

Children and Families Scrutiny Committee

Agenda

Date: Tuesday, 15th February, 2011
Time: 10.30 am
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**

2. **Minutes of Previous Meeting** (Pages 1 - 8)

To approve the minutes of the meeting held on 7 December 2010.

3. **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.

4. **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

Contact: Mark Grimshaw

Tel: 01270 685680

E-Mail: mark.grimshaw@cheshireeast.gov.uk

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.

5. **Safeguarding** (Pages 9 - 34)

To consider a report of the Director of Children and Families.

6. **Corporate Parenting Strategy** (Pages 35 - 54)

To consider a report of the Director of Children and Families

7. **Councillor Engagement into Social Services Systems**

Members to discuss the form of their engagement with social services systems.

8. **Work Programme update** (Pages 55 - 66)

To give consideration to the work programme.

9. **Forward Plan - extracts** (Pages 67 - 68)

To note the current Forward Plan, identify any new items and to determine whether any further examination of new issues is appropriate

10. **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, 7th December, 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, A Kolker, G Merry, M Parsons,
M J Simon, J Wray and McCann

Apologies

Councillors D Beckford, W Livesley and A Ranfield

20 OFFICERS PRESENT

Mark Grimshaw	Scrutiny Officer
Fintan Bradley	Improvement & Achievement Services Manager
Cath Knowles	Head of Safeguarding and Specialist Services
Mark Bayley	Quality Assurance Manager
Ruth Jenkins	Redesign Programme Manager

21 MINUTES OF PREVIOUS MEETING

RESOLVED –

That the minutes of the meeting held on 19 October 2010 be approved as a correct record.

22 DECLARATION OF INTEREST/PARTY WHIP

Councillor M Simon declared a personal interest on the grounds that she was a Governor at Shavington High School.

23 PUBLIC SPEAKING TIME/OPEN SESSION

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

24 GOVERNMENT WHITE PAPER ON EDUCATION BRIEFING

Fintan Bradley attended to provide a presentation on the Government White Paper on Education. In providing an overview to the Paper, it was made clear that what was available at the current time were mainly policy headlines, as the background and detail to these had not yet been made available.

With this in mind, the main issues relating to the White Paper were outlined as follows:

- Enhance prestige and status of teaching profession
- Safe, secure and orderly learning environment
- Reform curriculum and qualifications
- Greater autonomy for schools and school leaders
- Engage new providers and improve parental choice
- Sector led school improvement
- Reform accountability systems – new role for OFSTED
- Reform funding system

Fintan Bradley continued to report on and add what detail was available to a number of these key priorities in the White Paper, touching on issues that had particular relevance to Cheshire East. For instance, in relation to 'sector led school improvement', it was explained that the Government expected well performing schools to support other schools in the area. Attention was drawn to the fact that work of this nature already occurred in Cheshire East with Tytherington High School providing assistance to Macclesfield High School. It was reported that this policy would continue to be implemented, as and when appropriate.

With regards to reforming the funding system two issues were touched upon. Firstly, it was reported that more categories of children would be covered by the 'pupil premium' program and that this would have consequences. It was explained that it was difficult to know what these could be at the current time. Secondly, the schools funding formula was to be simplified and made more transparent.

In terms of improving the quality of teaching, it was reported that among a number of initiatives, the role of schools as teacher training institutions would become more pronounced. Attention was drawn to the fact that two schools in Cheshire East (Fallibroome High School and Holmes Chapel School) were already operating as teacher training schools and would continue to do so.

With concern to improving behaviour in order to have a 'Safe, Secure and Orderly Learning Environment', it was reported that teachers would have increased powers and authority. It was explained that there was little detail to how this would be practically implemented but it was expected that teachers would be able to sanction behaviour "beyond the school gate", having potential consequences for school buses etc. Furthermore, it was noted that the Government would pilot a new approach for permanently excluded pupils, following other examples in which the school excluding the pupil had to find an appropriate alternative rather than the local authority.

It was explained that the curriculum, assessments and qualifications would possibly look very different in the future. Schools could be measured against how many students achieve an English Baccalaureate – a core number of subjects including English, Maths, Science, a Modern or Ancient Language and either Geography or History. Mark Bayley explained that last year's performance data had been measured against the new proposed performance thresholds and that following this Cheshire East would have six schools below the floor target rather than four. It was also reported that the number of pupils achieving the Baccalaureate in their respective schools ranged from 34% to 1.3%. Attention was drawn to the fact that there were over 100 potential courses for pupils to take and therefore it was unlikely that they would currently take the combination required for the Baccalaureate.

Fintan Bradley moved on to outline the consequences to local authorities and their role in providing education. It was explained that in a more autonomous schools system, local authorities have a crucial role to play by:

- Acting as a champion for parents and families
- Supporting vulnerable children
- Acting as a champion for educational excellence

Within this, it was reported that accountability of schools would undergo change and that this was a very important aspect of the paper. It was noted that Governors will have enhanced powers to hold schools to account and that there would be a possible role for Scrutiny.

With the opening question, John McCann queried whether the hard to place protocol, with regards to excluded pupils, would still be in place. It was reported that as it is part of the National Admissions Process it would continue to operate. It was also confirmed that Academies would have to work to this protocol.

With regards to the section of the White Paper which suggested that Academies should reflect the local community, it was queried what this actually meant. It was answered that whilst detail was lacking, it was expected that an Academy should be appropriate for the area. The example of an Academy in Dartmouth was provided which has strong links to the Naval College.

In light of the lack of current detail available to substantiate the policy headlines, the Chairman suggested that particular items should be brought back to the Committee when the background became available.

RESOLVED –

- a) That the presentation be noted
- b) That items be brought back to Committee as the relevant detail becomes available.

25 SCHOOLS INSPECTION UPDATE

Mark Bayley attended to provide a report which captured the performance of Cheshire East Schools in relation to Ofsted Inspection judgements/outcomes as well as summarising the interventions which were in place within Cheshire East's schools.

In opening, it was reported that the service published a spreadsheet which outlined all of the available Ofsted Inspection data on Cheshire East's schools. It was explained that whilst this was already in the public domain it would be useful if a hard copy could be distributed to Committee Members for information and review. It was also outlined that it was difficult for the service to make accurate comparisons of data from each Ofsted Inspection framework to the next. This was due to the parameters of measurement often changing and Members were asked to bear this mind when reviewing information.

Mark Bayley continued to outline the main headline issues from the report. Attention was drawn to paragraph 1.3 in which it was described how the commissioning of support from external Ofsted Inspectors to work with targeted schools had been introduced this year. It was reported that this had been a very successful initiative and had proved excellent value for money.

Further to this, it was reported that the recent Government White Paper had suggested that the frequency of inspections would be reduced for some schools. As had been previously explained, Cheshire East had been very successful in working alongside schools to improve performance. There were concerns therefore regarding how the Council could maintain the momentum of improvement if the ability to offer a wide range of interventions was reduced due to budgetary pressures. It was suggested that Members could get extra training on the inspection regime and intervention options and form a sub-group to gain a better understanding of the relevant issues in a changing policy landscape. It was noted that this issue would be discussed at the next mid-point meeting.

A breakdown summary of the recent Ofsted Inspections was provided. It was explained why the figure for Primary schools achieving 'good' or 'outstanding' appeared lower than expected (54%). Principally, this issue related to the fact that Ofsted targeted schools in terms of those where the data or previous inspection suggested 'lower performance'. Consequently, there had been a reduction in the number of inspections taking place in 'higher achieving' schools therefore skewing the results.

Attention was drawn to the fact that Ofsted Inspections were only ever a snapshot of school performance and that they should always be followed up by the Council's own inspection work.

As a final point, the issue around diversity of interventions was highlighted. It was explained that with such a wide range of interventions, it can be difficult for a strategic management team to understand all of the work and its subsequent outcomes. As a result, Cheshire East had produced a document (example provided as Appendix B in the report) to bring all of the intervention data together to help schools look strategically at issues and to monitor spending and impact.

A query was highlighted by Councillor Westwood who wanted the apparent discrepancy between the number of schools involved in the 'Improving Outcomes Programme', outlined in table two of Appendix A in the report, and the number of schools categorised as 'Intensive' in table three explained. It was reported that at the beginning of the academic year, schools were allocated a category and this had close links with subsequent interventions. In between inspections, schools are able to move between targeted and intensive interventions when deemed necessary, without always changing their original label.

Jill Kelly questioned that with the SIP (School Improvement Plan) funding coming to an end in 2011, what would be Cheshire East's role in supporting struggling schools. It was reported that the SIP had been replaced by a 'Professional Lead' initiative which would still be provided by Cheshire East to some schools and a wider SIP style process was currently being costed.

Councillor Simon commented that most of the schools outlined in table two were in the Crewe and Nantwich area. It was queried why this was so and whether any steps had been taken to make improvements in a collective way. It was confirmed that there was recognition that a 'holistic' or community approach to educational

attainment was desirable. It was suggested that the 'Crewe Vision' was something that should be filtered down to schools and that LAPs should have a role in this.

In providing a final comment, Councillor Gaddum suggested that school governors needed to be asking tough questions in struggling schools. The Committee also wished their congratulations to the service be noted for its excellent performance.

RESOLVED:

- a) That the report be noted.
- b) That the spreadsheet outlining all of the available Ofsted Inspection data on Cheshire East's schools be made available to Members.
- c) That the Crewe LAP works to cascade the 'Crewe Vision' to relevant schools and stakeholders.
- d) That the possibility of forming a sub group of Members who would receive extra training to improve understanding of the inspection and intervention options around education support be discussed at the subsequent mid-point meeting.

26 ACTION PLAN FROM UNANNOUNCED INSPECTION UPDATE

Following a request from the meeting held on 19 October 2010, Cath Knowles attended to provide an update on the progress made 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.

Attention was drawn to action plan provided as an appendix to the report and Cath Knowles proceeded to highlight some of the main headlines from this. It was suggested that the Committee would appreciate seeing the caseload figures behind this report.

It was queried why most of the items had audits as an 'action' to be undertaken and whether the Committee would get to see the outcomes of these. It was confirmed that when the audits had been completed, the results would be fed back to the Committee at relevant junctures.

A comment was made regarding the fact that 'units' would now manage cases rather than individual social workers. It was questioned whether this would result in a lack of continuity for the children and young people affected. The Committee were reassured that by managing cases in units, it improves continuity, especially when an individual social worker is off sick for instance. Furthermore, it was explained that units help foster reflective and evidence based practice.

With regards to the Council's ICT system (item 6), assurances were sought that funding would be available if a new system was deemed necessary. It was reported that whilst money was available for a new system, the service was still

waiting on the outcomes of the Eileen Munro report. The rationale behind this was to make sure that Cheshire East was in an informed position before making a decision and to possibly align any new system with the findings of the report.

As an aside, Councillor Westwood suggested that it would be useful for the Committee to look at Children's Social Services systems in more detail and that a possible Task and Finish Group would be the best way to go about this. It was proposed that Cath Knowles come back to the subsequent mid-point meeting to suggest which area would be most germane to investigate, bearing in mind that any new Task and Finish Group would be scheduled to start in June, post election.

RESOLVED –

- a) That the Committee note the report
- b) That the caseload figures behind the report be made available to Members
- c) That completed audits be brought back to the Committee for review.
- d) That a potential Task and Finish Group into Children's Social Services systems be considered by officers and a response brought back at the next mid-point meeting.

27 REVIEW OF FAMILY SUPPORT SERVICES

The Committee received the final report of the Task and Finish Group who conducted a Scrutiny Review of Family Support Services. Councillor Westwood, as Chairman of the group explained the main thrust behind the recommendations.

It was reported how it was important that Family Support became a 'brand', something behind which a number of authorities, services and stakeholders can get behind and support. It was also explained that if services did become more 'joined up', as suggested in the recommendations, it would be much easier to continuously monitor and evaluate the success of the programme.

Attention was also drawn to the fact that in a difficult economic climate, the key to getting the very best out of all available resources was to be systematic and organised. It was hoped that the recommendations of the report outlined a way forward for achieving this.

Councillor Gaddum wished to acknowledge the work of the group in producing an excellent and comprehensive report. Thanks were also extended to Ruth Jenkins for her support and expertise in producing the report.

RESOLVED –

- 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 the Cabinet be invited initially to comment on the details of the recommendations.

28 MACCLESFIELD HIGH SCHOOL FORMAL CONSULTATION

The Committee considered the Formal Public Consultation document for the proposed closure of Macclesfield High School upon the establishment of an Academy.

Members were invited to pass comment on the quality of the consultation process and document rather than comment directly on the outcome of the consultation.

Councillor Flude wished to note her appreciation to the Cabinet Member for fully briefing the Labour Group on the proposed option.

RESOLVED –

- a) That the Committee fully endorse Cheshire East Council's consultation arrangements on the proposed closure of Macclesfield High School and the establishment of an Academy on the same site and in doing so congratulate the Council on the clarity of the consultation document.

29 WORK PROGRAMME UPDATE

The Committee considered the items in the 2009/2010 Work Programme and the setting up of a Task and Finish Group reviewing Fostering Services.

RESOLVED –

- a) That the Work Programme be received and noted
- b) That the Task and Finish Group reviewing Fostering Services be ratified with the following Membership confirmed:
 - Councillor David Neilson
 - Councillor Dorothy Flude
 - Councillor Gillian Merry
 - Councillor Tony Ranfield
 - Councillor Andrew Kolker
 - Councillor Bill Livesley

30 FORWARD PLAN - EXTRACTS

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

RESOLVED –

- a) That the forward plan be noted.

31 CONSULTATIONS FROM CABINET

There were no consultations from Cabinet.

The meeting commenced at 10.35 am and concluded at 12.30 pm

Councillor R Westwood (Chairman)

CHESHIRE EAST COUNCIL

REPORT TO: Children and Families Scrutiny Committee

Date of Meeting: 15 February 2011

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

Subject/Title: Safeguarding Update

Portfolio Holder: Councillor Hilda Gaddum

1.0 Report Summary

- 1.1 To update Members of the progress and continuing challenges in respect of ensuring that social care services within Children and Families Directorate are fit for purpose and the actions proposed to ensure continuous improvement around safeguarding practice within the service;
- 1.2 To update Members with regards to the progress made around the Unannounced Inspection Action Plan (appendix 1);
- 1.3 To update Members of the progress to date around the redesign of social care including the newly formed Children's Assessment Team; and
- 1.4 To consider the option proposal as set out in paragraph 10.36 regarding a group of members having the opportunity to directly observe a number of areas within Children's Social Care.

2.0 Decision Requested

- 2.1 The Committee note the contents of this report the improvements that have been put in place within Children's Services as part of the ongoing overall improvement plan with the aim to ensure Cheshire East children and young people remain safe and have opportunities to achieve.
- 2.2 The Committee note the improvements within the Unannounced Inspection Action plan.

- 2.3 The Committee note the changes and confirm they are satisfied that such changes have been appropriate and necessary for ensuring the safeguarding agenda remains a central focus within the Authority.
- 2.4 The Committee note the changes within Children's Social Care following the redesign of the service, which now includes the newly formed Children's Assessment Team which replaces the former Access team.
- 2.5 The Committee considers how it wishes to response to the proposal for Members to participate in observations of the Service in action to secure an improved understanding of the work of social workers.

3.0 Reasons for Recommendations

- 3.1 To enable council members to effectively discharge their duties as part of their role and responsibility around the services whose primary responsibility is to ensure the children and young people of Cheshire East are safeguarded.

4.0 Wards Affected

All

5.0 Local Ward Members

All

6.0 Policy Implications including - Carbon reduction - Health

Not applicable

7.0 Financial Implications (Authorised by the Borough Treasurer)

All costs are contained within the budget for the Children and Families Directorate.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 Care needs to be taken in respect of the suggestion that Councillors should be invited to shadow the work undertaken by frontline staff in Children Services. Members will be alert to the fact that the information used in the work of officers in Children Services is highly confidential being very personal information in respect of third parties.

- 8.2 A councillor's right to information is not unrestricted. The right derives from two sources. Firstly the Local Government Act 1972 and secondly the common law principle of 'need to know'.
- 8.3 In *R v Birmingham City Council, ex parte O* [1983], the House of Lords reviewed the case law in this area and concluded that there was no right to a 'roving commission', that simply being a councillor did not entitle a person to trawl through all filing cabinets at the council and that 'mere curiosity' was not in itself a good enough reason to grant access. To have access to information, particularly of a personal nature, a need to know needs to be established. Later case law has confirmed that this test applies whether the confidential information is to be received through documents or by attendance at meetings.
- 8.4 Whether a 'need to know' is established is a matter for the council to decide on a case by case basis and there would need to be some clear link between the councillors remit and the information that they are to be privy to. I would therefore suggest that when specific members are identified to be involved in the work shadowing that has been suggested discussion between Children Services, the legal department and democratic services take place to ensure that the council can justify its decision (in respect of each councillor) to allow access to the confidential information.

9.0 Risk Management

Failure to ensure appropriate systems, processes and support arrangements are in place both at a single agency level within the Council and with partner agencies working together to safeguard children will: result in failure to identify and assess risk to children; reduce the ability of the service to intervene to prevent or reduce risk; and result in potential risk to the Council.

10.0 Background and Options

- 10.1 At the commencement of Cheshire East Council in April 2009 the interim Senior Leadership Team for Children and Families externally commissioned a number of reviews within Children's Social Care to satisfy itself that the service inherited from the former Local Authority had effective arrangements in place to ensure that children and young people were safeguarded.
- 10.2 The outcome of this work, identified through the Eva Learner report and the report on the review of child protection arrangements for under 5's (Hewlett and Beccles), found significant concerns around the ability of the inherited statutory social care service to appropriately identify safeguarding risks to

children, and to intervene appropriately when risks were identified.

- 10.3 Throughout 2009 further reviews continued to be commissioned and undertaken to help drive an improvement agenda and support service redesign.

The findings of the reviews reinforced and further identified a number of key issues and concerns that was without doubt having an impact on the performance of the then Assessment and Care Management Service (ACM).

- 10.4 This consequently resulted in a number of recommendations to improve performance within ACM and Tier 4 Family Support Services within the Children and Families Directorate.

The Key Issues identified were:

1. Caseloads of social workers
2. Management capacity at team level
3. Social Work Redesign-District Models
4. Tier 4 Family Support Service

- 10.5 Of significance it was found that the current staffing establishments were not viable to deliver best practice as required by the Integrated Children's System (ICS) to enable Cheshire East's looked after children to be prioritised and receive excellent care planning, or to achieve and sustain good performance around Section 17 Child in Need (CIN) and Section 47 Child Protection enquiries/assessments timescales.

Social Workers across all teams were managing excessively high caseloads; specifically the consultant assigned to look at the state of the "front door" namely the contact and referrals coming into social care along with other systems within ACM additionally identified and highlighted the high number of social work cases being held within teams.

- 10.6 There was an acknowledgement that a key contributory factor identified was the limited ability for teams to prioritise Looked after Children (LAC) due to the bombardment of Child Protection referrals and children subject to Child Protection planning. Many of the managers felt strongly that they would like to deliver or see a better service being delivered to LAC and believe a discreet service focussed and prioritising the needs of LAC would provide a positive way forward.
- 10.7 It was further noted that several social workers were responsible for in excess of 30 cases, whilst some were case holders of 40, with the vast majority holding cases in excess of 20. It was the consultant's assessment that such individual level of case

responsibility was not conducive to delivering best practice, effective safeguarding and positive outcomes for the child and their family.

- 10.8 In a report to the Senior Leadership Team the consultant reminded senior managers that:

Directors of social services must ensure that only cases in which a social worker is actively engaged in work with a child and the child's family are deemed to be "allocated" (Recommendation 55 Inquiry into the death of Victoria Climbié 2003).

- 10.9 It is acknowledged that notwithstanding there is no definitive guidance nationally about the number of cases a children's social worker should manage, there is clear evidence within recent death enquiries and research findings that high caseloads are often a significant contributory factor.

The Senior Leadership of the Service considered, from advice provided, that in order to achieve a good performance and deliver a safe and effective service to children and their families, the maximum caseload for an experienced social worker should be in the region of 15-20 cases. This raised the ultimate issue that if such a benchmark was to have been applied at that time, there would have been a high number of unallocated cases, which would have required a further 21 qualified social workers needed to pick up the work.

- 10.10 Equally management capacity was stretched and untenable not least because of the staff numbers they were responsible for in terms of supervision, management overview of assessments and decision making. Often Manager's were 'acting down' to cover staff sickness and/or practically supporting their staff that often had competing priorities of equal importance.

- 10.11 The reviews further identified the urgent need to refocus services with consideration of developing a locality model, whilst at the same time redesigning the delivery of the Tier 4 Family Support service.

The above reviews and indeed ongoing reviews around an audit of supervision files (September 2009); Review of the Access team (2010) has been the rationale and driver around the Social Care redesign.

- 10.12 However, it is important to stress that safeguarding is not solely about how Social Care Services are ensuring they meet their statutory duties. Other key areas that ensure an effective safeguarding service is being delivered include:

1. The duties of the Local Safeguarding Board (LSCB) including the oversight and management of Serious Case reviews (SCR) and the learning that can be taken from SCR's both nationally and within our own Authority
2. The role of the Local Area Designated Officer (LADO)
3. The role of the Children's Trust
4. The role of elected members

Current Progress/update:

Social Care Improvement Plan:

10.13 An overriding principal for continuous improvements within the Service is the Vision we have for the children and young people of Cheshire East, namely:

- A Place where all children and young people are supported well to maximise their life chances
- Responsive, locally based services, which makes sense to children, young people and their families, that addresses their needs early.
- A place where no child is left behind because organisations do not work together.

Achieved by:

- ✓ Working in partnership with children, young people and their families, our local communities, other agencies and organisations
- ✓ Providing a seamless service which focuses on high quality, timely assessments with targeted services to meet the assessed need.

Over the past 12 months we have continued to drive improvement across all our service areas, particularly within the services we provide to our most vulnerable children and young people.

10.14 Evidence that service delivery is improving can be seen in the Outcomes from the external inspections undertaken post LGR by OFSTED including:

- ✓ Adoption Inspection - Overall Good with Outstanding features
- ✓ Our two new residential provisions – Overall Good with Outstanding features

- ✓ Our Short Breaks provision at Priors Hill (Langley unit) – Overall good with outstanding features
- ✓ Our fostering service which had their inspection just five months following LGR – Adequate
- ✓ Our unannounced inspection where we received no priority actions, albeit a number of areas for development. (Appendix 1 – Updated Action Plan)

10.15 A key test of such inspections is the Safeguarding Measure. Where inspectors find this measure inadequate, the service area being inspected would be deemed overall inadequate, regardless of whether the service is good or even outstanding against the other measures OFSTED inspect on.

10.16 It is therefore important to acknowledge and celebrate that despite the challenges LGR brought, together with the redesign of service areas, as a service we have ensured that children and young people remain central to our work and that above all there safety and well being is paramount.

However, the Service continues to face challenges and the need to keep focused on our improvement drive is essential if we are to deliver excellent outcomes for our most vulnerable children and young people.

10.17 Below are key areas for Service Improvement over the coming months and beyond:

- Ensuring timeliness in completing assessments and that these are high in quality, focusing on the all important question “**am I making a difference**”. Achieved through clear risk assessments, using evidence on which to base professional judgement and decision making.
- Ensuring Child Protection enquiries are managed consistently and competently, evidenced in high quality strategy discussions/minutes which identifies and manages risk, and thereby enables clear decision making.
- Moving to an early intervention and targeted support model through our new locality model. Using the CAF as a model for early intervention. Targeted family support services including parenting programmes such as Webster Stratton; Parenting Plus that enables families to have the opportunity to make the changes needed in a learning supportive way.

- Reducing the number of our cared for population, ensuring we have clear care plans that focuses on positive outcomes and permanency.
- Placement stability, care planning, wrap around care for those children who need to be in our care.
- Educational achievement, success at school for children in care. Achieved through our Head of Virtual School who is very much part of the integrated approach of our new cared for service.
- Extending and improving our support to children and young people with disabilities through the Aiming High Agenda.
- Managing risk through Child protection plans; use of family group conferencing and clear family support packages across the continuum of need framework.

Above all where ever possible the need to ensure we continue to work more jointly and integrate with other services/agencies/partners is essential.

In all that we do, there remains a need to remind ourselves **“Can we evidence the outcome for the child/young person/family with whom we have been involved has made a positive difference to their lives”** and have in making that difference in the service we delivered been effective and value for money.

Steps Taken to Improve Practice:-

Redesign of Children’s Social Care:

- 10.14 A significant change within Children’s Social Care has been the establishment of The Children’s Assessment Team (CAT) which was stood up on the 15 December 2010.

The new service now manages all incoming work to Children’s Services, through to and including Initial and Core Assessments, Section 47 investigations/strategy discussions, Child Protection Initial Conferences, First review for cared for child before transfer to either the longer term services or redirected back through locality.

- 10.15 The team’s involvement with families will be short term with cases being held within an 8 – 12 week period maximum. The processes and timescales with the CAT are taken from the

Working Together 2010 guidance and ensure that the service remains Laming Compliant.

- 10.16 Children services have benefited from growth that has enabled the service to restructure into small social work units that is led by a Practice Consultant. Such a structure ensures there are more manageable workloads, more effective and timely supervision/case consultation is available to frontline staff.
- 10.17 A further key change in service delivery has been to separate Cared for Children and Child in Need/Child Protection into two service areas. You will recall in the background information, there was significant findings within reviews and through staff consultation that our cared for children were not receiving an adequate service.
- 10.18 The new Cared for Children Service Lead by Principal Manager Julie Lewis, brings together the Care planning units, 16 plus units; Cared for support unit, disability unit; fostering; adoption and residential to ensure care planning is joined up and child centred.
- 10.19 Likewise the Child in Need and Child Protection units lead by Principal Manager Shirley Jordan who is also responsible for the newly formed Children's Assessment team, will ensure social care staff will have the dedicated time of working with families in order to effect the change needed.
- 10.20 Additionally, a major review of the Emergency Duty Team was undertaken. Until March 2011 this remains a shared service with Cheshire West and Chester and hosted by them. However, mid way through 2009 significant shortcomings in this service became apparent across both Local Authorities. The review concluded that both Local Authorities now needed the freedom to establish an independent Out of Hours service in line with local needs, and to ensure that delivery is aligned to that of day time services to ensure consistency of intervention and assessment processes.

This outcome has now been agreed by the Joint Officer Board and the shared service will terminate on 31 March 2011.

Investment in posts:

- 10.21 The considerable growth of front line staff has enabled the Directorate to begin to deliver the redesign and ultimately the improvement of the service.

Such growth Includes:

- ✓ 30 Practice Consultants who will be responsible for operational decision making of the new social work units.
- ✓ Increase in Unit Coordinators (business support) which has ensured each social work unit has dedicated admin support.
- ✓ Increase in Social Worker's to enable a minimum of social workers per unit

Training Programme:

- 10.22 Significant investment in training front line staff and manager's has been implemented. Please refer to appendix 1 unannounced inspection plan for attached outline of training needs and ongoing development programme.
- 10.23 All managers including the new practice consultant role have now undertaken the Tony Morrison Supervision programme which is a three day programme. Supporting this programme all managers have been provided with tools to support their delivery of ensuring effective supervision is occurring.
- 10.24 Such training has enabled an embedding of robust supervision across all service areas. This includes all staff have access to regular supervision (minimum monthly), which embraces a holistic approach to supervision including:
1. Well being of staff member.
 2. Opportunity to reflect on what has gone well, and what has not gone so well.
 3. Case management discussion including ensuring work is being undertaken in a timely manner, opportunity to discuss risk/decision making.
 4. Training/development needs.
 5. Performance management.
- 10.25 The revised supervision toolkit provides a robust and structured format to enable managers to undertake supervision. It should be noted that requests have been made from other Local Authorities for a copy of our Supervision policy and toolkit.
- 10.26 Alongside this programme, a number of managers are now undertaking the authorities First Line Management Training (ILM) to help consolidate and build on their knowledge gained through experience and the supervision training to-date.
- 10.27 Further training is planned for the forthcoming months, including areas such as appraisals and personal development to support

staff in reflection of their work and their ongoing development needs.

10.28 As a service we have a number of “must do” services priorities, which significantly included the need to move to our new service structure as quickly as we are able (achieved in December 2010) which will then enable us to:

- a) Ensure that children at risk/or subject to significant harm are well protected.
- b) All children in care have their needs met.
- c) That our vision is achieved through greater co-operation and working together with our partners and other organisations through an early intervention model.

The role of the LSCB:

10.29 Cheshire East has an established LSCB with an Independent Chair, supported by a Business Administrator who is a qualified social worker.

10.30 One of the primary role's of the board is to ensure all agencies/non statutory partners such as the faith/voluntary communities are not only aware of the safeguarding agenda, but more importantly that they can evidence that they are working effectively to support safeguarding of children and young people within the authority.

10.31 The chair as independent brings a challenge arm to all partners/agencies including children's social care in how we are discharging our statutory duties. In addition the board produces a business plan which sets out the priorities over the next three years. Such a plan links into that of the wider children's and young peoples plan developed through the Children's Trust Board of which the safeguarding chair is also a member.

10.32 The current challenges within LSCB are:

- The potential effects the changes from PCT to GP consortiums may have on membership/commitment to the LSCB.
- The potential effects of the Comprehensive Spending Review that has seen cuts across all agencies in budgets. Each agency financially contributes to the LSCB to enable the work of the board to be carried out efficiently.

- How partners/agencies are engaging in the early intervention agenda including embedding CAF as a tool in order to identify needs and services to address needs before it becomes a crisis and statutory intervention is needed.
- How the board can ensure learning from Serious Case Reviews is shared and understood by all agencies/partners, that such learning may result in a change in service delivery and ultimately how they can evidence outcomes that this change has been effective for children and young people in keeping the safe.

Role of Local Authority Designated Officer (LADO)

- 10.33 The role of the LADO is to advise/support and ensure where there are concerns or calls relating to potential abuse by a professional who works with children and/or young people, that these concerns are managed appropriately including ensuring that they are investigated where needed. Such advice and support is provided to all agencies/partners/voluntary section include faith communities
- 10.34 Currently the LADO procedures within the Authority are being reviewed and revised. This work is being undertaken by the new Principal Manager of Safeguarding Kate Rose. It is anticipated that this review/revision will be completed within the next few months.

Update of the role of the Children's Trust:

- 10.35 The Children's Trust in Cheshire East is responsible for mobilising support across the partner agencies to secure improvements in identifying the needs of vulnerable children and intervene earlier to prevent the need to recourse to costly and expensive statutory, specialist or acute services at a later stage. While the role of the LSCB is to focus upon safeguarding arrangements the role of the Trust is wider, and should if effective, have a preventative focus ie. Agencies working better together earlier minimises risks to children by the improved arrangements for identifying needs and intervening sooner.

Role of elected members in the Safeguarding Agenda - Proposal

- 10.36 Members rightly need to have regular updates around progress and any challenges around Safeguarding to enable them to ask relevant questions/challenge if they are to effectively discharge their duties.
- 10.37 Members have expressed a desire and interest in observing the Social Care Services to enable them to gain even more understanding and insight into the child's journey through the statutory process.
- 10.38 Such request is warmly welcomed, as it will provide Members with an opportunity to meet frontline staff, families and children and young people by practically observing processes such as:
- A strategy discussion in respect of s47
 - A legal gate keeping meeting where there is a potential for children to be placed in care.
 - Shadow/observe staff in the new Children's Assessment Team
 - Observe an Initial Child Protection Case Conference
 - Observe a Core Group Meeting
 - Shadow/observe staff in the Child in Need/Child Protection Team
 - Shadow/observe staff in the Safeguarding Unit.
 - Observe the LSCB in action, including an opportunity to meet the Chair
 - Opportunity to follow a child's journey through the various stages of the statutory process.
- 10.39 At any given time members during this observation would have an opportunity to ask further questions/ challenge processes through an agreed protocol, which will ultimately assist members in gaining an overall sense of the experience of how statutory intervention is managed.

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	Initial Action	Timescale	Risk/other Factors	Person Responsible	Action Update/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	Last update 25/11/10 <u>This update 01/02/2011</u> The new Children's Assessment Team came into being on the 15/12/2010. it replaces Access and other duty systems. The core function of the service is to manage all incoming work to Children's services, through to and including Initial Assessments; section 47/core assessments (child protection); Initial CP Conferences; First Cared for Children review prior to transfer to longer term teams/or redirection back through to agency for CAF/other non statutory services.

					<p>The implementation of the new CAT service has been designed to ensure that assessments will be consistently completed in a timely way. Evidence that we are achieving this will be reflected in reports that have been developed which will reflect 7 and 10 day working framework for Initial assessments and 35 day working framework for Core Assessments.</p>
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<p>(2) 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>With immediate effect.</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>Shirley Jordan - PM Julie Lewis – PM</p>	<p>Last update 25/11/10 <u>This update 01/02/2011</u></p> <p>The new CAT service enables a timely and responsive action to any contacts/referrals coming into Social Care.</p> <p>Practice Consultants have now assumed their new role, which has allowed Group manager's to take up their strategic/QA role of which auditing has been a key development and is</p>
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	Weekly reporting card per team required to identify Initial and Core Assessments progress.	Linked to ICS/ICT programme – ongoing.	Change request likely to be delay to ICT services to enable such information to be available.	Mark Bayley/Bev Harding	<p>reflected in a team action plan.</p> <p>All Group Manager's have been provided with guidance which enables them to download and access weekly reporting cards as part of their management responsibility/overview of service delivery. Principal Manager's ensure through supervision and team meetings that such reports are being accessed and challenging where needed re delays in completing.</p> <p>Evidence that manager's are undertaking such audits will be through a regular report into the Integrated Delivery Team Meeting and the Senior Manager Team Meeting. In addition through supervision with Group Managers and Principal Managers</p>
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<p>(3) 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 around risk, decision making and care planning.</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>Last update 25/11/10</p> <p><u>This update 1/2/2011</u></p> <p>Training programme is ongoing and being delivered. In addition Action learning sets have been agreed and are due to commence within the next month with frontline teams.</p> <p>'Work has also begun to develop and/or commission bespoke support to establish a multi agency risk assessment tool, informed in part by learning from serious case reviews, to enhance the quality of assessment and analysis'. It is anticipated that this training programme will be delivered within the next three months</p> <p>In addition and within the same timeframe as above bespoke training is also being commissioned in relation to effective minute</p>
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	Quality assess via auditing programme by Safeguarding QA to measure quality of assessments ensuring they are linked to need and are child focused	With immediate effect		Safeguarding Unit	<p>taking. This will cover child protection conferences/Reviews and Strategy Meetings and will include IROs/Practice Consultants chairing meeting skills as well as Unit Coordinators/Administrators taking minutes. Further audits will assess impact.'</p> <p>This action has now been merged into Area development number 4 see below for further information</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</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</p>	With immediate effect – need to ensure ongoing timetabling of dates throughout the year.		Principal Manager Safeguarding unit, In conjunction with Principal Managers Integrated Delivery, Group Managers, Annas Feeny workforce development.	<p>Last update 25/11/10 <u>This update 1/2/2011</u></p> <p>Please find attached report following outcome of first audit undertaken by the safeguarding unit.</p>  <p>C:\Documents and Settings\ar513s\My C</p> <p>Further audits are currently</p>

children had not been adequately assessed. The quality of recording of these enquiries also varied.	standards in practice and back to basics training.				<p>being undertaken these include:</p> <ol style="list-style-type: none"> 1. Audits of Social care Supervision files 2. Case File audits with a specific focus on Child in need cases. <p>Outcome of these audits will be reported at next quarterly update of this action plan</p> <p>In addition following the appointment of the new Principal manager of Safeguarding the QA programme is being further developed to ensure a more robust auditing process.</p>
(5) The quality of child protection strategy meeting minutes is inconsistent. In some cases, inspectors saw brief and superficial records which lacked	<p>Linked to action 4, implement auditing programme.</p> <p>Also linked to action 3, development of</p>	With immediate effect.		Safeguarding unit, Principal Managers Integrated Delivery, Group Managers, Annas Feeny workforce development.	<p>Last update 25/11/10</p> <p><u>This update 1/2/2011</u></p> <p>Please refer to area development no 4 for progress update</p>

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.	standards in practice and back to basics training.				
(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 been secured to purchase a new system.	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	<p>Last update 25/11/10 <u>This update 1/2/2011</u> The local Authority are taking the following steps to secure improvement in the management information drawn from the system:</p> <ol style="list-style-type: none"> 1. The completion of a business objects reporting environment which draws on all the data relating to Child Protection cases – this complements the suite of data relating to Cared for children. There are a range of readily accessible reports that cover all children who have/are subject to a Child Protection plan 2. The development of reports relating to the number of initial and core assessments completed and the timescales for

					<p>completion by social worker and sign off by manager. These are to be monitored on a 7 and 10 working day timeframe.</p> <p>3. Implementation of a CIN census reporting module which will improve the delivery of the statutory returns</p> <p>4. Mapping of all existing business processes to ensure training reflects current practice and regular revision as appropriate</p> <p>5. Testing and implementation of PARIS 4.4 upgrade which provides some new functionality to ICS, rectifies some existing systems bugs and offers some cosmetic changes which will make the system easier to navigate</p> <p>6. Investigation into current referral practice and identification of changes and new reports to support better referral information base</p>
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					<p>Additionally further investment is being made to support staff in their use of PARIS and ability to navigate it effectively.</p> <p>It should also be noted that Eileen Munro's interim report again makes significant reference relating to ICS:</p> <p>"ICS she states remains a very poor tool for mapping a child's journey, research shows that the current documentation makes it difficult to 'see the child'</p> <p>Feedback to the review shows considerable enthusiasm for rediscovering family based recording, whilst preserving the child's unique record within the family. Some suppliers are working on this, but it is a challenge when they have designed the system to a rigid specification which precludes family records.</p> <p>There is a consensus that genograms and</p>
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					<p>chronologies are crucial, but as yet there has been limited success in providing these within the current packages.</p> <p>It is important to that even optimally – designed ICT cannot replace human effort in the crafting of meaningful chronologies. It can only search for incidents and present them in a list it cannot interpret these. This attention to human factors is essential in any subsequent systems. In the future , ICT design should make full use of mixed media”</p> <p>Professor Munro confirms in her executive summary:-</p> <p>“The review is considering how user centred design of assessment and decision making tools can provide better aids to professional reasoning. The review is working in particular with practitioners on how the design of Integrated Children’s System (ICS) software can be made</p>
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					<p>more user friendly and efficient”</p> <p>The decision for Cheshire East not to commission a new ICS system has been based on the view that Professor Munro in her final report will be making clear recommendations that sees a more supportive and meaningful process of case. This will help inform any future system Cheshire East will want to consider.</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</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>Last update 25/11/2010 <u>This update 1/2/2011</u></p> <p>This section has been merged under area development no 4 Please refer above for full update</p>

reported to Cheshire East Safeguarding Children Board to drive improvement.					
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Catherine Knowles

Head of Safeguarding and Specialist Services

01/02/2011

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STRATEGY
CORPORATE PARENTING



Strategy Content	Page
1) Foreword	3
2) Aims and scope of the Strategy	3
3) Background and context	4
4) Vision	6
5) Our Pledge to Children and Young People in our Care	7
6) Principles	7
7) Priorities	8
8) Resources	8
9) Measures of Success	9
10) Equality Impact Assessment	10
11) Links to the Aspire Values	10
12) Monitoring and Evaluation	11
13) Arrangements for reviewing the Strategy	11
14) Feedback	11
Appendix TBC – Cheshire East pledge to Children and Young People in Care	TBC

Appendix TBC – National Indicators relating to Cared for Children	TBC
Appendix TBC – Corporate Parenting Board Terms of Reference and Membership	TBC
Appendix TBC – Children in Care Council Constitution	TBC
Appendix TBC - Action Plan	TBC

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Strategy Content

1. Foreword

‘Our aim is to make this the best place in the world for our children and young people to grow up.’

The Children’s Plan, Cheshire East Council

Our experiences in early childhood and through to our teenage years are critical in shaping our future happiness and set the foundations for what we can achieve throughout our adult lives. Good parenting is vital. This is why the role of Corporate Parent is one of the most important responsibilities of the Local Authority. Cheshire East has a legal and moral duty to support children in our care and those leaving care in the way that any good parent would support their own children. This is a role that we take very seriously. The circumstances and experiences of cared for children and young people mean that they are often disadvantaged in life. Narrowing the gap between the achievements of children in care and all children requires us to do much better for this vulnerable group. No one team or agency can do this alone. It is essential that every department within the Council and our partner organisations share the responsibilities of the corporate parent.

As a corporate parent, we are committed to do the very best to improve outcomes. To this end, we have made a pledge to our cared for children and young people. Our challenge is to deliver on this pledge, putting these children and young people at the heart of all that we do so that they have the opportunities they need to fulfil their potential.

This strategy sets out how Cheshire East intends to fulfil its Corporate Parenting responsibilities in a way that puts children and young people at the heart of improvements in the planning, delivery and evaluation of our services. This strategy forms the framework to which all Cheshire East staff, Councillors and our partners will work.

Signed
Councillor Hilda Gaddum
Lead Member for Children’s Services

Signed
Lorraine Butcher
Head of Children & Families

2. Aims and Scope of the Strategy

“Central government, local authorities and their partners in children’s trusts, individual professionals and carers all share a responsibility for ensuring the best for children and young people in care – as they would for their own children. Children in care should be cared about, not just cared for” (Care Matters: Time for Change, DFES, June 2007)

- 2.1 When a child becomes cared for by Cheshire East, the Council becomes their Corporate Parent. This means that everyone who works for the Council and the councillors elected to represent the Council and make decisions for Cheshire East have a special and important responsibility in meeting the corporate parent role. A child or young person is 'cared for' if they are subject to a Care Order or are being cared for under a voluntary agreement, subject to the Children Act 1989. The local authority has a statutory duty to those aged 0-18 years and up to 21 years as care leavers or 24 years if they are in full time education.
- 2.2 The role of the local authority as a corporate parent is to achieve good parenting for cared for children and young people and, in broad terms, the whole Council is expected to do what any good parent would do. This includes promoting our children's educational aspirations, economic prospects, ensuring their health, safety and well-being, supporting their culture and celebrating their achievements in life.
- 2.3 The overall aim of this strategy is to improve the life chances of Cheshire East's cared for children and young people through the development of a joint approach to the delivery of services. Working with key partners from other agencies, Cheshire East aims to continuously improve the outcomes of cared for children, in line with their peers.
- 2.4 The purpose of this strategy is to outline a council-wide vision of our role as corporate parents and to ensure that we are all, supported by our partners, working towards a common vision and priorities for our cared for children and young people.
- 2.5 The aspirations and objectives outlined within this strategy are by no means exhaustive and will be contributed to over time. As other council departments and partners sign up, other aspirations and offers will be revealed.

3. Background and Context

National Picture

- 3.1 At any one time around 60,000 children and young people are cared for nationally. This represents around 0.5% of all children. As many as 85,000 children will spend some time being cared for over the course of a year, with many entering and leaving the system rapidly. Forty per cent of children remain looked after for less than six months and only 13% are cared for five years or more. It is well documented that these children and young people underachieve educationally and are highly represented in areas such as teenage pregnancy, unemployment, youth offending, poor mental health, drug and alcohol misuse and homelessness.

The Statutory Framework

- 3.2 The *Children and Young Persons Act*, which was granted Royal Assent on 13 November 2008, provides the necessary legislative support to improve the care system for children and young people in England. It underpins the Care Matters White Paper, *Care Matters: Time for change (June 2007)* and the implementation plan *Care Matters: Time to deliver for children in care (March 2008)*. This aims to support the Children's Trust, led by the Lead Member and the Director of Children's

Services, to transform outcomes for children and young people in care, encouraging systematic planning and improvement, led by local agencies and professionals.

- 3.3 The current Ofsted inspection regime has a particular focus on services and outcomes for looked after children, alongside the inspection of safeguarding. The government has set out some key national indicators for local authorities to work towards improving provision for cared for children. These are set out in Appendix X

Cheshire East Context

- 3.4 Cheshire East has 460 (July 2010) children who have been placed in the care of the Local Authority. This represents 0.6% of the total population of Cheshire East children aged 0-19. The number of children brought into the care of the LA has been steadily increasing. This rise is evident across all LAs in the North West. The need to provide additional resources to strengthen services for cared for children has been recognised by members who have secured additional resources to improve provision. As a result the LA has improved residential accommodation and a developed Cared for Children's team which incorporates a new placement team which will ensure cared for children are matched to, and placed in, appropriate provision according to their individual needs. The majority of Cheshire East's cared for children are placed with foster cares; 53% of Cheshire East's are placed with Cheshire East foster parents (53%) and 18% are placed with external foster carers. The percentage of cared for children in residential placements is small, 0.09% in Cheshire East and 9% in external placements. Rigorous monitoring of cared for children's academic progress is undertaken on an annual basis and initial results, which have yet to be verified, show an improving picture in 2010.

4. Vision

- 4.1 To reach their full potential cared for children have a right to expect everything from the local authority that would be expected from a good parent. Cheshire East's vision for cared for children and young people is to create an environment and deliver services in which they can flourish, as the basis for a fulfilling life. By working together effectively our children should:
- be and feel safe and protected
 - make healthy choices and have opportunities to live active lives
 - enjoy and do well in school – all should achieve their potential in learning
 - be engaged in positive activities that challenge and inspire
 - be confident about their plans and on a path to a secure and independent future
- 4.2 Cheshire East's Children and Families vision is for:
- a place where all children and young people are supported well to maximise their life choices

- responsive, locally based services, that make sense to children, young people and their families, that addresses their needs early
- a place where no child is left behind because organisations do not work together

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5. Our Pledge to Children and Young People in our Care

- 5.1 Young people themselves through the Children in Care Council have agreed a pledge which sets out their expectations of the Council which are detailed in Appendix ...

'You will be as passionate and committed to looking after us as you would your home grown children – and want no less for us. Being in care will not be a reason for missing out.'

The Pledge, Cheshire East Council

6. Principles

6.1 Cared for children have the right to:

- Be heard and their voices acted upon
- Feel safe
- Help and support through to their adult life
- High quality placements that meet their needs
- Well trained and skilled staff and carers
- Stay in touch with people who are important to them
- Timely decisions, robust plans and regular reviews
- Access to high quality education, health, sport, leisure and cultural activities
- Have their achievements recognised and rewarded

6.2 Cheshire East will ensure that:

Corporate Parents all ask, “Would this be good enough for my child?”

In line with the Children in Care Council’s pledge corporate parents will aim to ensure that Cheshire East’s cared for children:

- Remain with their locality wherever possible
- Wherever possible ensure they have contact with their family
- Be listened to and have their views respected
- Have access to the services and activities they need, when they need them
- Be treated as an individual
- Not discriminated against because of gender, race, disability, sexuality or by the fact of ‘being in care’
- Know that everybody in the council is working for them to meet their needs
- Have our support and care for as long as it takes.

6.3 Cheshire East will support cared for children by offering for example:

- High quality nursery, school and Further Education places
- Priority housing for care leavers
- Work experience within the council
- Employment opportunities
- Apprenticeships and traineeships
- ICT support for care homes and foster carers
- Free leisure passes
- Visits to children's homes
- Mentoring from staff to support young people

7. Priorities

Our Priorities for those children cared for by Cheshire East include

- Understanding the individual nature of our 'cared for children' in order to provide appropriately for them
- Ensuring they have safe, stable placements with carers best able to meet their needs
- Ensuring that they are involved in decisions about their lives and in the development of services provided for them
- Ensuring where necessary they have access to additional services which will improve their life chances and enable a successful transition to adulthood
- Ensuring every councillor and officer of the council understands their corporate parenting responsibilities.

8. Resources

The Corporate Parenting Board will have responsibility for ensuring that all council departments and their partner agencies contribute effectively to their corporate parenting responsibilities. This may include the provision of specific resources.

Children in Care Council (CiCC)

'Care Matters' and its implementation plan require the local authority to set up and support a 'Children in Care Council' to enable the council and its partners to have regular dialogue with local children in care, involving them in shaping and delivering services.

Cheshire East has pro-active Children in Care Council that meets monthly. The constitution for this group is set out at Appendix X. The CiCC has a regular input on services that affect them. Representatives from the CiCC are also involved in the recruitment of key staff, including the Virtual Headteacher for Cared for Children.

Cheshire East Corporate Parenting Board

The Corporate Parenting Board for Cheshire East is the strategic board which will promote, support and monitor all corporate parenting activity of the council. It was established in 2010. The Board will report progress in respect of corporate parenting activity to the Trust and to the Local Safeguarding Children's Board. The views of the Children in Care Council and of those people engaged in caring for our Cared for Children will also be made available to the Board. In addition, it will present an Annual Corporate Parenting Report to the Council. The Terms of Reference of the Board are set out in Appendix ?

Virtual Headteacher for Cared for Children

Cheshire East has appointed a 'Virtual Headteacher' to:

- Ensure that there is cohesive educational entitlement and effective educational provision for all cared for children.
- Ensure that cared for children achieve their full potential in accordance with the Every Child Matters Change for Children programme.
- Be responsible for the vision and leadership of the Local Authority's approach to the education of cared for children and consult and share appropriately with all stakeholders.
- Contribute to safeguarding and welfare of cared for children.
- Champion the educational needs of cared for children across the local authority area and those placed out of the authority.

The Virtual Head will work closely with social workers, schools, settings and services to raise their awareness of the importance of education for cared for children and ensure that they treat education as a high priority.

Cared for Children Service

The Cared for Children service has responsibility for ensuring the LA discharges its duties for Cared for Children in line with its statutory duties and best practice requirements. Aspects of this service include; care planning, placements and support for the emotional health and well-being of cared for children.

9. Measures of Success

- 9.1 If Cheshire East is successful in achieving its vision, cared for children and young people can expect to see improvements in the following:
- The **voices of cared for children and young people** will be heard and will influence practice and policy

- **Greater stability of placements** - children and young people will be well matched and supported in their placements
- **Educational achievement** – children will reach their potential and the gap in achievement between cared for children and their peers will be narrowed
- **Health of cared for children** – health assessments and positively responding to their needs will improve their physical, emotional and mental health
- **Safeguarding** – staff who are appointed to care for children and young people will be safely recruited, trained, supervised and managed
- **Services will work together and communicate effectively** to meet the needs of cared for children and young people
- **Positive activities** – cared for children and young people will be supported in their emotional well-being, self esteem and confidence through engaging in leisure activities, volunteering etc
- **Transition to adult services** – children and young people will be supported into adulthood
- **Access to employment and training opportunities** will ensure that cared for children and young people achieve economic well-being
- **High and realistic aspirations** of cared for children and young people

10. Equality Impact Assessment

10.1 An Equality Impact Assessment was completed in August 2010.

11. Links to the Aspire Values

11.1 Cheshire East's Corporate Parenting Strategy works towards the Aspire values set out below.

Action	<ul style="list-style-type: none"> • implementing change • balancing urgency to change with quality • taking responsibility for solving problems • Being flexible about the way we work
Support	<ul style="list-style-type: none"> • Communicating clearly and openly • Sharing information and best practice • Working together, being prepared to compromise • Encouraging and supporting others to achieve their potential
People	<ul style="list-style-type: none"> • Understanding people's needs and requirements • Treating each person as an individual, providing choice, where possible • Making processes simple • Agreeing realistic timescales and keeping people informed

Integrity	<ul style="list-style-type: none"> • Treating everyone with dignity and respect • Speaking up when others are behaving inappropriately • Facing up to difficult or awkward questions • Separating personal feelings from professional requirements
Recognition	<ul style="list-style-type: none"> • Involving all team members, valuing their differences • Acknowledging everyone's efforts and contributions • Giving feedback positively and constructively • Celebrating success
Excellence	<ul style="list-style-type: none"> • Taking the initiative and making suggestions • Keeping up to date with new developments • Trying new ideas and approaches • Reflecting and learning from our own and others' experiences

12. Monitoring and Evaluation

12.1 This strategy will be monitored and evaluated in the following ways:

- **Listening to cared for children and young people** will be an intrinsic part of Cheshire East's monitoring and evaluation of this strategy
- The **effective use of local data** will aid Cheshire East in identifying areas for improvement and the extent to which national and local indicators around cared for children are being met
- **Internal audit** of our services and their effectiveness
- **External evaluation** of Cheshire East's effectiveness in delivering this strategy is essential if the LA wants to ensure it delivers continuous improvement. Ofsted's role, as a regulator for settings and services and as the inspectorate for local authority children's services, is vital in terms of monitoring the effectiveness of policy and practice
- **Positive feedback** from partners, agencies, parents, carers and children and young people about the service

13. Arrangements for Reviewing the Strategy

13.1 This strategy will be reviewed regularly to ensure that it is in line with legislation, guidance and good practice around cared for children. As a minimum, this will be reviewed annually by the Corporate Parenting Board. The Board will agree any changes to the strategy.

14. Feedback

- 14.1 If you have any feedback on the contents of this document, we would very much like to hear from you. Please contact the author detailed below.

Created by: M Swindells/Julie Lewis
Contact: Julie.lewis@cheshireeast.gov.uk phone 01606271851
Version: Version number 3
Consultees:
Status: Draft/approved (if so, when and by whom) SMT – 12th January 2011
Date: Date approved – 12th January 2011 and to Corporate Management Team
Stored at: Internet/intranet address

DRAFT

NATIONAL INDICATORS RELATING TO CARED FOR CHILDREN**Be Healthy**

NI 58 Emotional and behavioural health of children in care

Stay Safe

NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption

NI 62 Stability of placements of looked after children: number of moves

NI 63 Stability of placements of looked after children: length of placement DCSF

NI 66 Looked after children cases which were reviewed within required timescales

NI 71 Children who have run away from home/overnight care

Enjoy and Achieve

NI 99 Children in care reaching level 4 in English at Key Stage 2

NI 100 Children in care reaching level 4 in Maths at Key Stage 2

NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

Economic Well-being

NI 147 Care leavers in suitable accommodation

NI 148 Care leavers in employment, education or training

LOCAL INDICATORS FOR CHESHIRE EAST

Fostering	-	no's of expressions of interest
	-	no's of initial visits
	-	no's of approvals
	-	no's of reasons for de-registrations
Adoption	-	no's of expressions of interest
	-	no's of initial visits
	-	no's of approvals
	-	no's of reasons for de-registrations
Attainment	-	Take up of nursery places for 3/4
All Cared for Children	-	Take up of leisure opportunities
	-	Take up of apprenticeships
Unit cost of placements		

This suggested pledge has been drawn up by experts, ie those who have first-hand knowledge of growing up in care.

Our aim is for all children and young people in Cheshire West & Chester / Cheshire East to receive the best parenting possible.

THE PLEDGE

You will be as passionate and committed to looking after us as you would your home grown children – and want no less for us. Being in care will not be a reason for missing out.

The pledge should link into all decision-making structures that relate to children through Cheshire West & Chester / Cheshire East.

Your Pledge should be based on children's rights under United Nations Convention on the Child (UNCRC), to which Britain is a signatory, as well as all rights awarded under relevant legislation, regulations and guidance

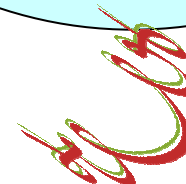
YOU WILL ACTIVELY INVOLVE US IN THE DECISIONS THAT AFFECT OUR LIVES AND GIVE US OPPORTUNITIES TO BE INVOLVED

- You will:
 - ask us what we want to say
 - listen to what we say
 - act on what we say
 - tell us what you have done and when you have done it
- You will give us clear information about the bigger picture too - like policies that affect us - but let us know in language we can understand, not just big documents
- You will give us a range of approaches, both formal and informal, that let us participate on our terms
- You will give us structured opportunities to be involved in recruitment of staff (at all levels) and foster carers, as well as ongoing appraisals.



YOU WILL KEEP US SAFE

- You will ensure we are placed where it is safe for us and where we are well looked after
- You will not move us when we are happy and settled unless there is an issue around our welfare - and you will explain that clearly to us
- You will check that we will be given good quality parenting, by monitoring and offering ongoing training opportunities to carers/residential staff
- You will listen to us when we have concerns



**YOU WILL HELP AND SUPPORT US TO SORT
OUT ANY PROBLEMS OR WORRIES WE
HAVE**

- We will always be able to speak with our carers, social worker, family member, independent reviewing officer or teacher and know how to get hold of everyone. This means having access to a phone
- If we have no credit on our mobiles, you will make sure there are other ways to say if we are unhappy about something or have a complaint
- You will know us well enough to recognise when we are unhappy and help us to do something about it
- You will make certain we can contact independent advocates easily and that we have the number of a children's complaints officer
- As lead Councillor member, or as senior staff member responsible for children's services, you will make sure all your systems are easily understandable for children and young people



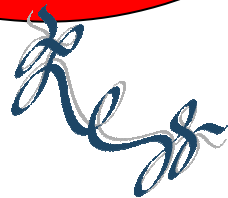
**YOU WILL RESPECT US AS INDIVIDUALS,
WITH DIFFERING WANTS AND NEEDS - AND
TAILOR THE SERVICE WE GET, TO FIT US**

- You will respect our rights in relation to disability, sexuality and race. You will support our right to follow both our culture and religion if that is our wish. You will understand that we are at different ages and our needs and wishes may change
- You will make sure everyone is encouraged to participate at a level they are comfortable with and that everyone is actively listened to whatever age or ability, so that this becomes part of the everyday life in Cheshire West & Chester/ Cheshire East
- You will recognise the difference between living in residential care or a foster family and how those differences affect young people
- You will give us extra support when we need it
- You will respect our right to privacy, with information stored on a 'need to know' basis



**YOU WILL HELP US STAY IN TOUCH WITH
PEOPLE WHO ARE IMPORTANT TO US**

- You will help us stay in touch with our birth families (where appropriate, and if in our plan); previous foster families; friends and other people who are important to us where this is possible and if this is what we want to happen
- If this can't happen, you will be upfront with us and explain the reasons why
- You will help us keep items of our personal history safe, like photos of friends, family and school
- At 18, you will give us access to information that has been kept about us, where that is possible



**YOU WILL MAKE SURE WE HAVE NAMED
WORKERS, WHO WILL STAY WITH US
WHILST WE GROW UP**

- You will provide us with qualified named social workers and only change them if there is a problem
- You will expect all workers employed by Cheshire West & Chester/Cheshire East to tell us when they will visit and you will employ workers who are reliable, punctual and safe people to be around children.
- You will let us know ways to contact our worker/s and if we leave a message for them, someone will get back to us within 2 working days
- You will use text messaging, emails etc as our preferred way of contact, unless we tell you differently



YOU WILL HELP US KEEP HEALTHY AND WELL

- You will help us get age appropriate and clear information about our health
- You will make sure all our hospital/GP and dental appointments are kept or we are supported to attend
- You will let us know where and how to get confidential help and advice
- You will contribute to issues around road safety and environment concerns that affect our health, as a good parent would
- You will give us guidance about healthy living, diet and exercise
- You will make sure there are safe places for us to play, that we can get to easily

YOU WILL SUPPORT US TO HAVE DIFFERENT EXPERIENCES, SO WE HAVE THE CHANCE TO DEVELOP OUR TALENTS, HOBBIES AND INTERESTS

- You will support us to do the things we enjoy
- You will reward and celebrate our achievements in our lives and education with us
- You will be committed to our success in all aspects of our life

YOU WILL HELP US ACHIEVE WHAT WE
ARE CAPABLE OF, AT SCHOOL AND AT
COLLEGE, AND GIVE US EXTRA SUPPORT
IF WE NEED IT

- You will actively encourage our social development
- The plan to support us at school will be recorded on our personal education plan and we will get a copy
- You will give us more choice in the school we attend.
- You will listen to our views about our school

YOU WILL HELP US MOVE ON TO ADULT LIFE

- You will support us to have a range of high quality work experience places
- The Council will act as a 'family' firm and give us priority in apprenticeships
- You will give us practical help, like driving lessons
- You will save for us when we are younger so we have something to help us when we start out
- You will help us learn about how to manage our money and how to get credit, etc
- You will help us fill out forms with other agencies such as housing and help us with all the negotiations
- You will support us if we make mistakes and help us get back on track

CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting:	15 February 2011
Report of:	Borough Solicitor
Subject/Title:	Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2011 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.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 Not known at this stage.

7.0 Financial Implications for Transition Costs

- 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 7 December 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:

Name: Mark Grimshaw
Designation: Scrutiny Officer
Tel No: 01270 685680
Email: mark.grimshaw@cheshireeast.gov.uk

As of 04/02/2011

Children and Families Scrutiny Committee Workplan: September 2010 – April 2011

Portfolio Holder – Hilda Gaddum

Historical Record

Date of Meeting	Agenda Setting Meeting	Topic	Purpose/Key issues (including origin)	Comments post meeting
16 September 2010 (Mid Point meeting)		Performance Monitoring Report – 2010 Exam Results	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 Children's Services update	To listen to an update of the redesign and for the Committee to be aware of the proposed action plan and direction of travel.	Keep the Committee updated of any developments
		Draft Children's Plan update	To provide the committee with an update	Involve the Committee in the consultation process due in mid-November 2010
		Developments in central government thinking	Update / Brief	More will be known post CSR – perhaps bring this back to Committee in November?
		Connexions update	Update / Brief	In period of consultation – option to bring back to Committee after decision is

				made to consider future options.
Date of meeting		Topic	Purpose/Key issues (including origin)	Comments post meeting
19 October 2010		Academies Update	To update the Committee on the Academies Act 2010 and its financial implications	Updates brought to the committee on a ¼ basis.
		SEN Review	To inform the Children and Families Scrutiny Committee of the Children and Families review of Special Educational Needs (SEN) provision and progress made to date.	That the Committee receive further updates on the progress of the review, especially as recommendations develop
		Annual Unannounced Inspection	Update the Committee on the progress of the action plan	Updates brought to the committee on a ¼ basis
		Regulation 33 visit	As a result of the recommendation of the residential provision review	Updates to be brought bi-annually (March 2011)
Date of meeting		Topic	Purpose/Key issues (including origin)	Comments post meeting
16 November 2010 (mid point)		Macclesfield High School Update	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	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	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	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	Purpose/Key issues (including origin)	Comments post meeting
7 December 2010		Government White Paper on Education briefing	To brief the Committee on the content and possible implications of the Govt's White Paper	
		Family support review	To receive and consider the recommendations of the Family Support T&F review	
		Action plan from unannounced inspection update	To follow up the update provided on 19.10.10	
		Schools Inspection Report	To receive and comment on the schools inspection report	
		Macclesfield High School – Committee Consultation	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	To ratify the T&F group and note the group's terms of reference.	
Date of meeting		Topic	Purpose/Key issues (including origin)	Comments post meeting

20 January (mid point)	15/12/10	SEN review update	To update Members on the progress of the SEN Review.	Paper to be brought to Committee in March
		Academies update (verbal brief)	Update/Brief	To be updated on a 1/4 basis
		Corporate parenting (draft consultation version)	To receive and comment on the draft corporate parenting strategy	Paper to be re-submitted in February
		Children's services performance rating	Update	
		Establishment of a Pupil Referral Unit (Short Stay School)	Brief	
		Outline of strategy for Member engagement into: Social Services Systems (possible T&F group to be scheduled in 6/9 months time) Intervention and Inspection options around education support (due to the changing policy landscape and evolving role for LAs)		Members to discuss the form of their engagement in February. Work to start in June 2011 To follow up post Mark Bayley report.
		Macclesfield High School Closure / Macclesfield Academy	Update / brief	

Next Agenda Setting Meeting: 17/02/2011

Ongoing items/reviews

Item	Reporting:	Committee Meeting							
		16/09 (mid point)	19/10	16/10 (Mid point)	07/12	20/1 (Mid point)	15/2	15/3 (Mid point)	12/4
REDESIGN OF CHILDENS SERVICES 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	When Appropriate	X							
PERFORMANCE REPORTING (key exceptions – red/amber and explanations/commentary) to include adoption rates, staffing information and profile of children in Cheshire East	Quarterly (except in instances of a red flag)					X			
INDEPENDENT INSPECTIONS OR REVIEWS <ul style="list-style-type: none"> • Annual Unannounced Inspection • Children Services Performance Rating • Schools Inspection 	Quarterly		X		X	X	X		
SAFEGUARDING	When Appropriate						X		
REGULATION 33	Bi-annual		X						
BUDGET PROCESS	When Appropriate					X			
REVIEW OF WORK PROGRAMME	Regular		X		X		X		
ACADEMIES	Quarterly		X			X			
SEN REVIEW	When Appropriate		X			X		X	

Possible Future Issues / Items (Chronology)

Item	Corporate Priority / Targets	Suggested Action	Notes	Due Date and Status
Fostering Inspection	Supporting and Protecting our young and vulnerable people in Cheshire East	Review Result when available		tbc
Adoption Inspection	Supporting and Protecting our young and vulnerable people in Cheshire East	Review result		tbc
Corporate Parenting	Supporting and Protecting our young and vulnerable people in Cheshire East	Work in progress – come to Committee for comment in February	Verbal update provided 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	15/02/2011 On track
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) <u>Request action plan for recommendations</u>	Recommendations went to Cabinet for consideration on 20.09.10. Formal Response provided in January	tbc
Family Support Services	Supporting and	Recommendations	Going to Cabinet 20/12/2010. Waiting for	tbc

	Protecting our young and vulnerable people in Cheshire East	came to Committee in December 2010.	formal response.	
Education Attainment	Supporting and Protecting our young and vulnerable people in Cheshire East	Headlines submitted when available Possible task and finish group to review the work of the multi agency improvement and achievement group (on hold)	Detailed analysis of 2010 results provided at the mid point meeting 16.09.10	tbc
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		tbc
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 – January/March?)	Update provided 16.09.10	tbc
Teenage Pregnancy Reduction	Supporting and Protecting our young and vulnerable people in	Wait for result of White Paper		tbc

	Cheshire East			
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	tbc
Fostering Services	Supporting and Protecting our young and vulnerable people in Cheshire East	Review of adequacy task and finish group set up	First Meeting held 13/12/2010 Due to report in April	12/04/2011 On track
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	tbc
Every Child matters	Supporting and Protecting our young and vulnerable people in Cheshire East	Revisit – possible refresher training to be arranged		tbc
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	tbc
Macclesfield High School Review	Supporting and Protecting our	To keep Committee updated after	Update provided on 27.07.10 and 07.09.10	tbc

	young and vulnerable people in Cheshire East	consultation events (possibly on January meeting)		
Obesity and Diabetes Review	Supporting and Protecting our young and vulnerable people in Cheshire East	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)	May 2011 On track
Director of Public Health	Supporting and Protecting our young and vulnerable people in Cheshire East	To attend Committee to explain how they are going to report on children's health issues.		tbc
Government White Paper	Supporting and Protecting our young and vulnerable people in Cheshire East	Items to be brought to Committee when details emerge.		tbc
Member Engagement in Social Services Systems	Supporting and Protecting our young and vulnerable people in Cheshire East	Members to discuss form of this – Feb Work scheduled to begin in June		June 2011 On track
Member Engagement in Intervention and Inspection options around education support	Supporting and Protecting our young and vulnerable people in Cheshire East	Members to discuss the form of this following a report from Mark Bayley.		June 2011 On track

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.
School Admissions Policy / TLC review	14.12.10	Superseded by White Paper 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	Reported to Committee 07.12.10. Went to Cabinet 20.12.10
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 13/12/2010.
Social Services Systems	Possibility of Task and Finish Group tbc by Officers – scheduled for May 2011

Forward Plan 1 February 2011 to 31 May 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
CE10/11-64 Whole System Commissioning	To agree to the implementation and trial of integrated whole system commissioning following GP consortia agreement for Adults, Children, Health and Wellbeing.	Cabinet	14 Mar 2011	With GP consortia.	Health and Adult Social Care, Children and Families	Phil Lloyd, Director of Adult, Community Health and Wellbeing Services
CE10/11-70 Learning Outside the Classroom - Strategic Health and Safety Policy for all Learning Environments	To approve a revised policy, for use across a variety of settings, in line with new guidance for all forms of learning outside the normal school environment.	Cabinet	14 Mar 2011	With Head teachers and by training events in schools and as part of a national consultation process.	Children and Families	Lorraine Butcher, Director of Children and Families
CE10/11-80 Determination of Admission Arrangements for September 2012 and Subsequent Years	To approve proposed school admission arrangements commencing September 2012 and to authorise officers to take all necessary actions to implement the required notification.	Cabinet	11 Apr 2011	Statutory consultation between 1 January and 1 March 2011.	Children and Families	Lorraine Butcher, Director of Children and Families

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