount of advice and support provided to schools on a daily basis through a variety of service teams which provides schools with the ongoing support, advice and guidance which they greatly appreciate.
- 1.3 One of the most effective interventions which Children and Families Services has introduced this year has been the commissioning of support from external Ofsted Inspectors to work within targeted schools. A team of 6 Inspectors are currently employed to deliver close to 130 days of support within schools and the impact of this externally validated support has been considerable and the reports which have been produced have provided valuable evidence to support overall Ofsted judgements.
- 1.4 This report also has to be considered within the context of the changing national landscape in terms of Ofsted Inspections. The Education White Paper provides some clarity around inspection regimes but there is a clear message

that the frequency of inspections will be reduced for some schools as well as the need for schools to submit regular Self Evaluation documentation. A more detailed summary of the White paper will be tabled on the 7th December but it is clear that the Local Authority will need to consider its quality assurance processes in the future as a reduced national framework is confirmed.

- 1.5 The information provided within the Background and Options sections provides the overall headlines relating to the 35 Ofsted inspections which have taken place since September 2009. Overall, the headlines from this data is positive; a fact which has been recognised within our overall Local Authority Ofsted profile as well as through our stocktake meeting involving the National Strategies Regional Advisor. Clearly there are issues which we need to prioritise in the future but our ability to work effectively alongside school leaders to raise standards for all learners is clearly recognised within Ofsted judgements as is the diversity and quality of our intervention programmes.

2.0 Recommendations

- 2.1 This report is provided for information only. The Children and Families Scrutiny Committee should note the processes in place to work with schools to create a positive Local Authority profile in terms of Inspections. In addition, to note the range and diversity of interventions to raise the overall standards in schools and build capacity throughout all levels of leadership.

3.0 Reasons for Recommendations

- 3.1 The reason for presenting this report is to inform the Committee of the ongoing work which is being undertaken to improve the number of schools achieving good /outstanding Ofsted judgements. There are several key points which have been illustrated within this report which shape the future direction of support and challenge to our schools.

Wards Affected

- 4.1 All localities will be affected by the Ofsted Inspection process and all schools will receive a range of Local Authority Interventions depending upon their level of need. A spreadsheet is available electronically which enables members to analyse Inspection summaries by localities and this can be sent out as required.

5.0 Local Ward Members

- 5.1 None identified

6.0 Policy Implications including - Climate change - Health

- 6.1 C&F Services are currently working with school leaders to shape a 'Strategy for Change' relating to the changing relationship between schools and Local Authorities. It is clear that there will have to be revised policies in terms of how the Local Authority supports and challenges schools to provide high quality education and continues to raise standards especially for the most vulnerable learners. The White Paper and national funding agreement will allow this

revised relationship to be established and to begin to shape how we continue to work with our schools.

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

- 7.1 There are significant challenges to Children and Families Services in terms of the changing landscape relating to the finances available to the Local Authority to work with schools. It is very clear that there will be reduced grant funding available to the Local Authority and that schools will have increased access to direct funding through the pupil premium. As yet, it is difficult to confirm specific details but these will have to be worked up quickly to ensure that our most vulnerable schools are not disadvantaged during this transition period

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 Future arrangements relating to possible traded services with schools will require a detailed legal framework to be established. There are various options which could be developed including traded service alongside other local Local Authorities as well as setting up a mutual cooperative. These options are currently being investigated and coasted.

10.0 Risk Management

- 10.1 The national and local financial pressures will have a real impact on any future arrangements with schools to support further school improvement and the raising of attainment. There is currently a detailed process underway which is reviewing the staffing structures against the financial pressures within the Authority which will result in a different way in which schools and the Local Authority work together to raise overall standards. Clearly, there are real risks in terms of the ability of the Local Authority to maintain its current range of interventions both in terms of financial support and direct support from specialist staff.

11.0 Background and Options

- 11.1 The following information is provided which captures the key messages resulting from the analysis of Ofsted inspections from September 2009 to date with further information provided within the Appendices.

11.2 Summary of Ofsted Inspections

Since September 2009 to date (Mid November), 35 Ofsted Inspections have taken place with the majority of these being within the primary sector as shown in the table below:

Summary	Number	% of total CE Schools
Inspections since September 2009	35	
Primary Inspections	26	21%
Secondary	7	32%
Special	2	50%

In terms of the analysis of these Ofsted outcomes, a detailed spreadsheet is regularly updated which captures the separate judgements of the 13 most influential factors within the inspection process. What this analysis shows is that in terms of overall effectiveness, capacity to improve and overall outcomes, the following results show the percentage of schools achieving good or outstanding.

Ofsted Judgement	Primary (26)	Secondary (7)	Special (2)
Overall effectiveness	54%	71%	100%
Capacity to improve	54%	71%	100%
Overall outcomes	50%	71%	100%

First impression may suggest that the Primary figure is lower than expected but there are genuine reasons for this. Principally, it relates to the fact that Ofsted are now targeting schools more rigorously in terms of those where the data or previous inspection suggested 'lower performance'. There is a reduction in the number of Inspections taking place in higher achieving schools resulting in the profile of schools being inspected being skewed towards potentially more 'underperforming' schools. In addition, the limiting judgements result in schools where there may be a positive profile in terms of good or outstanding judgements but because of a limiting judgement, a school cannot achieve higher than satisfactory overall. The impact of historical attainment data is a good example of this issue.

In terms of inadequate judgements, there is an extremely low number (11) which represents 3% of all judgements. Actions are in place to address all of these low judgements especially within Macclesfield HS (where 7 of the 11 judgements were recorded) where the initial HMI report recently identified progress as being good overall.

There are no primary schools currently within an Ofsted category which is the first time this has occurred in at least 9 years and only one secondary school. This is an extremely positive profile and places the Local Authority in the top 10% of all Local Authorities in terms of the number of schools within a category.

- 11.3 It is important to recognise that the Ofsted Inspection process equally applies to our settings in terms of judging the quality of Early Years Foundation Stage outcomes. The following table captures the positive outcomes from Inspections undertaken since September 2008 to date :

	Outstanding	Good	Satisfactory
Settings (104)	13	69 (79%)	22
Independent (5)	1	4 (100%)	0

Such a positive profile – 80% overall of all settings inspected are good or outstanding shows that from a very early age, many of our learners are

receiving high quality provision. Whilst this is extremely positive, the overall outcomes against the two identified EYFS Local Authority targets has not seen the expected improvements over the last 2-3 years.

11.4 **Summary of Interventions**

Appendix A includes a summary of the overarching programmes which currently are in operation throughout our schools. These programmes are initiated based upon a universal, targeted and intensive system which allocates resources according to the level of need. A more detailed explanation of this offer to schools is available in the 'Strategy for Change' document. The range and diversity of these programmes reflects our commitment to engage with as many initiatives as possible often without additional funding or resources. The capacity to continue such programmes will be severely tested as a result of the recent Education White Paper. For example, one of the key monitoring programmes for all schools is through School Improvement Partners and this is one requirement which has been removed within the White Paper.

- 11.5 One of the most important intervention programmes is the IOP initiative – Improving Outcomes Programme. Information provided in Appendix A shows the number of schools who are within this programme and these schools are seen as our more vulnerable schools based upon a variety of criteria. Schools receive additional monitoring and challenge as part of this process as well as access to additional intervention funds.

Table 3 shows the overall Levels of Support & Interventions which apply to all schools. The 3 level system allows for the Local Authority to target its resources accordingly and ensure that there is a clear differentiation of support. This categorisation process is shared with all schools and Governors and is a key structure in terms of shaping the work of SIPs (School Improvement Partners).

11.6 **School Profiles**

Appendix B shows the improvements being made to clarify the range of support and funding made available to our schools. Every school earlier this term received a summary document showing all support/intervention programmes as well as an individual profile showing agreed levels of support. This has helped schools to understand the collective support available and begin to work more strategically in terms of using resources most efficiently to support potentially underperforming learners.

12.0 ***Access to Information***

The background papers relating to this report can be inspected by contacting the report writer. A detailed spreadsheet is available which shows a summary of all school inspections and this can be circulated to Committee members as required.

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Summary of Interventions

Table 1

Intervention	Explanation
Behaviour for Learning	School support around behaviour for learning and SEAL. Detailed behaviour Audit undertaken to baseline needs.
Community Cohesion	Bespoke support provided to schools based upon the following criteria : EAL and New arrivals, Gypsy, Roma, Traveller, School Linking, Elective Home Education Liaison with other agencies, English as an Additional Language (EAL), New Arrivals, Asylum Seekers & Refugees
CPD working and learning together	Detailed programme of CPD for all levels of school organisation
Early Years	Making a Big Difference (MABD), Universal, Targeted and Intensive Support for Settings including ; EYFSP Assessment Support package, EYFSP Moderation Clusters, Bespoke Training package (priority given to NQTs, teachers referred by SIPs), Tracking Progress in Maintained Nurseries, Leading Quality Together Kits.
Every Child a Talker (ECaT)	3 day Every Child a Talker programme delivered in clusters
ICT (NAACE)	The ICT advisory team offers primary and secondary schools support in the following areas: E-safety training and support for staff and students and the wider community. How to set up AUPs and e-safety procedures to meet statutory requirement Advice on Data security Assistance with development of VLE site development in schools Superuser training for the Uniservity Web site Training in application support for IWBs and other software including tools on the learning platform Support for the development of an ICT Strategy/school plan
Leisure and Play development	Co-coordinating sports and play policy across different departments. Championing both sporting excellence and participation, acting as an enabler also means looking at ways to increase sport, exercise, and physical recreation opportunities for the young and old.
Liaison and Governance	The Governance and Liaison team brief in relation to schools includes: communications with schools coordination eg. term time school bulletin publication, the Director's report and associated briefings, school term dates coordination Headteacher and Governor association liaison responding to, or facilitating responses to, general queries from schools, parents and others on a wide range of school related issues school complaints. All statutory functions and associated advice relating to school governing bodies LA governor recruitment and appointment processes, and liaison with the school governors' one stop shop the maintenance of the internet site for Governors and

	in relation to the schools' forum all governor training, including direct delivery of training.
Local Leaders in Education	LLEs will fulfil a coaching and mentoring role and will use these skills to work with school leaders to strengthen, develop and improve leadership.
Music	Bespoke support on a range of musical needs
One to One Tuition	Funding targeted at pupils identified as: At risk of not making two levels of progress KS1 – KS2 and KS2 – KS3 Below national expectations on entry to KS3 Cared for Children Below national expectations on entry to KS4 in National Challenge schools
Personal Development and Wellbeing	Bespoke support to schools on behaviour, attendance And Healthy Schools using a universal, targeted and Specialist model.
Religious Education	Direct curriculum support on a range of issues including Ofsted preparation, data analysis and staff CPD.
Safeguarding Children in Education and Settings	The Safeguarding Children in Education Team gives advice and support to school staff in dealing with child welfare concerns and SCIES staff can be contacted for case discussions prior to referral to Social Care
School Improvement Partners	Between 3 -5 days direct support & challenge to school leaders on a themed programme
School Moderation & Benchmarking	Schools applying for and being moderated in terms of a Range of Quality standards including Basic Skills QM, E Services QM & IQM
Special Educational Needs & Disability	Universal, targeted and specialist support packages from Educational Psychologists. SEN training and support specialist LA staff.
School Strategy : Primary	Targeted funding and specialist consultant support using Universal, targeted and specialist programmes. Specific programmes around 'Every Child a '
School Strategy	Targeted funding and specialist consultant support using Universal, targeted and specialist programmes.
Virtual School for Cared for Children	This new service exists to support the education of Cared for Children (formerly Looked after Children) and to help schools to provide this vulnerable group with the excellent education that they deserve.

Table 2**Schools involved in Improving Outcomes Programme.**

This programme, formally called School Causing Concern, is targeted at schools who are seen as most vulnerable in terms of overall school improvement, standards, and in danger of a poor Ofsted Inspection.

Current Schools include:

Haslington Primary	Millfields
Sandbach St Johns	Wistaston Green
Ash Grove	Marlborough
Christ the King	Calverley
Underwood West	Oakefield
Berkeley	Ruskin High School
Audlem	Macclesfield HS
Shavington	

Table 3**Levels of Support & Interventions**

All Schools are placed in a category which determines the level of support from a range of LA . service teams as well as targeted intervention funding. The following table captures the breakdown of schools in each of the 3 categories:

Universal	Primary - 83	Secondary – 10	Special - 4
Targeted	Primary - 30	Secondary - 6	
Intensive	Primary - 10	Secondary - 3	

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Your Primary School funding and support offer for 2010 – 2011 is set out below.

School: Primary School

Details of Universal Offer					
Initiative					Funding (£)
Whole School Intervention Plan (delivered in July 2010)					£2000
Assessment For Learning (delivered in July 2010)					£1000
Additional Intervention Bid – Up to £3000					
One to one funding	Place allocation	20	ECAW places	0	£18750
Details of Targeted offer					
Initiative	Lead Officer	Description of programme		funding	Identified Level
Communication language and learning difficulties (CLLD)	R. Robson	Daily multi-sensory phonics session		£1800	Intensive
Early Years CLLD	R. Robson	Phonics for Early Years		£0	universal
Every Child a reader (ECAR)	M. Dixon	'Reading Recovery' delivered by a specifically trained teacher on a daily one-to-one basis for children with the most significant reading difficulties.		£0	universal
Every Child a Writer (ECAW)	J. Riley	Improving children's writing in Year 3 and Year 4 : Quality first teaching, guided group work and 1:1 tuition. Lead ECAW teachers support two schools, working with teachers in classrooms to secure level 3 in writing at the end of Year 4.		£0	Universal

Maths Specialist teacher programme (MAST)	R. Holland	Enable one teacher from each of these schools to gain Mathematics Specialist Teacher status. The figure quoted is the allocation for the full year. This will be delivered in three termly instalments following completion of the work	£720	targeted
Every Child Counts (ECC)	R. Holland	Train one teacher from each of these schools to gain 'Numbers Count' Teacher status	£0	universal
Details of Intensive offer				
Initiative	Lead Officer	Description of programme	Support Level	What to expect
Literacy Support	J. Riley	A strategic support programme designed to improve an identified area of the curriculum	Intensive	School and consultant to devise an action plan
Mathematics support	R. Holland	A strategic support programme designed to improve an identified area of the curriculum	Intensive	School and consultant to devise an action plan
Single Plan Partnership	R. Holland	A whole school strategic support programme. <u>This programme will be applied in agreement with headteacher in schools identified for intensive support.</u>		
Total Funding provided for National Strategies (£)				£7520
Ethnic Minority achievement grant				£0
Additional Funding for the LA 'levels of support and intervention' (LOSI) programme			Intensive	£2000
Grand total (£)				£26270

CHESHIRE EAST COUNCIL

REPORT TO: Children & Families Scrutiny Committee

Date of Meeting: 7 December 2010

Report of: Lorraine Butcher, Director of Children's Services

Subject/Title: Progress Update of Unannounced Inspection Plan

Portfolio Holder: Councillor H Gaddum

1.0 Report Summary

- 1.1 The aim of this report is to provide a progress update in relation to the action plan drawn up following the unannounced inspection of Cheshire East Council's Contact, Referral and Assessment arrangements for Children and Families Service by Ofsted.
- 1.2 Appendix 1 attached provides the detail of progress in respect of the areas of development identified by Ofsted during their inspection visit in July 2010.

2.0 Decision requested

- 2.1 This report is for information only. Children and Families Scrutiny Committee are asked to note the progress to date and processes put in place that enable the areas identified for development to be addressed appropriately.

3.0 Reasons for Recommendations

- 3.1 The reason for presenting this report is to inform the Children & Families Scrutiny Committee of the ongoing work which is being undertaken to address the areas of development as identified within the unannounced inspection that was undertaken by Ofsted in July 2010.

4.0 Wards Affected

All localities are affected by the Ofsted inspection process.

5.0 Local Ward Members

None identified

6.0 Policy Implications including - Climate change - Health

None Identified

7.0 Financial Implications (Authorised by the Borough Treasurer)

None Identified

8.0 Legal Implications (Authorised by the Borough Solicitor)

None Identified

9.0 Risk Management

Ofsted's unannounced inspection of the Council's Contact, Referral and Assessment Arrangements is an essential tool in testing and ensuring that the children and young people within Cheshire East are safe. The inspection, whilst not identifying any priority actions, did identify a number of development areas which if not addressed could lead to higher risk in terms of children and young people's safety within the Authority. Future inspections will be based upon the Council's ability in ensuring progress within any recommendations the inspectors have made.

10.0 Background and Options

11.0 Access to Information

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

Name: Catherine Knowles

Designation: Head of Safeguarding and Specialist Services

Tel No: 01606 271719

E-mail: Cath.Knowles@cheshireeast.gov.uk

ACTION PLAN – Unannounced inspection of Contact, Referral and Assessment Arrangements.

On the 20/21 July 2010 OFSTED conducted an inspection of the Contact, referral and assessment arrangements within Cheshire East Children Services. The inspection identified areas of satisfactory practice, with some areas for development. It should be noted that the areas for development that have been identified will be specifically considered in future inspection of services to safeguard children with our area.


The inspectors identified seven (7) areas for development which have been addressed accordingly in the plan outlined below:

Area for Development	Action	Timescale	Risk/other Factors	Person Responsible	Notes/Outcomes
(1) Timeliness in completing initial and core assessments varies, and in some cases results in delays in meeting children's needs	Interim Changes within Access service involving splitting into two service areas 1) contact and referral 2) duty and initial assessment team (DIAT). This to ensure that all referrals coming into access are assessed in a timely way on the safety, need and wellbeing of child/YP.	12 August 2010 ongoing until further notice	Changes are interim whilst a review undertaken by Elaine Peace is completed. Review is looking at threshold model, interagency working and understanding and viability of a permanent duty and initial assessment service which will undertake all IA and S47 work up within an eight week period. Changes are in line with the redesign of services.	Integrated Delivery Team comprising of: Cath Knowles Dave Richards Shirley Jordan Julie Lewis Elaine Peace - consultant	<u>25/11/10 update</u> Immediate action undertaken following the inspection has continued. Review of Elaine Peace has been completed and the recommendations approved and agreed at SMT. Changes are in line with restructure and will include a new Children's Assessment Team that will absorb and develop the former Access service. The Children's Assessment team will undertake all short term work within a timeframe of 8 to 12 weeks maximum. The change within the service enables key

					<p>resources to target our most vulnerable/potentially at risk children and young people in a timely and effective manner.</p> <p>New service to be introduced and will commence mid December 2010.</p>
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<p>(2)</p> <p>The management oversight of core assessments is inconsistent and so does not always ensure their timeliness, or that risks to children are sufficiently monitored when there are delays</p>	<p>Routine audits of Core Assessments to be undertaken.</p> <p>Weekly reporting card per team required to identify Initial and Core Assessments progress.</p>	<p>With immediate effect.</p> <p>Linked to ICS/ICT programme – ongoing.</p>	<p>Group Manager's continue to manage day to day work which remains high in volume. Need to move to unit structure and practice consultants this should reduce inconsistency.</p> <p>Change request likely to be delay to ICT services to enable such information to be available.</p>	<p>Shirley Jordan - PM Julie Lewis – PM</p> <p>Mark Bayley/Bev Harding</p>	<p>25/11/2010</p> <p>Alongside the new Children's assessment service being introduced mid December, the new structure in terms of long-term teams of Child Protection and Child in Need (CP/CIN) and Cared for Children/Care Planning will also become effective. Structure changes significantly moving from more traditional social care to small social care units that are headed by an experienced Practice Consultant, managing</p>
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					<p>no more than 4 staff members. Such a structure will enable assessments to be monitored by the Group Managers responsible for units to implement an audit programme.</p> <p>Group Managers are currently undertaking case file audits that include core assessments as part of supervision sessions, this allows for continuing reflective practice and professional challenge.</p> <p>Alongside this, an independent audit programme undertaken by the Safeguarding Unit has now begun with the first audit completed in October 2010. Such Audits will be undertaken on a quarterly basis. It is envisaged that any recommendations will be put into an action plan.</p>
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					Weekly reporting card has been initially developed , however needs further work, this will be provided to Group Managers, who will be expected to provide an exception report where there are identified concerns relating to core assessments being achieved within a timely manner.
<p>(3)</p> <p>The quality of core assessments is not consistent. Although some are satisfactory, others are too brief and lack analysis of risk or protective factors. Inadequate assessments are being seen and signed off without challenge by first line managers, which is unsatisfactory.</p>	<p>Back to Basics training to be undertaken by all managers/ practice consultants and social workers as per workforce development proposal of February 2010.</p>  <p>CHESHIRE EAST COUNCIL workforce c</p> <p>Development of standards in practice which is linked to evidence based practice particularly</p>	<p>With immediate effect, this training is mandatory and needs to be implemented asap.</p> <p>Within next 3 months</p>	<p>Timetable needs to be agreed for roll out of workforce development programme and linked to CPD of staff.</p> <p>Standards will enable a more effective quality assurance and should be linked to CPD of social work profession.</p>	<p>Annas Feeney</p> <p>Annas Feeny/Shirley Jordan/Julie Lewis/Sue Atkinson</p>	<p>25/11/10</p> <p>Training programme has begun; staff have been nominated, with new courses scheduled in Dec/Jan and April 11.</p> <p>Future dates within 2011 have been identified as part of a rolling programme.</p> <p>Work has begun in developing action learning sets that will enable practitioners to develop their skills further around</p>

	<p>around risk, decision making and care planning.</p> <p>Quality assess via auditing programme via safeguarding unit to measure quality of assessments ensuring they are linked to need and are child focused.</p>	With immediate effect		Safeguarding Unit	<p>assessment and risk analysis. Such work will be linked and build upon the back to basics training.</p> <p>Ongoing auditing by safeguarding unit will identify effectiveness of such training programmes and action learning sets.</p>
<p>(4)</p> <p>Although no children were found to be at risk, the quality of child protection enquiries is variable and some were inadequate. Inspectors found cases where not all of the factors which had led to the referral had been sufficiently addressed and potential risks to children had not been adequately assessed. The quality of recording of these enquiries also varied.</p>	<p>Implement proposed auditing programme as outlined in report of Paul Jackson Safeguarding Manager</p> <p>Also linked to action 1 changes within Access service</p> <p>Also linked with action 3 development of standards in practice and back to basics training.</p>	With immediate effect – need to ensure ongoing timetabling of dates throughout the year.		Safeguarding unit, Principal Managers Integrated Delivery, Group Managers, Annas Feeny workforce development.	<p>Auditing programme has begun with the first audits having now been undertaken, a report will be presented to SMT confirming initial findings</p> <p>Access service will be restructured into a Children's Assessment team, scheduled to formally move to new team in December 2010. New team will enable a more consistent and where needed challenge in respect of all referrals</p>

					that come into the team Back to basic training has begun with scheduled programmes planned into 2011.
(5) The quality of child protection strategy meeting minutes is inconsistent. In some cases, inspectors saw brief and superficial records which lacked sufficiently detailed or clear plans about how the child protection enquiries would be carried out. Similarly, they lacked necessary information about how criminal investigations would proceed.	Linked to action 4, implement auditing programme. Also linked to action 3, development of standards in practice and back to basics training.	With immediate effect.		Safeguarding unit, Principal Managers Integrated Delivery, Group Managers, Annas Feeny workforce development.	First programme of audits have been completed, SMT awaiting report regarding findings and any further actions that may be needed.
(6) The council's electronic system does not deliver sufficient management information or support managers at all levels in the effective management of performance. The impact of this is recognised by the council and funds have	Linked to ICT/ICS shared service redesign.	Ongoing	Issue of separating shared system from CWAC and then CE Adults, cost implications of whether this can be achieved.	Cath Knowles/Mark Bayley/Bev Harding/Peter Thorley	ICT/ICS Children and Families Board has been established to enable a strategic focus approach to electronic recording. Corporate ICT Strategy has been working closely with key children's personnel to address inefficiencies within the system. Due to the Munro review , a

been secured to purchase a new system.					<p>decision to defer changing system has been made, however upgrades with testing to 4.4 of Paris system is currently in progress, along with potential for implementation and upgrade to 5.1 of the Paris system which may address issues within the electronic recording.</p> <p>Alongside this, all staff have been provided with clear expectation of ensuring the case management system of Paris (ICS) is fully complied with, guidance on expectations for ensuring records are up to date has been provided.</p> <p>Funds secured for new system are being realigned to support changes and provide support in developing more effective data reporting and analysis of team performance that can/will be provided to all levels within the</p>
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					<p>service for information and action where needed.</p> <p>Eileen Munro's review due in April may result in significant changes to the ICS system hence the rationale for continuing to work with Paris and implementing the 4.4 upgrade and initial data reporting.</p>
<p>(7)</p> <p>Although policies to quality assure and audit social work practices have been developed recently, the inspection did not find evidence of effective implementation or impact. Consequently, strengths and areas for development are not systematically identified and analysed by managers, or reported to Cheshire East Safeguarding Children Board to drive improvement.</p>	<p>Implement proposed auditing programme as outlined in report from Paul Jackson, Safeguarding Manager.</p> <p>Ensure progress reporting to LSCB of all audits and this action plan.</p>	<p>With immediate effect.</p>		<p>Safeguarding Unit/ Tim Newton (LSCB)</p>	<p>Auditing programme has begun, this has been led by the safeguarding unit, report of findings is due to be presented to SMT. This updated action plan, together with outcome of audits will be shared with LSCB following presentation at SMT.</p>

CHESHIRE EAST COUNCIL

Children and Families Scrutiny Committee

Date of Meeting: 7 December 2010
Report of: Task and Finish Group
Subject/Title: Review of Family Support Services

1.0 Report Summary

- 1.1 This report encloses the final report of the Task and Finish Group who conducted a Scrutiny Review of Family Support Services.

2.0 Recommendations

- 2.1 (a) that the report of the Scrutiny Task and Finish Group be welcomed and supported;
- (b) that the recommendations of the Group be endorsed, and referred to the Cabinet for consideration and necessary action, and that Cabinet be invited initially to comment on the details of the recommendations.

3.0 Reasons for Recommendations

- 3.1 To progress the findings of the Scrutiny Review Task and Finish Group who reviewed the Family Support Services within Cheshire East.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

5.0 Policy Implications

- 5.1 Not known at this stage

6.0 Financial Implications

- 6.1 Not known at this stage

7.0 Legal Implications

- 7.1 Not known at this stage

8.0 Risk Management

8.1 Not known at this stage

9.0 Background and Options

9.1 Children and Families Scrutiny Committee established its first work programme and its priorities in July 2009. A review of Family Support Services was identified as one of a number of projects rated as high priority by Members of the Committee. Subsequently, at the end of 2009, a Task and Finish Group was established to investigate the Family Support Services provided across the board, including health and the third sector.

9.2 The final report of the Task and Finish Group is now attached for Members consideration.

10.0 Access to Information

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

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Designation: Scrutiny Officer

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February 2010 – December 2010

Overview and Scrutiny Review
Children and Families Scrutiny Committee

Family Support Services

For further information, please contact
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1.0 Foreword

Councillor R Westwood – Chairman of the Task and Finish Group

- 1.1 “Prevention” is better than “cure”. An old adage but just as true today as it ever was. The trouble is there are few magic bullets when it comes to ensuring that all families provide the right environment to give children the best possible start in life or, equally as important, when it comes to stopping family problems adversely impacting on children at any stage in their development.
- 1.2 The next best thing is early intervention to help with problems before they become entrenched and/or before they have a significant effect on any children involved.
- 1.3 Children’s Centres are the most obvious example of this approach but investment has also been made in other areas. Another example is the growth in family support or family liaison workers employed directly by schools or by Education Improvement Partnerships and also in the Family Centres. In total the growth in investment in ‘Family Support’ has been explosive, but its also been fragmented and in Cheshire East’s case, it has been fogged by the demise of four authorities and the rise of one. Clearly too, in the present financial climate some of the investment could be at risk.
- 1.4 All the evidence (and there is plenty of research been or being done) points to the need for more family support, not less, which means the secret of success is going to be getting more for the money spent. This reasoning prompted this review of ‘Family Support Services’ which are available to residents of Cheshire East.
- 1.5 The group of members which undertook the review are listed in the body of the report.
- 1.6 My thanks go to them for their hard work and diligence in conducting their enquiries and formulating this report. As a group we believe implementation of the reports recommendations will enable a more systematic, more effective approach to the delivery of ‘Family Support Services’ which in turn will result in better outcomes from investment in this valuable service.
- 1.7 We commend the report to the Cabinet and request that it be given full and fair consideration.

2 Acknowledgements

- 2.1 The group members would like to thank all the witnesses who gave evidence to the review. A full list of witnesses is given in the body of the report.
- 2.2 Members would also like to thank all those (staff, volunteers and service users) who took the time to fill in the questionnaires, and all the staff members at both Children's and Family Centres who were most helpful on the occasions of the visits.
- 2.3 In particular, members would like to thank Ruth Jenkins for the admirable way she guided the group through the review. Without her expertise the task would have been impossible.
- 2.4 The administrative support was provided by Katie Smith from Overview and Scrutiny. Many thanks to Katie for her help, her patience and her expertise in putting together the evidence and formatting the report.

3.0 Executive Summary

- 3.1 Today, it is widely recognised and agreed by experts across the world that early intervention works, both with regards to improved outcomes and greater efficiency of resources and services being delivered. The evidence is unarguable that a good start in life, in terms of physical, emotional and cognitive development, will result in better individual and social outcomes later in life. An early childhood that is characterised by the deepest attachments to parents or other primary carers who love and care for their child, is likely to result down the line in less dependency on the State, and reduced call on the public purse.
- 3.2 With this in mind, the Task and Finish Group embarked on a research and review process which incorporated interviews, questionnaires and site visits in order to uncover the best way forward for Cheshire East's Family Support Services and early intervention agenda.
- 3.3 The review was heartened to find teams and individuals involved in family support that were dedicated, knowledgeable and skilled, both from within Cheshire East and its partner authorities and third sector organisations. Whilst a number of innovative programs are in place, it is clear that services are currently not well co-ordinated, joined up, performance managed or operating efficiently within a value for money framework.
- 3.4 In an increasingly difficult economic climate, this review asserts that there is a need to bring services together, with an emphasis on co-ordination, improved information and data sharing and targeted intervention based on a continuum of need. If this can be achieved, this review is in no doubt that outcomes for Cheshire East's children, young people and their families will be greatly improved.

The full list of recommendations is below:

Recommendations

- 1. To ensure a more consistent and coordinated approach to the family support provision and in line with the proposals set out in the recently completed 'Family Support Review' an integrated Family Support/Early Intervention Service should be developed under a single principal manager.
- 2. To ensure easier recognition of a quality service and access to the service, Family Support/Early Intervention be developed as a brand with an appropriate logo.
- 3. That Early Intervention be adopted as the prevailing philosophy within the service.
- 4. That under the brand heading a full directory of services be devised and widely distributed on the internet, in customer centres, GP surgeries, libraries, schools and other public places, it should also be made available to staff from other agencies that are likely to make referrals.

5. That street signage to Children's Centres should be critically examined for effectiveness and improved as appropriate. Over time the brand should feature on all signs.
6. That a monitoring framework should be established across the service (including commissioned services) to monitor performance against demand across Cheshire East (on a LAP area basis) and to identify service gaps or over provision in a timely fashion. The framework should inform decisions relative to in-house provision and commissioned services.
7. That the role of Children's Centres becomes more targeted. Universal services still need to be provided but the balance needs to shift in order to better support families in the greatest need. The collection of 'reach' statistics needs to be revised to reflect this, moving from 'universal reach' statistics to 'targeted reach' statistics.
8. Improve health workers and social workers knowledge of the role and importance of Children's Centres in order to improve the current referral rates.
9. Make Children's Centres more user friendly for disabled children (with a particular focus on the Early Support Model) to enhance equality and opportunity for disabled children and their families.
10. Ensure Children's Centres are adequately serviced by interpreters and to mitigate possible funding problems engage with the health authority on a shared funding responsibility basis.
11. Recognising that early intervention does not automatically mean early years intervention, ensure that adequate targeted support for families with older children is provided.
12. Ensure that all staff involved in Family Support Services are fully trained in the updated 'Common Core Skills and Knowledge' framework to enable them to work effectively with families.
13. That a detailed 'Parenting Strategy' be developed. This should include preferred parenting programmes to enable a range of options depending on a family's needs and capabilities.
14. That the current usage of buildings be explored with a focus on the range of services to be delivered and the suitability of some of the current buildings. For instance the group are fully supportive of an initial conclusion that two of the four family centres are not fit for purpose and that services currently provided in these centres should be located in other existing buildings (possibly including schools).
15. Recognise that many experienced family Support Workers in Family Centres are inappropriately being used in undertaking long term supervised contact and redeploy them to early intervention/family support and consider commissioning delivery of supervised contact services by the third sector. The choice of third sector provider will be critical.
16. That Cheshire East Council works closely with individual schools and EIPs to work more closely to integrate the Family Support and other services they provide with the mainstream provision provided by the Council.
17. Closely monitor the effect of budget pressures/cuts on school provided family support and the possible counter effect of the Pupil Premium.
18. Seek to find efficiency savings in the area of transport costs for both children and family members associated with supervised contact services.
19. Implement the windscreen method of illustrating the continuum of needs and services and the role of the CAF into the family support assessment process. This method is used extensively within the children's social care process and would likewise benefit the family support/early intervention process.

20. Those children with Child Protection Plans and those deemed vulnerable be systematically identified by the relevant agencies and the appropriate referrals be made to the Family Support Service. In the spirit of early intervention this needs to be done as early as possible to minimise subsequent costs but it also needs to be done systematically by setting child development benchmarks at appropriate ages.
21. That a pilot programme of intensive family support/early intervention be devised and implemented in an area of known deprivation and where a significant number of families needing support are resident. The programme should be devised in conjunction with other council departments and other service providers to have the maximum benefit. For example in conjunction with community development and council play schemes the fire services princes trust scheme and job centre plus, social housing providers etc.
22. That an annual conference for all sections of the Children and Families Service be introduced to ensure that all sections of the service are coordinated and working towards the same vision.
23. That an annual report of what has been achieved for Family Support and Early Intervention be produced and submitted to the Children and Families Scrutiny Committee and to the Cabinet. The report should cover all actions by all agencies in the family Support field (including assessment of current state of data sharing amongst all agencies. A specific example would be Health sharing live birth data including the availability of management information relating to financial data).

4.0 **Outline of Review**

4.1 **Background**

Children and Families Scrutiny Committee established its first work programme and its priorities in July 2009. A review of Family Support Services was identified as one of a number of projects rated as high priority by members of the Committee. Subsequently, at the end of 2009, a Task and Finish Group was established to carry out the review. The first meeting took place in February 2010.

4.2 **Membership**

The Members of the Task and Finish Group were

Councillor Ray Westwood (Chairman)
Councillor David Neilson
Councillor Dorothy Flude
Councillor Darryl Beckford
Councillor Gillian Merry

4.3 **Terms of Reference**

- To gain an understanding of what is meant by family support on a universal, targeted and specialist basis.
- To assess what resources are available within the authority and partner agencies.
- To ensure a planned and co-ordinated approach and provision of Family Support Services (including schools, children's centres, health, third sector, adult, drug, alcohol and domestic violence services).
- To ensure services are provided in a timely manner in accordance with assessed needs.
- To ensure value for money with regards to support that is commissioned and delivered by the authority.
- Identify any gaps or duplication of services with regard to age/need/locality.
- To understand the Children's Trust/Councils role in appropriate early intervention.

4.4 *Intended Outcomes*

To achieve:

- Recognised continuum of family support appropriate to need
- Identified common core skills and processes for family support
- Effective commissioning
- Effective and appropriate and information sharing
- Signposting
- Improved joined up working

5.0 Methodology

5.1 Witnesses:

Members met with the following people during the review:

- R Jenkins – Interim Programme Manager, Redesign of Children's Services
- D Richards - Universal and Targeted Services Manager, Children and Families
- M Stanley – MAPT Team Leader
- P Ruth – Development Officer, Cheshire Children, Young People and Families, Voluntary and Community and Faith Sector HUB and other key representatives
- R Howell, Strategic Support and Partnership Manager
- A Ellison, Commissioning and Service Development Manager
- A Kent, Liaison Manager (Schools, Settings and Services)
- J Brown, Family Support Worker from Manor Park Primary School, Knutsford
- K Bowdler – Senior Accountant
- J Naden – Senior Family Support Worker
- D Watson – Children's Centre Network Coordinator
- M Greenwood – Team Manager, Services for Children and Families
- Lorraine Butcher – Director of Children's Services
- Councillor P Findlow – Former Portfolio Holder

5.2 Visits:

- Children's Centre, Monks Coppenhall, Crewe
- Children's Centre, Underwood West, Crewe
- Children's Centre, Broken Cross, Macclesfield
- Children's Centre, Congleton
- Family Centre, Ethel Elks, Crewe
- Family Centre, Hurdsfield, Macclesfield

5.3 Questionnaire:

These were circulated to Children's Centres, Family Centres and third sector settings and were filled out by front line staff and also families using the services.

5.4 Timeline:

Date	Meeting / Site Visit
18/2/2010	Task and Finish Group Meeting Appointment of Chairman Introduction and Terms of Reference
22/3/2010	Task and Finish Group Meeting Terms of Reference and Project Plan agreed Family Support Paper List of organisations in HUB Local and National Indicators
28/4/2010	Task and Finish Group Meeting Vision for the future
1/6/2010	Task and Finish Group Meeting Role and Remit of the HUB Programme of Meetings and Planned Visits Role of the Children's Centres and Summary of Family Support
15/6/2010	Site Visit – Two Children's Centre in Crewe
16/6/2010	Site Visit – Children's Centre in Macclesfield and Congleton
29/6/2010	Task and Finish Group Meeting Third Sector Organisations Family Support Services
5/7/2010	Site Visit – Family Support Centre in Crewe
5/7/2010	Site Visit – Family Support Centre in Macclesfield
27/7/2010	Task and Finish Group Meeting Commissioning Education Improvement Partnerships Family Support services - Resources
7/9/2010	Task and Finish Group Meeting Family Support services – resources
5/10/2010	Task and Finish Group Meeting Family Support Worker Resources Finance Savings and Data Final Report discussion
19/10/2010	Task and Finish Group Meeting to discuss the final report
16/11/2010	Task and Finish Group Meeting to finalise report and recommendations
7/12/2010	Final report to go to Children and Families Scrutiny Committee
20/12/2010	Cabinet to consider final report

6.0 Review Findings

6.1 Introduction

6.2 The purpose of this review is to explore how effectively family support services are being delivered and used to support and help children, young people and their families in Cheshire East to achieve their full potential.

63 Cheshire East faces a challenge of an increasing number of children being cared for. This has risen starkly in the last year and is now 484. Over a year ago the number was 370. The number of children with child protection plans is 157 and has not risen so markedly. It is important to look in more detail at the local services we deliver and commission that provide family support to see if these are being targeted and used to best effect

6.4 With this in mind, the Task and Finish Group embarked on a research and review process which incorporated interviews, questionnaires and site visits in order to uncover the best way forward for Cheshire East's Family Support Services and early intervention agenda.

7.0 Definitions

7.1 Family Support

7.2 Prior to carrying out any research, the group felt it imperative to fully understand what exactly Family Support is and what services it encompasses. Family support has been considered a 'slippery concept' and a practical definition that can be difficult to pin down.

7.3 After seeing a paper, highlighting the key areas of family support, Members agreed to use the following definition, provided by the Audit Commission:

“
Any activity or facility provided either by statutory agencies or by community groups or individuals, aimed to provide advice and support to parents to help them in bringing up their children
 ”

The National Parenting Institute, define family support as:

“
Services that relate to the emotional wellbeing of families which seek to support the totality of family relationships for the benefit of children
 ”

7.4 There has also been the increasing emergence of considerable literature and research concerned with “what works” in improving outcomes for children and supporting parents and families who are experiencing difficulties. This has also been addressed within this review.

7.5 One of the main reasons why Family Support can be difficult to define, is due to the fact that it can mean very different things depending on where the service is

focused and to what extent it is delivered, in terms of it being universal, targeted and/or specialist.

7.6 **Universal**

- 7.7 Universal services are provided as of right to all children and /or parents / carers including those with targeted and specialist needs. These services are available to everyone. All children and their families will receive universal services, such as maternity services, health visiting and the chance to use Children's Centers in early years, GP services/primary care services and housing services at all ages and school and youth services (in the child's teenage years). Universal services seek, in conjunction with parents and families to meet all the needs of children and young people so that they are happy and healthy and able to learn and develop securely. The person concerned does not have to meet any criteria except be a child, mother, father or carer of a child or young person.

7.8 **Targeted**

- 7.9 Targeted services are services for children and families with additional and vulnerable needs that go beyond what is on offer in universal services. Examples include extra support for parents in the early years, behaviour support or additional help with learning in school. For example, if the person is a young parent, has a disabled child or if there are any other circumstances that may make them feel that they need something more than the services available to everyone.
- 7.10 Many families may at some time have the need for a targeted service of some kind, delivered by a single service; others may have a complex and interlocking needs which mean they need to have access to a range of targeted services

7.11 **Specialist**

- 7.12 Specialist services are where the needs of the child and their family are so great that intensive or complex intervention is required to keep them safe or to ensure their continued development. Specialist services often have a statutory element to them, meaning that either the family and child are statutorily obligated to engage with the service or the local authority or NHS are statutorily obliged to provide it, or both. Not all specialist services have this statutory element to intervention. For example, CAMHs (Child and Adolescent Mental Health services) provides specialist services, but a child or young person is only statutorily obliged to engage with the service in cases where intervention has to be made under the Mental Health Act. Examples of specialist services include statutory Children's Social Care interventions; statutory Youth Offending Service work and services provide for children and young people with complex mental health needs and children with disabilities.
- 7.13 Specialist services are likely in many cases to have their own specialist assessment and referral criteria. Additional detailed assessment should be used to support and inform a CAF (Common Assessment Framework) or statutory assessment and should not require the repetition of assessment already contained in a completed CAF.

8.0 **Vision for the Future**

- 8.1 Throughout this review and study, it became increasingly apparent that a new vision and philosophy was needed to meet the challenges posed to family support services. It was agreed that this new philosophy could be found within the concept of early intervention.

The Social Care Institute for Excellence defines early intervention as:

“Intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Early intervention may occur at any point in a child’s or young person’s life”

Another definition was adopted in the Policy Review of Children and Young People (2007):

“Early intervention means intervening as soon as possible to tackle problems that have already emerged for children and young people”

- 8.2 It is important to emphasise that early intervention can occur at any point in a child’s life and is not just about early intervention services for children under 5. Early intervention can help children from pregnancy to 18, not only when they are young.
- 8.3 Today, it is widely recognised and agreed by experts across the world that early intervention works, especially when it is an appropriate intervention, applied well and following the early identification of a problem as to have maximum impact and benefit to the child and their family. The evidence is unarguable that a good start in life, in terms of physical, emotional and cognitive development, will result in better individual and social outcomes later in life. An early childhood that is characterised by the deepest attachments to parents or other primary carers who love and care for their child, is likely to result down the line in less dependency on the State, and reduced call on the public purse.
- 8.4 Indeed, the recently produced Maternity and Early Years Review (2010) makes a strong case for focusing investment in children’s earliest years to secure the best outcomes for them. This echoes the findings of the Marmot Review (2010). The Marmot Review highlighted that giving every child the best start in life is crucial to reducing health inequalities across the life course and it made action in this area its top priority. Early action is the key, later interventions, although important are considerably less effective if they have not had good early foundations.

- 8.5 Similarly, the key messages emanating from the recent publication; 'Grasping the Nettle: Early Intervention for Children, Families and Communities' (October, 2010) evidences that early intervention works both with regards to improved outcomes and greater efficiency of resources and services being delivered. They assert that children's centres lie at the hub of a continuum of support for children, families and communities with additional needs. The report also emphasises that children's centres require an effective outreach strategy to ensure that interventions target and support the most vulnerable in the community. Schools are also key for the early identification of children with additional needs.
- 8.6 From a national context, Eileen Munro's Review Part One (September, 2010) identifies early intervention and prevention as important in delivering services and support to families.
- 8.7 Early intervention is also a key priority for the Coalition Government and Graham Allen, MP, was commissioned by the Government in July 2010 to undertake an independent review looking at how children at greatest risk of disadvantage get the best start in life and the best models for early intervention. The review will report in 2 stages, firstly on best practice, dissemination and delivery (in early 2011) and secondly on financial instruments (in mid 2011).
- 8.8 Within Cheshire East it has become apparent that the family support services provided by the Council and a variety of other agencies are not always joined up or well coordinated.
- 8.9 But it has been made clear to the Task and Finish Group that efforts are being made to take stock of the available resources within the Council that deliver early intervention and family support. Alongside this review; there has been an internal management review of family support taking place.
- 8.10 Work has also been underway within Children's social services and driven through the Children's Trust on a programme of Redesign, focussing on developing a model and framework for early intervention and integrated working on a locality basis.
- 8.11 These other pieces of work have provided additional and useful information and data for this review to draw upon.
- 8.12 In summary, services provided by a number of agencies have grown in response to the needs as seen by each agency involved and consequently are not
- Well coordinated
 - Joined up
 - Performance Managed
 - Operating efficiently, within a value for money framework
- 8.13 The Council has clearly recognised this and currently is seeking to bring services together under one management with an emphasis on coordination and targeted early intervention which will give value for money and operate under an outcome driven performance framework.
The recommendations from this review will aim to compliment the current work.

9.0 Current Situation

9.1 Staffing Resources

9.2 Family support services are relatively well resourced within Children's services in Cheshire East Council and are as follows:

- Children Centres currently have 33 Family Support Workers which equates to 27.85 full time equivalents.
- Social Care Teams currently have 38 Family Support Workers which equates to 30.55 full time equivalents.
- Family Centres currently have 42 Family Support Workers which equates to 36.72 full time equivalents.
- The Youth Offending Service currently has 6 Family Support Workers which equates to 5 full time equivalents.

9.3 However it is important to also note the valuable family support and early intervention services being delivered within schools and EIP's (Education Improvement Partnerships) and also provided by health colleagues as well as those in other services in the Council including Adult Services and Health and Well Being, as well as housing, Women's Refuges and community and third sector settings.

9.4 Workforce

9.5 As mentioned earlier the family support workforce is relatively extensive and diverse. Staff have a range of entry qualifications, post appointment training and development.

9.6 A lot of the staff are very skilled and some have been trained in the delivery of family support and some in the delivery of parenting programmes. There is a need to ensure staff are able to work in partnership with families and are trained in the "common core skills and knowledge" which recently was updated by CWDC (Children's Workforce Development Council). A key aspect to this is "engagement with families".

9.7 Workforce development plans should ensure that staff receive adequate training on engaging and working with parents, child development and the values and uses of research and data (particularly to analyse need for early identification). It is also important that staff delivering family support/early intervention is provided with refresher training in these important core skills. Training within other agencies varies, therefore a consistent approach would be desirable with regard to the training of core common skills.

9.8 Buildings and Assets

9.9 This was a key feature of this review as a number of settings were visited that provide the delivery of family support and early intervention services. Some of these were delivered from purpose built Children's Centres as well as the 4 Family Centres. Two of the Family Centre buildings are traditional purpose built

nurseries while the other 2 are buildings one of which is in a temporary building while the other delivers services in a building not appropriate for the delivery of family support. The current usage of the buildings needs to be further explored with a greater focus on services needing to be delivered rather than having staff located in buildings they have been for many years. There also needs to be greater exploration about whether there could be greater efficiency of the use of buildings. The review notes that Children's Services currently propose a reduction from 4 Family Centres down to 2 which this review supports. We would actively suggest greater use of other buildings (including Children's Centres, schools, Adults, and Health settings) should be explored for service delivery.

9.10 **Parenting Strategy**

9.11 The Family and Relationships Green Paper (20th January, 2010) made a commitment for every local authority to offer an "intensive family intervention service to provide intensive support for families with the most complex needs with the provision of Parenting Programmes being an essential intervention for such a service. A Parenting Programme delivery is seen as a targeted intervention underpinning a range of family support services. Cheshire East does not yet have a well developed or detailed Parenting Strategy to describe its needs, priorities and provision. Although we understand this is actively being progressed as a key action arising out of the review of family support within the service.

9.12 Members are clear that all programmes should be evidence based and should be appropriate to the needs of the family. However there should be a menu of interventions and consideration should be given as to the cost of the delivery of some of the programmes.

9.12 **Services Available**

9.13 **Cheshire East Family Information Service (FIS)**

9.14 The Family Information Service (FIS) and Customer Access have a key role to play in promoting and publicising services that are available and Members received a detailed report of services offered.

9.15 Since April 2008 there have been enhanced duties in all Local Authorities in England to provide high quality, up to date and accurate information to parents and carers on childcare, and other services they may need to support their children and their families. In Cheshire East, this (Section 12 of the Childcare Act 2006) information duty is undertaken by the Family Information Service.

9.16 This duty also requires the Family Information Service to maintain and develop its childcare services, including further development of the brokerage service that we offer, which consists of personal tailored assistance to parents who cannot find childcare that meets their needs, including children with additional needs. Listed below are the sections which FIS are required to meet to deliver the duty:

- Childcare Information - provide comprehensive information advice and guidance to parents & carers on childcare (registered and non-registered) and early years services in their area;
- Advice & Assistance – To provide a Brokerage Service as a when needed;

- Safeguarding Children - Ensure parents and carers have appropriate information to help them take decisions on the suitability of childcare providers;
- Information about other services, facilities & publications - provide relevant services, facilities or publications that will be of benefit to parents, prospective parents, children or young persons;
- Information on services for disabled children - provide information about whether particular childcare is suitable for disabled children and about services, facilities and publications which may be of particular benefit to disabled children, young people or their parents;
- Access to the information service - Ensure that all persons can access the services offered by the Family Information Service;
- Service Delivery - Ensure that the service delivered, through regular self evaluation, is at the highest quality and that the data and information provided is accurate and staff are fully trained to meet the needs of its customers.

- 9.17 The service does produce a variety of information for families, for example, telling them which Childminders pick up from their child's school, and ask other appropriate questions, for example, what entitlements might help them pay for the childcare, that the parent had not initially asked about. More detailed enquiries range from concerns about a child's development or a recent diagnosis, rights as working parents, activities to do after-school or as a family to divorce and separation.
- 9.18 The Family Information Service has also recently taken on the School Choice Advisory role. The role of the Choice Adviser is to work with families & carers to help them understand their child's educational needs and interests by providing and explaining key information in order to help them make an informed choice. This will involve organising information sessions, individual meetings, telephone contacts and drop in sessions for parents. A central component of the work of the Choice Adviser is that the advice they give is independent, impartial and in the best interest of the child, this is why it was best felt that the role should sit underneath the Family Information Service.
- 9.19 A performance self evaluation of the service has been adopted by sending out Childcare Provider and Parental questionnaires, to ensure that the service is meeting the needs of its users, with a high level of standards. The information gathered has helped form the basis of the Family Information Service strategy and planning for the next couple of years and has been used to provide a base to work towards achieving the National Association of Family Information Service Family First Award.
- 9.20 The service is currently meeting the Section 12 duty and the authority is now looking at ways to work closely with other teams and services to raise the profile of the service and to make accessing information, services and activities easier across the early intervention spectrum. Members believe it would be beneficial if this service had a full directory of services regularly updated of family support and early intervention services available by locality. This would be very beneficial for signposting families and other professionals of services available locally.

- 9.21 Members would also wish to see a greater promotion and publicity of family support/early intervention services so that at any point of contact by a member of the public with Council services they could be redirected and signposted to the appropriate services and support.
- 9.22 Children's Centres
- 9.23 Cheshire East has 19 Children's Centres (twelve phase 2 and seven phase 3) all delivering services to their local communities in partnership with other agencies. A footprint can be found at Appendix A.
- 9.24 Children's Centres are a valuable community resource providing a wide range of service for children and their families. They aim to improve the lives of children and their parents by bringing together early education, childcare, health and family support services in the heart of the community. Each centre has the support of a range of professionals including health visitors, midwives, family support workers and early year's practitioners to provide quality service and support.
- 9.25 Every Children's Centre has access to:
- Integrated nursery education and day care.
 - Family support and home visits.
 - Child and family health services.
 - Specialist support for children with additional needs.
 - Family learning and support.
 - Training and back to work support.
 - Children's Information Service.
- 9.26 Each centre provides a range of services including:
- Early education and care for children aged 3 months to school age.
 - Drop in sessions for information, advice and support.
 - Healthy lifestyle activities.
 - Antenatal and post natal support.
 - Young parents' groups.
 - Stay and play sessions.
 - Training and back to work activities.
 - Specific drop sessions for child minders.
 - Parenting support and advice.
- 9.27 Families requiring additional support will be identified from these universal activities and supported to access more targeted or specialist services.
- 9.28 The phase 2 centres deliver the full core offer of services are all located on a primary school site with the exception of Oakenclough which is housed in a former school alongside a wider range of services.
- 9.29 The phase 3 centres, designated by the 31st March 2010, are now in the third ('operate') stage of development. They have two years from the date of designation to reach the full core offer of services. Phase 3 centres, serving the more advantaged communities, have more flexibility about their opening hours and the service offer, in line with local needs. There is, however, a universal level of service that must be provided by all centres so that families, whatever

their situation, feel the benefit of better integrated, more accessible, responsive services.

- 9.30 Phase 3 centres are being developed in partnership with a range of agencies including schools, health and the library service. This more flexible model is in the early stages of development and has proved to be challenging. Although children's centres are fundamentally about service co-ordination and delivery, establishing identity and engagement is more challenging where the 'centre' is a small part of a larger service. This model requires centres to identify a number of delivery points across their footprints which are often large rural areas, and work on an outreach basis with other agencies delivering services to children under 5.

9.31 *Site Visit - Children's Centres*

- 9.32 In the process of this review, Members of the Task and Finish group visited four children's centres in Cheshire East in order to gain an understanding of what services are provided and where possible improvements could be made. The Children's Centres visited are as follows:

- Monks Coppenhall, Crewe
- Underwood West, Crewe
- Congleton
- Broken Cross, Macclesfield

- 9.33 A number of themes emerged from the visits. Firstly, it was immediately apparent that the centres' offer excellent facilities with a range of innovative initiatives ran by skilled and enthusiastic staff. For example, the Broken Cross Centre in Macclesfield has an allotment which encourages healthy eating and for children and their family's to try new things.

- 9.34 It was also apparent that the service has a number of gaps which need to be rectified in order to make further improvements. Firstly, it is clear that nearly all of the centres have capacity issues with either regards to the physical space of the centre or the number of staff available. As a result of this, it has proved very difficult for staff to perform extensive outreach work outside of the centres.

- 9.35 A point linked to this issue, is the lack of joined-up working and information sharing that currently occurs between Children Centre's and partners in the third sector and other public services. For instance, it was outlined that closer work with midwives and GPs would be beneficial. Greater coordination of Children Centre's work with partners in the locality could be strengthened and there is a keenness by the managers to progress this important agenda. This would seek to reduce any duplication and would hopefully help address capacity issues. In line with the theme of joined-up working, it was also found that whilst one Children Centre visited was working well with the local EIP this was not consistent across the board and needs to be improved. Furthermore, it was made apparent to the Task and Finish group members that some children entering the centres had not been had completed CAFs when appropriate. This was cited as a key issue in inter-agency working and role and implementation of CAF needs to be improved.

- 9.36 An interesting issue which emerged from this review was that Children's Centres often struggle with publicising themselves. Indeed, a number of

comments were made which suggested that the respective communities do not really have a full understanding of what children's centres are for and that anyone, regardless of links to attached schools, can attend if they wish. It was suggested therefore, that in order to make the most of the facilities, the centres need to be publicised better to the communities and partners that can use them. Also there was inconsistent take up and in certain areas a lower number of referrals to Children's Centres by Health colleagues and social workers. This is surprising considering the increase in referrals and numbers of children becoming cared for

- 9.37 In relation to access to the Children's Centres, it was found that not only is there a lack of understanding about what the centres provide, it was also often difficult to find them due to poor signposting to the buildings themselves. Additionally, it was also noted that in areas with a large proportion of ethnic minorities, the provision of an interpreter service is often limited. This situation may be helped if the interpreter posts could be match funded by the health authority.
- 9.38 Currently the age range for children using the Centres has been 0-5 years although we understand this has recently been agreed to be increased to 11 years which we support.
- 9.39 It was clear that Children's Centres are an excellent and worthwhile facility and have a big role to play in Cheshire East's family support/early intervention agenda. However, it was also apparent that services are struggling to be consistent in their delivery of Family support and early intervention. This could be due to a lack of capacity – something that could be significantly improved by a rationalisation of resources and better inter-agency co-operation.
- 9.40 Key areas identified to progress are signposting, referral rates from Health and other services, information sharing and improved integrated working with partners in the locality or footprint.
- 9.41 Members would like to see all Children's Centres set targets for an increase in referrals and usage for all identified vulnerable children under 5 in their area e.g. all children subject to child protection plans to be referred to the Children's Centre in their area. This should then be monitored
- 9.42 *Family Centres*
- 9.43 There are 4 family centres in Cheshire East. Family Centres evolved out of the old Local Authority Day Nurseries. It was found that just supporting the child through nursery provision was ineffective as the problems in the family were not dealt with and the situation often deteriorated once the child started school. The concept of Family Centres was that the whole family would be worked with. Children still attended the centre for structured groups and home visits were conducted to support the parents as well as some group sessions for parents at the centre. Over recent years this model has been eroded by demands for parenting assessments and contact sessions for the hugely increased numbers of children going through the court process and entering the cared for system (children in care). Demands for long term contact has grown, as research is clear contact helps to make placements more secure, then more long term contact orders are made. The preventive work has consequently decreased. No children's groups are held, little parenting group work is possible and early

intervention has reduced. These functions are now provided by the emergent children's centres and third sector providers.

9.44 The current services offered at Family Centres are:

- Parenting assessments, (some directed by court mostly but some for the child protection system).
- Supervision of contact; to facilitate assessment, support rehabilitation, maintain relationships, or with new babies promote attachment and bonding.
- Family support to families where there is high risk of break down or abuse.
- Some direct work with children and young people
- Life Story work capturing the history/story of a child who is separated from parents and family
- Some parenting programmes, however further programmes need to be developed

9.45 There are currently 4 Family centres:

- Bradshaw house in Congleton, covering Congleton, Holmes Chapel and rural area.
- Hurdsfield Centre in Macclesfield, covering Macclesfield, Wilmslow and Knutsford.
- Sandbach House Centre in Sandbach covering Sandbach, Middlewich and Alsager
- Ethel Elks in Crewe covering Crewe and Nantwich.

9.46 *Site Visit - Family Centres*

9.47 Interestingly a number of similar themes emerged from the site visits to the family centres to those discussed above regarding children's centres. After speaking to staff at Ethel Elks Family Centre, Crewe and Hurdsfield Family Centre, Macclesfield respectively, it became clear that services once again are not always coordinated and integrated to best effect. It was suggested to the group that whilst examples of good partnership work exists, it would be beneficial to enhance coordination and integration in each locality between the relevant Children's Centre, family centres, school and EIP's, Adult services , partners in the health services, and third sector organisations.

9.48 Members were informed that family centres had previously done a lot more preventative work but over the last 5 years there has been an increase in court referrals and supervision of contact, which now take up the majority of staff time. Whilst most staff are skilled and very experienced, they are keen to do more targeted early intervention and family support. A significant number have been trained in delivering parenting programmes and are skilled in parenting work which again is not being used to best effect. It became apparent when talking with staff that well over 50 % of the cases they are working with involves supervision of contact, sometimes over many years. Therefore the majority of the work involves supervision of contact and not family support or targeted early intervention. This has been confirmed in a recent audit of cases being worked within the Family Centres. This has often resulted in families being worked with by the family centres with a focus on supervision of contact often resulting from court hearings and very little early intervention or targeted family support being offered prior to families children coming into care. This is

certainly not the best use of the resources and skills of these staff especially in the light of the increasing numbers of children coming into care.

- 9.49 The group recognises that due to the type of work undertaken by family centres, it would not always be suitable for them to be fully integrated with the children's centres. Having said this, there is obvious scope for both services to work more closely together as part of an integrated early intervention service that can target resources and interventions more effectively.
- 9.50 Staff also spoke about the significant amount of time they were being used to transport children for contact as well as the high volume of taxi's being used. The issue of transport was identified as an area to achieve greater efficiency.
- 9.51 Staff also suggested to the group that it would be more useful if they were used to undertake family support, early intervention and parenting programmes (as part of a menu of interventions) rather than supervision of contact. It was also proposed that the possibility of commissioning supervision of contact should be explored.
- 9.51 Members have been assured that the issue of contact is actively being reviewed in the service and will include:
- Current cost of providing supervision of contact within the service
 - How much would it cost to commission supervision of contact and would there be a saving
 - Whether or not all the buildings being used would still be required
 - Whether or not contact work could be undertaken in schools and / or other settings
 - How much money is spent on transport to the family centres
- 9.52 *Role of Children's and Family Centres in Early Intervention*
- 9.53 Effective targeted outreach of integrated family support services make an important contribution to safeguarding and child protection work, by preventing families from moving up the continuum of need and supporting others to move down.
- 9.54 Outreach family support is part of the core offer of services provided by Cheshire East children's centres to families with young children. This work is delivered by Early Intervention Family Support Workers (EIFSWs). Support is offered to parents where professional staff judge that they or their children face significant, additional risk of poor outcomes, or parents themselves ask for further help. This can take the form of one to one support through home visiting or more intensive structured group parenting programmes. In addition the EIFSWs also support Early Years Workers in universal 'stay and play' sessions to identify parents who may require additional support. EIFSWs generally work 80% of their time within the family home and 20% delivering targeted group work e.g. parenting.
- 9.55 The support delivered has a clear structure and defined objectives, and uses the CAF (Common Assessment Framework) as a tool to work in a holistic way with the whole family. Predominately this targeted work is with families who are identified as requiring additional support at Level 2/3 on Cheshire East's Continuum of Need (known as targeted support). They also offer 'brief

interventions' which may involve sign posting parents and families to other services or dealing with one off crisis issues. Families requiring support at Level 4 (known as specialist support) from a children's centre would involve a partnership approach with Social Care. The aim is to work with families at an early stage and prevent escalation of need to the point when statutory services are then required.

9.56 Children's Centres Support:

- Teenage Parents
- Lone Parents
- Families living in temporary accommodation
- Families living in poverty
- Workless households
- Parents with mental health, drug or alcohol problems
- Families with a parent in prison or known to be engaged in criminal activities
- Families from minority ethnic communities
- Families of asylum seekers
- Parents with disabled children
- Disabled parents with children

9.57 The family support services identify the following key principles for supporting parents and families:

- The needs of children and young people should always come first.
- The views of children, young people, parents and families should be taken into account when services are being designed and delivered.
- Support should build on families' strengths and support their needs ensuring equality of opportunity for all.
- All parents and families should know how and where to get help when they need it.
- Support should be available through universal services; wherever possible these should be accessible, flexible and delivered within non-stigmatising settings.

9.58 EIFSWs are line managed by a Lead Family Support Worker who is Social Work qualified, with the exception of the service in Macclesfield which is commissioned from Action for Children. All workers receive monthly supervision which includes case supervision. The number of cases per worker can vary depending on need and number of children being supported within each family.

9.59 Estart is the information management system used in children's centres. It is provided by Capita and when commissioned, it was the market leader. However, the system has some limitations and its potential is still being explored. It is effective at capturing the number of children in the footprint with whom the centre has made contact and the number of times a child visits the centre but is more limited in capturing impact and outcomes.

9.60 Each children's centre is expected to 'reach' all children under 5 in its footprint. This reach includes contact with universal services, particularly health. Capturing this 'reach' is challenging, particularly in the absence of effective information sharing arrangements with health. However, a significant number of

families access universal health services from children's centres, particularly ante and post natal support via midwifery and health visiting.

9.61 *Role of Children's and Family Centres in providing universal and targeted services*

9.62 Children's Centres should operate as the universal setting from which the need for targeted family support services is identified and addressed.

9.63 Members were made aware of research undertaken by Action for Children looking at the delivery of intensive family support services delivered through early years services which found:

- Intensive support can make a positive difference to the lives of children and their families in even the most challenging circumstances.
- Targeted support is not seen as stigmatising by parents and young people, who welcome a personalised approach to their problems in order to produce personalised outcomes.
- There is a vital need to ensure that bridges to service access are constructed between different levels of need.
- Robust outreach is essential to make a reality of access for those families who are seen as being the most 'hard to reach'.
- Workers with a wide range of skills and professional backgrounds can work together to deliver a high quality family support service.
- Intensive family support based on sustained professional relationships is particularly effective in cases of neglect.
- Effective family support encompasses services which deliver both practical help and emotional support.
- The measurement of an individual child level outcome needs to allow for the concept of added value, given the complex needs of many families in receipt of targeted services.
- A genuinely preventive approach seeks - at every point - to prevent 'something worse' happening, whatever that may be.

9.64 As well as the need for greater coordination of universal and targeted services across Cheshire East, Members were also made aware of the benefits of targeted intervention and a more rapid response for a small number of families in an area of known deprivation for a small number of families who had been known to many different agencies over many years (sometimes over generations). This is being explored as part of the Crewe Total Place pilot..

9.65 **Summary**

9.66 The greatest challenges to the service:

- Increasing the number of referrals from other agencies which are lower than one would expect
- the apprehension, particularly from health workers, with the CAF process and their reluctance to use the pre CAF assessment tool to identify needs
- increasing the number of children with child protection plans being worked with
- getting families to register with a centre

- 9.67 The Task and Finish Group also discovered that over 50% of staff time in the Family Centres is spent on supervision of contact which does not use the skill and expertise of the staff and time. Members agreed that staff time could be more effectively and efficiently used on providing early intervention work and that the actions identified by within Children's services regarding contact need to be urgently progressed. Also the service needs to consider whether contact could not be delivered at an alternative venue, such as at the Children's Centres or Schools.

10.0 Other services within the Council

10.1 Adult services

- 10.2 In working with children and their families and providing appropriate support one needs to think more holistically of identify services and support for the whole family (as appropriate) . Children and young people live with adults and some of these adults have needs that can mean adult Social Care is involved with them directly. These include services (often of a targeted and specialist nature) for adults with mental health difficulties, LDD (learning difficulties and disabilities); domestic violence and drug and alcohol. Some key services are also provided and commissioned through supporting people grant (especially domestic violence, drug and alcohol and housing). Some of these services are well connected to children's services and Children's Centres. However a common theme emerging from the questionnaires was that the sign posting of such services could be improved and multi agency working could be strengthened. It is important to also consider how services for families are delivered out of hours and this is an important feature of a recent review of the4 Emergency Duty Team and has involved a collaborative approach across Children's and Adults services.

- 10.3 Adult services are also leading on a piece of work called Crewe Total Place Initiative which is a mix of all the statutory partners working in a case committee way with young people, adults and the whole family to address issues being presented to a multiple of agencies as well as agreeing with the person or family their priorities for addressing the need for statutory contact. This is likely to focus on families where there has been a large number of agencies involved for many years and sometimes over generations but with no positive impact and often at great cost.

10.4 Health and Well Being

- 10.5 A wealth of services providing support is available from partners and colleagues delivering leisure, sport, play, development including summer activities. Other services and important support come from libraries and the Green Spaces team. Some children's services and support are delivered direct form libraries and have included Children's Centre provision from Holmes Chapel library. Some of these services are universal and others are more targeted and need to be further promoted and used in line with identified needs for individual children and families.
- 10.6 Leisure passes are also available for our cared for children. This is a fantastic resource but there is currently a low take up. This is surprising considering the increasing and rising number of children being cared for. It could be evidence

once again of a lack of coordination and awareness of some of these services. This needs to be improved through more effective communication, publicity and signposting.

These services are outlined in more detail in Appendix B

11.0 Working with Partners

11.1 Third Sector

11.2 As alluded to in the definition of Family Support services given above, it is not only statutory bodies that provide services, support and advice to families. The third sector and other voluntary bodies have an important part to play too and it is imperative that these are included in any conversations about the future shape of Family Support services in Cheshire East.

11.3 In light of this, the Task and Finish Group heard evidence from the Voluntary and Community and Faith Sector HUB regarding Cheshire Children, Young People and Families. It was explained that the HUB serve to pull together the voluntary service sectors and that a core group of 20 national and local organisations exists. These organisations meet monthly to hold business meetings to spread information to partner HUB organisations.

11.4 The HUB holds an annual event which celebrates what has been achieved and to share information. It also hosts training events as a result of the partner needs. The HUB has made some significant developments with regard to the Think Family Agenda and a lot of work has been done to measure the impact of its work and providing supporting evidence.

11.5 Despite the positive work of the HUB, it is facing a number of challenges. These are as follows:

- Funding - in previous years this has been received from the Local Authorities and Learning Resource Network. However this year Cheshire West and Cheshire Council have only provided funding until August 2010. This would have a significant impact on the work provided within that Borough and is a serious concern for the HUB.
- Engaging faith communities - this is improving, however further engagement is required
- Encouraging the third sector organisations to work together particularly with regard to receiving funding.
- Capacity of small organisations - they are keen to be involved but need to have the same policies and procedures as the larger organisations in place. Therefore training and support for these organisations is required.

11.6 Following from hearing evidence regarding the HUB, the panel met with representatives of the third sector to discuss their organisations roles and remits:

11.7 Catch 22

11.8 Its objectives are to promote opportunities for the development, education and support of young people in need to lead purposeful, stable and fulfilled lives and to promote safer and crime free communities for the benefit of the public.

- 11.9 Its work includes tailored packages of integrated support, direct work with young people, community based environment work, school based support, working with families, safeguarding children and young people, multi agency working, community based projects and workforce developments.
- 11.10 Catch 22 is commissioned by Cheshire East Council to support and manage a small team of early intervention workers to enable children/young people and their families to achieve their full potential in accordance with the 5 Every Child Matters outcomes. This includes an element of offending prevention through positive contribution and a range of other early intervention methods which are addressed at the whole family. Catch 22 also receives lottery funding and were currently seeking additional funding.
- 11.12 It was reported that Catch 22 operates through CAF (Common Assessment Framework) and has good working relationships with other third sector organisations as a lot of the work done was multi agency work. Catch 22 also works closely with the Children's and Families Centres. They were most proud of the early intervention and family support work.
- 11.13 **NSPCC**
- 11.14 NSPCC is a national charity which receives financial support through funding and fund raising activities. It chooses what services it delivers and is based in Crewe due to a high level of need in that area. The NSPCC are concentrating on neglect, running national services such as child line and other help lines and providing young witness support. With regard to domestic violence it was felt that the former County Council had strong partnerships with the third sector which would be a hard act to follow and that Cheshire East needs to collaborate more with the different agencies.
- 11.15 Finally it was highlighted that while multi agency working in Crewe was not strong the practitioners worked well together.
- 11.16 **Action for Children**
- 11.17 Action for Children is commissioned by Cheshire East Council and through area based grants to provide early intervention in Macclesfield. It provides children and their family's access to universal services through the Children's Centres that traditionally they would not have access to. It was noted that improvements needed be made in order to reach a wider audience and that information and statistics need to be more readily available from the health service.
- 11.18 **Home - Start**
- 11.19 Home - Start provides one to one, personalised support to parents and families who have at least one child under 5 in the Crewe and Nantwich area. Volunteers visit families at home once a week, supporting parents in situations as diverse as isolation, illness, depression and mental health illness, disability or who find parenting a struggle. Volunteers provide non-judgemental practical and emotional support and each volunteer is carefully matched to a referred family. Referral is made by a form and taken from health visitors, mental health teams, Children's Centres, social care and self referral. Each volunteer is carefully matched to a referred family and offers 3 to 4 hours a week of home-

visiting support. The volunteers are from the local community and undertake a 10 week/40 hour course, are CRB checked and put through the Paris System.

11.20 Home-start is well used and has a waiting list. It also receives financial support through fund raising activities.

11.21 **Visyon**

11.22 Visyon promotes and improves the mental and emotional wellbeing of children and young people aged up to 25 through the provision of counselling and complementary activities. Visyon is based in Congleton and delivers services throughout Cheshire East, Cheshire West and Chester and North Staffordshire. It was established in 1994 by a group of volunteers as a response to three teenage suicides in Congleton.

11.23 It is partly funded through contracts with schools and other organisations, they also receive funding through the National Lottery with match funding from CRH Charitable Trust. Having said this, funding is an area of concern for Visyon.

11.24 One of the big challenges for Visyon is providing data. They are currently exploring the possibility of purchasing a IT package to monitor and measure a persons well being.

11.25 **Connexions**

11.26 Connexions have also made the following contributions to family support:

- All age careers guidance. Advisors are based in all schools and colleges and have links to training organisations.
- Undertake career guidance interviews in schools.
- Attend parents' evenings.
- Work with teenage parents, supporting them into education, employment and training.
- Provide sexual health service for young people via clinics in the Crewe HUB and condom distribution across Cheshire East together with information/advice and signposting to other services.
- Provide information and advice on benefits.
- Advise foster parents
- Provide mediation work with young people who leave home
- Work closely with Police and other services to support young people who run away or are at risk of running away from home.

11.27 The above services may be impacted by the recent changes to their funding.

11.28 **Budget**

11.29 Third sector commissioned to deliver family support 2009/10

Action for Children 5-13 Family Support	60,000
NSPCC Family Support	60,000
Catch 22	81,677
Action for Children 0-5 Family Support	338,771
	<u>539,771</u>

Third sector commissioned to deliver elements of family support 2009/2010

Crewe Women's Aid	18,000
Macclesfield Women's Aid	18,000
Homestart Crewe	23,000
	<u>59,000</u>

11.30 **Summary**

11.31 Members note the key role that the third sector play in the important area of providing family support and early intervention within the local community. The increasing valuable role of volunteers is also noted.

11.32 The representatives of the third sector agreed that in order for their organisations to be effective they needed to work in partnership. They have regular contact through the HUB and felt that whilst the practitioners worked well together, the strategic approach and coordination could be improved.

11.33 The third sector also agreed that relationships with the Health Sector needed to be improved as adequate data was not being received. They also highlighted that they provide a professional service, are value for money and should be considered as an option to provide services, additional and complimentary to council provision.

11.34 Again services need to be more widely publicised and signposted on a locality basis.

11.35 **Family Support Services provided by the Health Authority**

11.36 The Health Authority also provides the following family support services:

- Midwifery – support to more vulnerable families through identification of need at initial health and social care needs assessment at 12 weeks of gestation.
- Health Visiting – through the universal offer and targeted work with vulnerable families.
- School nursing – elements of engaging with whole families
- CAMHS – Through individual therapy and programmes like Webster Stratton parenting programmes.
- Vol Sec – Homestart jointly commissioned provision by CECPCCT and Cheshire East Council.
- Complex care teams and Hospital at Home teams – providing support to children with long term needs.
- Drug and Alcohol Services (joint funded) – working within a family context where there is consent for 16+.
- Adult Mental Health Services – working with adults who have dependants
- Domestic Abuse Family Support Unit (joint funded) – works with families where there are domestic abuse issues. In 2009/10 worked with 304 adults in households where there were 403 children and young people present.
- YOS – mental health nurses in YOS also engage with parents funded via the PCT.

11.37 **Schools and Education Improvement Partnerships (EIPs)**

- 11.38 EIPs were established as a way of bringing schools together to create improved working and value for money. They provide a variety of different approaches and provision of family support and they can offer extended universal services that could not be offered by the authority such as out of hours and holiday clubs.
- 11.39 With regard to funding, the local authority distributes funding to the EIPs for them to decide how it is spent. The EIPs are then expected to submit a business plan to outline how the money had been spent, however this has been more effective in some areas than others, as not all the EIPs had focused on outcomes. Because of this, each area received a different service resulting in a lack of consistency across the Borough.
- 11.40 Due to budget pressures and changes proposed by the Coalition government it is unclear how the funding would be delivered in the future. Having said this, the EIPs have other funding stream available to them and some areas were looking at the possibility of collaborating or restructuring. Additionally some schools found family liaison worked.
- 11.41 **Commissioning**
- 11.42 The authority only has a relatively small budget for commissioning Family Support Services. This budget has primarily commissioned specialist and skilled practitioners to deliver targeted support.
- 11.43 The Task and Finish Group were informed that third sector organisations will have to meet a specification to enable them to receive funding. Officers have undertaken an appraisal of who provides specialist services and where they are provided and subsequently defined what a service should look like and created the specification around what is needed. Only a small part of the third sector could deliver this specification and they would have to work to a specific job description and receive the appropriate training and checks.
- 11.44 Family support and early intervention can be complex and families could need support with a range of issues that are below the threshold for referral to statutory agencies.
- 11.45 Commissioning is key in deciding how best to use resources in the public interest. Effective commissioning applies evidence of “what works” to improve outcomes for local people and is becoming increasingly important as budgets are reduced.
- 11.46 It should provide a robust and objective way of making decisions about the use of scarce public resources so that they have maximum positive impact on the lives of children and their families. Effective commissioning starts with a strategic understanding of how the whole system works and how the total resource is used.
- 11.47 It is important to ensure that reliable and relevant evidence is used systematically to design, develop, implement, evaluate, cost, commission and decommission early interventions.
- 11.48 It is important to progress a more integrated approach with adults commissioning. We understand that this is currently being actively progressed across Adults, Children’s and Health and Well Being. This should improve a

more integrated and consistent approach regarding of commissioning of services and support for the “whole family” and may well identify efficiencies..

11.49 Information Sharing

11.50 This was a significant and worrying theme that emerged during this review. It was very apparent on visits to the Children’s Centres where managers and staff spoke about poor information and data sharing especially from Health colleagues. This is especially concerning about lack of sharing of information regarding live birth data. This has had a significant impact on Children’s Centres being able to engage or reach families at the earliest opportunity. Members were so concerned by this they asked for this to be addressed and are now happy to report that an information sharing protocol between Health and Cheshire East Children’s services has been agreed through the Children’s Trust. However Members would want this to be monitored closely to ensure information sharing improves on the ground.

11.51 Questionnaires

11.52 As part of this review questionnaires were widely circulated to Children’s Centres, Family Centres and other settings for staff and families using the service to complete.

11.53 27 were completed by families using the services and 24 were completed by professionals working in the settings, while a number were also completed by Health colleagues referring or using the Children’s Centres.

11.54 The feedback received has been invaluable. A lot of positive feedback has been received regarding the services as well as some common themes emerged including:

- A theme was around lack of knowledge and how to access from some key services for adults e.g. adult mental health,
- 3 service users saying they could not access housing support
- 4 service users saying they could not access support for mental health issues
- 2 service users said they would like access to parenting classes
- 4 examples of telling friends
- A significant number had issues regarding domestic violence, housing and rent and financial matters
- 5 service users said they did not get copies of their care plans or assessments
- Many commented users said they did not have access to internet so could not access information that way

11.55 Some staff commented on reluctance by other professionals to complete or take a lead in doing CAF’s

11.56 Some quotes from service users:

- “Not sure what is available or what it may cost”
- “Information about family support did not specify in what locality it was available”

- “Internet information was discouraging and scared me”
- “I cannot read so could not see any written information”
- “I had help sorting out my rent and housing and money”
- “The CAF process has helped me and my family. It has set us goals and targets that can be achieved”
- “I had no confidence before, now I feel more confident and well supported and I can ask if I need help” (CC Children’s Centre)
- “I was worried that I would be viewed as a bad parent. Before I met my FSW I had asked lots of people for help and nothing happened...now my FSW does what she said she was going to do”
- “I was pregnant and spoke with my midwife and asked for help as I had had issues in the past and had a child adopted when younger. A referral was made for a FSW at the Children’s Centre... all health appointments are here. My midwife and FSW are brilliant and even came to my house. I have kept my child which is all I ever wanted”
- “I feel listened to” (CC)
- “I have been encouraged to be more confident and have had help with my parenting skills”
- “I had help with my 18 month twins...I felt isolated and was new to the area. The Children’s Centre was very welcoming”

11.57 **Continuum of need**

11.58 The term “continuum of need” is a phrase used across Children’s services. It is sometimes described as the “windscreen” and describes the wide range of need and interventions from universal through to targeted and universal. A key message from recent research is that it is inappropriate to view earlier intervention as an alternative to later intervention, when difficulties have become embedded. Many children and families may need continuing support and interventions at different times. A better model is a continuum of services that are appropriate at different stages in the life course of problems. Some children and families may need ongoing support, while others may have their needs addressed by an earlier intervention but do not require later interventions.

11.59 The diagram often referred to as “the windscreen” illustrates the continuum of needs and services and where the CAF and lead professional fit. The continuum of need/windscreen has only recently been adopted in Cheshire East but is now agreed by the LSCB and the Children’s Trust. Members fully support this being further embedded and underpinning the future provision of interventions (Appendix C).

11.60 **CAF (Common Assessment Framework)**

11.61 The CAF is a standardised approach to conducting assessments of children's and families' additional needs and for developing and agreeing on a process through which agencies work to meet those needs. It aims to enable early identification of needs leading to planned and coordinated provision of services for children, young people and their families. However there remain inconsistencies and variabilities about the implementation of CAF locally. There is a need to implement and embed the CAF process uniformly whilst looking at the impact of the process on improved outcomes for children and their families. Some practitioners were concerned with the amount of work involved in filling out the family details where a number of children within the same family were involved. The Task and Finish Group understand that if CAF forms are filled in using the correct data processing system, the common family details can be automatically entered.

11.62 **Budget**

11.63 Children and Families Service has a net budget of £37m for 2010-11, compared with a gross budget of £298m, demonstrating the reliance of the service on funding which comes from government grants, the biggest of these being the Dedicated Schools Grant, which for 2010-11 is £200.6m and of which over £182m is passported directly to schools. The underlying position facing the service continues to be one of budgetary pressures, the final outturn for Children and Families non school budgets for 2009-10 was an overspend of almost £4m, but by the careful application of grants during the year, fully utilising all the SureStart grant and Standard Funds wherever possible the reported outturn for the service was managed down to £1.1m. This was the result of a planned approach to hold grant money back from commitment during the early part of the year, combined with the impact of a new service structure being implemented in the later half of the year.

11.64 However, the budgetary pressures facing the service in 2009-10 are continuing into 2010-11. In 2009-10 £12.3m was spent on child placements, against a budget of only £10.4m. The demand for Children Social Care Services has increased by 25% since April 2009 and the underlying overspend has increased further due to the continuing increase in numbers of Children coming into the service. In house care facilities are at full capacity meaning that children are being placed in high cost external placements. It is envisaged that this overspend will continue in future years due to the increase in the number of referrals being made to the department and the ongoing increase in the number of referrals being made to the department and the ongoing increase in the number of Looked After Children (LAC). The number of children has increased from 370 in November 2009 to 477 currently and this is continuing to rise. In 2009-10, £1.8m was spent on family Support in Family Centres and £3.8m was spent on Children's Centres. In 2010-11 Phase 3 of the Children's Centre Programme came into operation, increasing the Children's Centre budgets to £5.5m

11.65 **Headline figures:**

11.66 A child with severe conduct disorder costs £70,000 (1995 estimate) with indirect costs 7 times that. Parent training would be approximately £600 per child. The cumulative cost to public services of children with troubled behaviour is ten times that for other children.

The current budget for 2010-11 includes a savings proposal as follows: -

	2010-11 £	2011-12 £	2012-13 £	Total £
Review of Family Centres/Children Centres	-150	-50		-200

11.67 These savings were intended to be achieved through a refocus of delivery options rather than a wide scale review of the service and possible closures of centres.

11.68 Family Support, including Family Centres and Children Centres, is now being reviewed in its entirety. It is likely that some transformation of the service will be required pending the recommendations of the review, and potentially some centres will need to be closed. Anticipating this, revised savings proposals have now been put forward as part of the 2011-12 budget setting process.

The savings proposal being put forward for next year now assumes the following: -

	2011-12 £	2012-13 £	2013-14 £	Total £
Review of Family Centres/Children Centres	-430			-430

11.69 It was extremely difficult for the group to receive the relevant budget information as financial information was held across different budget headings and service areas and initially was difficult to collate. Members agreed that the financial systems used needed to be improved so that there could be more effective oversight, monitoring and scrutiny of financial spend on family support (including staffing).

12.0 Additional Information

12.1 Alongside this review were two important pieces of work underway relating to Family Support and early intervention. These were the Redesign of Children's Services (focussing on early intervention and integrated working) and a review

of family support being delivered within Children's services. The group considers these two pieces of work to be very timely and supports the recommendations and actions contained within them.

- 12.2 Members are reassured to see that some of the issues which arose out of this review are already been actioned. Members would want to ensure that the recommendations are progressed as a matter of urgency.
- 12.3 An organisation called C4EO (Centre for Excellence and Outcomes) is also offering some additional sector support to Children's services, regarding progressing early intervention by facilitation of a conference titled Early Intervention: Moving Forward with Action later in November; development of an Outcomes Based Methodology (OBA) and collection of data on a locality basis. C4EO is a leading national organisation that is pulling together evidence of effective local practice in early intervention.

13.0 **Conclusions**

- 13.1 Throughout this review, Members have become increasingly aware of the importance of family support and of the evidence that early intervention is a force for transforming and improving the lives of children, families and communities, especially the most disadvantaged, this is becoming more clearly evidenced for social and personal outcomes along with the economic advantages it brings. It is important that as part of this review there is a need for our services to change too. Within any prospective change, it is also apparent that the service must be equipped to be able to cope with and respond to, the difficult challenges that we face in the coming years.
- 13.2 Increasingly more and more research and evidence is available to show that early intervention works both with regards to improved outcomes and greater efficiency of resources and services being delivered. It is better to identify problems early and intervene effectively to prevent their escalation rather than respond when the difficulty is acute, or results in family breakdown and / or possibly a child coming into care.
- 13.3 Services are required that are part of a continuum of services available and appropriate at different stages in the life course of problems, with the overriding need to identify the most appropriate intervention to match specific needs at a particular point. Consequently, a service is required that is flexible, appropriate and timely whilst being able to apply the philosophy of early intervention. Indeed, as this review progressed it emerged that it is better to identify problems early and intervene effectively to prevent their escalation. Also with increasing knowledge and understanding of human development, especially in childhood, it is possible to identify many more problems earlier. Therefore, in a time of increased budgetary pressures, it is important to note that any temptation to cut back on investment in early intervention needs to be resisted, for short term financial gains can often lead to long term costs. The challenge for Cheshire East is how to get better value out of the money already being invested.
- 13.4 A key theme throughout the review has been the lack of a co-ordinated and effective joined up approach to family support and early intervention, staff are working hard, but this lack of coordination means they are not always as effective as they could be. There is a clear need for a strategic framework and

structure. It is positive that the current services being delivered will now come under one Principal Manager within Early Intervention and Prevention. This should ensure integrated service delivery, menu of interventions and a strengthened parenting strategy.

- 13.5 Another theme emerged is an inconsistency amongst front line practitioners about their knowledge of what local services are available. This was also reflected in feedback from the questionnaires from families and front line practitioners of a lack of knowledge of what services are available. Even when some information was available it did not identify it by specific localities. There did not appear to be an up to date detailed parenting strategy or a directory of services, although we understand this is now being progressed. As the service delivered have not been coordinated through one structure there has been the potential for children and families being 'misdirected' as they pass through various services. Not only is this inefficient and costly, it also affects the child/family and erodes trust. Often good signposting is based on local knowledge which comes from positive multi agency working relationships. Once services become more consolidated, there is a need to publicise and promote the services that are available by locality for families, carers and practitioners.
- 13.6 It was apparent that there is no process for systematic referrals to children centres for all children within the identified age criteria within the locality.
- 13.7 Effective commissioning starts with a strategic understanding of how the whole system works and how the total resource is being used – not only within the Council itself but with third sector and public sector partners also. Further to this, this review stresses the need to make better use of data already gathered on children and families from all relevant organisations in order to improve identification of need on a locality basis and also to show value for money. There needs to be a culture developed that promotes sharing and co-operation. There is a clear need to develop and progress a more integrated approach to commissioning across Children's, Adults and Health and Well Being.
- 13.8 This review has identified the need to open up the debate over the mix of universal and targeted services. Often, targeted approaches tend to be judged to be more cost effective than universal services. However, evidence suggests that both types of support are needed. Clearly, in a time when capacity is reduced it is difficult to argue against positioning a ratio more favourably towards targeting services to those most in need. The difficult question is in how you achieve this without completely neglecting a vital universal service. One possible answer is to adopt the principle of 'proportionate universalism' which was coined in the recent Marmot Review. This concept suggests that to reduce inequalities, action should be universal but proportionate to the level of disadvantage. This review suggests the need for a variety (or 'menu') of family support and early intervention to reflect the different needs families face at different times (linked to the continuum of need) which would help the service to target interventions effectively and efficiently at the most appropriate time. This approach also recognises that children and their family's needs demand a variety of interventions at particular junctures. The challenge for the service is to make sure that interventions delivered are appropriate, timely and responsive to the needs identified.
- 13.9 It is also important that the delivery of early intervention has to take place on a locality basis and be sensitive to local circumstances. The group support the

drive for early intervention and integrated working on a locality basis as agreed by the Children's Trust through the Redesign of Children's services.

- 13.10 As well as an integrated model of early intervention Members would also be keen to develop an Intensive Intervention pilot – this could involve some targeted crisis intervention for a small number of our most vulnerable and chaotic families where a significant number of agencies are already involved, at great expense and with relatively poor outcomes. This may be a key feature of the Crewe Total Place Initiative.
- 13.11 Members are pleased to note that all family support and early intervention services will come under one Principal Manager in Early Intervention and Prevention and that work is underway to develop an integrated model of family support/early intervention delivered across the continuum of need and according to locality needs. The option of an annual conference on Early Intervention could be of value.
- 13.12 Members would want the positive work progressed during this review to be embedded especially the detailed financial data, information sharing processes, feedback from staff and users of the service as well as the implementation of key actions, proposed targets and recommendations to be monitored. This could all be reviewed as part of an Annual Report on Family Support and Early Intervention submitted to Cabinet and Scrutiny.

14.0 RECOMMENDATIONS

- 14.1 To ensure a more consistent and coordinated approach to the family support provision and in line with the proposals set out in the recently completed 'Family Support Review' an integrated Family Support/Early Intervention Service should be developed under a single principal manager.
- 14.2 To ensure easier recognition of a quality service and access to the service, Family Support/Early Intervention be developed as a brand with an appropriate logo.
- 14.3 That Early Intervention be adopted as the prevailing philosophy within the service.
- 14.4 That under the brand heading a full directory of services be devised and widely distributed on the internet, in customer centres, GP surgeries, libraries, schools and other public places, it should also be made available to staff from other agencies that are likely to make referrals.
- 14.5 That street signage to Children's Centres should be critically examined for effectiveness and improved as appropriate. Over time the brand should feature on all signs.
- 14.6 That a monitoring framework should be established across the service (including commissioned services) to monitor performance against demand across Cheshire East (on a LAP area basis) and to identify service gaps or over provision in a timely fashion. The framework should inform decisions relative to in-house provision and commissioned services.
- 14.7 That the role of Children's Centres becomes more targeted. Universal services still need to be provided but the balance needs to shift in order to better support families in the greatest need. The collection of 'reach' statistics needs to be revised to reflect this, moving from 'universal reach' statistics to 'targeted reach' statistics.
- 14.8 Improve health workers and social workers knowledge of the role and importance of Children's Centres in order to improve the current referral rates.

- 14.9 Make Children's Centres more user friendly for disabled children (with a particular focus on the Early Support Model) to enhance equality and opportunity for disabled children and their families.
- 14.10 Ensure Children's Centres are adequately serviced by interpreters and to mitigate possible funding problems engage with the health authority on a shared funding responsibility basis.
- 14.11 Recognising that early intervention does not automatically mean early years intervention, ensure that adequate targeted support for families with older children is provided.
- 14.12 Ensure that all staff involved in Family Support Services are fully trained in the updated 'Common Core Skills and Knowledge' framework to enable them to work effectively with families.
- 14.13 That a detailed 'Parenting Strategy' be developed. This should include preferred parenting programmes to enable a range of options depending on a family's needs and capabilities.
- 14.14 That the current usage of buildings be explored with a focus on the range of services to be delivered and the suitability of some of the current buildings. For instance the group are fully supportive of an initial conclusion that two of the four family centres are not fit for purpose and that services currently provided in these centres should be located in other existing buildings (possibly including schools).
- 14.15 Recognise that many experienced family Support Workers in Family Centres are inappropriately being used in undertaking long term supervised contact and redeploy them to early intervention/family support and consider commissioning delivery of supervised contact services by the third sector. The choice of third sector provider will be critical.
- 14.16 That Cheshire East Council works closely with individual schools and EIPs to work more closely to integrate the Family Support and other services they provide with the mainstream provision provided by the Council.
- 14.17 Closely monitor the effect of budget pressures/cuts on school provided family support and the possible counter effect of the Pupil Premium.
- 14.18 Seek to find efficiency savings in the area of transport costs for both children and family members associated with supervised contact services.
- 14.19 Implement the windscreen method of illustrating the continuum of needs and services and the role of the CAF into the family support assessment process. This method is used extensively within the children's social care process and would likewise benefit the family support/early intervention process.
- 14.20 Those children with Child Protection Plans and those deemed vulnerable be systematically identified by the relevant agencies and the appropriate referrals be made to the Family Support Service. In the spirit of early intervention this needs to be done as early as possible to minimise subsequent costs but it also needs to be done systematically by setting child development benchmarks at appropriate ages.
- 14.21 That a pilot programme of intensive family support/early intervention be devised and implemented in an area of known deprivation and where a significant number of families needing support are resident. The programme should be devised in conjunction with other council departments and other service providers to have the maximum benefit. For example in conjunction with community development and council play schemes the fire services princes trust scheme and job centre plus, social housing providers etc.
- 14.22 That an annual conference for all sections of the Children and Families Service be introduced to ensure that all sections of the service are coordinated and working towards the same vision.
- 14.23 That an annual report of what has been achieved for Family Support and Early Intervention be produced and submitted to the Children and Families Scrutiny

Committee and to the Cabinet. The report should cover all actions by all agencies in the family Support field (including assessment of current state of data sharing amongst all agencies. A specific example would be Health sharing live birth data including the availability of management information relating to financial data).

15.0 Future Implications

- 15.1 There are clear indications that early intervention is a key priority for the Coalition Government. The Spending Review 2010 refers to the need for early intervention and it promises an early intervention grant and a national campaign to support and turn around the lives of families with multiple problems. This will be underpinned by local Community Budgets focussed on family intervention. Sure Start services are also to be maintained in cash terms, although refocused on families with the most need of support.
- 15.2 Graham Allen MP was also commissioned by the Government in July 2010 to undertake an independent review looking at how children at greatest risk of disadvantage get the best start in life and the best models for early intervention (this will report in 2 stages in 2011). Two key aspects will be the focus on best practice and financial instruments.
- 15.3 The conference referred to on Page 33 was held on the 22/11/2010. It was clear from the presentation given by Officers from Blackpool Council that the systems and levels of cooperation recommended in this report are only a starting point.
- 15.4 Blackpool has demonstrated that a degree of cooperation and joint working way beyond our current ambition is possible. If the recommendations in this report are implemented in full there is every hope that Cheshire East will, over the next few years be well equipped to make the same journey.

16.0 Background Information

- Information relating to third sector organisations.
- An overview of Family Support roles in Cheshire East
- Information on Sure Start
- Children and Families Service Redesign Bulletin
- Information on Children and Family Centres
- Information on Third Sector Organisations and contract for service.
- Budget information

Publications

- Grasping the Nettle; Early Intervention for Children, Families and Communities (2010)
- Marmot Review (2010)
- Maternity in Early Years (2010)
- Backing the Future; why investing in Children is Good for us all – Action for Children (2009)
- Early Intervention: Securing Good Outcomes for all Children and Young People – Department for Children Schools and Families (2010)

Appendices

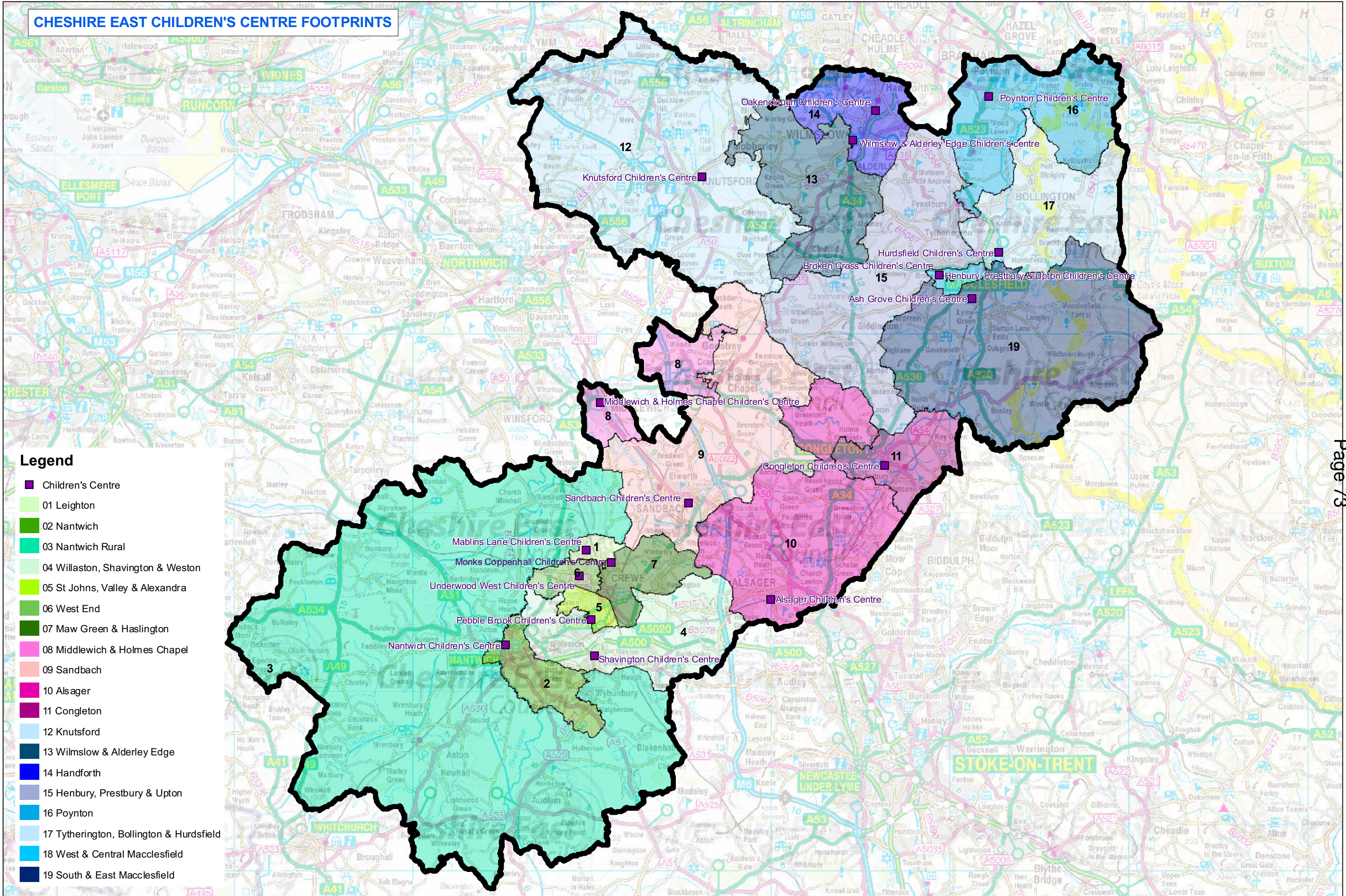
Appendix A - Footprint of Children's Centres

Appendix B - Health and Well Being Services for Young People

Appendix C – Diagram, windscreen of the continuum of need

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CHESHIRE EAST CHILDREN'S CENTRE FOOTPRINTS



- Legend**
- Children's Centre
 - 01 Leighton
 - 02 Nantwich
 - 03 Nantwich Rural
 - 04 Willaston, Shavington & Weston
 - 05 St Johns, Valley & Alexandra
 - 06 West End
 - 07 Maw Green & Haslington
 - 08 Middlewich & Holmes Chapel
 - 09 Sandbach
 - 10 Alsager
 - 11 Congleton
 - 12 Knutsford
 - 13 Wilmslow & Alderley Edge
 - 14 Handforth
 - 15 Henbury, Prestbury & Upton
 - 16 Poynton
 - 17 Tytherington, Bollington & Hursfield
 - 18 West & Central Macclesfield
 - 19 South & East Macclesfield

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 Cheshire East Council. 100049045 2009.

This map shows all current children's centres in Cheshire east, Nantwich Rural location is still to be confirmed.

MAP DATE: May 2010 1:184,531

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Health and Wellbeing Service for young People

Workforce Development

Coaches

The Coach Development Programme has been established based on specific needs of coaches within the local community, this programme supports coaches.

Volunteers

An accredited Volunteer program, which tracks progress and delivers the aims of the individuals. Increasing activity not just physically but mentally giving opportunities for sustainability within the voluntary sector, and encouraging community engagement and enhancing local pride.

Club Development –

This programme links into the Coach Education Programme and then offers support for clubs to enhance school club links. Making sure that parents have a choice of a club that works to a minimum of standards including safeguarding procedures. National guidelines,

Developing Communities Using Sport and Play

The social inclusion agenda's from the government illustrate and use sport as a tool to assist with issues such as improving health, employment, create diversionary activities, interventions, community cohesion and education. Statistics show that a young person who lives in a deprived area has the greater chance of attending an under achieving school, higher chances of getting involved with crime and drugs. Current figures show that for every offence a young person commits it costs the "Authorities" £2,300, with a further reference to that of a child with a conduct disorder at the age of 10 will cost the public purse around £70,000 by the age of 28 up to 10 times more than a child with no behavioural problems.

Programmes that are targeted to specific groups –

School Holiday Activity Programmes –

Around social and crime cohesion agenda's

Summer Activity Programme –

Taking place in August this scheme targets young people age range 5 – 19 years of age from all areas of the authority. The philosophy for this scheme was that in order to ensure that young people received 2 healthy meals per day, were actively involved in sport and physical activity, encouraged to work together in teams and finally to provide training opportunities for young people to get involved obtain basic life skills generic qualifications along with coaching qualifications. More importantly for the young people they were to act as sports leaders for the younger people engaged in the scheme, helping to raise aspirations, self esteem, confidence and create role models for the younger participants

Reprobation work with Young Offenders –

Looking at engaging with young people who have a reprobation order supervised through the Youth offending team-

ASPIRE project –

Project working with young people with Mental Health issues and / or behavioural problems aged 11-19 years of age- Variety of physical activity programmes. Young people participate on one to one basis or as small groups enabling the development of self-esteem, increased confidence and the opportunity to interact with others. One of the biggest challenges is to help the young people identify and create alternatives for lifestyle changes.

Disability work –

Appointment of co-ordinator to link up existing programmes, support voluntary sector groups.

Community Development – Local Neighbourhoods

We work in the neighbourhood renewal areas providing support for our Neighbourhood teams and delivering affordable activities for those facing disadvantage.

Cared for Children

Access to Leisure facilities for young people and carer's

Partnerships

We currently link with several organisations' including the education sector.

Sports and Play Development and Participation

In order to increase participation levels for sport and physical activity the sports and Play development team have a range of activities that act as either taster sessions or events in order to engage young people.

- Play Day Festivals
- Everyday Sports Festivals
- Active8
- Play for Life
- Play in Libraries
- Town Sports
- Active Bodies
- Festival of Youth Sport

Sports Development for Competition/Performance

In order to cater for all abilities of athletes and to help raise the profile of talented Athletes within Cheshire East we have the following programmes.

- South Cheshire Swimming Development Forum
- Sports Specific – Athlete Development Camps
- Youth Sports Council- (in Development stage)
- Talented Athlete Program

Health Programmes

- Healthy Eating and Cooking on a Budget Classes – A 6-10 week course
- Stay & Play – Parent And Toddler Planting & Allotment sessions at Knutsfords children and family centre
- Children's Planting Activities in School Holidays
- Children's Cookery Activities in School Holiday
- QCF Qualification in Horticulture – Delivered by Reaseheath College for volunteers
- Community/Youth/Mental Health/School Fruit Tree Planting Sessions
- 5 A Day, Healthy Eating, Hand Washing and Fruit Smoothie Making Sessions for Schools
- One off Baby Food Sessions at the Children and Family Centre
- Creating School Allotments
- MEND Project Crewe healthy eating and exercise for 7-13 year old and their families
- Healthy lifestyle talks (smoking, alcohol, sunsafe, food hygiene)
- Healthy Lunchbox workshops
- Breastfeeding promotion and increasing uptake
- Let's get Crewe Cooking project (Healthy cooking, cooking on a budget for children and families)
- Workplace health programmes, healthy lifestyle messages and advice to workplaces

Leisure Facilities

- Parent and toddler sessions at pools
- Designated family sessions at pools with additional lifeguarding
- Children's holiday care and playscheme activities at all facilities (many of which are OFSTED registered to cater for U8s)
- Work closely with the Family Information service to promote family based activities and programmes.
- Support FIS Dads campaign through leisure facilities

Year-round Family rates for casual activities:

- Swimming
- Tennis
- Table Tennis
- Squash
- Badminton
- Seasonal promotions/activities e.g. school holidays

Library Services

In partnership with CE Children and Families and the PCT, the Library Service supports families with the universal gifting of books to pre-school, year 7, year 11 and looked after children. The value of the books received from the Book Trust charity each year is more than £1m. The Bookstart scheme (pre-school) relies upon health visitors delivering the books at early years health checks. The Booktime (year 7) scheme is specifically devised to encourage parents/guardians to read with their children.

Local Library programmes

- Offer weekly Rhyme time sessions to pre-school children and their parents/carers to develop language and social skills
- Story times
- Level 3 Children's centre provision through Wilmslow and Holmes Chapel libraries
- Access to free books for all ages
- Access to talking books, cds, dvds, computer games
- Tactile books/ pop up books/scratch n sniff etc for children with Special needs
- Dual language books
- Large print books
- Craft activities & events during holidays
- Informal Homework support & information provision
- Class visits
- Visits to post natal groups to talk to new mums about importance of reading & offer to join library
- Safe space
- Looking to offer 6 book challenge to parenting groups for those with low literacy levels
- Access to Family Information Service website for details of childminders etc

Green spaces Team

Rangers do classroom talks and presentations.
Countryside walk leader's sessions

Cultural Team

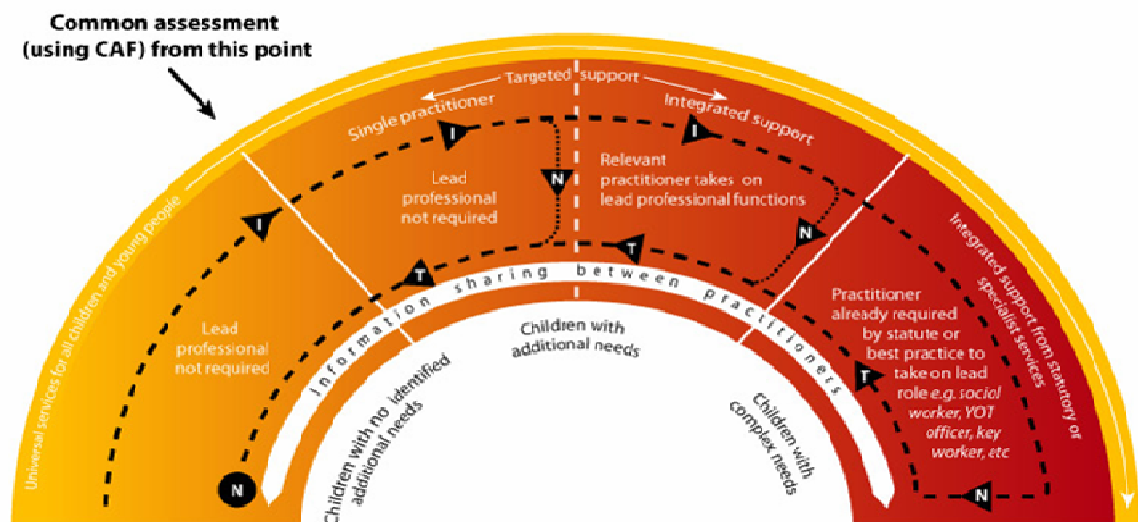
Arts and dance opportunities through school classes.



Safeguarding Children in Cheshire East: Continuum of Need *How we work together*

The 'windscreen' model is used nationally to illustrate how children may move either way between different levels of need and the responses from support services they will require.

The four segments, from left to right, indicate **Universal**, **Targeted**, **Complex**, and **Specialist** levels of service provision in response to need.



Key: I = identification and action, T = Transition, N = Needs met



Continuum of Need	Response
Specialist needs	
<p>Children and young people who require specialist/acute services to meet their needs.</p> <p>This includes children who have suffered or are likely to suffer significant harm (Children Act 1989, s.47)</p> <p>Significant harm may be the result of physical abuse, emotional abuse, sexual abuse or neglect.</p>	<p>Refer to appropriate specialist agency.</p> <p>Refer concern to Children's Social Care. Children's Social Care shall make such enquiries as they consider necessary to enable them to decide whether they should take any action to safeguard or promote the child's welfare (Children Act 1989, s.47)</p> <p>The local authority and health bodies have a duty to help with enquiries about significant harm. (Children Act 1989, s.47)</p>
Complex needs	
<p>Children and young people whose needs are not fully met due to the range, depth or significance of these needs.</p> <p>This includes children whose vulnerability is such that they are unlikely to reach or maintain a satisfactory level of health or development, or their health and development will be significantly impaired, without the provision of services (CA 1989, s.17)</p> <p>Child whose health or development is being impaired, or there is a high risk of impairment</p>	<p>If a multi-agency response is required, the Common Assessment Framework (CAF) process should be used. This should involve the parent/carer and child/ young person.</p> <p>Children's Social Care carry lead responsibility for establishing whether a child is in need and for ensuring services are provided to that child as appropriate. This does not require Children's Social Care itself necessarily to be the provider or co-ordinator of such services.</p> <p>The local authority and health bodies have a duty to help with enquiries about children in need (Children Act 1989, 17).</p>
Targeted - additional needs	
<p>Children and young people who would benefit from additional help from public agencies in order to make the best of their life chances.</p>	<p>If a practitioner identifies a concern about a child they should assess the needs and agree a plan of support with the parent/carer and the child using the Common Assessment Framework.</p>
Universal - no identified additional needs	
<p>Children and young people whose needs are being adequately met by their parents/carers, and who are accessing universal services.</p>	<p>For the local authority and health bodies and youth justice organisations, there is a duty to safeguard and promote the welfare of child, and a duty to cooperate (Children Act 2004).</p>



FORMAL PUBLIC CONSULTATION

**PROPOSAL FOR THE
CLOSURE OF**

MACCLESFIELD HIGH SCHOOL

UPON

**THE ESTABLISHMENT OF AN
ACADEMY**

15 November 2010 to 14 January 2011

Cheshire East Council
Children & Families Services
School Organisation and Capital Strategy
Delamere House, (EC)
Delamere Street,
Crewe,
Cheshire CW1 2LL

www.cheshireeast.gov.uk/schools

Formal Consultation on Proposed Change to Secondary School Provision in Macclesfield

At the meeting of 8 November 2010, Councillor Gaddum, Cabinet Member with responsibility for Children and Families, approved formal consultation on a proposal to close Macclesfield High School upon the establishment of an 11-16 Academy on the Macclesfield High School site, with a pupil admission number of 120.

Approval was also given for the continuation of liaison with the Department for Education (DfE) on the confirmation of Macclesfield College as its preferred Academy sponsor. The Council will also continue to liaise with the DfE during this period regarding any further sponsors which may emerge.

Councillor Gaddum approved the recommendation that the Local Authority, with the DfE and Macclesfield College, take the appropriate steps to prepare for the implementation of the new arrangements with effect from 1 September 2011.

The Council is therefore seeking your views on this proposal up until Friday 14 January. A final decision to close Macclesfield High School will be conditional on the establishment of a new Academy on the same site.

The Council is supporting the proposal for closure to enable the establishment of a 600 place Academy (11-16 year olds). It is considered that Macclesfield College would be a strong educational sponsor and would have the appropriate skills and resources to support the Academy in the longer term. If the proposal is approved then the Sponsor would be responsible for running the Academy and, working with local partners, would provide a full range of courses to meet students' academic, vocational and pastoral needs.

Macclesfield College already enjoys close links with the High School thanks to their shared site on the Learning Zone and joint management of the LZ6 Sixth Form College. The proposed option would provide young people with clear progression routes from age 11 to GCSEs through to A Levels or vocational qualifications and on to higher education degrees, **on one modern 11-18 campus.**

The proposed timescale for implementation of 1 September 2011 would reduce the period of uncertainty for all of those potentially affected by this proposal. Should the proposal to close Macclesfield High School be approved after this consultation, the successful delivery of statutory education (11 to 16) and the existing post 16 offer, including A levels and vocational qualifications, will continue to be delivered on the existing site without any interruption.

All interested parties are now invited to comment on the proposal. There is a response form at the end of this document which you can complete and return to the Council up until the end of the process on 14 January 2011. In accordance with statutory requirements, the consultation will last for a minimum of 6 weeks and during this time we hope to gather as much feedback as possible. Further details about how you can take part in this process are included at the end of this document.

About this consultation document:

This document has been produced by Cheshire East Council as the first part of the formal public consultation process with pupils, parents, staff, governors, the local community and other key stakeholders. It seeks the views of all these interested groups on the proposal to close Macclesfield High School with effect from 31 August 2011 in order to establish an Academy on the existing site. Included in this document is information about the outcome of the recent informal consultation on options for change, which ended on 8 October 2010, and provides background information on the key issues facing the Council to explain why this proposal has been put forward for formal consultation.

Why do we need to make changes?

Background Information:

There are four secondary schools in Macclesfield, each providing education aged 11 to 18. These are:

1. Macclesfield High School (formed in 2007 from the relocation of Henbury High School onto the Macclesfield Learning Zone site);
2. The Fallibroome Academy (formerly Fallibroome High School)
3. All Hallows Catholic College
4. Tytherington High School

The establishment of Macclesfield High on the Learning Zone was a joint venture with Macclesfield College and Park Lane Special School and was established with £15,948,507 investment. The Sixth Form (LZ6) provision on the Macclesfield High School site is a shared provision with Macclesfield College.

For some time now, discussions have been ongoing with Cheshire East Council officers, school governors and headteachers in Macclesfield aimed at strengthening local secondary provision and to promote fair access to educational opportunity for all young people in the area whilst addressing the issue of a continued decline in pupil numbers resulting in surplus places in some of our schools.

Secondary School Forecast Formula (Pupil Forecasting)

The year 7 secondary school intake figures are arrived at by studying which primary school the pupils came from in the previous September. Using this information the percentage 'feeder school transfer rates' are calculated for each of the primary schools and this is based on an average rate transferring from that primary school to secondary school over the last three years.

These percentage 'feeder school transfer rates' are then applied to the number of pupils actually on roll at the primary schools in January to generate the future number of pupils which it is expected will feed from each of these primary schools into the secondary schools.

As well as using the primary school feeder transfer rates, an estimate of the number of pupils admitted to secondary schools from non-Cheshire East primary schools based on past data is included in the calculation. The projected estimates for numbers on roll in future years are these 'feeder school transfer rates' rolled forward, i.e. Year 7 in 2010 becomes Year 8 in 2011, Year 9 in 2012 and so on.

Surplus places

The current number of places available in the four high schools, including all sixth form provision, is 4,722. The number of pupils attending these high schools has fallen over the past years from 4981 pupils in 2002 to 4,570 in May 2010 (i.e. using the latest data from the summer 2010 School Census return), with a forecast pupil number for September 2017 of 4,558.

Based on the pupil forecasting formula and the pattern of transfer to high schools in the area, the distribution of pupils in Macclesfield is expected to deliver a fall in the number of pupils attending Macclesfield High School, which in 2010 is 809, to 531 pupils by 2017. The consequence of this is that if no changes are made the surplus places for Macclesfield High School by 2017 could be around 47.5% compared with the school's current surplus (for May 2010) of 20.1%.

As this forecast takes into account the current pattern of parental preference in the area, this forecast is based on the assumption that the current intakes at year 7 to the other three high schools will be maintained. The removal of surplus places is a government requirement since it leads to a significant financial drain on school budgets.

The proposed Academy of 600 places would reduce the number of pupil places at the Macclesfield High School site from 1012 (including the sixth form).

Pupil data forecasts for Macclesfield indicate there will be 611 surplus places for 11-16 year olds by 2017, equating to 14.6% of available places. Forecasts for Macclesfield High School indicate surplus places of 30.1% by 2017. Such high levels of surpluses put a significant strain on the budgets for all schools within Cheshire East, effectively diverting funding from provision for pupils into building maintenance and other costs that are unnecessary. Government guidance is clear that Local Authorities must take steps to reduce surplus places to acceptable levels, allowing some latitude for pupil mobility. The proposed admission number for the new school to replace Macclesfield High will ensure that the overall surplus places in Macclesfield will fall to 8.0% by 2017, which is within government guidelines.

Attainment and Achievement

The three year trend in the academic standards at Macclesfield High School, following its creation as a new secondary school in September 2007, has been downward. This trend culminated in the school only just achieving above

the 30% national baseline in terms of 5+ A*- C including English and Maths (actual result 31%) in summer 2009. The resulting decision by the Local Authority to include the school within the National Challenge programme was a vital and necessary step to significantly accelerate improvements in pupil attainment. The invitation to Tytherington High School from the Council to provide Leadership and Management support to the school resulted in the school not being placed in special measures following an Ofsted Inspection in February 2010. The school achieved National Challenge Target in summer 2010 examinations and a recent Ofsted monitoring visit judged the school to be making good progress.

The level and range of interventions have been significant and all have contributed to the improvements in attainment as seen in the summer 2010. There has been a positive rise in the 5+A*-C including English & Maths rate up to 42% (11% rise) which has brought improved confidence in the school and the local community to deliver high quality learning. Whilst these improvements need to be celebrated, there is still a considerable amount of further work to be undertaken throughout the school to fully embed the progress seen and create a consistent and sustainable rate of school improvement.

The cost of external interventions into the school during 2009-10 and 2010-11 currently stands at £445,000, which includes National Challenge funding of £161,000, Local Authority Intervention funding of £77,000, Schools Causing Concern funding of £166,000 and 1:1 Tuition funding of £41,000. In addition to this, the school has benefited from over 20 days of direct support and monitoring from the National Challenge Adviser, external monitoring visits from Ofsted Inspectors as well as direct curriculum and behavioural support from LA Officers. Again these costs have been absorbed by the Authority to ensure improvement in standards of attainment. The view of the Local Authority, and the Evaluation Panel convened to evaluate all options against a set of agreed fundamental criteria, is that further sustainable improvement would be best delivered with external support and an appropriate sponsor.

Population Forecasting

A number of key stakeholders have raised concern about the potential impact on schools in the future due to population increases and the relevance of this for any proposed reorganisation. Forecasts show that in the Macclesfield Local Area Partnership, which includes the wards of Alderley, Bollington and Disley, Broken Cross, Macclesfield Forest, Macclesfield Town and Macclesfield West, the total population is set to increase by 2017 by around 3%. However, the number of children (aged 0-15) is forecast to decrease by around 5% between 2009 and 2027 and the largest decrease of 8% will be in the number of 0-4 year olds by 2027. Throughout the forecast years the numbers of children in each age group fluctuate, reflecting past patterns of numbers of births. The forecasts also indicate that the number of 5-10 year olds will increase by 5% by 2017. However, after 2017 the numbers will start to decrease again. Numbers of children aged 11-15 are forecast to decrease by 7% by 2027. Therefore in summary these projections are not expected to have a significant impact on pupil numbers.

Housing Analysis

Further information about the housing analysis illustrates that there are a small number (80) of potential development sites within the Macclesfield High School catchment area and only 15% of these being assessed as being deliverable¹. The proposed sites would provide an additional 309 net capacity of dwellings within 15 years. It is anticipated that 76.05% would be delivered within 5 years with the remaining 23.9% being delivered within 15 years. This small increase is not anticipated to have a significant impact on pupil numbers. Using agreed child yield housing formula², is anticipated that there could potentially be an additional 78 primary school pupils and 56 secondary pupils a result of the current housing developments with full permission for development within Macclesfield, by 2026.

Informal Consultation

In order to address the aforementioned issues, at the Cabinet Member (Portfolio Holder) meeting of 24 June 2010 permission was requested to proceed with formal consultation on a proposal to close Macclesfield High School with effect from 31 August 2011 and the related proposal of the expansion of Tytherington High School to deliver 11-18 provision across the two sites from September 2011. The resolutions of the meeting are set out below:

- 1 The decision on the request for formal consultation be deferred to allow further informal consultation until Friday, 8th October 2010;
- 2 All other options be explored in greater depth;
- 3 The advice of the Cheshire East Admissions Forum be sought on the admission arrangements in Macclesfield;
- 4 Further discussions take place with the MP, Mr David Rutley, in the light of new information from the Government;
- 5 Any other suggestions from the public be examined; and
- 6 These proposals lead to a statutory period of consultation on revised options for consideration at the beginning of November 2010.

Further informal consultation was therefore undertaken and during this process the Council received additional options for change (submitted under Option J) resulting in a total of 38 options for consideration, including the Council's own options (A to I). Two further options emerged through discussion with other stakeholders resulting in a total of 40 options.

Feedback received by the deadline of 8 October 2010 was summarised in a report for Councillor Gaddum and this was presented at the meeting of 8

¹ **Definition:** The site is available now, offers a suitable location for housing development now and there is a reasonable prospect that housing will be delivered on the site within five years from the date of adoption of the plan

² **Child Yield Housing Formula:** Source Department for Education.
<http://www.edubase.gov.uk>

November 2010, together with the final list of options and the outcome of the options evaluation process. Copies of these documents are available on the Council's website at www.cheshireeast.gov.uk/schools.

Options Evaluation Process

In order to evaluate all options objectively in a fair and consistent manner a framework was produced, which included key criteria that must be met for an option to be recommended to the Council's Cabinet Member (Portfolio Holder) for formal consultation. The Evaluation Framework was endorsed as a robust process by the Council's Children and Families Scrutiny Committee at its meeting of 7 September.

The fundamental criteria included in the framework are:

- Improved Outcomes for Children – Attainment and Achievement
- Addresses Surplus Places
- Affordability
- Deliverability
- Sustainability

The overriding requirement in this evaluation process is for any preferred option to deliver improved attainment, achievement and outcomes for children and young people and to do so an option has to meet all the additional criteria.

An Evaluation Panel, chaired by Head of Strategy, Planning and Performance and including representatives of the Cheshire East Admissions Forum and Officers of Cheshire East Council was established to apply the agreed framework. This group met on four occasions.

The analysis and evaluation of the 40 options concluded that the single preferred model, which most closely satisfied the agreed set of fundamental criteria is **the closure of Macclesfield High School and the opening of an 11-16 Academy on the same site for September 2011**. Full details about this evaluation process are available on the Council's website.

Establishing an Academy

To progress the establishment of an Academy it has been necessary to liaise with the DfE to agree an appropriate sponsor. The identified sponsor (Macclesfield College) will be required to undertake a consultation with stakeholders as to the ethos, character and operation of the potential new academy. If timescales allow, this consultation will coincide with the Local Authority's consultation on the proposed closure of Macclesfield High School. The sponsor would then take these views into account in developing proposals further and gaining the required approvals from the DfE for progression.

If approved, the Local Authority will work with the sponsors and DfE to ensure a smooth transition between the Macclesfield High School as the predecessor school and the new Academy to ensure continuity of provision for pupils, for the TUPE transfer of staff, and to ensure the transfer of assets.

The benefits

The establishment of a new Academy could provide many benefits, including:

- A transitional grant for the Academy that would not be available otherwise.
- An opportunity to provide significant and sustained improvement in teaching, learning and pupil attainment.
- Sponsor involvement, which would provide expertise and continuous support throughout the delivery and operation of the Academy.
- The opportunity to establish effective partnerships, encourage true inclusion and promote community involvement.

As the Council's preferred sponsor, Macclesfield College would bring much experience and expertise to the development of the Academy. These include:

- The College's senior team has an excellent track record of improving outcomes for learners by raising educational standards and the aspirations of young people. The College is also a Beacon College, which is the Government's recognition of excellence, and commits the College to working with other institutions to help them to raise their performance and the College was judged as Outstanding in its most recent Ofsted inspection.
- The College propose to appoint an inspirational Head Teacher as a leader for the Academy, and the College's senior team are confident of applying their educational expertise in a secondary setting
- As a partner, co-located on the Learning Zone, Macclesfield College would be in a unique position to provide a sustainable solution to the problem of surplus places, with the minimum disruption to the current students of Macclesfield High School and their parents
- As an 11 to 16 school, the Academy could be more economically viable with 4 forms of entry and so a total planned student population of 600. Shared services across the Learning Zone campus would enhance efficiency and leave more money available to support teaching and learning
- The College already has a number of partnerships with high profile employers in the region which will benefit the school including existing links with Higher Education, including Manchester Metropolitan University's Institute of Education.
- The proposal opens up the possibility of new curriculum opportunities for Academy students, through partnerships with employers accessed through the College's extensive employer engagement

- Under this proposal the Learning Zone would be able to offer young people clear progression routes from Year 7 right through to Higher Education degrees on one modern integrated campus. Making these opportunities fully visible and accessible on a single campus would raise aspirations.
- Macclesfield College would also build on and enhance its partnership with Park Lane Special School, seeking to develop the opportunities for Park Lane's Key Stage 4 students based upon successful experience within LZ6. Park Lane Special School has also been judged Outstanding by Ofsted and the College would wish to draw on their expertise, particularly in the development of a personalised curriculum and behaviour management

The sponsor will also be consulting the community separately about their proposal to establish a new Academy and about their vision and ethos.

School Admissions

In the event that a decision is taken to close Macclesfield High School and to establish an Academy on the same site with effect from September 2011, pupils for whom places have been offered and accepted at Macclesfield High School, together with pupils on the roll of the school at the time of closure, will automatically be entitled to a place at the new Academy.

Future admission arrangements for the new Academy would be the responsibility of the Sponsor and further information about this will be presented during the consultation process implemented by the sponsors.

Your Role in this Formal Consultation Process

Please consider the information presented in this document and return your comments and views to this Council by 14 January by completing the feedback form provided at the end of this document. All feedback is extremely important to us.

All feedback received during formal consultation will be collated and presented in a report to the Cabinet Member with responsibility for Children and Families on 28th January 2011 with an analysis of the responses received and recommendations on the next steps, which may include a decision to publish statutory notices on the proposal to close Macclesfield High School with effect from 31 August 2011, conditional on the establishment of a new Academy for September 2011 utilising the same site.

If a decision is taken to publish statutory notices, there will be a further opportunity to send comments to the Council about the proposal. The feedback received will be summarised in a report with an analysis of the outcomes of the consultation and recommendations on the next steps. The report is then taken to a meeting of the Council's Cabinet Sub Committee, where they have the following options;

- To decide not to take the proposals any further
- To change the proposal in some way
- To proceed with the original proposal

If the Council's Cabinet Sub Committee wanted to make a major change to the proposal then a fresh public consultation would need to be carried out.

Key Dates:

8 November 2010	Formal Consultation approved
15 November	Consultation begins
14 January 2011	Consultation ends
28 January	Report to the Council's Cabinet Member (Portfolio Holder) for Children and Families to consider outcomes from formal consultation and for a decision on the next steps, which may include publishing statutory notices on the proposal.
7 February	Cabinet Member considers report and decides whether to issue statutory public notices for the closure of Macclesfield High School
14 February	<i>If approved</i> , statutory notices published conditional on the establishment of an Academy on the same site. (6 weeks fixed period for representation to be made to the Council)
28 March	End of Notice Period
Date TBC	Report to the Council's Cabinet Sub Committee for a decision on the proposed closure of Macclesfield High School conditional on the establishment of an Academy
31 August	<i>If approved</i> , implementation of School closure
1 September	Academy opens

Consultation Events

There are two public formal consultation 'drop in' events arranged for December. These are open to anyone interested in the proposed Macclesfield reorganisation:

6 December at Macclesfield High School from 4 - 8pm

7 December at Macclesfield Town Football Club from 1.30 – 3.30 & 5 – 8pm

You are welcome to attend whichever of the two events is more convenient for you. All interested parties will be able to meet with officers from the Council and the College who will respond to any questions and will record feedback. Further information on is available on our website at www.cheshireeast.gov.uk/schools

During this formal consultation period there will be a separate consultation on the establishment of the proposed new Academy, which will be led by the Sponsor and will give you insight into this proposal.

How to be involved

1. Send in your views using the electronic feedback form available on our website at www.cheshireeast.gov.uk/schools or by completing the paper version of the form provided at the end of this document:

Completed paper feedback forms should be returned to the Council at the address provided on the form.

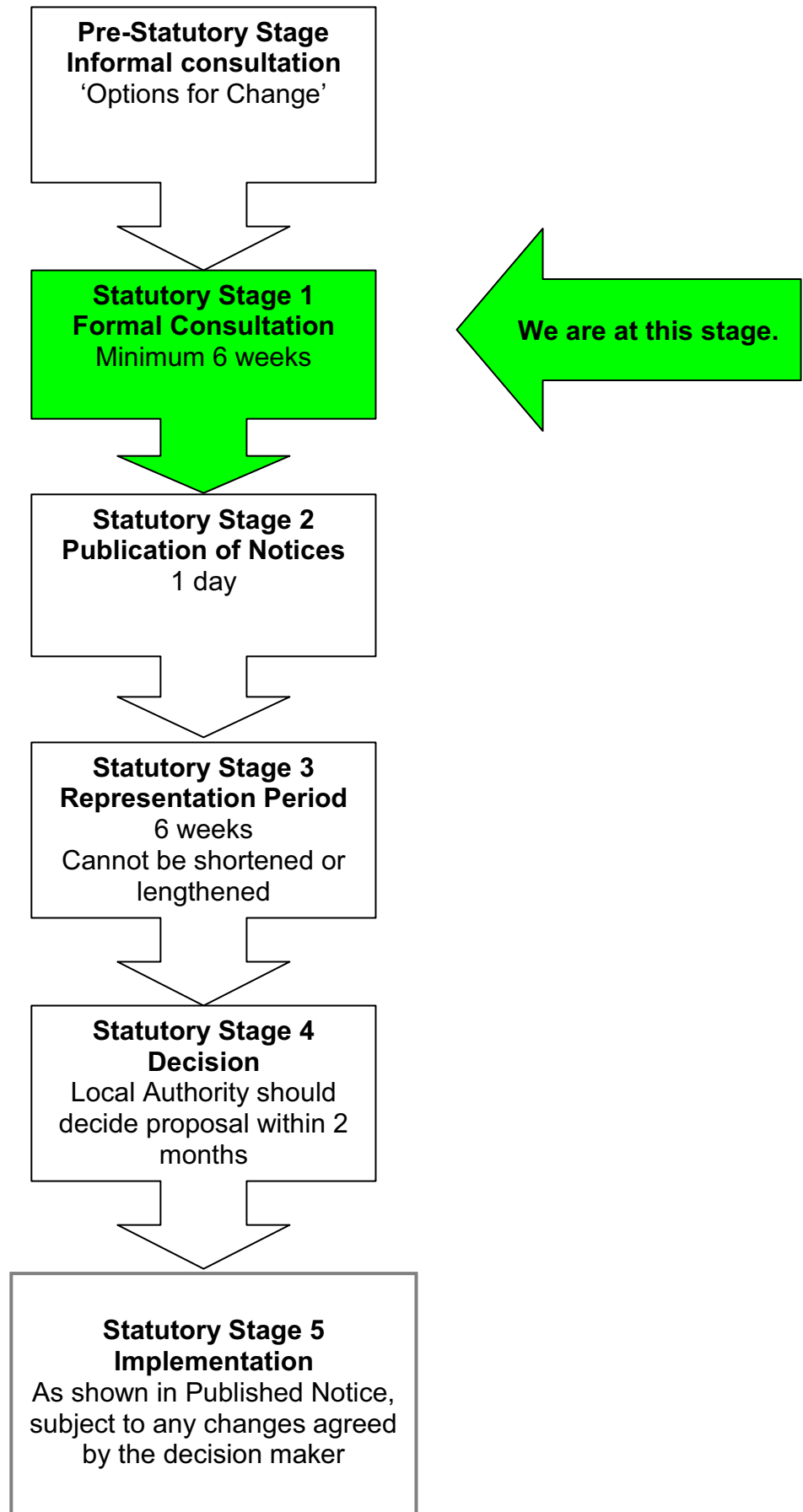
2. Attend the 'drop in' events in December where you will be able to discuss the proposal with officers of the Council and provide feedback.
3. Alternatively, you may prefer to return your comments by:
 - e-mail to SOCS@cheshireeast.gov.uk;
 - telephone on 0300 123 5012;
 - letter to School Organisation and Capital Strategy at the address on the front page of the document.
 - fax to 01270 686491

Informal consultation will end on **14th January 2011**. Please note: Any feedback received after this deadline cannot be considered.

All feedback is extremely important to us and we would like to take this opportunity of thanking you for your continued support during this process.

Formal Consultation

Overview of the Process for Agreeing School Organisation Changes



Consultation Feedback Form

You are invited to comment on Cheshire East Council's **proposal to close Macclesfield High School upon the establishment of an 11-16 Academy on the same site for September 2011.**

Please refer to the Consultation Document attached, which provides you with further information about this proposal.

Do you support the proposal to close Macclesfield High School upon the establishment of an 11-16 Academy on the same site for September 2011?	Please tick (✓)		
	Yes	No	No View

Comments (if any)

(Please continue on a separate sheet, if required.)

Please indicate below any of the following that apply to you:

	Please name the school
Parent/Carer of Present Pupil(s)	
Governor	
Member of Staff	
Pupil	
Other (please specify)	

Optional:

Name:	Date:
Address:	Signed:

Please return this form to:

Cheshire East Council, Children and Families Services, School Organisation and Capital Strategy, Delamere House (EC), Delamere Street, Crewe CW1 2LL, **by Friday, 14 January 2011.**

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CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting: 7 December 2010
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2009/2010 Work Programme, to consider new items listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

- 2.1 That the work programme be received and noted.
- 2.2 That the Task and Finish Group reviewing Fostering Services be ratified and the following Membership be confirmed:
- Councillor David Neilson
 - Councillor Dorothy Flude
 - Councillor Gillian Merry
 - Councillor Tony Ranfield
 - Councillor Andrew Kolker
 - Councillor Bill Livesley

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.
- 3.2 The Task and Finish Group on Fostering Services and its Membership was only informally agreed at the mid point meeting on 16 November 2010.

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

7.1 None identified at the moment.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 None.

9.0 Risk Management

9.1 There are no identifiable risks.

10.0 Background and Options

10.1 In reviewing the work programme, Members must pay close attention to the Corporate Plan and Sustainable Communities Strategy.

10.2 The schedule attached, has been updated in line with the Committees recommendations on 19 October 2010. Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.

10.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. 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

10.4 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

11.0 Access to Information

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

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As of 07/12/2010

Children and Families Scrutiny Committee Workplan: June 2010 – December 2010

Portfolio Holder – Hilda Gaddum

Date of Meeting	Agenda Setting Meeting	Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
1 June 2010		Standard Assessment Tests (SATs) boycott	Supporting and Protecting our young and vulnerable people in Cheshire East		
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
29 June 2010		Consultation on School Re-organisation proposals in Macclesfield	Supporting and Protecting our young and vulnerable people in Cheshire East		
		Changing policy landscape in	Supporting and Protecting our young and vulnerable people in		

		children's services	Cheshire East		
		Presentation on adoption – prior to a forthcoming inspection of the service	Supporting and Protecting our young and vulnerable people in Cheshire East		
		Performance – Outturn	Supporting and Protecting our young and vulnerable people in Cheshire East		
		Corporate Plan	Supporting and Protecting our young and vulnerable people in Cheshire East		
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
27 July 2010		Admissions Regulations	Supporting and Protecting our young and vulnerable people in Cheshire East		
		Adoption	Supporting and Protecting our young and vulnerable people in Cheshire East		
		Early years funding reform – briefing on the national formula	Supporting and Protecting our young and vulnerable people in Cheshire East		

		Informal Meetings	Supporting and Protecting our young and vulnerable people in Cheshire East		
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
7 September 2010		Review of Residential Provision (Task group)	Supporting and Protecting our young and vulnerable people in Cheshire East	To consider and agree the recommendations of the task group	All recommendations agreed and went to cabinet 20.09.10
		Macclesfield High School and Macclesfield School Review	Supporting and Protecting our young and vulnerable people in Cheshire East	Following the meeting on 27.07.10 – Committee asked to consider and comment on the evaluation process for considering future options	Evaluation process approved – reports to come back after consultation has ended.
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
16 September 2010 (Mid Point meeting)		Performance Monitoring Report – 2010 Exam Results	Supporting and Protecting our young and vulnerable people in Cheshire East	Report on the recent exam results – highlighting areas of success and areas in need of improvement	To consider areas earmarked for improvement when next appropriate i.e. next years exam results.
		Safeguarding and Redesign of	Supporting and Protecting our young and vulnerable people in	To listen to an update of the redesign and for the Committee to be aware of the proposed	Keep the Committee

		Children's Services update	Cheshire East	action plan and direction of travel.	updated of any developments
		Draft Children's Plan update	Supporting and Protecting our young and vulnerable people in Cheshire East	To provide the committee with an update	Involve the Committee in the consultation process due in mid-November 2010
		Developments in central government thinking	Supporting and Protecting our young and vulnerable people in Cheshire East	Update / Brief	More will be known post CSR – perhaps bring this back to Committee in November?
		Connexions update	Supporting and Protecting our young and vulnerable people in Cheshire East	Update / Brief	In period of consultation – option to bring back to Committee after decision is made to consider future options.
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
19 October 2010		Academies Update	Supporting and Protecting our young and vulnerable people in Cheshire East	To update the Committee on the Academies Act 2010 and its financial implications	Updates brought to the committee on a 1/4 basis.
		SEN Review	Supporting and Protecting our young and vulnerable people in Cheshire East	To inform the Children and Families Scrutiny Committee of the Children and Families review of Special Educational Needs (SEN) provision	That the Committee receive further

				and progress made to date.	updates on the progress of the review, especially as recommendations develop
		Annual Unannounced Inspection	Supporting and Protecting our young and vulnerable people in Cheshire East	Update the Committee on the progress of the action plan	Updates brought to the committee on a ¼ basis
		Regulation 33 visit	Supporting and Protecting our young and vulnerable people in Cheshire East	As a result of the recommendation of the residential provision review	Updates to be brought bi-annually (March 2011)
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
16 November 2010 (mid point)		Macclesfield High School Update	Supporting and Protecting our young and vulnerable people in Cheshire East	To update the Committee on the progress of the consultation and to seek endorsement of the process	Consultation doc not endorsed due to pending Call In – formal consultation response to be given on the 7/12/2010
		Cabinet Response to Residential Provision Review	Supporting and Protecting our young and vulnerable people in Cheshire East	To inform the Committee of the responses to the Residential Provision review.	Responses were considered - few amendments made. Need a further meeting to receive the cabinet's full

					response.
		Obesity and Diabetes Review	Supporting and Protecting our young and vulnerable people in Cheshire East	To inform the Committee of the progress on the recommendations of the review which relate to Children and Families	Recommendations noted – bring back for further comment at a future meeting.
		Task and Finish group discussion	Supporting and Protecting our young and vulnerable people in Cheshire East	To set up a Task and Finish review and to confirm Membership	Review on Fostering Services agreed – terms of reference to be brought to Committee on 7/12/2010
Date of meeting		Topic	Link to Corporate Priorities / Targets	Purpose/Key issues (including origin)	Comments post meeting
7 December 2010		Government White Paper on Education briefing	Supporting and Protecting our young and vulnerable people in Cheshire East	To brief the Committee on the content and possible implications of the Govt's White Paper	
		Family support review	Supporting and Protecting our young and vulnerable people in Cheshire East	To receive and consider the recommendations of the Family Support T&F review	
		Action plan from unannounced inspection update	Supporting and Protecting our young and vulnerable people in Cheshire East	To follow up the update provided on 19.10.10	
		Schools Inspection Report	Supporting and Protecting our young and vulnerable people in Cheshire East	To receive and comment on the schools inspection report	

		Macclesfield High School – Committee Consultation	Supporting and Protecting our young and vulnerable people in Cheshire East	To produce a Committee response to the formal consultation over the proposed closure of Macclesfield high school upon the opening of an academy.	
		Fostering Services T & F	Supporting and Protecting our young and vulnerable people in Cheshire East	To ratify the T&F group and note the group's terms of reference.	

Possible Future Issues / Items

Item	Corporate Priority / Targets	Suggested Action	Notes
Ongoing issues			
Safeguarding and Redesign of Children's Services	Supporting and Protecting our young and vulnerable people in Cheshire East	Committee to be kept updated on the current position with the redesign - Challenges and Opportunities, emerging work programme, update on redesign of integrated service delivery - and given the opportunity to comment	Last update provided 16.09.10
Performance reporting	Supporting and Protecting our young and vulnerable people in Cheshire East	(key exceptions – red/amber and explanations/commentary) to include adoption rates, staffing information and profile of children in Cheshire East	Wait until new performance reporting style is produced?
Inspections			

1. Unannounced Inspection		<ul style="list-style-type: none"> • Report on action plan from the Unannounced Inspection to come back 1/4rly – next update December 2010 	
2. Regulation 33		<ul style="list-style-type: none"> • Committee to be informed of the outcome of any relevant inspections 	
3. Children's Services Performance rating	Supporting and Protecting our young and vulnerable people in Cheshire East	<ul style="list-style-type: none"> • Report on Performance rating – due in December – bring to Committee in January 2011 	
4. Youth Offending Update		<ul style="list-style-type: none"> • Future Uncertain - monitor 	
5. Fostering Inspection		<ul style="list-style-type: none"> • Report on the outcome from inspection when/if it occurs 	
6. Adoptions Inspection		<ul style="list-style-type: none"> • Monitor 	
7. Schools inspection		<ul style="list-style-type: none"> • To come to Committee in December 	
Budget	Supporting and Protecting our young and vulnerable people in Cheshire East	Committee represented on Budget Consultation Group preparing for the 2011/12 Budget. Chairman to provide regular update reports to Committee.	

Academies Update	Supporting and Protecting our young and vulnerable people in Cheshire East	To get an update on a 1/4rly basis Next update – January 2011	Last update provided 19/10/2010
SEN review	Supporting and Protecting our young and vulnerable people in Cheshire East	To get updates at relevant points i.e. when recommendations are produced	Last update provided 19/10/2010
Other issues			
Corporate Parenting	Supporting and Protecting our young and vulnerable people in Cheshire East	Work in progress – come to Committee for comment in January.	Completed, but as there are new Members, this training session be repeated and offered again to all Members of the Committee – possibly wait until election after May
Review of Residential Provision	Supporting and Protecting our young and vulnerable people in Cheshire East	Follow up on recommendations in 6 and 12 months (March & September)	Recommendations went to Cabinet for consideration on 20.09.10
Family Support Services	Supporting and Protecting our young and vulnerable people in Cheshire East	Recommendations to come to committee in December	8 Meetings held
School Admissions Policy / TLC review	Supporting and Protecting our young and vulnerable people in Cheshire East	Committee to consider this as part of the pending white paper – due December 2010	White paper consequences to supersede TLC outcomes.
Education Attainment	Supporting and Protecting our young and	Headlines submitted when available	Detailed analysis of 2010 results provided at the mid point meeting 16.09.10

	vulnerable people in Cheshire East	Possible task and finish group to review the work of the multi agency improvement and achievement group (on hold)	
Transport for Young People	Supporting and Protecting our young and vulnerable people in Cheshire East	Access arrangements for young people in education and/or employment. Presentation to be made followed by a potential task and finish group	
Draft Children's' plan/ children's trust	Supporting and Protecting our young and vulnerable people in Cheshire East	To be involved in consultation in mid-November (possibly report on this at a future committee – December?)	Update provided 16.09.10
Teenage Pregnancy Reduction	Supporting and Protecting our young and vulnerable people in Cheshire East	Wait for result of White Paper	
IT Systems	Supporting and Protecting our young and vulnerable people in Cheshire East	Review of IT systems as they relate to the redesign of children's services Taking into consideration the Munroe Review	Briefed by Cath Knowles
Foster Services	Supporting and Protecting our young and vulnerable people in Cheshire East	Review of adequacy Possible task and finish group to be set up	

Connexions – Value for money	Supporting and Protecting our young and vulnerable people in Cheshire East	Possible full session on the future of Connexions – in light of possible budget cuts.	Briefing received on 16.09.10
Every Child matters	Supporting and Protecting our young and vulnerable people in Cheshire East	Revisit – possible refresher training to be arranged	
NEETs	Supporting and Protecting our young and vulnerable people in Cheshire East	Availability of schemes for college places entry into employment etc	Possibly include as part of the Connexions review
Macclesfield High School Review	Supporting and Protecting our young and vulnerable people in Cheshire East	To keep Committee updated after consultation events (possibly on January meeting)	Update provided on 27.07.10 and 07.09.10
Obesity and Diabetes Review		To update the Committee of recommendations and progress against these which relate to children and families.	Update received 16.11.2010 Further updates required in 6 months (May 2011)
Director of Public Health		To attend Committee to explain how they are going to report on children's health issues.	

Ongoing items/reviews

Item	Reporting:	Committee Meeting							
		01/06	29/06	27/07	07/09	16/09 (mid point)	19/10	16/10 (Mid point)	07/12
REDESIGN OF CHILDENS SERVICES	When Appropriate					X			
PERFORMANCE REPORTING	Quarterly (except in instances of a red flag)								
INDEPENDENT INSPECTIONS OR REVIEWS • Annual Unannounced Inspection	Quarterly						X		
SAFEGUARDING	When Appropriate								
REGULATION 33	Bi-annual						X		
BUDGET PROCESS	When Appropriate								
REVIEW OF WORK PROGRAMME	Regular			X			X		
ACADEMIES	Quarterly						X		
SEN REVIEW	When Appropriate						X		

Disregarded / Discontinued Items

Item	Date	Reason
Post 16 Transfer of Funding to Local authorities	22.09.10	Responsibility no longer with LA
Analysis of School Performance	22.09.10	To be merged with educational attainment item
Early Years Funding Reform	22.09.10	Briefing heard on 27.07.10
Children's Centres	26.10.10	Dealt with as part of the Family Support review.
School Status report	26.10.10	Merged with Academies item
Interventions in Schools	26.10.10	To be dealt with in the schools inspection item.

Task Groups – potential/current/recently completed

Title	Progress Notes/Actions
Residential Provision	Recommendations agreed 07.09.10 – went to Cabinet 20.09.10 for consideration. Come back to in 6 months (March) & 12 months (September)
Family Support	8 meetings held so far. Next meeting 5.10.10. Final report expected in December 2010.
Education attainment	Set up Task and Finish Group to review the work of the multi agency improvement and achievement group
Transport for young People	Potential task group to be set up.
Foster services	Task group established – first meeting 2/12/2010.

Links to Key Documents/Sites

Corporate Plan

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Forward Plan 1 December 2010 to 31 March 2011

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE10/11-53 16-19 Learning Needs Commissioning Priorities	To agree the commissioning priorities for 16-19 year olds for 2011-12 to ensure their learning needs are being met through various providers including schools and colleges.	Cabinet	15 Nov 2010	Through Sub Regional Group, involving Warrington and Cheshire West and Chester Councils.	Children and Families	Lorraine Butcher, Director of Children and Families
CE10/11-68 Establishment of a Pupil Referral Unit (Short Stay School)	To agree the setting up of a Department for Education Registered Pupil Referral Unit.	Cabinet	14 Feb 2011	School Forum, Headteacher Associations.	Children and Families	Lorraine Butcher, Director of Children and Families

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