

Children and Families Scrutiny Committee Agenda

Date: Tuesday, 26th July, 2011
Time: 1.30 pm
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 28 June 2011.

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**

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.

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

5. **Annual Announced Inspection**

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

6. **Children & Families Performance Report** (Pages 9 - 30)

To consider the report of the Quality Assurance Manager.

7. **Independent Reviewing Officers Report 10/11 - Annual Report** (Pages 31 - 96)

To consider a report of the Principal Children's Safeguarding Manager.

8. **Cheshire East Family Service** (Pages 97 - 128)

To consider a report of the Head of Service - Early Intervention & Prevention.

9. **Work Programme update** (Pages 129 - 138)

To give consideration to the work programme.

10. **Forward Plan - extracts** (Pages 139 - 140)

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

11. **Consultations from Cabinet**

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

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Scrutiny Committee**
held on Tuesday, 28th June, 2011 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor A Kolker (Chairman)
Councillor K Edwards (Vice-Chairman)

Councillors L Brown, S Gardiner, P Hoyland, D Mahon, D Neilson, W Livesley,
G Merry and B Silvester

Apologies

John McCann, Jill Kelly and Councillor Hilda Gaddum

In Attendance

Councillor Rhoda Bailey

Officers

Lorraine Butcher	Director of Children's Services
Fintan Bradley	Head of Strategy, Planning & Performance
Cath Knowles	Head of safeguarding & Specialist Services
Glynis Williams	Safeguarding Manager (Reviews and Conferences)
Mark Grimshaw	Scrutiny Officer

65 MINUTES OF PREVIOUS MEETING

RESOLVED – That subject to the following amendments the minutes of the meeting held on 28 June 2011 be approved as a correct record.

- a) That on page 3, the words 'and contrary to national and local policy' be added after the words 'false economy' in part b) of the item relating to the minutes of the previous meeting.
- b) That on page 3, the words 'and savings in the discretionary budget could have the impact of increasing the statutory budget' be added after the words 'school places modelling' in part c) of the item relating to the minutes of the previous meeting.
- c) That on page 4, on the third line of bullet point one, the sentence beginning '...it was suggested' be changed to '...it was suggested that any such change of policy required further and wider debate and a decision by the full Council...' relating to the item on Home to School Transport

66 DECLARATION OF INTEREST/PARTY WHIP

There were no declarations of interest.

67 PUBLIC SPEAKING TIME/OPEN SESSION

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

68 ANNUAL UNANNOUNCED INSPECTION OF CONTACT, ASSESSMENT AND REFERRAL ARRANGEMENTS - ACTION PLAN

Lorraine Butcher, Director of Children's Services attended to provide an overview of the Unannounced Inspection process and to explain the resulting action plan which had emerged from it.

It was explained that an Annual Unannounced Inspection was a two day inspection in which no notice was given as to when it would occur. It was reported that the inspection focused on the contact, referral and assessment arrangements in Cheshire East and that the function of the inspection was to examine the robustness of the existing processes.

Lorraine Butcher reported that the inspectors had felt that Cheshire East had improved following from the 2010 inspection and it had been commented that the service had felt 'well managed'. Consequently, there had been no priority actions identified during the inspection. Having said this, Lorraine Butcher explained that there had been a number of areas identified for improvement, which the service was working to rectify.

Attention was drawn to the action plan. It was explained that this was a document which helped the service to ensure that they were achieving on all of the areas identified for improvement by the inspection. It was noted that the embedded reports within the action plan demonstrated the work that was going on to achieve said improvements.

As a final point, it was reported that the service was currently going through the Annual Announced Inspection and that the action plan from this would supersede the Unannounced Inspection action plan.

After considering the report, Members raised a number of queries.

Firstly, a concern was expressed that it appeared that there had been little progress made on a number of issues highlighted for improvement from the 2010 inspection. In responding to this, Lorraine Butcher explained that the service had inherited some significant challenges since Local Government Reorganisation and as a result a wholesale programme of change and restructure had been required. Therefore, it was asserted that there had been very few 'quick wins' and that the substantial changes required would take time to embed and produce results. Furthermore, it was also explained that Cheshire East relied on the work of partners to make the requisite improvements and that it would take time to get all agencies working together and in the same direction. As an aside, Lorraine Butcher noted that Ofsted had recognised this issue and had articulated it in their letter following the inspection.

A general point regarding performance measures was raised. It was stated that it was not demonstrated clearly enough how the improvements would be measured and success illustrated. Lorraine Butcher agreed that when future action plans were brought to the Committee this would be improved upon.

Following from this, it was queried whether the recently implemented 'structured programme to systematically audit the quality of assessments' outlined in point 6(a) of the action plan would provide the rigorous performance management needed. It was confirmed that this process of auditing Common Assessment Frameworks (CAFs) was only just embedding but that they were confident that the process would be commended by Ofsted. It was suggested that it would be useful for the Committee to receive a briefing on the CAF process with a number of anonymised cases outlined to help illustrate the child's journey through the process. It was also suggested that periodic reports on safeguarding performance should be brought to the Committee for review.

Attention was drawn to the point raised regarding the reliance that Cheshire East had on partners to achieve the necessary improvements. It was queried whether it would be appropriate for the Committee to receive a report on how the service were engaging with partners in terms of contact, assessments and referrals. It was agreed that this would be useful.

A query was raised with regards to the Children's Trust Board as it was questioned whether there was any value to it. Lorraine Butcher explained that although the statutory requirements on the Board were to be superseded by the Health and Wellbeing Board, Cheshire East had decided to maintain it was the only place where it was possible to get a concentrated multi-agency meeting on child centred issues. It was suggested that if the Board was to continue, it would be germane if the Committee received the minutes from the meetings.

A final point was made with regards to the language in which the action plan was presented. It was contended that the large number of acronyms along with the use of technical language made the document difficult to read. It was suggested that when future documents were brought to the Committee, consideration was given to these points.

RESOLVED –

- a) That the report be noted.
- b) That when bringing future action plans for consideration by the Committee, they be presented in 'plain English' with quantifiable and clear performance measures.
- c) That the Committee receive an update on how the service engaged with partners in terms of contact, assessments and referrals.
- d) That periodic safeguarding performance reports be brought to the Committee for consideration.
- e) That the Committee receive the minutes of the Children's Trust Board.

69 CORPORATE PARENTING STRATEGY UPDATE

Mindful of that fact that there were a number of new Members on the Committee, Lorraine Butcher provided a general overview of 'Corporate Parenting' as a concept. It was explained that 'Corporate Parenting' emphasised the collective responsibility of Cheshire East to achieve good parenting for children and young people in its care. It was reported that this was done by ensuring that every time a Cared for Child or Young Person interacted with a Cheshire East Service, the principle of 'Corporate Parenting' was considered and acted upon.

Attention was drawn to the newly formed Corporate Parenting Board whose role was to bring together a number of services to look at all aspects of a child's life and to work out how that life could be improved. It was noted that there were two members of the Children in Care Council who sat on the Board.

Lorraine Butcher continued to outline the outcomes following the implementation of the Corporate Parenting Strategy. It was reported that there had been an overall improvement in outcomes for children cared for by Cheshire East. For instance, they were performing better at school, having their health needs met and were in more stable care placements.

After congratulating the service on their performance, particularly in improving educational attainment, a number of queries were raised.

It was questioned how long Cheshire East were responsible for Cared for Children and Young People. It was confirmed that the authority were statutorily responsible until the age of 18 unless the young person was in further education in which case, support continued throughout this period. Having said this, it was noted that Cheshire East thought it good practice to maintain support post 18 and that the post 16 service had a role in this.

With reference to the graph on p.25, attention was drawn to the way that the percentage of placements in external provision was increasing. It was queried why this was so and whether there was a cost implication. Lorraine Butcher confirmed that due to Cheshire East having to close inadequate internal provision; use of external provision had gone up. It was reported that this did have a cost implication but that the service were confident in reducing this as more internal provision was made available.

It was queried how Cheshire East worked with the health authorities in terms of Cared for Children. In particular, it was questioned how well the authority worked with CAMHS. It was reported that Cheshire East mainly relied on health visitors to refer cases. It was contended that relationships with GPs and the CAMHS service could improve and that Cheshire East was being proactive in trying to achieve this.

In terms of the figures demonstrating the improvement of educational attainment, it was suggested that it would be useful to have the average attainment figures for mainstream pupils so that comparisons could be made.

It was also suggested that the minutes of the Corporate Parenting Board could be circulated to the Members of the Committee.

As a final point, the Chairman asked if there had been any progress of the recommendation made as part of the Fostering Review which suggested that on every report or policy document there should be a heading asking the writer to consider the impact on corporate parenting. Lorraine Butcher confirmed that she would take up the issue to Corporate Management Team.

RESOLVED –

- a) That the report be received.
- b) That when receiving future reports on the educational attainment figures of Cared for Children, the average figures of mainstream pupils be included for comparison.
- c) That the Committee receive the minutes of the Corporate Parenting Board.
- d) That the Director of Children's Services suggests to Corporate Management Team that a 'Corporate Parenting' heading be added to all corporate reports and policy documents.

70 REGULATION 33 BI-ANNUAL REPORT

Glynis Williams, Safeguarding Manager, attended to provide the Bi Annual Report for Regulation 33 Visits. It was explained that Regulation 33 of the Children's Homes Regulations 2001 Act required a monthly visit to children's homes and units ran by the local authority by a person not employed at the home nor directly responsible for it.

It was reported that visits had taken place at the following settings:

- Priors Hill – Langley Unit
- Claremont Road
- Broad Street

Glynis Williams commented that the visits had gone well and that this was demonstrated by the positive feedback outlined on p.60. It was asserted that one of the main reasons for the positive visits was that the training provided for the visitors was of good quality which had enabled them to adequately challenge and question. With this in mind, it was suggested that a training session should be set up for new Members on the Regulation 33 rota and that it would also be useful for experienced Members to attend as a refresher session.

RESOLVED –

- a) That the report be received.
- b) That a training session be arranged for Members on the Regulation 33 rota.

71 WORK PROGRAMME UPDATE

Members considered the work programme. It was suggested that an informal briefing session be arranged in order to go through the CAF process using a

number of anonymised examples of various children's journeys through the system.

Members also suggested a number of other items for future consideration:

- The impact on Council Services following the opening of Academies.
- The future of careers advice following the reduction in the Connexions Service. The issue was raised over how pupils in schools would manage to receive objective, wide ranging and supportive advice in relation to future educational and vocational training.
- School Organisation Review – incorporating the changing pattern of admissions. Possible Task and Finish Review.

It was also agreed to establish a Task and Finish Review to explore the 16+ Service. The provisional Membership of the Task and Finish Group was agreed:

- Councillor Stewart Gardiner
- Councillor Louise Brown
- Councillor Bill Livesley
- Councillor Ken Edwards
- Councillor Dennis Mahon

Attention was drawn to the fact that the Membership of Task and Finish Groups could also be extended to other non-Executive Members not on the Committee who might have a particular interest in the topic. It was suggested that the establishment of the Task & Finish Group be circulated to other eligible Members.

RESOLVED –

- a) That the work programme be noted and amended to include the following items:
 - i. An informal briefing session to go through the CAF process using a number of anonymised examples of various children's journeys through the system.
 - ii. The impact on Council Services following the opening of Academies.
 - iii. The future of careers advice following the reduction in the Connexions Service.
 - iv. School Organisation Review – incorporating the changing pattern of admissions. Possible Task and Finish Review.
- b) That a Task and Finish Group looking at the 16+ Service be established with the following provisional Membership:
 - Councillor Stewart Gardiner
 - Councillor Louise Brown
 - Councillor Bill Livesley
 - Councillor Ken Edwards
 - Councillor Dennis Mahon

- c) That other eligible Members of the Council be informed of the establishment of the Task and Finish Group.

72 FORWARD PLAN - EXTRACTS

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

RESOLVED - That the forward plan be noted.

73 CONSULTATIONS FROM CABINET

There were no consultations from Cabinet.

The meeting commenced at 1.35 pm and concluded at 3.35 pm

Councillor A Kolker (Chairman)

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: Children & Families Scrutiny Committee

Date of Meeting: 26 July 2011
Report of: Lorraine Butcher, Director of Children's Services
Subject/Title: Performance reporting : Year end 2010-11

1.0 Report Summary

- 1.1 The purpose of this report is to outline an overall summary of performance and associated issues arising from the key performance indicators for Children & Family Services for 2009-10. The principle document referred to within this paper is the Children & Families Performance Scorecard (Appendix A) which has been shared with Scrutiny Committee several times previously. This format of recording and reporting performance is currently under review primarily due to the national changes in the National Indicator set. A revised format is currently being trialled as the adjustment to a new national reporting framework is confirmed.
- 1.2 The report gives details relating to 10 key performance indicators which have been identified as high risk through the ongoing monitoring of performance. The use of a 'Red Amber Green' RAG rating process provides an effective monitoring tool in evaluating the progress of service areas in addressing areas of potential underperformance. This report captures the key messages learnt over the year from the close analysis of these indicators and the direction of travel in terms of securing improvements in performance.
- 1.3 This report also makes reference to other key performance reports and documentation to highlight the mechanisms by which Children & Family Services have integrated performance reporting with key groups/stakeholders as well as within service planning procedures.

2.0 Recommendations

- 2.1 The Children and Families 2010-11 performance paper be received and noted.
- 2.2 Children and Family Scrutiny acknowledge the work which has been undertaken in establishing an effective performance reporting system leading to improved outcomes for children and young people.

3.0 Reasons for Recommendations

- 3.1 The reason for presenting this information is to provide an accurate analysis of Children & Families performance against key indicators across all service areas for 2010-11.

4.0 Wards Affected

4.1 All wards will be affected.

5.0 Local Ward Members

5.1 Not applicable

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

6.1 This quarterly reporting process provides performance data as required by corporate services in relation to agreed performance management processes. As changes are made to such policies and procedures for 2011-12 through the use of CorVu, Children & Family Services will work within this new framework to ensure performance is reported within policy expectations. .

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

7.1 Performance data has been used to shape Children & Family service needs and identify/match resources to meet demand based appropriate levels of need.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 None

9.0 Risk Management

9.1 The key risk relates to the accuracy of information to ensure that reporting is based upon validated data. Robust methods are in place to quality assure the accuracy of reported data at every level. Some data presented is projected data which is based upon returns from various sources, particularly schools. Such data helps to predict outcomes but comes with higher levels of uncertainty but remains useful to include for reporting trends.

10.0 Background and Options

10.1 The development of the Children & Families performance scorecard has been a key tool in establishing a monitoring regime which reports progress on a quarterly basis. It is important to recognise the journey which has been undertaken in that many indicators – principally those retaining to schools and settings do not fit easily into a quarterly reporting structure. In addition, the accessibility to reliable data has proved a challenge for some indicators – access to some PCT data remains an issue and whilst there has been some progress through the agreed Data Sharing Protocol, the flow of data does remain an issue. Finally, some national indicators have to be challenged in terms of the value of collecting performance data which has limited application to the work of service teams. For example, services for disabled children are an elaborate quotient which provides very little evidence as to the actual quality and accessibility of services.

- 10.2 It is important to recognise that through the course of last year, several indicators became defunct due to the removal of the Tell us Survey – a national framework which provided feedback on the views of children and young people. An example of such an indicator is NI 50 Emotional Health of Children. Alternative methods of effectively coordinating the view of children and young people are currently being considered by the Children’s Trust.
- 10.3 Out of the 82 indicators shown within the Performance Scorecard as shown within Appendix A, 10 have continued to remain high risk for the full year. Some of these high risks have retained a red rating to ensure that further work was undertaken to establish more detailed and accurate extraction of data (e.g. NI 68). Other indicators within the scorecard have changed their RAG rating during the year as performance trends have improved. This report captures the key findings within the identified 10 high risk indicators and gives a summary of the learning from detailed monitoring over the year.
- 10.4 The system used throughout the year has been that quarterly reporting has been presented to the Children & Families Senior Management Team for their approval and sign off. Remedial actions are agreed with service managers as required where performance issues/concerns have been raised. Exception reporting has been used throughout the year to address specific areas of concern.
- 10.5 Specifically for the safeguarding of children, the Local Safeguarding Children Board (LSCB) has established its own performance reporting framework which provides both monthly as well as quarterly reporting processes. Monthly reporting is made available to the Principal Manager for Safeguarding with quarterly reporting to the Board.
- 10.6 The following information captures the key issues relating to the 10 high risks which have been reported throughout the year:

NI 68 – Contact and Referrals. Significant work has been undertaken on this indicator in two key areas. Firstly, as from December 2010, a revised service structure was put in place to provide a single point of contact into social care services through the re-structured Children’s Assessment Team. The impact of this change is that all contacts and referrals are now acted upon by a dedicated team and in a consistent way. Secondly, significant work has been undertaken to identify the differences between contact only and those contacts which are deemed to be a referral (i.e. a request for a direct social care service) and therefore require specific action through the assessment process. Over the year, 6169 contact and referrals came into the Authority with 2389 initial assessments completed.

NI 71 – Children missing from home or care – The information which is used for this indicator is from Cheshire Police and relates to the number of incidents rather than actual numbers of children. A multi agency sub group has been set up to look in more detail at this indicator to be in a position to be able to review the qualitative data referring to the places children are running away from, the reasons as well as potential repeat cases.

NI 72 & 92 – Achievement at Early Years Foundation Stage (EYFS) – These indicators are examples of annual returns which cause issues in terms of being able to effectively monitoring the impact of planned interventions within year. The EYFS phase of the education continuum was identified as an area of concern within the school stocktake process in October last year. One of the positive outcomes seen within the year has been the collection from schools of moderated tracking data which has allowed for detailed analysis of within year trends. The revisions in programmes such as ‘Making a Big Difference’ based upon this data has resulted in improved outcomes with early indications that both of these indicators have risen in the provisional results across all schools for 2010-11.

NI 59 & 60 – Initial and Core assessments carried within timescales - The establishment of the Children’s Assessment Team as from December 2010 has required a systematic embedding of new practices leading to a consistent approach to sign off by staff and managers based upon the quality of casework rather than specific timescales. This focus upon quality was recognised in the recent Announced inspection. Quarter 1 of 2011-12 has seen an improvement in trends for these indicators which we are confident will be sustained throughout this year.

Number of Children privately fostered – an annual return is completed outlining the number of reported private fostering arrangements reported to the Authority. Identifying the actual number of private fostering placements is very challenging and is also influenced by timescales – short term private fostering does not need to be reported to the Authority. Various campaigns have been undertaken to raise the profile for this vulnerable group and we will continue to closely monitor this area of the service.

NI 102 a&b – Achievement gap between children eligible for Free School Meals (FSM) and their peers – the Authority has undertaken a detailed project around this indicator which has involved over 50 schools. A range of action research projects have been established to tackle the narrowing of the attainment gap and we are confident that this summer’s results will start to see the impact of these initiatives. In addition, the 1:1 Tuition programme has, this year, had a real focus on pupils receiving FSM which we hope will also contribute to the narrowing of the gap based upon this summer’s results.

NI 117 – 16-18 year olds who are NEET – The significant changes during last year relating to the Connexions service will have had an impact on this indicator as will the changing economic climate in terms of increased pressures on employment opportunities. The overall monitoring of the programmes provided for those who are or are at risk of NEET show that many are short term in nature and do not provide sustainable outcomes. These issues are now being addressed as part of the revised monitoring framework with Connexions and a three year programme of European Social Funding targeted at reducing NEET should begin to have an impact on this key indicator.

- 10.7 Appendices B&C provide a summary from the Children’s Services performance profile which is updated on a regular basis based upon all Ofsted inspection outcomes from a wide range of institutions and services. This profile provides the performance outcomes which culminate in the overall judgement that

Cheshire East 'Performs Well'. Whilst one of these profiles does impact on 2011-12 performance, they illustrate that there have been further improvements in the profile for 2010-11 as illustrated in the reduction in red indicators.

- 10.8 The out turn from 2010-11 has significantly contributed to the detailed service planning process for 2011-12. There is in place a robust service plan for Children & Family services which is based upon key service priorities as identified through performance reporting. Appendix D provides a strategic overview of key service planning objectives and the essential links between activity and improving outcomes.

11.0 Access to Information

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

Name: Mark Bayley
Designation: Quality Assurance Manager
Tel No: 01606 2 71564
Email: Mark.bayley@cheshireeast.co.uk

This page is intentionally left blank

APPENDIX A

YEAR END - April 2010-March 2011

Progress report to SMT

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
CHI01 : To ensure that needs in Families & Carers are identified early (Including Safeguarding)										
Percentage of Contacts AND referrals to children's social care going on to initial assessment	39.90%		25% cum 3 months	28% cum 6 months	29% cum 8 months	24%	35%			There is a total of 6169 contacts (3780) and referral and information records (2389) recorded on the system from April 2010 to Mar 2011.
NI 68 - Percentage of referrals to children's social care going on to initial assessment	39.90%	85%	87%	85%	92%	62%	77%			This is an indicative figure from the CIN return based on 2182 IA against a total of 2826 appropriate referrals (there will be some contact only referrals included in the denominator which have IA's attached)
NI 111 - The number of first-time entrants to the youth justice system.	518 (-31.4% reduction achieved during 0/09)	487 (6% reduction)	58 (Q 1 Target 121)	50 (Q2 Target 122)	49	46	204			Provisional reduction of 42% against a target of 6%
NI 19 - Rate of proven re-offending by young offenders	32.70%	Rate reduced by 8% by 2012	0.26	0.73	0.87	available in July				

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 43 - Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	32 (8.6%)	5%	3.60%	2.4% cum 3.0%	12.50%	2.90%	5.00%			Reason for high peak in Q3 and significant drop in Q4
NI 44 - Ethnic composition of offenders on Youth Justice System disposals	0.00%	No disproportionality by 2012	0%	0%	Not yet available	Not yet available				
NI 46 - Young offenders' access to suitable accommodation	98.9%	100%	98%	94% cum 96%	96.7	98.2	96.60%			CE is 1.4% below target .National average is 96.4%
NI 71 - Children Missing from Home or Care	Unknown	n/a	191 incidents in Q1	171 incidents in Q 2	174 incidents in Q3 Cum fig is 536	135 incidents	671 instances in year			Instances relate to the number of reported instances of a child missing from home or care - the number of actual individuals is substantially smaller as there are multiple instances for the same individuals. The figure includes children missing from other authorities who are picked up by the police in Cheshire East
NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	59.3% (60.7%)	63.20%	59.30%	No change from Q1	No change from Q1	predictive data from MABD schools - 9/11 up on last year	63.2			detailed data on EYFS data now available from 80+ primary schools from eProfile system - need to scrutinise to extract trends.
NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	80% (81% TA)	85%	80.00%	80%	Projected 82.8%	Projected 82.8%	Projected 82.8%			Not all SIP reports as yet available to give updated Q4 prediction
NI 75 - Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	62.5% (57.3)	69%	62.50%	63%	Projected 59.7%	Projected 59.7%	Projected 59.7%			Not all SIP reports as yet available to give updated Q4 prediction
NI 76 - Reduction in number of schools where fewer than 55% of pupils achieve Level 4 or above in both English and Maths at KS2	4 based upon KS2 Tests	1	4	4	4	Projected 3	Projected 3			This indicator is now using the revised DfE floor standard of 60% as well as the two progression rates for Eng and maths
NI 78 - Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths	0	0	0	0	0	0	0			New DfE floor is 35% + progress data - No CE schools below this new threshold.

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 93 - Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86% (88%)	92%	86.00%	86%	Projected 88.1%	Projected 88.1%	Projected 88.1%			

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 94 - Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	86% (88%)	91%	86.00%	86%	Projected 86.7%	Projected 86.7%	Projected 86.7%			
NI59 - Initial assessments for children's social care carried out within 7 working days of referral	63.30%	80%	67% (67% cum)	45% (56% as of sept)	41% (50% as of Dec)	41%	48%			Indicative Cin census data
NI59 - Initial assessments for children's social care : Sign Off by Manager with 10 days			81%	60% (70% as of sept)	60% (68% as of Nov)	45%	61%			Estimated year end figure based on the number of assessments completed from April 10 - Mar 11. This will change as validation for the CIN return is completed.
NI 60 - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	68.20%	80%	67% (67% cum)	66% (67% as of sept)	53% (62% as of Dec)	61%	63%			Estimated year end figure based on the number of assessments completed from April 10 - Mar 11. This will change as validation for the CIN return is completed.
NI 61 - Timeliness of placements of C4C for adoption following an agency decision that the child should be placed for adoption	68.80%	90%	100%	n/a	not available as yet	53%	53%			Data from 903 return
NI 62 - Stability of placements for Cared for Children 3 or more placements in year	14.40%	13%	13%	13%	13.30%	13.43%	14%			Average of comparator authorities for 2009/10 is 11.9%
NI 64 - Duration on the child protection register (2+ years)	9.80%	10.00%	7.00%	3.1% cum	2.6% cum	1.52% (cum)	2.00%			Indicative Cin census data
NI 65 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	6%	below 14%	4.44%	0% (cum 2.1%)	8.82% (cum 3.88%)	3.45% (cum 3.49%)	13%			Indicative Cin census data - this includes children in CE who previously had a CP plan with Cheshire
NI 66 - Timeliness of Reviews for Cared for Children	76%	98%	87%	88%	83%	91%	91%			Data from 903 return

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 67 - Child Protection Cases reviewed in timescale	89.8%	100%	95.8% (69 out of 72)	88% (75 out of 85)	96%	100%	97%			Indicative CIN census data
NI 86 - Secondary schools judged as having good or outstanding standards of behaviour	96.0%	96%	96%	96%	96%	96%	96%			
NI 89a - Primary - Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	1	0	1	0	0	1	1			Oakefield primary school now only school within an osfted category within Cheshire East
NI 89b - Secondary - Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	0	0	0	0	0	0	0			No schools with special measured category
NI 109 - Delivery of Sure Start Children's Centres	100%	100%	100%	100%	100%	100%	100%			Significant progress made over year to build in a Monitoring regime - all but one CC will have been evaluated by year end.
No of CAF's Completed	277	400 2011-12 - 700	132	113 -242 cumulative as at Sept 2010	141- 382 cumulative as at Dec 2010	143	529			
Number of Schools classed as inadequate following OFSTED Inspection	2 schools	0	2	1	1	1	1			Macclesfield Ntl removed in Q 4 - Only Oakefield now in a category
CHI 02 : Raise Standards and Narrow the Gaps in Learning Outcomes										
NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	32.00%	28.20%	28.20%	28.20%	28.20%	28.20%	28.20%			
NI 99 - Looked after children reaching level 4 in English at Key Stage 2	71% (all 86%)	55.00%	40.00%	47%	47%	Predictive 54%	Predictive 54%			A small and difficult cohort who have had a lot of input and support from the Virtual School Team, including 1 to 1 tuition, PEAs and ESF funding. One child = 7.6 %. 46% of the cohort have had at least one placement change this year.

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 100 - Looked after children reaching level 4 in mathematics at Key Stage 2	86% (84%)	65.00%	60.00%	60%	60%	Predictive 61%	Predictive 61%			See above
NI 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English & Maths)	10.00%	18.00%	15.00%	18%	15%	Predictive 25%	Predictive 25%			This year group has moved from 24 to 33 during this academic year. A lot of input around 1 to 1 tuition and ESF. A number of placement changes/instability.27 % of this cohort have attendance of under 90% this academic year.
NI 63 - Stability of Placement of LAC - longer term	73%		73.64%	72%	67.40%	70.50%	71%			SSDA 903 return
NI 102a - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	21.9% (23.6%)		21.90%	22%	21.90%	21.90%	21.90%			
NI 102b - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	35.7% (36.2%)		35.70%	36%	35.70%	35.70%	35.70%			Currently awaiting confirmed EPAS analysis of KS4 results to be able to give detailed report.
NI 104 - The Special Educational Needs (SEN)/non-SEN gap - achieving Key Stage 2 English and Maths threshold	49% (55.3%)		49.0%	49%	49%	49%	49%			This figure is a 6.3% reduction compared to the gap last year (55.3%)
NI 105 - The Special Educational Needs (SEN)/non-SEN gap - achieving 5 A*-C GCSE including English and Maths	48.5% (51.5%)		48.50%	49%	48.50%	48.50%	48.50%			This represents a 3% reduction in the gap compared to previous year.
NI 107 - Key Stage 2 attainment for Black and minority ethnic groups (Level 4+ combined)	33% a 64% b		33% a 64% b	33% a 64% b	33% a 64% b	33% a 64% b	33% a 64% b			Onlt ethnic groups with sufficient numbers are : a GRT and b : Other white - Both above targets
NI 108 - Key Stage 4 attainment for Black and minority ethnic groups	33% a 52% b		33% a 52% b	33% a 52% b	33% a 52% b	33% a 52% b	33% a 52% b			Onlt ethnic groups with sufficient numbers are : a GRT and b : Other white - other white above targets
NI 103a - Special Educational Needs - statements issued within 26 weeks - excluding exceptions	93%		86%	no change from Q1			94%			SEN return data
IN 103b - Special Educational Needs - statements issued within 26 weeks - including exceptions	87%		90%	no change from Q1			92%			SEN return data
Number of Looked after Children	430		442	458	461 Dec = 442	439	439			

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
LAC placements with parents	13%		16%	14.00%	14.00%	13%	13%			
LAC in foster placements or placed for adoption	58%		55%	57.00%	56.30%	59%	59%			Excludes children fostered by relative/friend
% LAC with relatives and friends	17.00%		17%	16% cum	15% cum	16%	16%			
Number of Elected Home Educated pupils - Primary			35	38	42	46	Year end Ave: 40.25			
Number of Elected Home Educated pupils - Secondary			86	70	74	69	Year end Ave: 74.75			
CHI 03 : Target support to families & carers and improve the capacity of parents to care for their children										
NI 53a - Prevalence of breast- feeding 6-8 weeks from birth	Q4: 39.44%	44.00%	40.37%		data not available yet					
NI 53b - % of infants whose breastfeeding status is recorded	Q4: 95.12%	90.00%	not yet available		data not available yet					
NI 54 - Services for disabled children	61	63	61	61	61	61	61			Stakeholder feedback required to accurately assess quality of services
NI 70 - Hospital admissions caused by unintentional and deliberate injuries to children and young people	129.2	123.57	24.6	62.5	91.3 2 months only		137.9			Figure is a rate per 10,000 population
NI 88 - Percentage of schools providing access to extended services	99%	100%	99%	99%	99%	99%	99%			
NI 116 - Proportion of children in poverty										
NI 118 - Take up of formal childcare by low income working families										
Numbers of children privately fostered	7				6	4				As at end Mar 2011 indicative figure is 4 children known to us who are privately fostered
CHI 04 : Reduce health inequalities for children within the Borough										
NI 56 - Obesity in Primary School Age Children in Year 6	17.94% (89%)	17% (88%)	17.94%		data not available yet					

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 58 - Emotional and behavioural health of looked after children	15.1		Annual return	Annual return	Annual return	14.9	14.90%			Annual SDQ completed during Q4 - 257 questionnaires sent out to carers with 845 completion rate. Overall rate is reduced slightly from last year. 22% (570 showed score within the 'very high' category.
NI 112 - Under 18 Conception rate	34.4%*		35%	33.50%	30.50%		29.40%			The Quarterly figures are the most recent published rate which relates to June 2009. This indicator is a retrospective figure. The outturn figure is based upon the quarterly average as of March 2009. <u>Q3 figures now show CE as 2nd lowest in NW and compares well against 38.9% national at end of Q3</u>
NI 87 - Secondary School persistent absence rate	* 4.3% (2.7% all schools)	4.90%	n/a	not applicable	4.2% (as per AAT tables)		n/a			persistent absence rates are no longer a required data collection.
NI 114 - Rate of permanent exclusions from school	23 pupils (within year June to June)	15 pupils	3	6 cum 9	7 cum 16	15 cum 31	31			
NI 50 - Emotional health of children	61.00%		Annual Tell Us Survey	not applicable	not applicable		not applicable			
NI 51 - Effectiveness of child and adolescent mental health (CAMHS) services	14 (3,4,4,3)	16 (4,4,4,4)	15 (4,4,4,3)	No change from Q1	No change from Q1					This maximum score of 16 is made up of SA judgements made against 4 questions. The only one which is not at a maximum of 4 is the question relating to support for children with mental health problems
NI 52a - Take up of school lunches - Primary	43%	50%	45%	45.52%	49.29% (1.4% increase in year)	48.84%	47.16%			
NI 52b - Take up of school lunches - Secondary	38%	42%	37%	40%	40.08% (0.59 increase in year)	41.39%	39.64%			During this period, two High school outsourced their catering which makes this increase even better
NI 55 - Obesity in primary school age children in Reception	8.58 (91%)	9% (88%)	not yet available		data not available yet					Data expected in September
NI 69 - Children who have experienced bullying	31%		Annual Tell Us Survey	tell us survey removed	tell us survey removed	tell us survey removed	tell us survey removed			
NI 113a - Percentage of 15-24 year olds accepting a test for Chlamydia	19.86%	35%	not yet available		data not available yet					

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
NI 113b - Chlamydia in Under 25 year olds - Positive diagnosis					data not available yet					
NI 115 - Substance misuse by Young people	9%		Annual return from Tell us Survey	tell us survey removed						
CHI 05 : Ensure young people develop appropriate skills to enable them to enter adulthood & the world of work										
NI 117 - 16 to 18 year olds who are NEET	5.6% (last 3 month figure)	4.10%	5.80%	6.86%	5.9% end of Nov	5.8% end of Feb	5.80%			
NI 45 - Engagement in education training and employment by young people who offend. (The proportion of young people supervised by YOTs who are actively engaged in suitable full-time education, training or employment.)	58.0%	90%	57%	63%	60.30%		60.30%			
NI 79 - Achievement of Level 2 qualification by the age of 19	80.3%		80.30%	80.30%	80.30%	80.30%	80.30%			National rate = 78.7%
NI 80 - Achievement of a Level 3 qualification	59.6%		59.6%	59.6%	59.6%	59.6%	59.60%			National rate = 51.4%
NI 90 - Take up of 14-19 learning diplomas	Awaiting summer results		630	630	630	630	630			
NI 91 - Participation of 17 year olds in education or training	96.40%		92.40%	80.30%	88.75% end of Nov					
NI 110 - Young people's participation in positive activities	62.00%		Annual return from Tell us Survey	tell us survey removed	tell us survey removed					
NI 147 - Care Leavers in suitable accommodation	95.00%		94%		100%	100%	100%			Final SSDA 903 return
NI 148 - Care Leavers in Education, Employment, Training	62.00%		63%		39%	47.8%	48%			Final SSDA 903 return (relates to 23 individuals)
September Guarantee - Yr 11		98%	97.70%	97.70%	97.70%	97.70%	97.70%			

Key Performance or Outcome Description	2009-10 outturn	2010-11 Target	Quarter 1 (JUNE)	Quarter 2 (OCT)	Quarter 3	Quarter 4	Year End	Previous RAG Rating	Quarter 4 Position in relation to Target (RAG)	Commentary
September Gurantee - Yr 12		90%	94.20%	94.20%	94.20%	94.20%	94.20%			

Inspected Services, settings and institutions

% of providers judged outstanding, good, satisfactory, inadequate for Overall Effectiveness						
Number Inspected	% Outstanding/ Good/ Satisfactory/ Inadequate				% Good or Outstanding	
Childminder	271	7	60	33		66%
Childcare - domestic						
Childcare - non-domestic	229	9	65	25	1	74%
Children's centre						
Nursery and EYFS primary	124	23	59		18	82%
Primary school	123	20	53		27	73%
LA maintained secondary	20	25	45		25	70%
Academy and CTC						
Secondary sixth form	13	31	38		31	69%
General FE and tertiary	3	67			33	100%
Sixth form college						
Ind. Specialist College	1	100				100%
LA maintained special	4	75			25	100%
Non-LA & ind. special	1	100				100%
Sec. special sixth form	3	67			33	100%
Pupil referral unit						
Residential spec. school	1	100				0%
LA adoption agency						
LA fostering agency	1	100				0%
P & V foster and adoption	1	100				100%
LA children's home	2	100				100%
P & V children's home	5	80			20	80%

[Click here for further detail and ECM judgements](#)

Total Number Inspected	% Outstanding/ Good/ Satisfactory/ Inadequate				% Good or Outstanding	
Early years and childcare	500	8	62	29	1	70%
Nursery & primary schools	247	22	56	22		78%
Secondary schools	20	25	45	25	5	70%
Post-16	17	35	41	24		76%
Special schools & PRUs	9	56	33	11		89%
Fostering & adoption	2	50	50			50%
Children's homes	7	86		14		86%

Safeguarding and looked after children inspections, including unannounced inspections and serious case reviews

Annual unannounced referral and assessment (safeguarding) inspection	18/08/2010	Area for priority Action:	No
Three-yearly inspection of safeguarding	n/a	n/a	
Three-yearly inspection of services for looked after children	n/a	n/a	
Serious Case Reviews conducted adequately or better	01/04/07 - 23/09/10	0 out of 1	
Joint Area Review	n/a	Looked after Children	n/a
	n/a	Safeguarding	n/a
Private Fostering Arrangements	n/a	n/a	

Page 25

National Indicator Set

	Count of indicators with data			Comparison with most appropriate average		
	Data Available	Total NIS	% of indicators in upper/upper middle/ lower middle/lower quartiles	Above	In line	Below
1. Being healthy	11	12	27 36 36	3	8	0
2. Staying safe	12	14	8 8 50 33	1	7	4
3. Enjoying and achieving	7	59	71 14 14	3	3	1
4. Making a positive contribution	4	15	25 25 50	0	3	1
5. Achieving economic well-being	7	11	29 43 29	0	7	0

[Click here to view all latest NIS data](#)

Children's Services Assessment	
2009	Performs Well
2010	Performs Well

Inspected Services, settings and institutions

% of providers judged outstanding, good, satisfactory, inadequate for Overall Effectiveness						
Number Inspected	% Outstanding/ Good/ Satisfactory/ Inadequate				% Good or Outstanding	
Childminder	261	8	58		34	66%
Childcare - domestic						
Childcare - non-domestic	218	10	67		22	77%
Children's centre	1	100				100%
Nursery and EYFS primary	123	24	60		15	85%
Primary school	122	22	54		23	76%
LA maintained secondary	16	25	31		44	56%
Academy and CTC						
Secondary sixth form	10	20	40		40	60%
General FE and tertiary	3	67			33	100%
Sixth form college						
Ind. Specialist College	1	100				100%
LA maintained special	4	75			25	100%
Non-LA & ind. special	3	33	33		33	67%
Sec. special sixth form	3	67			33	100%
Pupil referral unit						
Residential spec. school	1	100				0%
LA adoption agency	1	100				100%
LA fostering agency	1	100				0%
P & V foster and adoption	2	100				100%
LA children's home	2	100				100%
P & V children's home	4	75			25	75%

[Click here for further detail and ECM judgements](#)

For Information:

- On 1 April 2011, a new children's home inspection framework began. The outcomes from these inspections are included in the profile, although the framework differs from the previous cycle. Further details are in the profile guidance.
- In 2010, there was a 26% reduction of KS2 tests coverage across all eligible schools. The impact across authorities varies. Some authority figures were suppressed where they were not representative.

Total Number Inspected	% Outstanding/ Good/ Satisfactory/ Inadequate				% Good or Outstanding	
Early years and childcare	480	9	62		29	71%
Nursery & primary schools	245	23		57	19	80%
Secondary schools	16	25		31	44	56%
Post-16	14	29		43	29	71%
Special schools & PRUs	11	55		27	18	82%
Fostering & adoption	4	50		25	25	75%
Children's homes	6		83		17	83%

Safeguarding and looked after children inspections, including unannounced inspections and serious case reviews

Annual unannounced referral and assessment (safeguarding) inspection	10/05/2011	Area for priority Action:	No
Three-yearly inspection of safeguarding	n/a		n/a
Three-yearly inspection of services for looked after children	n/a		n/a
Serious Case Reviews conducted adequately or better	01/04/07 - 09/05/11	0 out of	1
Joint Area Review	n/a	Looked after Children	n/a
	n/a	Safeguarding	n/a
Private Fostering Arrangements	n/a		n/a

Education Overview- [Click here for further contextual data](#)

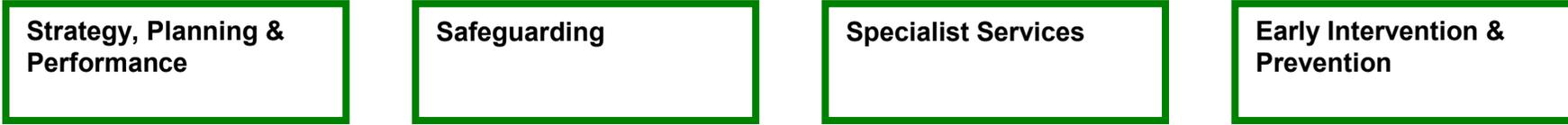
Trend:		2007	2008	2009	2010	1 Year Improvement	4 Year Improvement
EYFS	LA	-	-	61.0	59.0	-2.00	-
	NAT	45.1	48.5	51.2	55.7	4.45	10.54
Key Stage 2	LA	-	-	79.0	80.0	1.00	-
	NAT	71.1	73.0	72.5	74.0	1.54	2.89
GCSE 5A*-C	LA	-	-	57.3	62.5	5.20	-
	NAT	45.4	47.9	50.8	55.1	4.33	9.73
L3 at 19	LA	55.4	55.7	57.8	59.6	1.80	4.20
	NAT	46.1	47.4	49.4	52.1	2.70	6.06

2010	Performs Well
2011	Available in November 2011

Children and Families - Our Vision

APPENDIX D

We want Cheshire East to be a place where all children and young people are supported well to maximise their life chances. We want to provide responsive, locally based services, which make sense to children, young people and their families, that address their needs early and be a place where we leave no children or young people behind because we as organisations do not work together.



Effective strategy, policy and developments in relation to schools settings and services within the children and families service are produced and embedded across the service

Effective 'needs led', development, planning and provision of suitable and sufficient places and physical provision in all schools and other Service delivery settings

Effective delivery of all services through a strategic quality assurance framework which implements and monitors a robust performance management structure leading to improved outcomes for all young people and their families.

Specialist business support processes and administrative support are in place for the service which are effective and safe

Improved outcomes in learning for all children and young people from 0 to 19 and up to 25 for learners with learning disabilities

To ensure that multi-agency safeguarding arrangements are effective and reflect LSCB priorities.

To ensure the voice of the child, young person, parents, carers and the wider community influences safeguarding service development.

To ensure that safeguarding outcomes for children and young people in Cheshire East will improve through provision of robust challenge and quality assurance at both a Children's Services and Multi-agency level

Safeguarding services are informed by national and regional developments and research that promote excellence and the best outcomes for the children and young people of Cheshire East and their families.

Ensure accountability and use learning within the service and the partnerships to bring about improvement.

To embed excellent quality and timeliness of Section 47 investigations; initial and core assessments, ensuring multi agency involvement, appropriate interventions and a high standard of safeguarding practice

To ensure that services provided to children and young people in the care of the local authority are of a high quality, cost effective and meet/exceed national minimum standards where applicable; Including children and young people with disabilities/complex needs

To enhance the life chances of children who are cared for by the local authority and contribute to narrowing the gap between outcomes for this group and those of their peers.

To provide a high quality emergency out of hours service

To provide high quality family support services to children, young people and their families in order that they can remain living within their family and community networks.

To provide services that families can access at the earliest possible point in order to reduce the need for intensive support later

To support parents in their role as educators so that Children & YP are well equipped to achieve their full potential

To provide services that secure a joined up multi-agency approach to family needs

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: Scrutiny Committee

Date of Meeting:	26 July 2011
Report of:	Lorraine Butcher, Director of Children's Services
Subject/Title:	Annual report on Cared For Children in Cheshire East
Portfolio Holder:	Cllr Hilda Gaddum

1.0 Report Summary

- 1.1 In order for the aspirations and expectations for Children in our Care and Care Leavers to be realised, it is important that Scrutiny Committee and the Board responsible for achieving them receives regular reports that set out the progress and obstacles against the agreed outcome that Cheshire East is making every day better for our children and young people. The annual Independent Reviewing Officer (IRO) report is part of that process. As a national requirement, it's primary purpose is set out in the Independent Reviewing Officer's Handbook (section 7.2)
- 1.2 There has been an IRO service for Cared for Children for a number of years, but following a national review of the role, central government produced The IRO Handbook and gave it statutory status. This was fully implemented in April 2011 as part of changes to Children and Young Persons Act 2008. The principles of the new regulations require:
- a. Increase scrutiny and oversight of the child's care plan
 - b. Increase participation of children and young people and their families
 - c. Securing greater stability for children
 - d. Care plans must be able to meet court requirements
 - e. Clear processes of assessment, care planning, intervention and review to improve experience and outcomes for cared for children.
- 1.3 The report provides an overview of the national context and local picture including the outcomes of cared for children and the performance of the conference and review team. It includes case studies in order to demonstrate experiences of Cheshire East cared for population and care leavers. It also sets out the policy which will be shared with service users which includes how the service might remove barriers to ensure better outcomes for children.

- 1.4 The requirement of Scrutiny committee and ultimately the Corporate Parenting Board is to challenge and scrutinise this report and move to consider and agree the recommendations and actions required.

2.0 Decision Requested

- 2.1 To note the contents of the report
- 2.2 To support the recommendations and priorities set out within it
- 2.3 To agree its presentation to Corporate Parenting Board

3.0 Reasons for Recommendations

- 3.1 As set out within the report

4.0 Wards Affected

- 4.1 Potentially all wards and all Council as Corporate parents

5.0 Local Ward Members

- 5.1 Corporate Parents

6.0 Policy Implications including - Carbon reduction - Health

- 6.1 N/A

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 N/A – although there is a consideration in respect of independent legal advice that would have financial implications for the Council if required

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 One of the decisions relates to the requirement for the provision of independent legal advice. This is referenced in the full report attached.

9.0 Risk Management

- 9.1 The provision of services to the cared for children and young people of Cheshire East form a key element of the statutory responsibilities for the Council. The risks in failing to meet these responsibilities in an appropriate and timely way are high both in relation to the impact on the outcome for individual children and young people but also in relation to the performance of the Council as a whole. The management of those risks is dependent upon a commitment not only within and across the Council but across the partnership agencies too. The report sets out in a limited way the current position in relation to that provision and some of the priority challenges in continuing to improve the outcomes for the cared for population.

10.0 Background and Options

10.1 These are contained in the attached Independent Reviewing Officer Annual Report 2010/11.

11.0 Access to Information

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

Name: Kate Rose & Glynis Williams

Designation: Principal Children's Safeguarding Manager & Safeguarding Manager
(Conference & Reviews)

Tel No: 01606 288076

Email: kate.rose@cheshireeast.gov.uk

This page is intentionally left blank



**Independent Reviewing Officer
Annual Report 2010/11**

INDEX

National and Local context for development of the service	PAGE 4
Ensuring children's care is planned well and is timely	PAGE 6
Timeliness of Cared 4 Children Reviews	PAGE 9
Ensuring children's wishes and feelings are part of their care planning and Reviews	PAGE 10
Advocacy for Children in Care and the Children in Care Council	PAGE 12
Ensuring parent's wishes and feelings are part of children's care planning	PAGE 17
Ensuring good quality professional participation in Cared for Children Reviews and Pathway Plan meetings	PAGE 18
Removing barriers to ensure better outcomes for children	PAGE 19
Important themes emerging from reviews during last year	PAGE 20
Embedding a quality assurance framework and fit for purpose service	PAGE 21
Recommendations	PAGE 23
APPENDIX 1	PAGE 25
APPENDIX 2	PAGE 29
APPENDIX 3	PAGE 32
APPENDIX 4	PAGE 35
APPENDIX 5	PAGE 37

***Please note:**

The performance data available for 2010/11 has reflected the national indicators. There is a need to move from a focus on performance of the operation of the systems to more outcomes based information. This will be more qualitative, for example the experience of the child/young person in the planning process and the quality of the plans. This will be a priority for the next year to develop alongside the operational teams. The Unit is also developing performance data that reflects the performance of the review function.

Introduction

In order for the aspirations and expectations for Children in our Care and Care Leavers to be realised, it is important that the Board responsible for achieving them receives regular reports that set out the progress and obstacles against the agreed outcome that Cheshire East is making every day better for our children and young people. This report is part of that process. As a national requirement, its primary purpose is set out in the Independent Reviewing Officer's (IRO) Handbook (section 7.2)

This report will provide an overview of the national context and local picture including the outcomes for cared for children and the performance of the conference and review team. It will include case studies in order to demonstrate experiences of our cared for population and care leavers. It will also set out the policy which will be shared with service users and which includes how the service might remove barriers to ensure better outcomes for children.

The requirement of the Corporate Parenting Board is to challenge and scrutinise this report and move to consider and agree the recommendations and actions required.

Context for the report

The Independent Review Officer (IRO) role within Cheshire East Council is carried out by Independent Safeguarding Chairs (ISC's). It is a dual function, reviewing cared for children and children subject to child protection plans. This report focuses on the role in respect of cared for children. The report will refer to ISC's as IRO's for ease. It is within the statutory guidance that an annual report is written, and this report reflects contributions from Children's Service's and the advocacy service for Cared for Children commissioned from Barnardo's. It covers all children and young people that the Authority has corporate parenting responsibilities for.

1. National and local context for development of the service:

There has been a IRO service for Cared for Children for a number of years, but following a national review of the role, central government produced The IRO Handbook and gave it statutory status. This was fully implemented in April 2011 as part of changes to Children and Young Persons Act 2008. The principles of the new regulations require:

- Increase scrutiny and oversight of the child's care plan
- Increase participation of children and young people and their families
- Securing greater stability for children
- Care plans must be robust enough to meet court requirements
- Clear processes of assessment, care planning, intervention and review to improve experience and outcomes for cared for children.

Summarised below are the key national changes to the role and function of the IRO within the new regulations, as introduced by the Children and Young Persons Act 2008 and the actions required locally to implement this:

Relevant Legislation	Action	Reasoning	Current Status for Implementation in CE
Section 25A(1) 1989 Children Act	When a child first becomes cared for, a named individual must be appointed by the local authority as the IRO for the child	The intention is that each looked after child should have a named IRO to provide continuity in the oversight of the case and to enable to IRO to develop a consistent relationship with the child	Achieved. All children have an allocated IRO, and has continuity with the same chair.
Section 25B (1) Children 1989 Act	IRO to monitor the local authority's performance of its functions in relation to the child's case.	This duty extends the IRO's monitoring role, which was previously confined to the authority's functions in respect of the review. The intention is to give the IRO a more effective independent oversight of the child's case and ensure that the child's interests are protected	Partly Achieved. The Safeguarding Unit has implemented a Quality Assurance framework (audits). IROs are integral in pairing up with Auditors and providing peer support. We have completed two cycles, Child Protection and Children in need cases. Progress is being made through the audit steering group and a report was agreed by SMT on 20.04.11 Each IRO oversees cases demonstrated in ICS

			casework discussion, but further work is necessary to develop further Quality Assurance measures.
Section 25B (1)(c) 1989 Children Act	IRO to ensure that the local authority give due consideration to any views expressed by the child	This requirement is intended to reinforce the local authority's duty under section 22(4) and (5) of the 1989 Act to ascertain and give due consideration to the wishes and feelings of the child when making any decision with respect to the child	Partly Achieved. Pre meetings with Children have started. Currently we achieve approx 50% The most challenging visit to undertake is prior to first review (within 20days) arguably the most important one, but with very short timescales this proves challenging to achieve. All minutes evidence wishes and feelings Introduction of QA feedback forms for all parents and children at all reviews.
Regulation 36(2) of the Regulations	IRO's have the authority to adjourn review meetings if they feel that the process would be unproductive	This new flexibility is meant to prevent the meetings becoming a 'tick box' exercise. So, for example, the IRO might use this flexibility because there is a lack of key documentation or because the child has not been consulted about the purpose of the review.	Partly Achieved. This and other Standards has been agreed with Social Care colleagues. Each team has a link 'IRO' Meetings would be adjourned but the aim is to prevent the necessity for this to occur with good planning.
Regulation 36(1)(b) of the Regulations	IRO's must speak in private with each child prior to each review so that the IRO personally establishes the child's wishes and feeling about the issues to be covered at the care planning meeting	This requirement is intended to ensure that the child is properly consulted on matters relating to his/her care and is given the time to contribute to the content of the meeting	Achieved. Every child is spoken too privately before every review starts.
Section 25B(3)	Referral by an IROs of a case	The intention of this change is to	Achieved. The dispute resolution

1989 Act	to Cafcass should no longer seem a last resort, but can be considered at any time	reinforce the authority of the IRO to challenge poor practice around the child's case.	process protocol has been implemented and has been successfully used once for cared for children this reporting year.
Section 6.1 6.11	Dispute resolution and complaints	Must be placed on child's file IRO must be informed about any child making a complaint on behalf of a child	Operational teams to complete Achieved. Updated spreadsheet on complaints regularly shared with IROs
Sec 6.13	IRO must have provision of legal advice	This is to ensure needs of child are met	Not fully Achieved. Regional response has been gauged. CEC is currently drafting a protocol for potential regional adoption, a report has been agreed by SMT on 26.05.11.

2. Performance report

The next section will look at performance information. **Appendix 5** is the Cared for Children monitoring report 2010/11. A number of themes arising from this are discussed in the next sections.

Ensuring children's care is planned well and is timely

It is vital that the Local Authority collate performance information regarding cared for children to ensure there is a way of analysing that practice is ensuring that the best possible outcomes are being achieved. The information in this section is used to ensure children's care planning is timely and well planned; wishes and feelings are gathered of children and carers; and that all children's needs are being met holistically to ensure better outcomes. As with any performance information there are limitations to the data and some areas have been supplemented by case studies to illustrate the impact of practice for individuals. A more outcomes accountability framework is being developed over the next year and this should improve the information available to ensure that best practice becomes every day practice.

Number of Reviews Chaired by an IRO

The number of cared for children reviews chaired by an IRO in 2010/11 was 1352. The number of reviews chaired held in 2009/10 was 1154. This shows an increase of 198 (17%).

The number of children cared for in Cheshire East increased throughout 2009/10 reaching a peak in September and October 2010 of 472. This figure was considered to be out of step with statistical neighbours and robust action was taken to monitor and review the admissions process to ensure that formal safeguarding action was being taken at the earliest stage where need was recognised, avoiding children experiencing harm where this could be managed without removing them from home. The most recent figures demonstrate a gradual reduction in the Cared for population and an increase in the numbers of children subject to a plan. The national context is significant as the external Inquiry into the death of Baby Peter was reported in December 2008 and Lord Laming published his report, "The Protection of Children in England: A Progress Report" in March 2009. This was followed by a national increase in the numbers of cared for children and children subject to a plan. Since the peak in Cheshire East, the care for population has reduced to a figure of 438 (7%) as at 31.03.2011. See **Appendix 5** for full graphs, with statistical breakdowns.

April 09	350
March 10	432
March 11	438

Following the significant increase in the cared for population, Children's Services responded positively by securing a significant uplift in staffing levels. At disaggregation, April 2009, the review team had 3.5 chairs covering child protection and cared for children. By April 2011 the team had 6.5 - an increase just under 50%, which has reflected the increased workload in respect of cared for children. The business support team remains under review and has received extra resources and processes have been streamlined to create efficiencies.

There was national concern that the 'Southwark Judgement' (made in May 2009), may result in a significant increase for Local Authorities (LA) in their Cared for Children population. This judgement states that all 16-17 year olds who are homeless have the legal right to be offered the services of Children and Families and given the option of being 'looked after'(Sec 20CA89). The LA has a duty to support these young people and this includes the provision of aftercare services for those accommodated longer than 13 weeks after their 16th birthday. In Cheshire East, we have not seen a rise in numbers because of this judgement, although there is currently a challenge through judicial review that some young people were not recognised as being eligible.

The increase in the numbers of cared for children has been an area that has required further interrogation, particularly as stated earlier the figure makes Cheshire East an outlier in its statistical neighbour group. There are clear strategies in place within Social Care to ensure the right children come into care, reflective of their needs for safeguarding action and that where it is appropriate, orders are discharged or for children/young people to return home safely. However, there has been concern that when comparative data is considered, that the Cared For population is disproportionately high in Cheshire East for the demographics of the child population. The reasons for this have been reviewed at both a strategic and operational level and some important changes have been introduced to ensure that

children do not become Cared For until it is the most appropriate action to safeguard the child, and the decision is overseen and agreed by an appropriate manager.

There is also a greater emphasis that plans are robust and timely in enabling parents and families to resume care of their children with support wherever this is safe and possible. It has also required a review of the effectiveness of early intervention safeguarding processes to ensure that help is provided when a need is identified to prevent escalation of difficulties and potential harm to the child. These changes are now being monitored within the performance reporting framework to review how effective they are. An area of development with partners over the forthcoming year is in the creation of a multi agency risk assessment tool to inform the CAF at the earliest stage and ensure effective provision of services to families at the earliest possible point.

The Number of Pathway Plans for Care Leavers chaired for a Pathway Plan Coordinator

The preparation of a Pathway Plan happens towards a cared for child's 16th birthday and takes over when a care plan ends. It will consider what support a young person needs to live independently and look at education and training needs as well as cultural and identity needs. Pathway plans for cared for children are completed by the Pathway Plan Coordinator and then reviewed by this role between the ages 18 to 21, at least once every 6 months, until the age of 21 or 24 if they remain in education (some young people leave care before 18 but continue to be reviewed by the IRO) Within many other Authorities Personal Advisors within the leaving care service review their own plans. The process in Cheshire East allows the role of the Pathway Plan Coordinator to add a level of independence and rigour and promoting a better experience for care leavers as there is robust oversight by an independent person, and continuity is provided through the provision of a single person to deliver the service and develop expertise.

The number of Pathway Plan initials and reviews for care leavers chaired by the Pathway Planning Co-ordinator in 2010/11 was **227**. This is an increase from 2009/2010 by **22**. A future (2011/12) challenge is the legal requirement which came into force April 2011 to review former relevant care leavers, (age 18-21) if they have a change of accommodation, and to manage this within 28 days of the move.

The number of pathway plans overdue in 2010/2011 was **48** out of a possible **227** (21%). This delay ranged from less than 1 week to over 4 weeks. The Pathway Planning Co-ordinator has a high caseload and has during part of the year not had business support. It is expected that this will improve over the next year.

Attendance at reviews in 2010/2011 by young people were **110** out of a possible **227** (48%)

In analysis of the reasons for the figure, the detailed explanation would suggest that some reviews are held through professionals, particularly those for young people with severe learning disabilities supported by Adult Services, where it is not constructive to hold a face to face review. It is vital to improve on the young person's

contribution, however there must be a recognition that young people will make choices about being engaged in their reviews and steps to improve this must also take account of personal choice. The attendance at a review is only one method for engaging with the young person in the process of planning for them, and the range of creative opportunities needs to be maximised. This is a priority work stream for the next year. See also 4 below.

Occasionally a set review date with a care leaver will need to be cancelled at short notice if the young person has other commitments, and this either causes a late review or review through professionals. It is estimated this is in approximately 30% of cases, which can prove challenging at times.

The Pathway plan Coordinator has managed to absorb this extra case load within the last 12 months. We will continue to encourage attendance and engagement by young people at their meetings but recognise the challenge when some care leavers are dis-engaged from this process, developing creative ways to engage with young people is common for the co-ordinator who completed on review via text messaging-

The development of the 16+ Service, has really seen benefits for young people. The Pathway Planning Co-ordinator has seen significant improvement in communication with young people and between herself and the team. This is leading to a greater engagement of young people with planning once they have left care. The figures over the coming year should improve on young people engagement in their pathway plans.

3. Timeliness of Care for Children Reviews

It is essential that reviews are held on time. The potential impact on the children and young people if they are not can result in plans not being implemented; situations are allowed to drift without adequate oversight and challenge to ensure that the child's needs are at the heart of all decision making. Some 'drift' in planning for cared for children and care leavers has been a feature of cared for children in Cheshire East historically and it is crucial that IRO's oversee plans robustly and bring together professionals with carers and children with their families to plan together how to improve the outcomes for that child/young person. Research has shown us that when we plan well and in a timely fashion the outcomes are better.

Of the 1352 reviews, 77 were late (5.7%). The first review should be held with 20 working days of coming into care, the second within the 3rd month and thereafter at 6 monthly intervals. The reviews can be held more often if the needs of the child require this. At time of writing the figure given above is yet to be finalised, it may go down, once final administrative checks are made. The reasons for late reviews are usually in the following categories.

- 1) Late due to poor notification by Social work staff therefore too late to organise a review (most common when a child become subject to an ICO)
- 2) Late due to staff sickness – unable to re-arrange at short notice

3) Late due to staff shortages and case transfers

In order to improve on this practice a number of actions have been taken. With regard to late notification, a protocol has been written with Social Care explaining the timescales and that all late notifications will be challenged with Practice Consultants. Each IRO is linked to a team and teams are offered support with regard to this protocol with Social Workers.

The development of the Unit Coordinator role and extra business support in Social Care should ensure that Social workers can prioritise non business tasks and such information can be given to the Unit by Unit Coordinators.

The next year should see a reduction of case transfers as the new service embeds and therefore should not significantly affect figures next year.

4. Ensuring children's wishes and feelings are part of their care planning and Reviews

It is vital that children's wishes and feelings are actively sought and integrated within care planning and service delivery. By involving the child in decision making it is more likely that the children will understand and therefore agree their care plan and this will facilitate the process of achieving better outcomes. Similarly if professionals having a better understanding of the perspective of the child and they will shape their services accordingly. We are making constant improvements to our service delivery.

Local Authorities have been required to include in the SSDA 903 return, data on the participation of children at statutory reviews. Local authorities must "provide the method of participation of the last review held in the year". There are a number of participation codes to record:

- whether a child was present and made a contribution
- expressed their views through an advocate or another medium or played no part in the planning process

The figures for Cheshire East over the last year are as follows:

Method Of Communication Code	Method of Communication	Total
PN0	CHILD AGED UNDER 4	271
PN1	CHILD ATTENDS SPEAKS FOR SELF	388
PN2	CHILD ATTENDS ADVOCATE SPEAKS	21
PN3	CHILD ATTENDS NON-VERBAL VIEWS	8
PN4	CHILD ATTENDS VIEWS NOT GIVEN	4
PN5	ADVOCATE REPRESENTS CHILD	444
PN6	CHILD USES FACILITATIVE MEDIUM	26
PN7	CHILD'S VIEWS NOT PRESENTED	57
(blank)	(this group will be given more detailed categorisation over coming weeks, as remedial work is completed on the data)	133
Total		1352

In 2010/2011 the child made a contribution in 82% of reviews. In the previous year (2009/2010) this figure was 83%. However as the total number of children was greater, this was an actual increase of 50 children who contributed to their review. An increase would have been expected year on year as the systems for consultation become more embedded and the IRO handbook now has statutory status. In considering the situation in Cheshire East that may have contributed to this figure, there have been changes in IROs for children (due to staff vacancies) and in Social Workers which may have led some children feeling less engaged in the process.

- 21 children expressed their views through an advocate out of 1352 reviews in 2010/11 and an average cared for population of 450 over the year (5%).

- 57 (13%) played no part in the process out of 1352 reviews in 2010/11.

The Local Authority have a duty to try and promote involvement of children and young people and over the next year a priority area for development will be with the IROs looking at more creative ways to engage children and young people in the process and gathering greater evidence of the engagement with children by developing better feedback systems regarding reviews and other services delivered over the coming year. The team are looking at young people chairing their own reviews. Recently Child A 'chaired' her meeting, send out invitations, held professionals to account and enjoyed being at the centre of the process!

Children are currently invited to reviews where appropriate to their age and understanding. They will receive an invitation that is designed to be understandable according to their needs. A visit ahead of their review will be offered in some cases and certainly a slot with a chair ahead of the meeting on the day. If the child/young person does not attend, every effort is made to gauge their wishes and feelings via carers or other means of direct contact. Some children receive a letter with the outcome of the meeting. This would be something that needs to be embedded across the team, when capacity allows, as a matter of good practice.

The service needs to constantly develop its method of engaging young people and children within reviews and as part of our quality assurance framework we are addressing this constantly. The priority areas over the next year are to gain user feedback and develop systems including the use of software to engage young people in expressing their wishes and feelings. There is a challenge about how broader outcomes for children in Cheshire East's Care are evidenced and the direct impact that the IRO role is making.

The Quality Assurance section on Page 21 gives further detail on how information from children is shaping our services.

5. Advocacy for children in care and the Children in Care Council

Over the past year there has been a full review of the Advocacy Service offered to CE cared for children and young people. As result of this the Advocacy Contract has now been updated to meet current needs and has been delivered by Barnardos since December 2010. The remit has widened and all service users of Social care can access this service. This has meant children who are subject to a child protection plan, children with disabilities and children in care (care leavers) can all make use of this vital service. This represents an important improvement in the Local Authorities service to the children it is engaged with The contract is closely monitored, there are clear performance outcomes agreed within the contract and a steering group operates to develop the work. A part of the monitoring that takes place requires Barnardos to report on what difference their service is making to children's outcomes.

The support function to the Children in Care Council (CICC) also sits within the Advocacy contract as part of Barnardos service. Since January 2011 there has been a 're-launch' of the Council with an emphasis on the support and advocacy children in care receive. The council consists of 6-10 young people all in Cheshire East's care. They meet monthly and are supported by Barnardos and a participation officer from Connexions. Their agenda will be varied and will cover topics that they want to progress around issues that affect them i.e. 'sofa surfing' (Cared for children/care leavers sleeping on each others sofa's), taxis from school issues, and contact with family members. They have recently reflected on their achievements this last year and also produced an action plan of what they want to focus on in the coming 12 months (set out below). The Council is considered a key body and is given high status within the senior management team. For example the Director and the Lead Member for Children's Services have attended the Council on more than one occasion to both hear the views personally and to demonstrate direct accountability to the young people.

The CICC have listed their Achievements below:

Cheshire East Children in Care Council Achievements 2011:

- Providing Independent Safeguarding Chairs consultation on their role
- Attendance Corporate Parenting Board – January 2011
- Reviewing terms of reference of CICC
- Supporting recruitment of Barnardos staff
- Setting up the CICC Website
- Producing a newsletter
- Developing an action plan for coming year
- Producing consultation on fostering for scrutiny committee

These achievements have had a potential positive impact for all the children in care in Cheshire East. By providing these children with a collective voice it has helped the council design services and ensure cared for children know how to access advice and support.

Cheshire East Children in Care Council Action Plan 2011:

The council have set out below what their action plan for the forthcoming year is:

- Being allowed pets in foster and residential care
- Sofa surfing
- Social work practice: frequent changes in social worker to children
- Speed of response from social worker – too dependent on the individual
- Holding a council meeting in a residential unit to encourage participation and discuss provision
- Transition to independence: Clear information on entitlements and what is available in terms of support at different stages
- Level of practical support (eg; decorating) Events (eg: awards/ celebration)

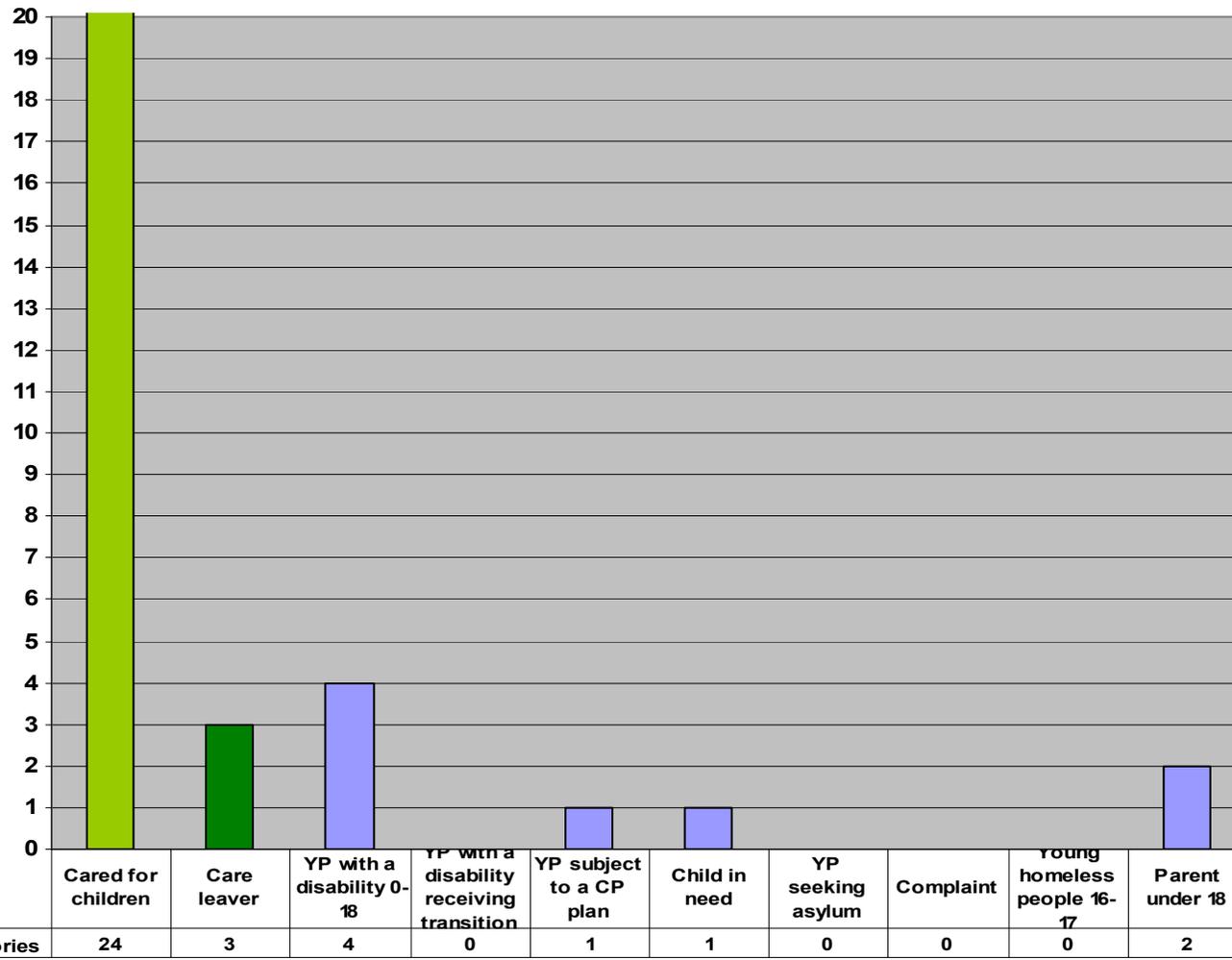
- Fundraising (for jumpers/ CICC laptop)
- Information pack on what rights young people have (eg: right to access records)
- How to hear younger children's voices and voiding labelling
- IROs: Ground rules and preparation for reviews
- Accuracy of letters
- Format of reviews
- Level of choice about being "in the spotlight"
- Annual survey from Cheshire East for young people – 'how well have we done this year?'

These issues represent significant strides in the young people developing their plans for the Council and a healthy challenge to the services that are responsible for their care and well-being. The CICC frequently have visitors and have recently had the Lead member, Director of Children's Services and David Mellor the Independent Chair of LSCB Board. These produce a great opportunity to consult with young people and ensure their wishes and feelings are being promoted throughout the authority and in service development, and ensure they have a direct voice with lead senior managers hold them to account.

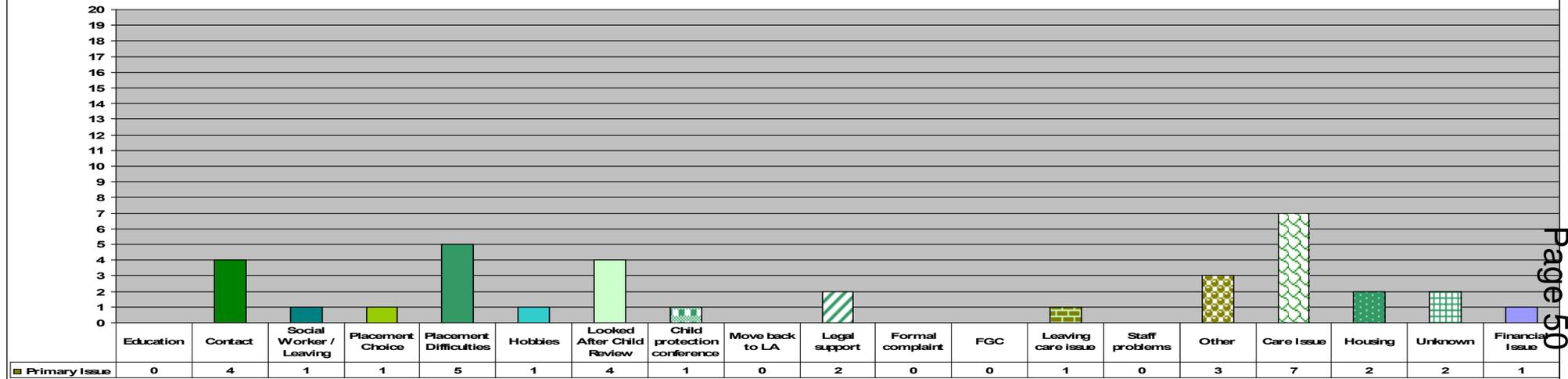
The CICC were also involved during February in recruitment for sessional advocates for Barnardo's independent advocacy service. Council members formed a young people's panel to successfully recruit two new advocates for Barnardo's service. Following some training around interviewing skills, young people grilled candidates around their experience, values, understanding of the advocacy role, knowledge of safeguarding and commitment to equalities. CICC also joined the recruitment panel for the residential service and IROs this year.

The following two graphs show the activity of the contract in the last quarter of 2010/11.

Cheshire East Referrals Dec 2010-March 2011



Cheshire East Referrals by Primary Issue Dec 2010-March 2011



The following case study provides a more qualitative view understanding of the advocacy work.

Young person's issues

Two young people, D and E were transferred to Barnardo's from the previous provider. They wanted support and advocacy in representing their views in respect of contact with their birth families. In 2010 a court ruling had been made about this which they felt did not take account of their wishes to have less contact.

Nature of intervention

The advocate explained to D and E the role of the service, and in the first instance contacted their Social Worker and IRO to check previous involvement and history. These professionals had also felt that the children's views had not been fully accounted for in the court ruling, and asked for a written record of the children's views for file to add to those prepared by the previous service provider. The advocate then returned to the children to discuss their options for how or whether to take the issue forwards. After reflecting on this over Christmas, the children asked for legal advice, and were supported to attend and brief a local solicitor identified by the Children's Legal Centre. This solicitor then liaised with the previous Guardian and obtained court details from the foster carer. The solicitor wants to take the case forward and a meeting has been arranged with this person and the children for next week. It was important that the children had the space and opportunity to express their views. The children had time to reflect on their options before making a decision to proceed in taking the issue forward.

Impact on the young person

The impact is not known yet as the situation is ongoing. It is hoped that the older child's views will be given greater weight this time, although in many ways the younger child is more vocal about her wishes. It is also hoped that the eventual outcome is that both children feel they have had the opportunity for their voice to be heard more than previously.

6. Ensuring parent's wishes and feelings are part of children's care planning

An important part of planning effectively for Children in care and in carrying out the statutory duties is to promote the involvement of parents in the care planning of their children. Children will often remain in contact with their birth families many of whom still exercise parental responsibility in partnership with the Local Authority.

There was previously a gap in the collation of information for parental involvement in the review process for their children. This has been addressed and quarterly monitoring is now in place and a comprehensive picture will be provided next year. The reasons for non attendance are as follows:

- Children and young people specifically requesting they do not attend

- Parent deceased
- Unknown
- Placement order granted
- Unaccompanied asylum seekers
- Lack of priority by social workers to invite and give good notice to parents.

The Unit ensures that all parents do receive minutes from all reviews, and where special orders are in place, an overview summary is provided. This is common when it is not appropriate for parents to remain actively involved in decision making, i.e adoption.

The Unit have had a successful workshop with a whole family to obtain direct service user feedback and have more planned in the next year 2011/12. This has proved a challenge. Encouraging families to become involved in user feedback has been difficult but the Unit is confident that the Unit can improve its systems for recording views and use this information to inform the service planning, delivery and ultimately improve outcomes. The Unit staff regularly consult with the Children in Care Council but there is a need to develop further systems for establishing feedback from cared for children's experiences of these processes.

An area for development over the next year is to increase parental participation particularly within Pathway plan meetings over the next 12 months. This is particularly acute as research has suggested that many children who have been cared for return to their families after they cease to have Cared for status. Many of these young people although deemed adults, remain vulnerable and have difficult or dysfunctional relationships with their families.

7. Ensuring good quality professional participation in Cared for Children Reviews and Pathway Plan meetings

Good quality professional planning is vital to improving the outcomes for cared for children and care leavers. If all relevant agencies contribute towards the care plan it means that the child will receive the right service in a timely fashion and help prevent placement breakdowns, ensuring emotional and educational needs are appropriately met. There is no national indicator in respect of key professional attendance and it has therefore been challenging to try and capture relevant data that reflects not just attendance but active and meaningful participation. In order that we can be sure that agencies are contributing we monitor the contribution of agencies via Personal Education Plans (PEPs), Health assessments and Strength and Difficulty questionnaires (SDQs – a measure to look at emotional well being). These reports should help coordinate the overall care and pathway planning.

Timeliness of reports: A performance area of concern is the lack of reports available for reviews 3 days before the meeting should take place. This is a basic tool for the IRO to prepare for the child's review. An over-all figure for this year

cannot be provided and so the concern is based on reporting and anecdotal evidence, therefore efforts will be made to capture this in the forthcoming year. As well as collating the information, work will be done to support the teams and key professionals to improve over the next year.

The performance indicators that have been identified to measure professional participation area and drive improvement are set out below. Data will be collected on a monthly basis and reported within a quarterly report over the next year:

- % attendance at meetings
- % key reports available at meetings Education and Health
- % report available before meetings
- % shared with child ahead of reviews

As part of the support process the IRO's have recently re-established the protocol with Social Care about the core expectations of workers ahead of cared for reviews and child protection conferences. This has been agreed by Senior Managers, and re-launched and distributed. The IRO's have also been assigned a Group Manager and will be visiting all team meetings to share this document and ensure staff understand the importance of these standards, and consider what is needed to support them in meeting them.

8. Removing barriers to ensure better outcomes for children

As part of the monitoring function, the IRO has a duty to monitor the performance of the Local Authority's (LA) function as a corporate parent and identify areas of excellent and poor practice. This should include identifying patterns of concerns emerging not just in relation to individual children but also more generally in the collective experience of cared for children. Where these more general concerns around service delivery are identified, the IRO should immediately alert senior managers. On an individual basis the primary task of the IRO is to ensure the care plan reflects the child's needs and that the actions set out in the plan are consistent with the LAs legal responsibilities towards the child. As Corporate parents each LA must act for the children they care for as a responsible and conscientious parent would act.

Enclosed in **Appendix 4** is the IRO Policy and **Appendix 1** contains the dispute resolution policy. These documents set out the underpinning processes used in Cheshire East to remove professional barriers to ensure the best outcomes for our cared for Children. Under the new regulations we have a duty to promote the role and ensure families can access the policy. Over the next year this will be developed into usable formats and made available for families and provided ahead of meetings. It will also be published on the intranet.

The Unit would expect an increase in use over the next year ensuring it is used appropriately and demonstrating a better outcome for a child. Collecting data on the use of the Dispute resolution process is important to demonstrate that challenge happens between the Unit and Social Care and that the Unit can act as a critical friend. The Dispute Resolution policy needs further embedding over the next few

months. The IRO Policy needs to be agreed through our governance processes and subsequently published over coming months.

The dispute resolution process has only been used once in the last 12 months for Cared for Children (once for Child protection). This case relates to a specialist placement request that was declined, despite having a clear assessment. The matter was resolved within 4 weeks and the specialist placement was granted when the IRO went straight to the DCS with her concerns. The child is now in placement.

Important themes emerging from reviews during last year

IROs have voiced concern that there is a variance in the quality of commissioned placements for our Cared for Children which hasn't always provided the best environment for children and care leavers. **Appendix 2** notes a case study where the use of an agency placement has had a detrimental effect on achieving good outcomes for the child concerned. This concern in relation to the children and young people of Cheshire East is also echoed in research where agency placements and out of authority placements mean services aren't always delivered as effectively as they could be. The reasons for this are partly in relation to commissioning arrangements, and the quality of these agencies. Another factor is the difficulties of ensuring a robust process when the child is a significant distance away coupled with a lack of local knowledge to tackle difficulties if they arise. This is particularly significant when the most challenging cared for children are sometimes those who are placed in accommodation some distance away. In response to this concern, Social Care are currently reviewing all agency and out of borough placements. We are aware that the new commissioning team are also addressing these issues systematically. As a Unit and as IRO's there remains a responsibility to identify any concerns about a placement and develop a plan that reduces any identified risks within them.

The Unit has also had concern that CAMHS services have not always been able to respond to the needs of young people over 16 as swiftly as the young person requires. Care leavers particularly are waiting 6-12 months for an appointment. This has been reported to the service commissioner and there are agreements that ways to improve the delivery to this group of young people who may also be disaffected and disengaged with services.

The impact of organisational change and the consequent transition between workers of cases has been an additional area of concern for the IRO's. There is case evidence to suggest that the arrangements between social work teams have on occasion led to delay, uncertainty and in many cases no plan regarding the transition between workers and teams. IROs have noted carers and children feeling unclear about who new workers are and no clear procedure about how the transitions should take place. The IRO's have raised these cases as they occur with Senior Managers and accessed other forms of resolution for children including use of the advocacy service. Clearly the major reorganisation is now complete and there is evidence that the teams are more settled, with clarity over allocation of cases. It is to be expected that this is not a significant feature in the forthcoming year.

Lack of clear, timely care planning has also led to delays in permanency planning. Performance reporting via PARIS shows a care plan/pathway plan was available for 915 children (68%). However this is a 'tick box' and IROs would add that the quality of a care plan document with detailed planning is often not of a high enough standard. The team have tried to quantify this by carrying out random samples of cases. Out of 8 sampled, only 1 had a clear plan written and up to date. By the second review (4 months) the IRO's often do not have presented to them a clear care plan for the child(ren) as required in policy. The IRO's recognise the need for support in improvement in this area including further awareness raising around this issue with operational staff.

It is vital that everybody involved in care planning for children is clear about the plan, and that a permanency plan is in place to avoid drift. IROs will ask the Social Worker to complete this and submit within a certain timeframe following the review if it is not present within the review.

Embedding a quality assurance framework and fit for purpose service

Overview of team

Collecting performance information to ensure good outcomes for children also involves looking internally at the Safeguarding teams own performance. In the last 12 months there has been a review of the teams functions to ensure it is fit for purpose in meeting the requirements to ensure children are safeguarded appropriately and have better outcomes within the care system. This review has also taken account of the changing pattern of work loads and the new expectations within the IRO Guidance document. The Principal Safeguarding Manager is managed directly by the DCS, formally this role was managed by a ADCS. The challenge arm of the unit has been strengthened. The unit acts as a critical friend to Social Care. We are developing a protocol with a neighbouring Authority to provide reciprocal independent legal advice for IRO's.

The team has experienced huge development since disaggregation in April 2009. The Child Protection Co-ordinator's and the IRO role is now integrated across the Team. At the time it was envisaged that this would allow greater efficiency, flexibility and develop the skills of the team, however this model is currently under review to ensure this is the most effective way of delivering the service. The consequence of the 'dual' role is that some of the quality assurance data below is difficult to separate as it is collected for both child protection and cared for children.

The team are a very experienced group with operational management experience. They have embraced the changes in role well. For most of them they had not completed the dual role previously, but have achieved the transition well, within the context of the re-organisation of the Council and particularly social care services.

The team have worked hard to maintain consistency over the last 2 years since disaggregation. Their case loads had reached 110-120 at points but have reduced to an average of 80. All 7 IROs are all White, British and female apart from one male. Cheshire East demographics are similar with a very small ethnic minority population, however minority groups are over represented within children in care data,

particularly children from Poland (9 out of 442 cared for children – 2%)). It is vital that we understand and meet the needs of the children we are serving. Care is taken to ensure IROs are appropriately matched with cared for children wherever possible.

The Unit also have benefited from the Pathway Plan Coordinator moving into the team, from the cared for service. The role oversees the pathway plans as young people prepare for independence, and once they leave care. It is vital that the role carries a level of independence like IRO's to ensure robust challenge. This has provided our service with an overarching view of the child and young person's journey through and aftercare.

The Unit also has responsibility for quality assuring the foster carer role, ensuring national foster care standards are met. The appointment of a dedicated IRO to oversee foster carer reviews has allowed this process to be independently overseen and challenged. The annual foster carer review policy has been re-written, and shaped to include all stakeholders including parents of children placed with carers. The role will also undertake chairing 'disruption' meetings.

The team have developed a quality assurance framework to ensure our own systems are 'fit for purpose'. There is a vital need to demonstrate evidence of good quality practice and therefore good outcomes for cared for children and care leavers.

Below sets out the strands of quality assurance within the team:

- 1) Quality Assurance Framework – (themed audits across all social care delivery) – monitoring the performance of the outcomes of cared for children

This was launched July 2010. Two cycles have been completed. Our first theme covered child protection cases and the theme for cycle 2 is children in need cases. The Audit team are IROs and Group Managers and Practice Consultants. Senior managers and Lead Member will also be included in the pool in the future. We are working on user and partner participation to triangulate the findings. A steering group has now been established to guide this work and report directly into Senior Management Team. A Policy has been written and audit tool refined following feedback on effectiveness

The team recently carried out audits of all cared for children 'placed with parents' under the regulations, to ensure that these arrangements were still suitable. This included over 60 cases which will now lead to a number of identified suitable cases applying the Courts for discharge of orders.

- 2) Quality Assurance of the Team – monitoring the performance of the team

There are a number of strands in place to ensure regular good quality feedback is gained to improve practice and service delivery:

- During a pilot period initially every meeting was quality assured with a range of questions that all participants answered including children and their families. These were collected and feed into a bi-annual report (see **appendix 4**). Currently all families including children are still routinely being asked at

meetings for their experiences of the reviews and professionals periodically, focusing on identified themes.

- Minutes of Reviews are regularly audited, from each IRO every 3 months by the Manager and feedback given via supervision of with every chair and to the business manager about quality of minutes, taken by secretaries and by IROs.
- User feedback sessions- we held a successful session with a whole family in Autumn last year but have ben able to engage any further families despite efforts made. This is a critical issue where we must perform better, and act creatively to achieve. We must embed through our services. This will have priority focus over the next year.
- Observations of the team in Reviews take place regularly by the Manager.
- Practice Workshops for the team are held each month which focus on development, including areas to improve practice i.e minute taking standards, new legislation etc.

Concluding comments

Overall the team have strengthened its business model over the last 12 months and has a clear vision and shared belief in the direction of the team. The organisation is embedding its corporate parenting responsibilities and the Board maturing in its understanding of the role it has.

It is vital that the Safeguarding Unit as a whole develop their performance management information and begin to use it more effectively to inform practice, notably gaining meaningful feedback from children and their families to focus delivery and outcomes for children.

Recommendations

recommendation	action	lead	timescale
Reports for Reviews arrive 3 working days before the meeting, and where appropriate are shared with the child by the social worker.		Safeguarding Manager (C&Rs) and Principal Manager Cared for Children	June 2011
That Social Workers inform the		Safeguarding Manager (C&Rs) and Principal	June 2011.

Unit within 2 working days of a child coming into Local Authority Care		Manager Cared for Children	
The IROs should have access to independent legal advice when challenge to the actions of the Local Authority on behalf of a Cared for child is required.		Safeguarding Principal Manager and Legal Team manager – People	September 2011
Performance data needs to be further developed to allow greater understanding of the performance within the Safeguarding Unit and in the delivery of social care services to the cared for children of Cheshire East		Safeguarding Manager (C&Rs) and Performance and Data Manager.	June 2011
Childs participation increases in a meaningful way via a clear action plan between Social Care and Safeguarding Unit.		Safeguarding Manager (C&Rs).	December 2011
All Children ahead of their first review have a pre-visit from a chair to gain their wishes and feelings and explain what to expect from the meeting.		Safeguarding Manager (C&Rs).	December 2011



Appendix 1 Dispute Resolution Process

“Each local authority must have a written policy regarding the manner in which the child’s case will be reviewed and provide the child, the parents and any other person whose views the authority consider to be relevant (e.g. the child’s foster carer) with a copy. This should include information on the role of the IRO and action that can be taken in the event that decisions made at a review are not implemented.”

Dispute Resolution

The amended Children Act 1989 and Regulations (see section 25B(1) of the 1989 Act) say that the Independent Safeguarding Chair (formally IRO) must:

- a) monitor the performance by the LA of their functions in relation to the child’s case
- b) participate in any review of the child’s case
- c) ensure that any ascertained wishes and feelings of child concerning the case are given due consideration by the appropriate authority
- d) perform any other function which is prescribed in Regulations.

The primary task of the IRO is to ensure that the care plan for the child fully reflects the child’s need and that the actions set out in the plan are consistent with the LA’s legal responsibilities towards the child. As corporate parents each LA must act for the children care for as a responsible and conscientious parent would act.

There are now two clear and separate aspects to the function of the IRO:

- chairing the child’s review
- monitoring the child’s case on an ongoing basis

In exercising both parts of this role the IRO must ensure that the child's current views, wishes and concerns have been established and taken in account, where appropriate.

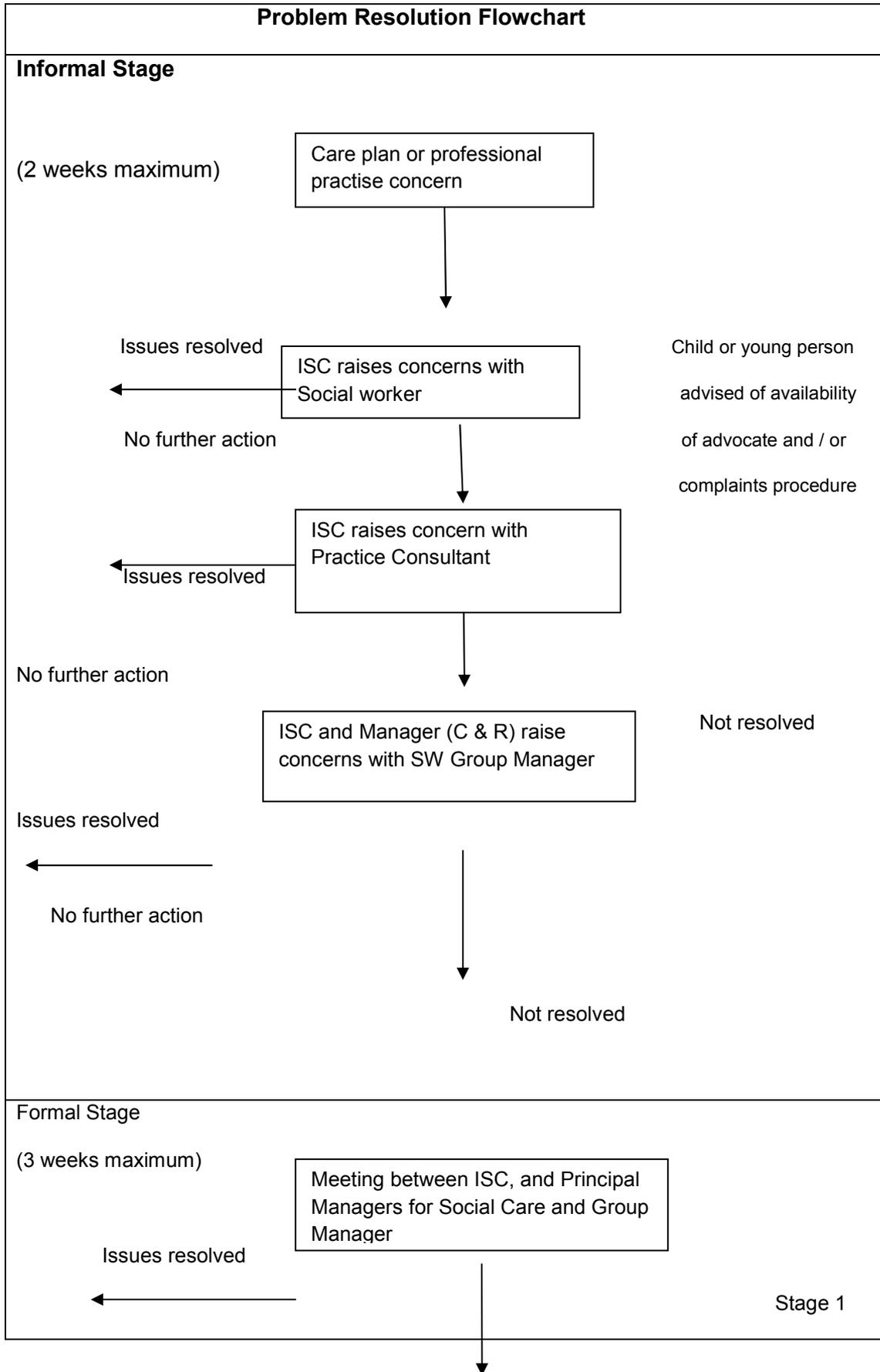
As part of the monitoring function, the IRO also has a duty to monitor the performance of the LA's function as a corporate parent and to identify any areas of poor practice. This should include identifying patterns of concerns emerging not just around individual children but also more generally in the collective experience of cared for children. Where these more general concerns around service delivery are identified, the IRO should immediately alert senior managers to these concerns.

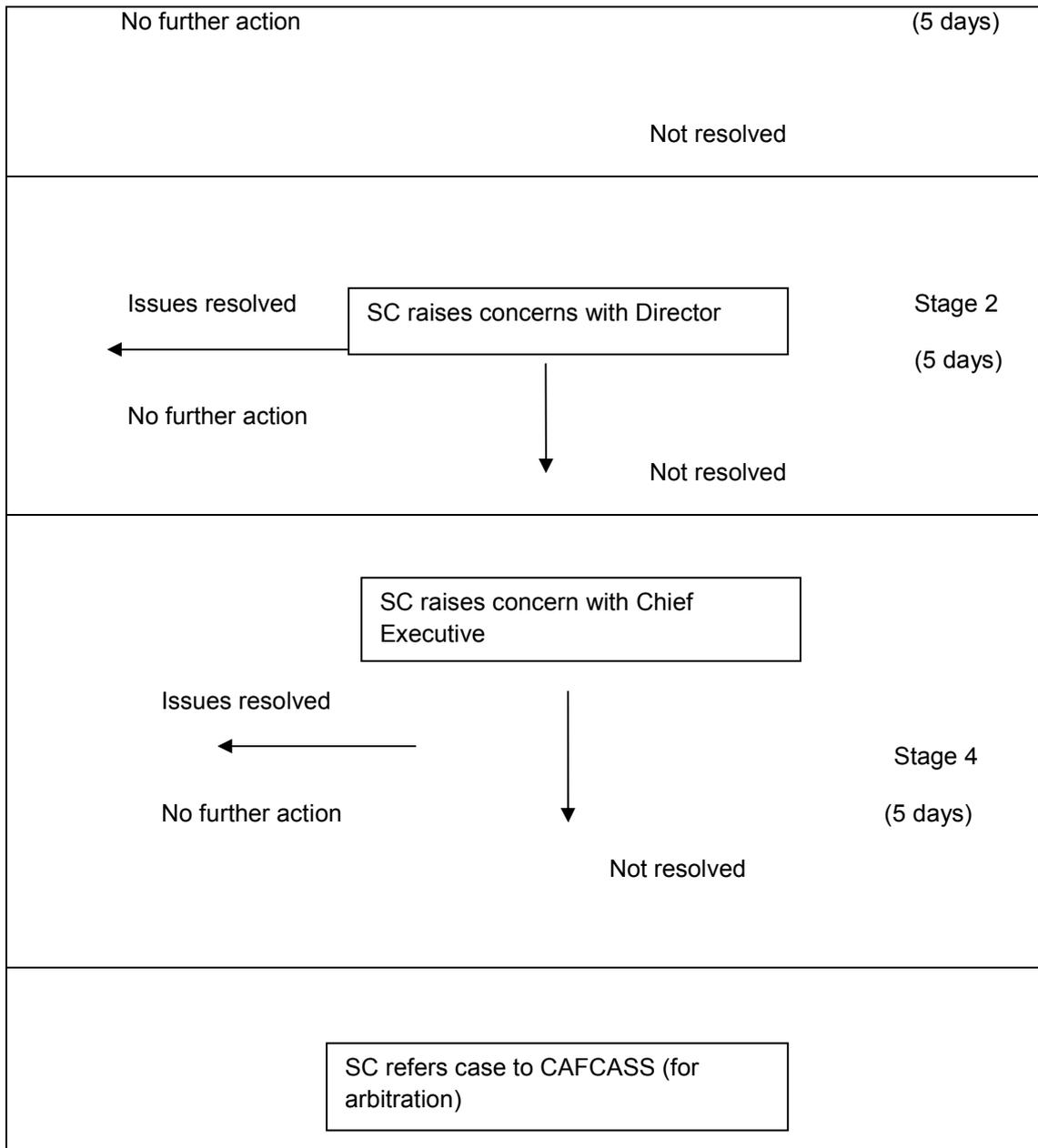
Resolution of problems

The IRO is responsible for their actions and decisions and where there are concerns about practice or issues in relation to the care plan, they are required to document what action they have taken to resolve matters.

Whenever the IRO is concerned about any aspect of the case that impacts on the care plan they should resolve matters as quickly and as informally as possible. If this proves ineffective the formal problem solving process should be entered into.

The IRO can involve CAFCAS at any stage. The flowchart below illustrates the formal problem solving process.





Please note : para 6.2 IRO Statutory guidance provides for the IRO to bypass any stage of the L.A 's Dispute Resolution Process, where absolutely necessary.

Appendix 2 IRO Case Studies

Case Example

These 2 young boys were accommodated in February 2010 following an adoption breakdown. Their first placement was with a single f/carer (Cheshire East) but they had to move on in the summer, after one of the boys was assaulted by the long-term foster child.

There were no in- house carers available for the boys so they were placed with agency carers – unfortunately this placement was a long distance away from school (their stability).

They stayed there for a couple of months over the summer and then moved to another agency carer – (still nothing in-house available). These carers were said to be joint carers and approved as long-term . However, it has emerged that the female carer is effectively a single carer as her partner is away for long periods. She has struggled to care for the boys – who are very challenging, but has appeared not to have been open and honest with the SW. SW feels that the fact that the carers were not known to her before – nor was the agency and its staff – plus the distance in the first agency placement, this has impacted negatively on her ability to protect the children in placement.

The boys are now facing another move because of concerns about the placement – I understand from the SW that they are finding it difficult to identify suitable carers. This has impacted on the children’s emotional well being, and stability.

Case Study 2

Pathway Planning

Z is an asylum seeker child who is 19 years old and living in a “Staying Put” foster care placement.

It had been agreed by a senior manager that Z could remain in foster care until 21 and this is recorded in the Pathway Plan.

Z has lost his appeal for leave to remain in the UK but has not received his removal directions. Therefore 16+ service eligibility as a “former relevant” care leaver remains in place.

The Pathway Plan Coordinator was informed that the funding for this placement should stop, the reason being that the Home Office would now be liable for funding and support for this young person.

Home Office funding would not cover the accommodation costs of this placement.

Notwithstanding the Human Rights of this young person and the standing up of the Pathway Plan, the Pathway Plan Coordinator felt that there was a point in law that needed raising.

Pathway Plan Coordinator checked on this point of law and found the following judgement, see in Bold and underlined for law decision.

Accommodation Duties towards Former Relevant Children

On 12 October 2010, the Court of Appeal handed down its judgment in R (on the application of SO) v London Borough of Barking and Dagenham [2010] EWCA Civ 1101. This note provides a summary of the practical implications of this very important judgment for those who support and advise young people who are or were looked after by social services.

What was the outcome of the case?

The Court of Appeal judgment, in reversing the decision of the lower court, contains two important decisions:

1. Local authorities have a general duty to provide a former relevant child with accommodation to the extent that his or her welfare requires it.

2. In considering whether a former relevant child's welfare requires the provision of accommodation, the local authority is not permitted to take account of whether or not that former relevant child might be eligible for accommodation and support from the Home Office pursuant to its asylum support functions (previously carried out by the National Asylum Support Service and generally still referred to as NASS).

Although the Claimant was a failed asylum seeker, the judgment has important implications for all young people who were looked after by social services prior to turning 18 and not just asylum seekers and failed asylum seekers.

Those leaving care duties are owed until the young person turns 21 and some of the duties may continue up to a maximum age of 24 if the young person continues to pursue a programme of education set out in his or her pathway plan.

The Pathway Plan Coordinator recommended that the 16+ service Practice Consultant referred to our legal services and also recommended that the 16+ worker applied for advocacy services. Z can no longer have his own legal advice from a solicitor due to the failed appeal.

Therefore all changes to this Pathway Plan are on hold until the above are investigated.

Previously interpreter support was not felt to be needed due to the young person's grasp of English. However in this case the Pathway Plan Coordinator has referred for an interpreter to attend the Pathway Plan Review.

Case Study 3

This is an example of how independence from Budget Holding responsibilities can enable challenges to be made to the local authority in regard to care leavers they are responsible for.

C and B -sisters

Siblings were accommodated in September 2007 on a PPO.

Care Orders were granted in May, 2008.

The girls were placed together in a foster placement and have remained together in the same placement, which was made long term in 2008.

The girls have slowly disclosed what they have suffered at home and this has led to them feeling more able to express their wishes and feelings over time.

May 2010 review

C had some issues in respect of contact. In her letter to the IRO she advised that she "feels that she would like to consider a reduction in contact with her birth family down to once a year. "

She felt that the contact made B angry and brought back bad memories for all three of the children.

In view of the contact arrangements for all the girls being unsettled, the IRO made a recommendation that there needed to be a review of all contact arrangements for the three girls, taking into consideration their individual wishes and feelings and the impact on them of all contacts. She recommended a full reassessment of their needs and a child- focus meeting.

This recommendation was felt important particularly as grandparents were said to be making application to court to amend the contact they had agreed at the care proceedings.

October 2010 review

The review heard that the court had agreed changed arrangements for Mr & Mrs M lengthening the visit to 5hrs, and that the Local Authority were proposing to respond to this by increasing the contact offered to mother and to the other grandparents, to two sessions of 2½ hours each, to begin in January 2011.

In the Review meeting the foster carer advised that this was likely to be contrary to C's wishes and feelings as she has been very clear that she only wants contact with her mum once a year and that 2 hours (agreed at the final hearing of care proceedings) was already too long.

In view of this, the Independent Reviewing Officer recommended that an advocate be offered to C to represent her views.

Subsequent to the meeting the Independent Reviewing Officer provided the foster carer with NYAS packs to give to the children, advising that they should be supported in sharing their views.

The advocacy contract with Cheshire East ,was then changed to Barnardo's and the children were visited by an advocate and were then taken to see a solicitor who agreed to represent their wishes (only the 2 older ones as B's views were less clear due to her behavioural issues).

May 2011-

Update from SW on the contact issue received, advising he was completing an initial statement with a view to looking at a sect.34(4) Contact Order. This would enable the Local Authority to legally manage contact in line with the girls' wishes and feelings –an agreed outcome of the Legal Gate-keeping meeting held.

To date, the IRO has not been advised of a court date to hear the application.

Appendix 3 Quality Assurance Report

QUALITY ASSURANCE QUESTIONNAIRE

Background: Since the 1st October Independent Safeguarding Chairs within Cheshire East have been asking all participants, including children and parents, within Cared for Reviews, and Child Protection Conferences to complete a standardised feedback form (children have an adapted form).

The decision to begin this collation of feedback data followed a pilot project in the summer of 2010, during which several Chairs asked participants in meetings to complete a more comprehensive form which explored the quality of how the meeting was chaired, general 'housekeeping' during meetings, preparation for the meeting, and individuals participation to the meeting. The results of this pilot project were then fed back to the LSCB in September 2010 for consideration.

The collected data provided insight into various areas of multi agency practice (for example lack of reports shared at meetings), as well as performance of the safeguarding chair.

The decision was therefore made to continue with this Quality Assurance monitoring in a scaled down format; primarily focusing on the service and experience the Safeguarding Team delivers to participants, especially families, during meetings.

Current Study: The forms have comprised of 12 questions asked of all participants, who are also asked to identify themselves by name and professional/family status. Questions have concentrated on general 'housekeeping' issues such as venue, time keeping, invitation, preparation etc; and on the performance of the Chairs ability to ensure views were heard, purpose was clarified, and whether decisions were made clear. The Chair is also asked to be rated using the Ofsted categories of Outstanding, Good, satisfactory and inadequate. 427 forms were returned during this period. Please note, not all questions have been answered on all of the forms (which explains the discrepancy in total number of responses for each listed question).

The figures listed below correspond to the period between the 1st October 2010, and the 26th November 2010.

Not all of the 12 questions have been 'analysed'; however the four questions listed below appear to be most pertinent to IRO's, in order to assess how we are performing overall, and pull out organisational and practice themes from the meeting.

4.	Did you have time to consider any written reports before the meeting started?	Yes 298	Some 52	No 63	
5.	Was the purpose of the meeting clear?	Yes 420	Some 6	No 1	
9.	Were the decisions of the meeting clear?	Yes 391	Some 6	No 1	
10.	Was the Meeting	Too short 3	Appropriate 407	Too long 14	
12.	Please say how well you think the meeting was Chaired	Outstanding 154	Good 250	Satisfactory 13	Inadequate 5

Analysis of Data:

As can be seen from the above table, general feedback is positive, with 154 participants describing the Chair as Outstanding, and 250 as Good. 13 stated the Chair was satisfactory and 5 as inadequate. This 'score' has afforded Chairs the opportunity to pick up concerning feedback with participants in order to try and rectify any dissatisfaction or to flag complaints or concerns.

Other themes for the data suggests that participant do not always have the opportunity to consider reports before the meeting starts. However this may be due to lack of availability from the social worker, or because participants, including report writers, may arrive late. None the less this data serves as a reminder for the Safeguarding unit to factor in reading time for all meetings when considering the arrangements and time- planning for meetings.

Most of the respondents considered that the information around both the purpose of the meeting, and decision making was clear (with just 7 out of a possible 427 giving a neutral/negative score for each).

Finally, most respondents thought that the length of the meeting was appropriate, with just 14 thinking the meeting was too long, and 3 thinking it was too short.

Overall this appears to provide a positive over-view of participants experiences in meetings.

Other Observations

- Some professionals have complained about being asked to complete the questionnaires, as they appear to find it time consuming and repetitive.
- Professionals are not always identifying themselves by name/profession.
- Family members (including children) are currently less likely to complete the document, despite this group being our main 'target'.
- The amount of written feedback varies, with some chairs attracting more detailed 'additional' comments.
- Families are more likely to score neutrally/negatively, and this can be linked to the outcomes for them in the meetings.

Questions and future considerations:

In considering the above information it would be helpful for the following issues to be discussed within either practice meetings, or team meetings. Do we need to continue with the forms for every meeting, or should we do set periods of QA monitoring to avoid QA form fatigue (eg. one month every three months)?

- How are Chairs 'selling' the form, and can this have an impact on the quality of information provided?
- How are we using the data, and can we gather more 'usable' information from it (perhaps by changing the questions from time to time to focus on specific areas of practice/planning)?
- How useful is the data, and how can this impact on the safeguarding units performance?
- Should we change the format/questions on the standardised form?

Appendix 4 IRO Policy for children

NOW THAT YOU ARE CARED FOR BY CHESHIRE EAST COUNCIL

There are some things that you need to know!

1. The Government will make sure that we care for you in a way that is good for you and listens to your views. We will do this by:

- Following the IRO Guidance which became law on 1st April 2011.

- An Independent Safeguarding Chair (as we are known in Cheshire East) will be allocated to you as soon as you come into care.
- We will try to make contact with you before your first review meeting, which will happen within 4 weeks of the date you came into care.
- We will make sure that we explain to you about the review meetings and we will check your views and wishes about your plan.



- If you have any complaints or worries, we will help you to sort these out through either the complaints procedure or through getting you an independent advocate from Barnardos (cheshire@barnardos.org.uk).

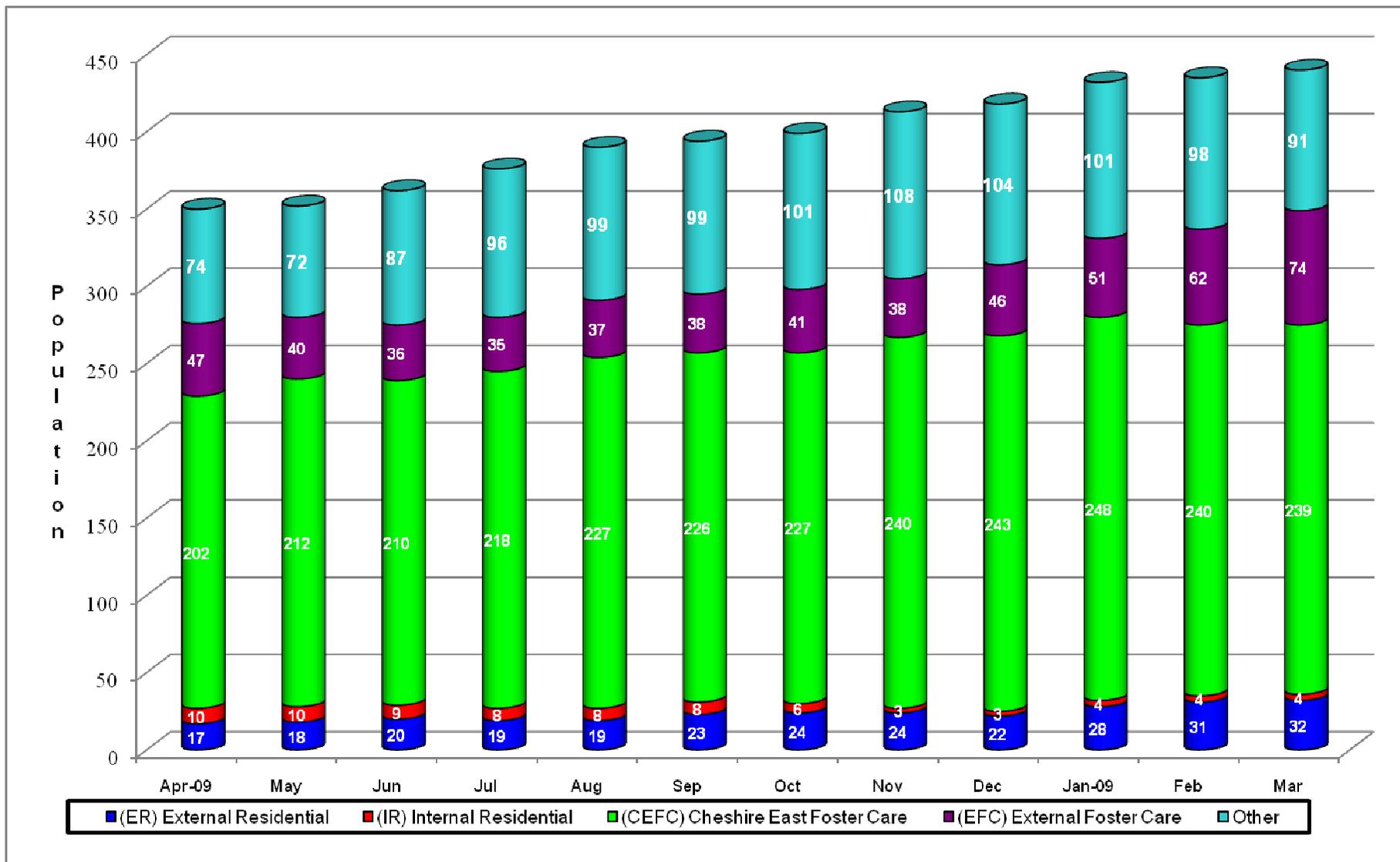
Appendix 5

Cared for children Monitoring Report April to March 2011

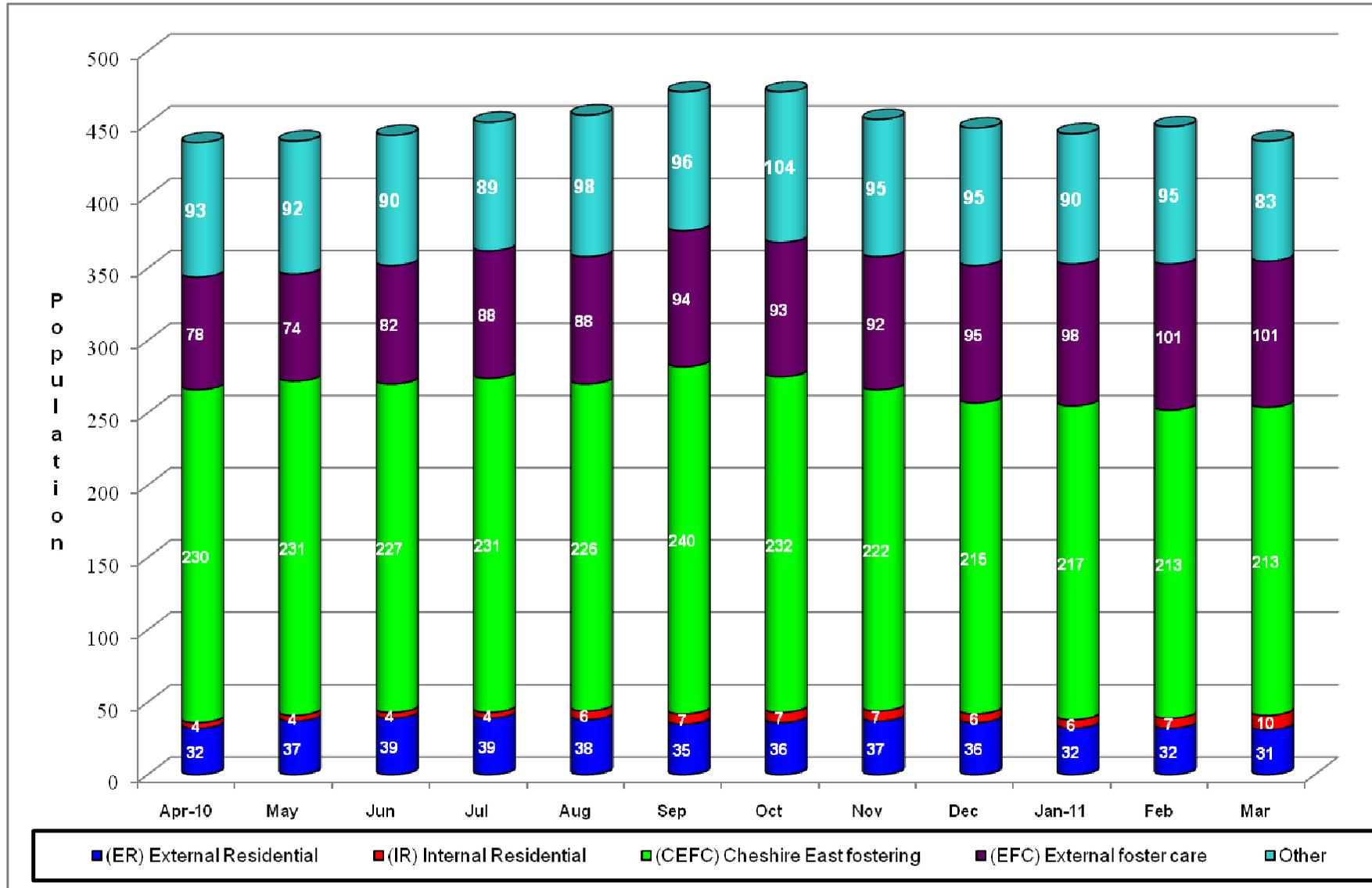
Page 73

JA Hall

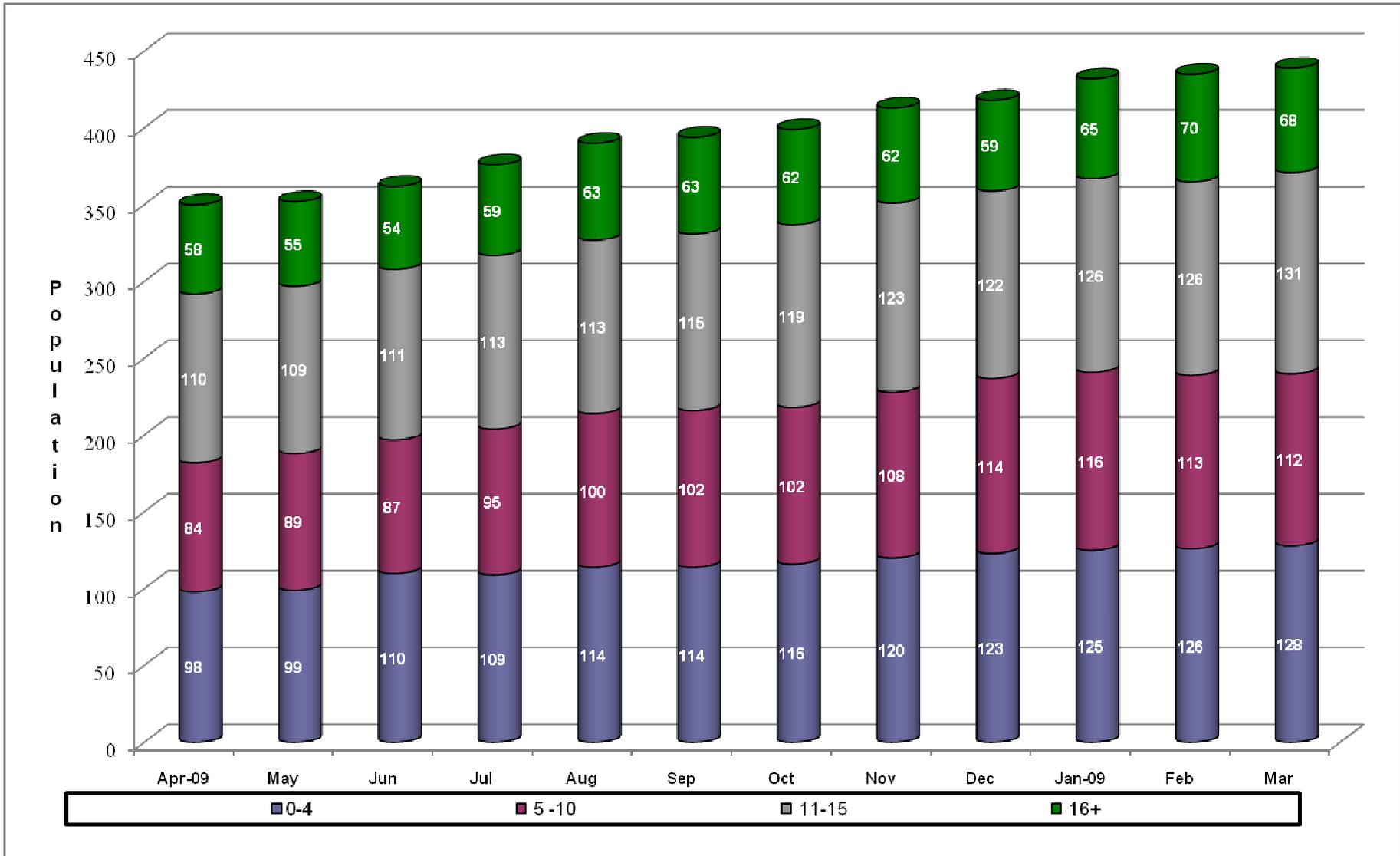
1 Cared for Children Population by placement type 2009-2010



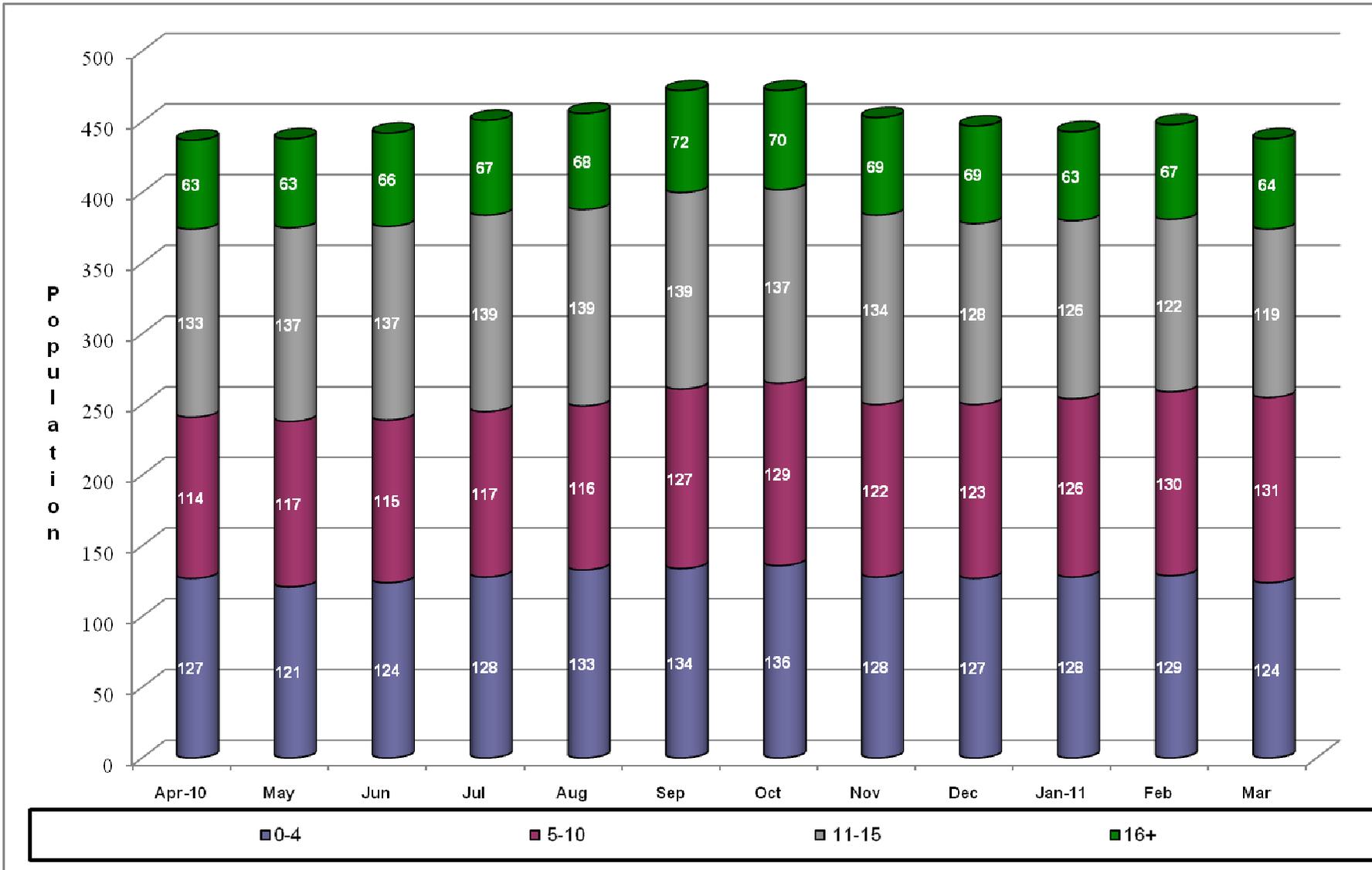
2 Cared for Children Population by Placement type April 2010 to March 2011



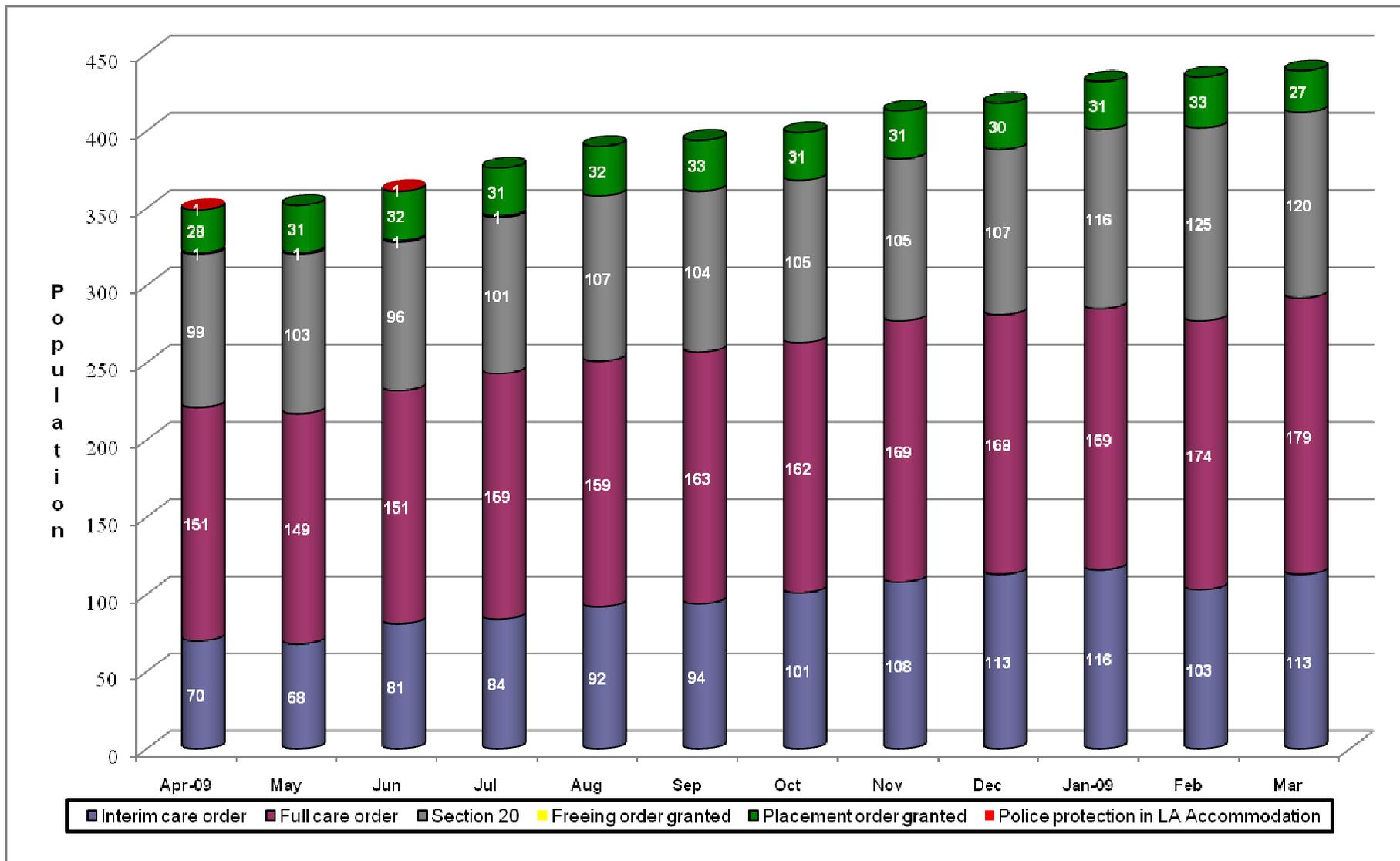
3 Cared for Children Population by Age April 2009 to March 2010



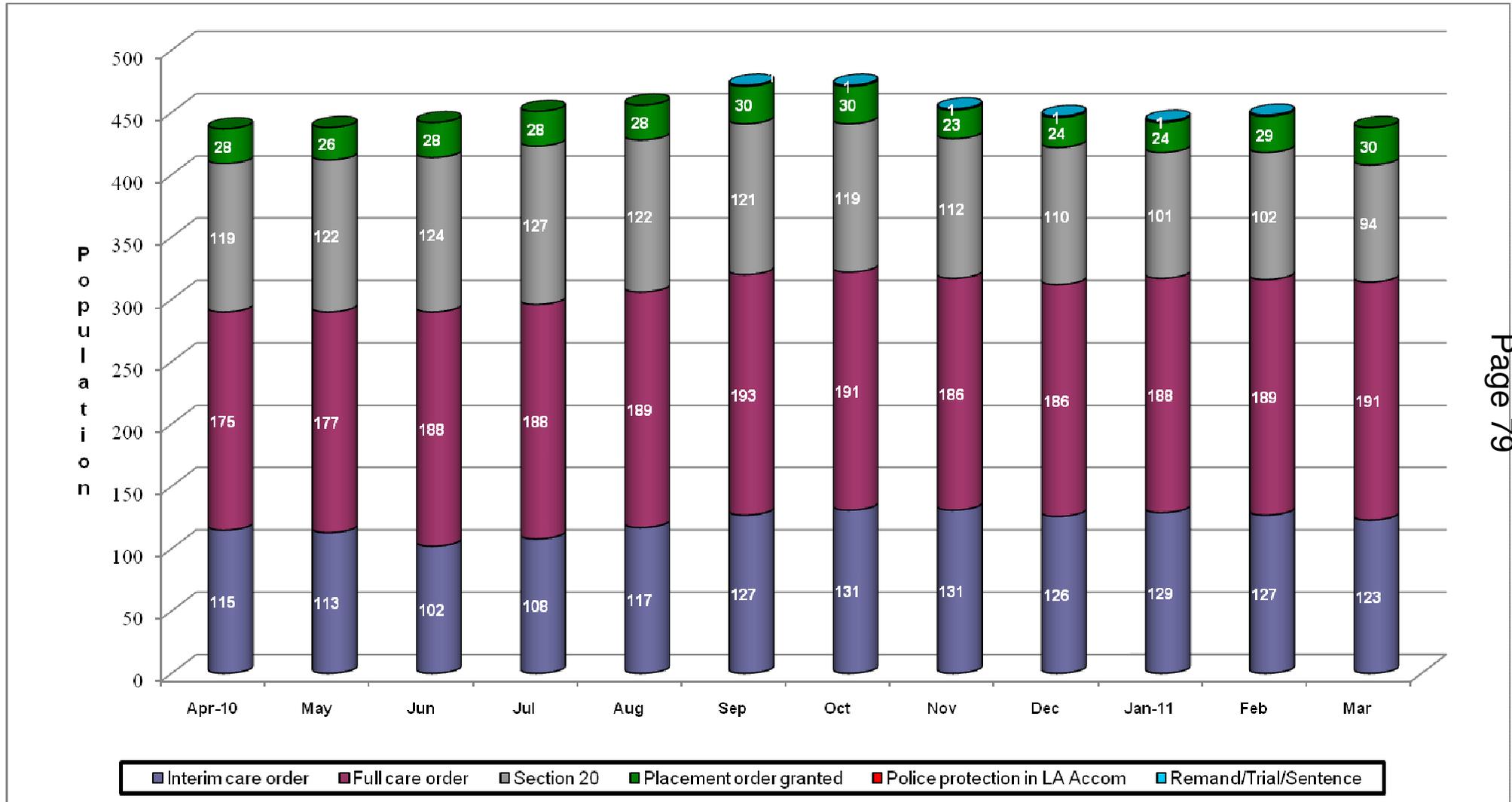
4 Cared for Children Population by Age April 2010 to March 2011



5 Cared for Children Population by legal status April 2009 to March 2010



6 Cared for Children Population by legal status April 2010 to March 2011



Total cared for population Breakdown of Other placements

Placement Type	Average 10 /11	February 11	March 11
ER	35	32	31
IR	6	7	10
CEFC	225	213	213
EFC	90	101	101
Other	93	95	83
All	449	448	438

Ratio of Fostering-Residential Placements

Placement Type	Average 10 / 11	Feb 11	Mar 11
Fostering	88.5%	89%	88.5%
Residential	11.5%	11%	11.5%

	Feb 11	Mar 11	Mar 11 %
Family Centre Mother & Baby Unit	7	0	0.0%
Independent Living	7	7	1.6%
Missing – Whereabouts Unknown	0	0	0.0%
NHS/Health/medical/nursing care	2	1	0.2%
Other Placement	0	0	0.0%
Placed for Adoption	16	17	3.9%
Placed With parents	63	58	13%
Residential Accom. Not Reg. Home	0	0	0.0%
Secure unit outside LA Boundary	0	0	0.0%
YOI or Prison	0	0	0.0%
Total	95	83	19%

Placed with parents information

Gender	0-4	5-10	11-15	16+	Total
Male	14	10	6	0	30
Female	6	17	3	2	28
Total	20	27	9	2	58

Ratio of Internal-External Placements

Placement Type	Average 10 / 11	Feb 11	Mar 11
Internal	65%	62%	63%
External	35%	38%	37%

Ratio of Internal- External Residential Placements

Placement Type	Average 10 / 11	Feb 11	Mar 11
Internal Res.	15%	18%	24%
External Res.	85%	82%	76%

Ratio of Internal Foster Care – External Foster Care Placement

Placement Type	Average 10 / 11	Feb 11	Mar 11
Internal foster	71%	68%	68%

External foster	29%	32%	32%
-----------------	-----	-----	-----

Cheshire East Foster Carer Approvals

	Respite	Family and Friends	Mainstream	Total
Apr 10	1 (1)	1 (1)	0	2 (2)
May 10	0	2 (3)	0	2 (3)
Jun 10	0	3 (4)	0	3 (4)
Jul 10	0	4 (6)	0	4 (6)
Aug 10	0	2 (5)	0	2 (5)
Sep 10	0	0	3 (5)	3 (5)
Oct 10	0	0	0	0
Nov 10	(1)	2 (2)	0	2 (3)
Dec 10	2 (2)	1 (3)	1 (1)	4 (6)
Jan 11	1 (1)	1 (1)	0	2 (2)
Feb 11	0	2 (2)	0	2 (2)
Mar 11	0	0	0	0
Total	4 (5)	18 (27)	4 (6)	26 (38)

Cheshire East Foster Carer Resignation and De-registration

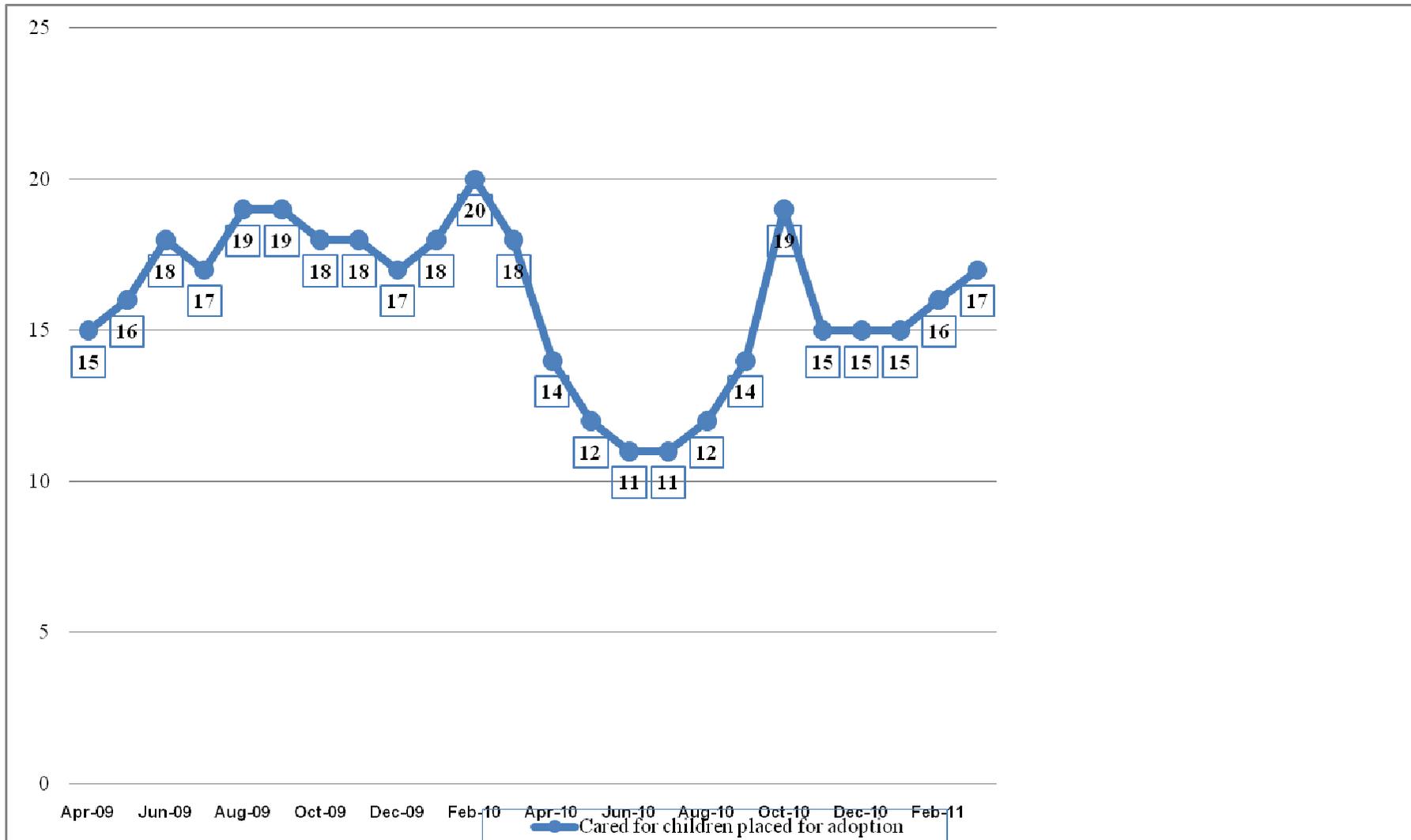
	Respite	Family and Friends	Mainstream	Total
Apr 10	0	0	0	0
May 10	0	1 (-1)	1 (-3)	2 (-4)
Jun 10	0	0	5 (-15)	5 (-15)
Jul 10	0	2 (-2)	1 (-2)	3 (-4)
Aug 10	0	0	1 (-2)	1 (-2)
Sep 10	1 (-3)	3 (-3)	1 (-1)	5 (-7)
Oct 10	0	1 (-2)	1 (-1)	2 (-3)
Nov 10	(-1)	0	1 (-3)	1 (-4)
Dec 10	0	0	2 (-4)	2 (-4)
Jan 11	0	1 (-2)	2 (-5)	3 (-7)
Feb 11	1 (-1)	2 (-5)	2 (-4)	5 (-10)
Mar 11	0	1 (-1)	3 (-4)	4 (-5)
Total	2 (-5)	11 (-16)	20(-44)	33(-65)

Carer approved in Nov 10 was approved as F&F carer for 1 and respite for 1 Carer resigned in November was Mainstream carer 3 children and respite 1 child

Cheshire East Foster Carer Reasons for Resignation and De-registration

	Ill Health	Deceased	Retirement	Personal reasons	Change of circumstances	Adopted cared for children	Safeguarding issues	Total
Apr 10	0	0	0	0	0	0	0	0
May 10	1 (-3)	0	0	0	1 (-1)	0	0	2 (-4)
Jun 10	0	0	3 (-10)	2 (-5)	0	0	0	5 (-15)
Jul 10	0	0	0	3 (-4)	0	0	0	3 (-4)
Aug 10	0	0	0	1 (-2)	0	0	0	1 (-2)
Sep 10	0	0	1 (-3)	1 (-1)	3 (-3)	0	0	5 (-7)
Oct 10	0	0	0	1 (-1)	1 (-2)	0	0	2 (-3)
Nov 10	0	0	0	1 (-4)	0	0	0	1 (-4)
Dec 10	0	1 (-2)	1 (-2)	0	0	0	0	2 (-4)
Jan 11	0	0	0	2 (-5)	0	1 (-2)	0	3 (-7)
Feb 11	0	0	0	2 (-3)	2 (-5)	1 (-2)	0	5 (-10)
Mar 11	0	0	2 (-3)	1 (-1)	1 (-1)	0	0	4 (-5)
Total	1 (-3)	1 (-2)	7 (-18)	14 (-26)	8 (-12)	2 (-4)	0	33 (-65)

7 Cared for children placed for adoption, April 2009 to March 2011



8 Placements made April 2010 to March 2011 (New cared for children mainstream only)

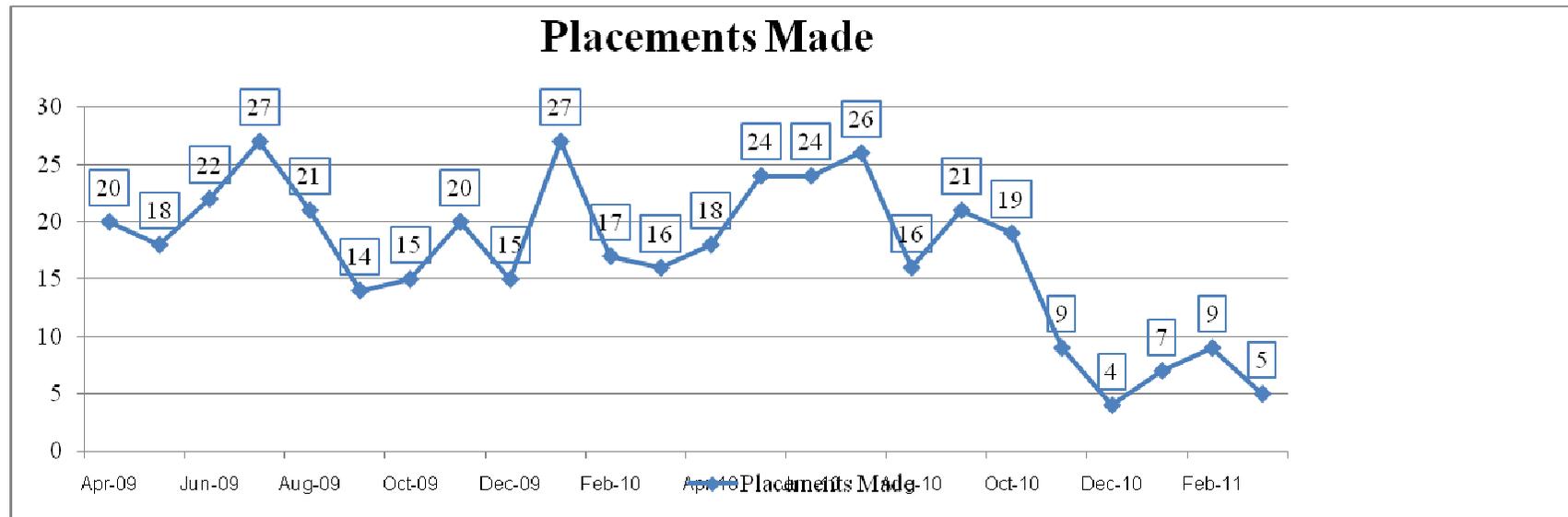
	External Residential (13)	Internal Residential (0)	External Foster Care (36)	Internal Foster Care (92)	Other (41)
	Number	Number	Number	Number	Number
Gender					
Female	3	0	17	35	17
Male	10	0	19	57	24
Age					
0-4 years	0	0	16	43	21
5-10 years	1	0	7	24	14
11-15 years	6	0	13	19	4
16+years	6	0	0	6	2
Ethnicity					
Afghan	0	0	0	0	0
Any other Ethnicity	0	0	0	0	0
Bangladeshi	0	0	0	5	0
Black – African	0	0	0	0	0
Black – Caribbean	0	0	0	0	0

Other Asian	0	0	1	3	2
Moroccan	0	0	0	0	0
Pakistan	0	0	0	0	0
Vietnamese	0	0	0	0	0
White – British	10	0	31	80	38
White Asian	0	0	0	0	1
White & Black African	2	0	0	0	0
White & Black Caribbean	0	0	3	2	0
Other mixed background	0	0	1	0	0
White – Other	0	0	0	1	0
Other ethnic group	1	0	0	1	0
Not stated	0	0	0	0	0
Sibling Groups					
2 Children	0	0	8 (16)	5 (10)	7 (14)
3+ Children	0	0	0	7 (26)	2 (6)

9 New Cared for Children placements Made, April 2010 to March 2011 (Mainstream only)

Month	Placement		Type			
	ER	IR	EFC	CEFC	Other	ALL
Apr 10	2	0	5	7	4	18
May 10	1	0	2	18	3	24
Jun 10	2	0	5	15	2	24
Jul 10	2	0	9	3	12	26
Aug 10	1	0	4	6	5	16
Sep 10	0	0	2	18	1	21
Oct 10	2	0	1	12	4	19
Nov 10	2	0	2	3	2	9
Dec 10	0	0	1	3	0	4
Jan 11	0	0	2	1	4	7
Feb 11	1	0	3	1	4	9
Mar 11	0	0	0	5	0	5
Total	13	0	36	92	41	182

10 Placements Made April 2009 to March 2011 (Mainstream only)



11 Reason for admission into care April 2010 – March 2011 (mainstream only)

Admission reason	0-4	5-10	11-15	16+	Total
Abuse or neglect	56	27	19	5	107
Disability	0	3	1	1	5
Parental illness/disability	6	1	3	0	10
Family in acute stress	7	8	9	5	29
Family dysfunctional	10	6	8	1	25
Socially unacceptable	0	0	1	1	2
Absent parenting	1	1	1	1	4
Total	80	46	42	14	182

12 Locality of admission into care April 2010 – March 2011 (mainstream only)

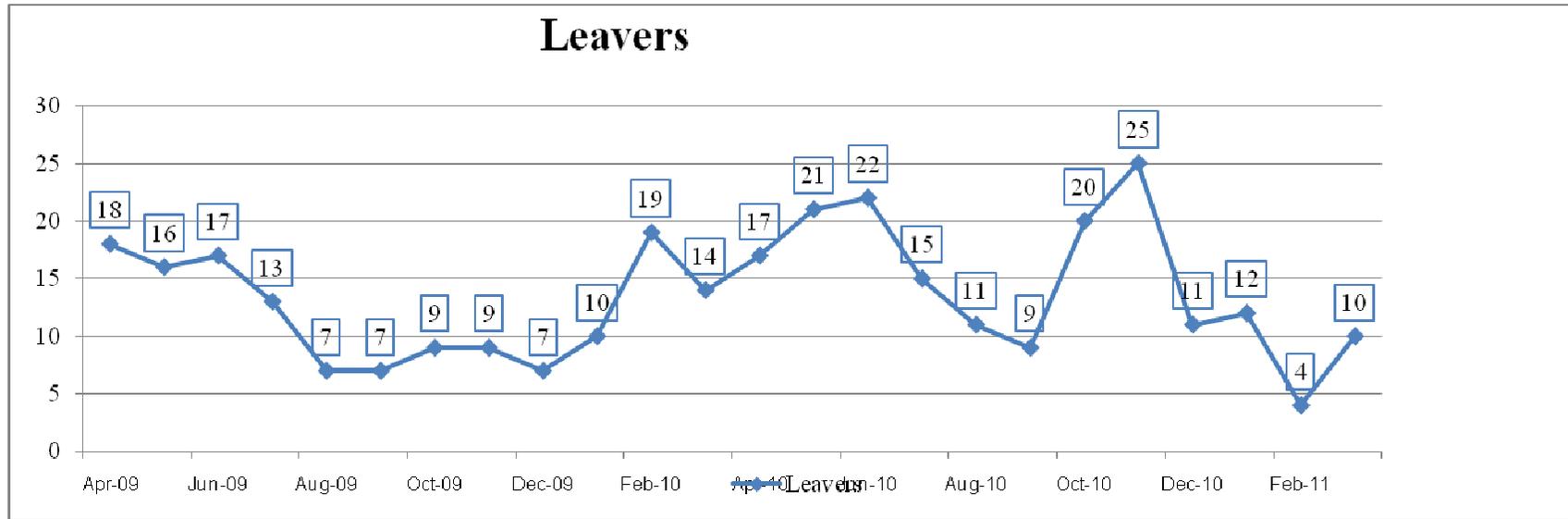
Locality	0-4	5-10	11-15	16+	Total
Crewe	47	23	20	1	91
Congleton	11	9	7	4	31
Macclesfield	19	8	13	6	46
Disability	0	3	1	3	7
Access	2	3	1	0	6
Adoption	1	0	0	0	1

Total	80	46	42	14	182
--------------	-----------	-----------	-----------	-----------	------------

13 Leavers April 2010 to March 2011 (Mainstream only)

Month	Placement		Type			ALL
	ER	IR	EFC	CEFC	Other	
Apr 10	1	0	4	6	6	17
May 10	0	0	1	17	3	21
Jun 10	3	0	2	13	4	22
Jul 10	2	0	2	5	6	15
Aug 10	1	0	2	5	3	11
Sep 10	1	0	3	3	2	9
Oct 10	1	0	2	8	9	20
Nov 10	1	0	4	15	5	25
Dec 10	2	0	2	6	1	11
Jan 11	5	0	1	2	4	12
Feb 11	0	0	0	1	3	4
Mar 11	1	0	2	3	4	10
Total	18	0	25	84	50	177

14 Leavers April 2009 to March 2011 (Mainstream only)



15 Reason for young people leaving care April 2010 – March 2011 (mainstream only)

Reason ceased	0-4	5-10	11-15	16+	Total
Returned Home	25	20	20	3	68
Supervision order	7	1	0	0	8
Residence order	8	10	4	0	22
Adoption	13	4	0	0	17
Independent	0	0	0	10	10
Mum and baby unit	1	0	0	1	2
Reached 18 years	0	0	0	39	39
Care order expired	0	0	0	1	1
Returned to family/friends	0	0	2	1	3
Sentenced	0	0	2	1	3
Special Guardianship Order	2	0	0	0	2
Care order discharged	1	1	0	0	2
Total	57	36	28	56	177

16 Locality of leavers from care April – March 2011 (mainstream only)

Locality	0-4	5-10	11-15	16+	Total
Crewe	34	19	15	13	81
Congleton	8	7	5	26	46
Macclesfield	10	6	8	13	37
Disability	3	1	0	4	8
Adoption	1	0	0	0	1
Access	1	3	0	0	4
Total	57	36	28	56	177

17 Children in care for 3 years or more as at 31st March 2011

	External Residential (7)	Internal Residential (5)	External Foster Care (23)	Internal Foster Care (89)	Other (32)
	Number	Number	Number	Number	Number
Gender					
Female	2	0	13	43	20
Male	5	5	10	46	12
Age					
0-4 years	0	0	1	5	2
5-10 years	0	1	5	25	21
11-15 years	5	2	12	41	4
16+years	2	2	5	18	5
Ethnicity					
Afghan	0	0	0	0	0
Any other Ethnicity	0	0	0	0	0
Bangladeshi	0	0	0	0	0
Black – African	0	0	0	0	0
Black – Caribbean	0	0	0	0	0
Gypsy Roma Traveller	0	0	0	1	0
Other ethnic group	0	0	0	3	1

Other mixed background	0	0	1	0	0
Moroccan	0	0	0	0	0
Pakistan	0	0	0	0	0
Vietnamese	0	0	0	0	0
White – British	7	5	22	82	31
White& Asian	0	0	0	0	0
White & Black African	0	0	0	0	0
White & Black Caribbean	0	0	0	0	0
White other	0	0	0	3	0
Other Asian background	0	0	0	0	0
Total	7	5	23	89	32

CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting: 26 July 2011
Report of: Lorraine Butcher, Director of Children's Services
Subject/Title: Cheshire East Family Service
Portfolio Holder: Cllr Hilda Gaddum

1.0 Report Summary

- 1.1 To discuss proposals for the development the Cheshire East Family Service.

2.0 Decision Requested

- 2.1 Agreement to the development of Cheshire East Family Service and the targeted approach to prevention.

3.0 Reasons for Recommendations

- 3.1 The emerging theme of targeted prevention is at the forefront of policy development from central government. The Family Service is a direct response to this and will also address some of the issues raised from the recent inspection of Safeguarding and Looked after Children's Services.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Climate change - Health

- 6.1 The implementation of a new Family Service responds to a range of policy initiatives and strategies. Firstly, as mentioned in 10.5 the Allen report; Good Parents, Better Kids, Great Citizens provides the context and the evidence base to progress the prevention agenda. Secondly, the new service will be heavily involved in reducing Child Poverty and be able to meet the recommended, if accepted in the Munro report to put early intervention on a statutory footing. Finally, narrowing the gap in terms of both health and

educational achievement will provide a clear policy direction for the new service.

7.0 Financial Implications (Authorised by the Borough Treasurer)

7.1 The Cheshire East Family Service has been costed as per the agreed needs led budget. The majority of the resource for this service is allocated from the Early Intervention grant.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 N/A

9.0 Risk Management

9.1 A range of risks have been identified including potential dip in performance, skill shortages in staff and accommodation needs. All risks will be mitigated in the implementation of a comprehensive transition plan.

10.0 Background and Options

10.1 There is an increasing amount of research that evidences the impact and benefits of an early intervention and prevention approach. This approach calls for a shift in the way we think about how we work with families and deliver services. Traditionally we have focused resources into services that help address problems once they have arisen.

10.2 Early intervention and prevention requires a different style to understand the issues facing our families, to design and develop teams and services that can address these issues and support families to support themselves, to target issues before they escalate and become bigger problems and ultimately to help make changes in behaviour – tackling some of those learned behaviours that are not helpful to families and only contribute to reinforcing inter-generational problems.

10.3 In reviewing and measuring the impact our services make to children and young people what has become increasingly apparent is that there is the opportunity to make a greater impact by doing things differently. Like many partnerships resources have been traditionally targeted to address symptoms of dysfunction; symptoms that in many cases have been reoccurring and steadily increasing, rather than understanding and addressing the cause of the dysfunction.

10.4 We believe that through adopting an early intervention and prevention approach; understanding the causes of dysfunction within our borough, focusing our resources at preventing these causes, utilising our highly skilled workforce, further strengthening the relationships with children and families and continuing to develop effective partnerships with organisations we can make a greater impact. We believe this approach

will allow children and families to have more control in facing their challenges and empower them in finding solutions. Through this approach we can work together to stop issues escalating.

- 10.5 The rationale for this approach is informed from a vast amount of research and evidence. Work undertaken by Graham Allen MP, Dame Clare Tickle, Rt Hon Frank Field MP and Professor Eileen Munro all point towards the effectiveness of identifying problems earlier and intervening to halt escalation. In particular the findings of Allen's work are being used to underpin the approach in Cheshire East. Developments have also been heavily influenced by the C&F Scrutiny report in December 2010.
- 10.6 A comprehensive plan for the development of Cheshire East Family Service was endorsed by Children and Young People SMT and Children's Trust in June 2011, see attached.
- 10.7 Within the plan, 8 key work streams were identified in order to clarify the role, activity and locality structure which will enable Cheshire East Family Service to adopt a clear identity in order to improve outcomes for families. The 8 work streams are:
 - A commitment to multi-agency partnership working
 - Publication of a core offer of programme activities
 - A clearly defined front door to improve access to the service
 - A consistent set of working policies, practices and procedures
 - A comprehensive staff development programme
 - A range of effective and innovative communication methods for families, staff and other agencies
 - An intrinsic link to the process of commissioning and effective performance management
 - An operational model which allows for the effective and agile employment of resources
- 10.8 The development of the Family Service will result in a significant shift regarding how we intend to intervene earlier and adopt a 'Think Family' approach. Furthermore a new proposed operational structure will allow the flexibility to adapt to the changing partnership agenda such as developments regarding health. The proposals result in
 - 10.8.1 A significant increase in front line resource

10.8.2 The development of a range of generic Family Service posts which aim to utilise the specialist skills that staff possess. Specifically it is proposed that the following posts are established

- Family Service Locality Managers

To be responsible for the strategic development of integrated early intervention and prevention services within a specific locality. To be responsible for the deployment across a locality of a set of workforce and physical resources to prevent the cause of family dysfunction using a Think Family approach. To be responsible for the effective allocation, monitoring and management of a specific locality needs led budget

- Family Service Managers

To have operational responsibility for a set of resources that enable families to receive targeted, appropriate and timely interventions across the 0-19 continuum. To build effective partnerships both internal and external to ensure the delivery of a comprehensive range of evidence based programmes.

- Family Service Workers

To work in partnership to deliver a range of evidence based programmes which ensure families receive effective preventative services.

- Family Service Assistants

To assist in the delivery of a range of evidence based programmes which ensure families receive effective preventative services

- First Contact Service

The development of an easy access front door – First Contact to improve families getting the right service which will allow resources to be targeted to intervene at the earliest stage possible

- Family Service Business Support Officers

To be responsible for the development and management of a set of administrative resources across a specific locality. To assist with the effective allocation, monitoring and management of a specific needs led locality budget

- Family Service Business Support Assistants

To deliver an effective administrative service which ensures families receive appropriate and timely interventions

11.0 Access to Information

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

Name: Tony Crane

Designation: Head of Service, Early Intervention and Prevention

Tel No: 01606 271105

Email: tony.crane@cheshireeast.gov.uk

This page is intentionally left blank



Cheshire East Family Service

Final June 2011

National Context

“**Opportune time for change**” is the phrase coined by Graham Allen MP. Allen is one of a number of people who have been heralding the effectiveness of an early intervention and prevention approach. Recognition that current approaches are often neither timely nor effective has led to the need for a rebalance; **what needs to change in order to ensure all children have the best start in life and continue to thrive throughout their childhood?**

There is an increasing body of evidence to support an early intervention and prevention approach. Reviews by Dame Clare Tickell, Graham Allen MP and Rt Hon Frank Field MP all point towards the effectiveness of identifying problems earlier and intervening to halt issues escalating. When interventions are applied well following a timely identification of a problem the evidence shows improvements in outcomes and quality of life for children and families. This evidence is supported by research both nationally and internationally. Children and families are all unique, so too are their challenges. There will be times when a single intervention is all that is required, whilst for some longer support may be required to address complex and generational problems. Working collaboratively, learning from what works and providing a spectrum of continuum of support is proving to be most effective to children and families.

There are essentially two strands to early intervention and prevention. Firstly to provide the best start for all children; this approach starts before a child is born and helps lay the foundations. Children who have the social and emotional development required in their most formative years 0-3 go on to fulfil their potential; have improved mental and physical health, educational attainment and employment opportunities; these children will in turn become good parents themselves. For those children who do not have this bedrock during their most formative years; who experience neglect, other adverse experiences and the wrong sort of parenting – so do not learn how to express emotion and to understand and respond to the emotion of others - can not only find it difficult to recover from such a bad start but continue to be trapped in a dysfunctional cycle. It has been proven that valuable lessons missed during these formative years are harder to learn later in life.

Did you know that at 22 months a child’s development score can serve as an accurate predictor of educational outcomes at age 26?

The work of David Olds of the Nurse Family Partnership, George Hosking and Ita Walsh at Wave Trust and Bruce Parry at the Child Institute at Houston provided further evidence that if parents were supported and **equipped to optimise their maternal responsiveness** and their impact upon their 0-3 year old children it would enable the **laying of secure and strong foundations** which pre-school and education could thereafter build upon.

The benefits of this approach – besides **healthier and happier** children and families – is that when reaching pre-school age the work done with these young children would be **developmental rather than remedial**.

In *Early Intervention: Good Parents, Great Kids, Better Citizens* co-author Graham Allen MP describes the problems faced by primary schools within his Nottingham North constituency. He discovered that despite committed head teachers, excellent teaching staff and refurbished buildings the children were still not attaining. The staff described how children arrived at school 'unable to speak in a sentence', 'unable to recognise a letter or number' and were 'incapable of resolving differences without violence'.

At the time Nottingham had a successful Sure Start programme but it was recognised that this did not reach back far enough. Allen began to think about the 'idea of a **virtuous circle of interventions** covering a generation aged from 0-18 and over again to the next generation' thus breaking the cycle. This encapsulates the **second strand of the approach**. Focusing upon 0-3 will ensure the best start for children and help break generational behaviours but what about children who did not have interventions at that age and now, as they develop may face challenges; the ethos of early intervention and prevention must be applied throughout their journey into adulthood.

For example educational attainment and standards are continually increasing but it is recognised that there are a small number of children who are being let down by the system. Research shows that **by the age of six a child who is more able but from a poorer background will have been overtaken by a less able child from a well-off family** in school attainment. By the age of eleven it is much more difficult to address some of the challenges that continue to grow; limited oral and numeracy skills, behavioural issues, restricted social skills. The approach of early intervention and prevention; using knowledge and data to identify problems earlier and intervening appropriately enables children to realise a fuller potential; be healthier, happier, have increased IQ, better life skills, emotional intelligence and greater educational attainment.

For children to receive the emotional social and empathetic skills parents must be equipped and confident with their parenting skills: those parents who have not received social and emotional skills themselves will find this very difficult to pass on. Ensuring future parents are child ready is complementary to the holistic approach of intervention and prevention

Other long term benefits of this approach are:

- Lower level of addictive behaviour
- Lower likelihood of being trapped in poverty and low quality housing
- Greater likelihood of having only the number of children people can parent effectively and afford to support to children without sliding into dependency, and
- Greater likelihood of people being 'naturally' good parents to their own children, thereby feeding into a positive rather than negative generational cycle

Wise, Bennett, Alperstein & Chown identified a number of life phases and transition points following birth where children, young people and parents could potentially need support; commencing school, transitions between different stages of schooling

- engaging families at these points provided the opportunity to offer support to families who could often be isolated or traditionally reluctant to engage. The evidence also shows that one-off interventions at a particular developmental stage are not sufficiently robust to protect high risk individuals for all time: **recurrent support** acts like a booster.

There are also financial implications. Nobel Laureate James Heckman has demonstrated an **economic pay-back 3-6 times higher from intervention pre-school than post-school**. Huntstinger and Luekhen's work emphasises the link between people who have had secure attachment during those formative years showing more healthy behaviours such as not smoking, exercising, not using substances and alcohol and even driving at an ordinary speed. When these wider implications are calculated it is clear what long term savings can be made if intervention is received early enough.

Local Context

Cheshire East's Children and Families Service Vision is for "**Cheshire East to be a place where all children and young people are supported well to maximise their life chances**" this vision is at the heart of all work undertaken.

Further direction for local arrangements come in the form of the the current Children's Trust priorities identified in the 2011-14 Children and Young People's Plan:

- Develop and implement an integrated commissioning and delivery approach to improve the emotional health and well-being of children and young people.
- To reconfigure some services to focus more clearly on co-ordinated early intervention and prevention on a locality basis appropriate to need, whilst continuing to meet the needs of children & young people who have more complex needs and require specialist support.
- Ensure that all agencies collectively safeguard children young people and their families.

Working in partnership we continually strive to improve the well-being, outcomes and opportunities for all our children, young people and their families; we are proud of the progress made to date.

In reviewing and measuring the impact our services make to children and young people what has become increasingly apparent is that there is the opportunity to make a greater impact by doing things differently. Like many partnerships resources have been traditionally targeted to address symptoms of dysfunction; symptoms that in many cases have been reoccurring and steadily increasing, rather than understanding and addressing the cause of the dysfunction.

We believe that through an early intervention and prevention approach; understanding the causes of dysfunction within our borough, focusing our resources at preventing these causes, utilising our highly skilled workforce, further strengthening the relationships with children and families and **continuing to develop effective partnerships** with organisations we can make a greater impact. We believe this approach will allow children and families to have more control in facing their challenges and **empower** them in finding solutions. Through this approach we can work together to stop issues escalating.

We want Cheshire East to be a place where **all children and young people** have the **best start in life** and continue to **flourish, aspire and achieve**; maximizing their life chances. We want to provide responsive, locally based services, which make sense to children, young people and their families and address their needs early. To do this we will need to ensure our highly skilled and knowledgeable workforce is in place equipped with the tools and resources to support families to develop.

Our Vision

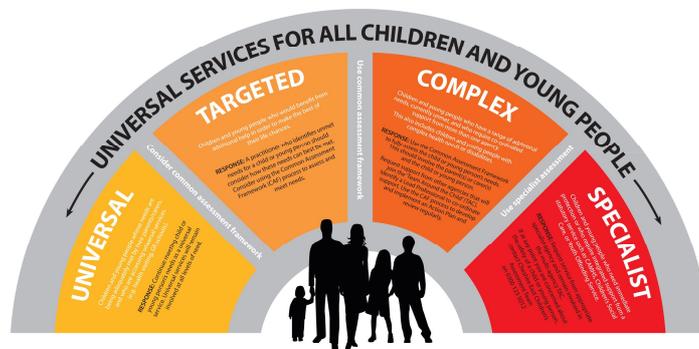
The proposed Cheshire East Family Service (CEFS) will be at the forefront of developing a

‘Think Family’ approach to keeping families together, working across the multi agency agenda it will ensure that families can easily access services to meet their needs at a time and place that makes sense to them. Embracing the ECM outcomes the service will provide targeted, coordinated, high quality services at the earliest point possible.

We believe that if we can provide services that will support families to make changes, learn new skills and approaches, break cycles and patterns of behaviours then families will be equipped to make permanent long term positive changes. Working across the multi agency agenda and embracing the ECM outcomes the service will provide targeted, coordinated, high quality services at the earliest point possible. It is through this approach that we believe we may address some of the challenges our families face that stem from generational learnt behaviours.

CEFS will support families to become empowered, have access to information and resources that will stop problems developing and escalating and which ultimately will allow children and young people to reach their potential, keep families together and promote social, educational and emotional attainment. The approach taken will be preventative ensuring support is provided to families in a way that will educate, inform and aid their development and is sustainable. We believe this approach will stop what can often start as small issues developing into something greater. Working with our families we will begin to address some of the inter-generational dysfunctional behaviours that we have started to increasingly identify.

The service will use creative methods to allow families to access more general, universal information but the majority of structured interventions and programmes will take place in the **Targeted** and **Complex** areas as identified in the recently published **‘How we work together’** levels of need document published by the Children’s Trust Furthermore as the service undertakes a range of supervised contacts as per direction from the Court interventions also take place at the **Specialist** level of need.



We acknowledge that one size does not fit all. For our services to be effective we need firstly to **understand the issues facing our** communities and **provide flexible and appropriate responses** to these challenges. Effective commissioning arrangements are critical to this. Through the understand, plan, do, review cycle we will continue to develop our knowledge, understand the prevalent issues, identify trends and begin to plan in a more future focused way. We will be informed by engaging more with children and their families, listening to our highly skilled workforce and through the collation of statistical data.

The **service and approach** we adopt **will be underpinned by a set of behaviours and principles** which best capture the changing demand of family support activity in Cheshire East, these being:-

- Services will be **outcome focused**, based on **genuine consultation** and build upon the strengths within families, recognising that families live their lives as part of a wider community
- The Service will publish an offer of **evidence based**, what works programmes and activities
- Services will be **accessible** and be delivered at a time and place which families tell us makes sense to them and will adopt the a **one 'front door'** system to improve timeliness of intervention
- The overall principle will be an **assess and support approach**, utilising the **Common Assessment Framework**, underpinned by robust **safeguarding practice**
- Where appropriate services will be **integrated** to ensure families receive a targeted, coordinated offer
- Continued training, quality supervision, and **professional development** will be key to ensure all staff members deliver high quality services

For Cheshire East Family Service to be successful **effective communication and engagement** with children, families, our workforce and partners will be essential. To this effect a number of briefing sessions have been held to share the vision for the service and to discuss ideas and thoughts. The briefing sessions that have been held with Cheshire East colleagues and below are a selection of the ideas and comments received.

When asked '**what needs to happen to make the vision a reality?**'

Colleagues said:

- For staff to feel challenged, make a difference, use skills and variety of work
- Families can trust us
- Multi skilled, positive outcomes, structures in place, nice culture and climate

- To have staff focus groups that meet to discuss different areas of work and information is then fed back to teams and any actions for change are fed to management
- To have relevant and targeted training opportunities
- To have drop ins where parents / children can be nurtured and self esteem built
- Estate based activities for teenagers; youth clubs, drop ins, coffee clubs and meeting places
- To develop a relaxed manner of partnership working, improve and increase dialogue and relationship
- Common Assessment Framework (CAF) to be used by all
- A central referral system. More fluidity. Multi-agency allocation meetings
- A sense of community – first port of call is us but to also develop community involvement; work with small businesses to develop support / funding / resources
- To be a family friendly, approachable, non judgemental, honest, fair and supportive service

In taking these ideas and discussions forward as part of the development of CEFS what has emerged are eight work streams. These key work streams will underpin the work that we do and will address the suggestions put forward. The eight work streams are:

1. A commitment to **multi-agency partnership working**
2. Publication of a **core offer of programme activities**
3. A clearly defined **front door to improve access** to the service
4. A **consistent** set of working **policies, practices** and **procedures**
5. A comprehensive **staff development programme**
6. A range of **effective** and **innovative communication methods** for families, staff and other agencies
7. An intrinsic link to the process of **commissioning** and effective **performance management**
8. An operational model which allows for the **effective** and **agile** employment of resources

Cheshire East Family Service is committed to multi-agency partnership working

Cheshire East has always been committed to and actively promotes integrated working and has the utmost regard for existing partnerships. As we continue to develop our early intervention and prevention approach we look forward to building on the excellent work within existing partnerships as well as developing new partnerships. We value the important part all services across the localities can play and the contribution they can make. The evidence is clear; effective multi-agency working is the best way to improve outcomes for children and families particularly those with complex needs.

Evidence also shows that the best support to families is done through services that families already have a successful and trusting relationship with. The skills and knowledge that span services across Cheshire East is vast and the potential to develop our one children's workforce, share training and development, best practice and new ways of working, is an exciting one.

As the CEFS develops we look to strengthening the relationships we have with our partners including health colleagues, services across the council in particular adult services, the voluntary, community and faith sector, police, local businesses, early years providers and of course our children and families.

Enabling families to be supported in tackling challenges early; stopping escalation is a shared priority for all services. We recognise that we will often be operating in a complex environment due to the range of performance indicators, priorities and cultures of how services are currently delivered however, there is a willingness and flexibility from all partners to find common ground. We will achieve this through networking at all levels – from joint training, working lunches, communication briefing events as well as formal meetings. Developing our shared priorities and ultimately by moving towards joint commissioning and planning arrangements will help towards achieving this.

Establishing structures such as shared performance management processes, effective ways of measuring impact and improvements in outcomes for children, young people and their families and self evaluation will all shape future plans and ensure the services we are delivering as a partnership are one that are helping to make a positive difference.

With regular monitoring and reviewing processes built in throughout the year we will be informed as to what services are working well, what needs to change and, if any gaps are identified, we will be able to respond rapidly in addressing this; working in partnership pooling our skills, knowledge and expertise.

Promise

We will value, develop and promote a partnership ethos so that all our services reflect the strong multi agency partnerships that exist in Cheshire East

Cheshire East Family Service will publish a core offer of programmes and activities

CEFS will encompass a range of early intervention and prevention programmes; including Family Support, Targeted Youth Support, Parenting and Children's Centres. We will work with the Commissioning Team to assess local needs and identify and rectify duplication and gaps in service.

The Common Assessment Framework will be the basic tool to assess and identify need and to identify necessary interventions with the children, young people and families concerned. Operational staff members will undertake the role of Lead Professional and adopt a "Whole Family" approach to their work. In addition to CAF, an assessment toolkit will be developed for use across the service, to include those more specialist assessments which will be an appropriate addition to CAF for some children, young people and families.

A suite of agreed evidence based interventions will be delivered across the service to children and young people aged 0-19. This will include a menu of parenting courses at all levels of need, to include universal courses with open access, courses for those with targeted/complex needs accessed through CAF process and courses for those with specialist needs accessed through specialist services.

In order to ensure there is a consistent offer across localities, and that parenting courses are accessible, a co-ordinated approach will be taken to course provision and allocation of places. Parenting programmes will be delivered in partnership with colleagues from other agencies.

We will develop a model for the delivery of family support to enable consistency across the service, and use an outcomes-based performance management framework to measure service effectiveness and best value.

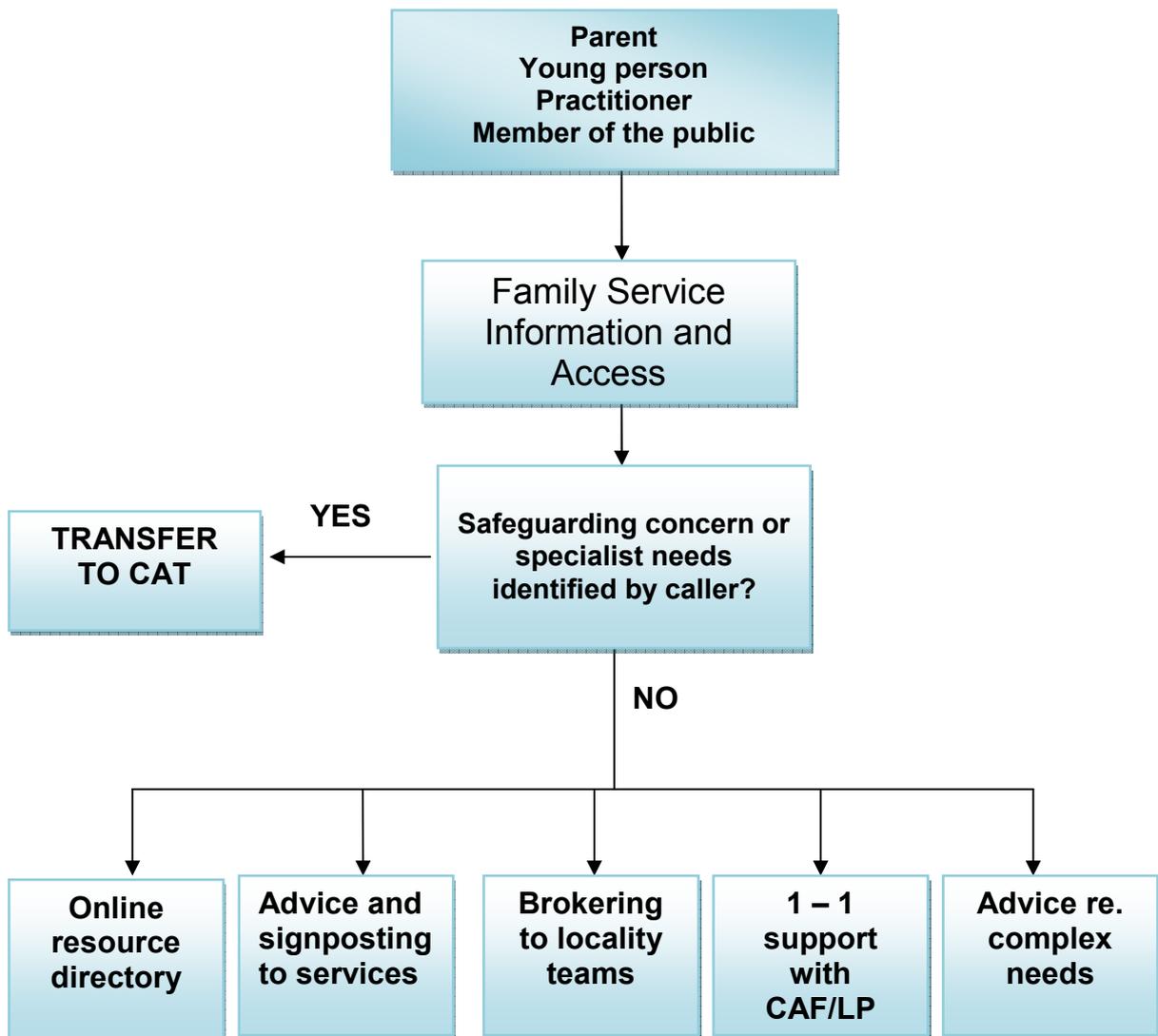
In order to identify those programmes which will best meet the needs of families in Cheshire East we will use all our resources and data to understand the differing needs across the localities. We will regularly review this to ensure we are providing services that are needs led and effective. Being able to respond to new needs with appropriate activities will be critical. Having an efficient system for measuring outcomes and sustainability; which will be used consistently across all programmes, will ensure we are equipped with the knowledge that are programme of activities are making an impact and difference to families.

Promise

Our services will be built upon the foundation of evidence based 'what works' for families

Cheshire East Family Service will have a clearly defined front door to improve access to services

We want to ensure that all the services we provide are easily accessible and provide the right help at the right time. To do this we will work closely with multi agency partners and specialist services to ensure we provide a joined up and consistent offer. Having a clearly defined front door will allow for seamless provision; it will mean a reduction in 'red tape', it will mean having access to one key worker, it will ensure people do not get lost in the system. We shall be creative and innovative in arranging our services and teams; by taking a co location and systems approach we believe we will make accessing services a positive and helpful experience. We will work closely with colleagues from specialist services to bring to life ideas of co-location to avoid duplication. The table below shows the proposed access pathway.



Promise

Accessing support will be simple, welcoming and effective

Cheshire East Family Services will have a consistent set of working policies, practices and procedures

To work collaboratively and provide the best offer of support to our children and families, it is essential to have agreement and clarity around the way that we all work together. The best outcomes for children and families will be achieved by consistent, high quality practice supported by clear and consistent policies and procedures.

The principles underpinning this strive for quality and consistency will ensure a more effective, multi-agency approach that results in real improvements for children and families.

We will:

- Work **respectfully and in partnership with families**, valuing them and facilitating support that builds on their existing strengths, knowledge and experience
- Work creatively with families using a persistent and supportive approach with clear strategies for using incentives and sanctions to bring about positive change
- Base the approach on strength based whole family assessment which places the interests of children and young people at the heart of the process and **encourages self efficacy and autonomy**
- Utilise effective working partnerships with agencies and individuals in providing support to parents and families through better integrated working and the sharing of approaches across services
- Support **child and family involvement** in the **development and evaluation of services**
- Support those working with families to access specific training, qualifications, support and expertise appropriate to the work they are undertaking
- **Support good practice** which requires reflection, regular and appropriate supervision and support as well as a continuing search for improvement
- Facilitate the use of **evidence based approaches** where possible to encourage and achieve good outcomes

This will lead to:

- Confident, enabled practitioners who are committed to working with parents and families so that children and young people have the

chance to be healthy, stay safe, enjoy and achieve, make a positive contribution, and experience economic wellbeing

- Competent practitioners who are skilled at engaging children, parents and families fully and respectfully in identifying goals, assessing options, making decisions and reviewing outcomes
- Whole family assessment being used effectively to offer a range of appropriate support according to the needs of both child and parent
- Skilled practitioners who can readily employ innovative and creative approaches to address need and develop more confident, resilient, independent and capable families

Promise

A well developed set of policies and procedures updated and reviewed regularly will ensure a consistent high quality approach is achieved in our work with families

Cheshire East Family Services will invest in a comprehensive staff development programme

In order to deliver an effective Early Intervention and Prevention Service we need to have a fully equipped workforce in place. Across all teams we have a wealth of skilled, knowledgeable and talented people, as we begin to progress it will be important to build upon these skills and ensure staff feel confident in assessing, supporting and developing families to help them find the best fit that will allow them to move forward. In designing our training and developing plan we have taken a holistic approach; this consists of a common induction for all staff with additional training dependent upon the role.

Every individual staff member will have a Personal Development Plan (PDP) agreed and reviewed as part of their Annual Interview. The PDP will detail learning needs, methods and milestones. Training and development needs identified through this process will inform future staff development programmes.

The programme that we develop will be responsive to need and will be regularly reviewed to ensure it is fit for purpose and effective. We will ensure we can respond to any identified themes or trends so staffs are confident that their skills and knowledge are up to date and they are fully supported to develop.

The staff development programme will consist of a menu of approaches. It will consist of formal and informal training. Across the localities we recognise the wealth of experience and expertise and we will be looking at ways to utilise this in a way that will benefit all.

We have identified 'core training' which is the bare minimum that we expect all our staff to have. This is a formal training programme. A range of training pathways have been developed to follow on from the core training. A composite list of what staff can expect from this programme can be found in appendix one.

Complementary to the formal training programme will be a more flexible approach; for example shadowing, job swap, mentoring, e-learning, action learning sets.

The overall approach to the staff development programme is inline with our approach to working with our families; we want to have a sustainable approach, we want to build upon existing skills, we want to work in partnership, we want to be responsive to need. We will develop our talent management approach to ensure we achieve this.

Promise

Our staff training and development programme will reflect the value we place on our staff and will provide opportunities for talent development

Cheshire East Family Service will deploy a range of effective and innovative communication methods for families, staff and other agencies

We will build upon existing good practice and consult with our families, workforce and partner agencies to identify areas for development and improvement to our communication methods. We commit to multi agency partnership attendance at all our sessions and events

Our vision is for an innovative approach to communication which will:

- Assist in creating a sense of identity and common purpose within CEFS
- Ensure **all** staff members feel valued and included as members of CEFS
- Keep families informed of our vision, approach and what services are available to them
- Ensure that effective systems are in place to ensure all staff members, families and partner organisations are kept up to date with our service developments and national developments
- Ensure all staff members are able to express their views to CEFS managers on service developments and service delivery
- Drive continuous improvement, change and challenge within the service and across the Continuum of Need

Ideas so far include:

- Throughout the period of service redesign and delivery a regular cycle of service briefings will be held on a locality footprint basis. All service members will be encouraged to attend these service briefings.
- Following the redesign implementation an annual CEFS Review and Development day shall occur. The purpose of this event is to include all service members in reviewing the service, identifying best practice, agreeing future developments and identifying local priorities
- The Head of Service will send a monthly email bulletin to all service members which will detail service change proposals, inform staff members of good news stories, highlight and promote good practice, and link the CEFS into issues impacting on Children's Services more generally

- Staff members to be encouraged to meet and hold conversations between service members, and not rely on emails as the main means of inter-service communication
- Locality working lunches, with a multi-agency presence will take place
- For each Locality to hold three full Locality Delivery Meetings each year. The primary purpose of the Locality Delivery Meeting is to develop locality working. Agencies from commissioned services, the Voluntary, Community & Faith Sector (VCFS) and partner agencies active in the Locality will be invited to attend and take part in these events.
- For Locality Meetings to review and inform Locality Plans and relate to relevant Local Area Partnership priorities
- Leadership Team Meetings - these will be held fortnightly, the initial focus will be on service redesign and the development
- Operational Managers Meetings – these bi-monthly meetings will provide the interface between CEFS and Specialist Services
- Establishments to hold short weekly team meetings, with the focus being centred on the core business of that establishment.
- Ensure members of the CEFS Leadership Team “walk the floor” regularly visit all service delivery centres in their localities, and are available to all staff members
- Have members of the CEFS Leadership Team available on a publicised rota basis to offer 1:1 appointments with staff members to discuss service issues

Promise

Our communication and business methods will be as efficient and creative as possible

Cheshire East Family Services will fully adopt the process of commissioning and effective performance management

To be truly effective, CEFS would need to understand a number of factors; the challenges facing families, what services are required, what exists and what are the areas for development.

The introduction of a report card would be a useful tool for all staff. A report card presents a range of data and can help measure performance against set key indicators. The report card is based on the philosophy of results based accountability in which we continually ask ourselves – what did we do? How well did we do it? And most importantly is anyone better off?

As previously mentioned in our commitment to partnership working; having agreed performance management measures, self evaluation processes and regular review processes will become a natural part of how CE operates as a Family Service. This will break the cycle of long term services existing because it is what we have traditionally delivered. As needs change so will our response, the services we both commission and deliver will be ones that are genuinely going to make a difference to children and their families; some of these services may only need to be accessed for a limited period, others will require longer term support. Through effective performance management we will know that what we are delivering is making a difference.

The approach we take will be based around the commissioning cycle of understand, plan, do, review.

A rationale for commissioning children, young people and family services

Commissioning is about ensuring the right people and services are in the right place at the right time for all children, young people and families. It is the overall approach by which services are planned, investment decisions are made, delivery is ensured and effectiveness is reviewed.

Commissioning continues to be seen as an important process for securing better outcomes and meeting increasing budget pressures. Commissioning is all about the most effective and efficient way of using all the available resources to improve outcomes for children, young people and their families.



(Commissioning Support Programme 2010)ⁱ

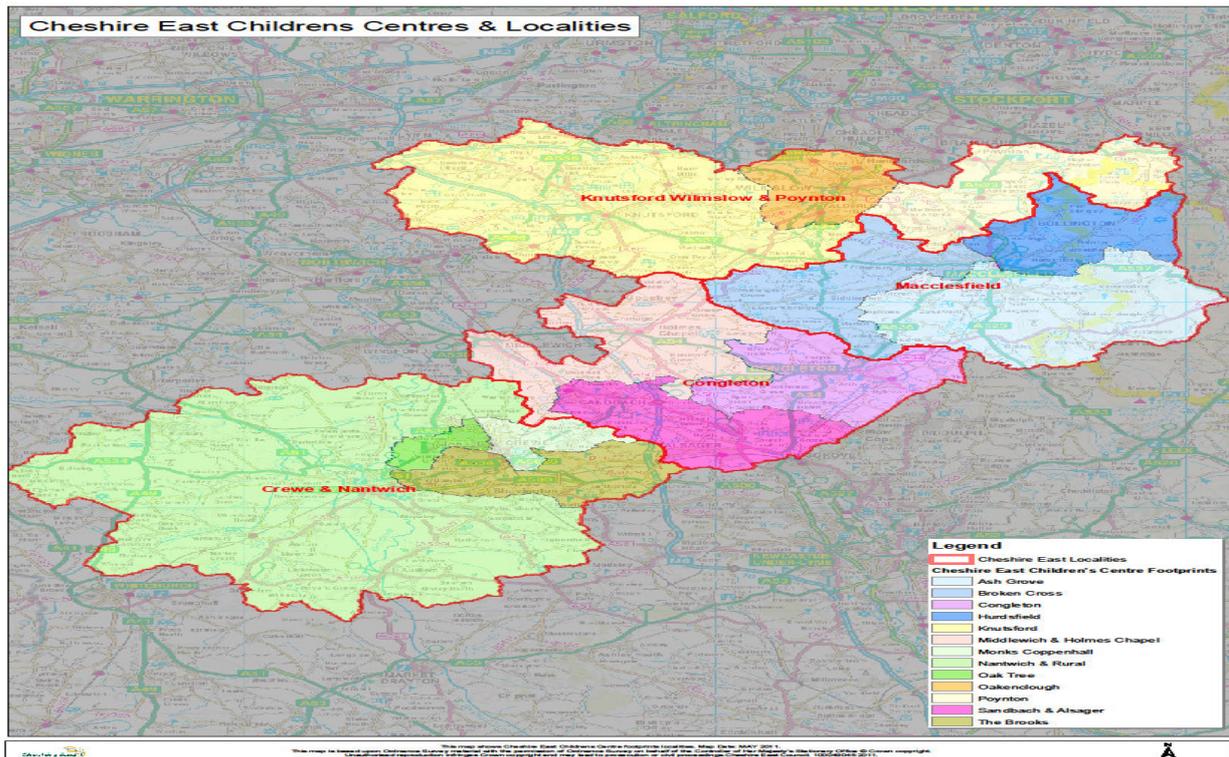
Promise

Performance Management and the cycle of commissioning will be the cornerstone to improving outcomes

Cheshire East Family Services will use an operational model which allows for the effective and agile deployment of resources

As part of the development of CEFS we have undertaken a piece of work to look at the best way of delivering our services to address different levels of need. What has transpired as we begin to deploy our resources is a natural emergence of four localities within Cheshire East.

These localities are not set in stone but what they do provide is a framework which will allow us to do our business in an efficient and manageable way. Cheshire East is such a large locality that to attempt to deliver services as a whole would go against the very essence of our vision: we want to provide services that are targeted and needs led. We know that across Cheshire East there are differences in the demographics and make up of our communities. Having a framework that allows us to be that bit more local and targeted is, we believe, a sensible approach. This does not mean that services, resource and staff will be anchored to one locality; our aim is to be flexible and responsive. We recognise and will respond to the fluidity of life; when communities face challenges we will be able to respond rapidly and appropriately.



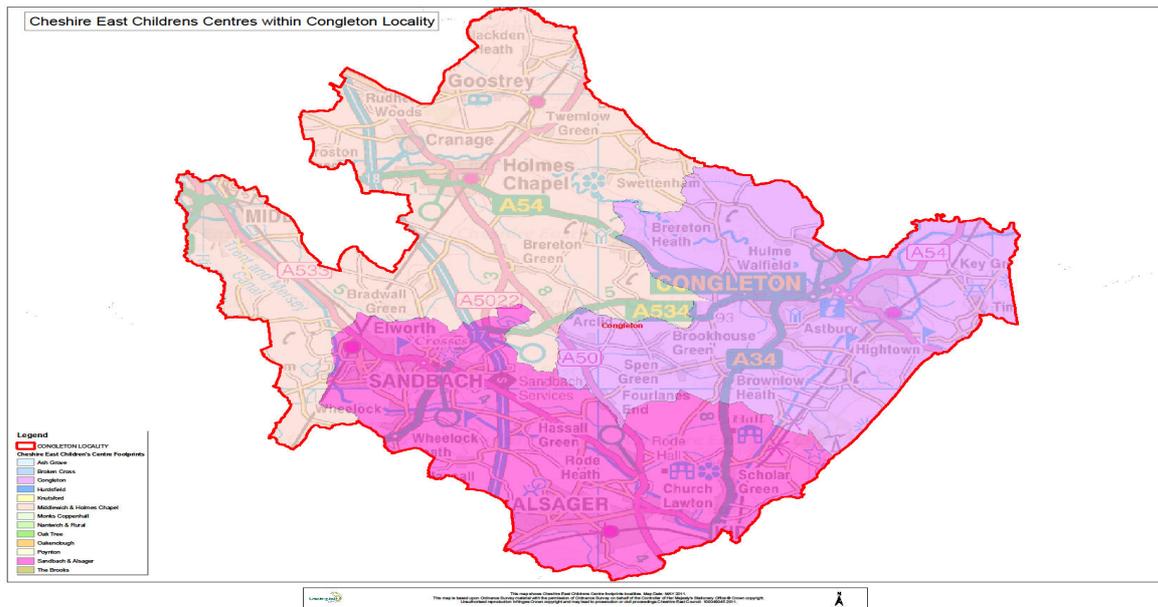
Promise

Our localities developments will provide a framework to utilise our resources as efficiently as possible and will take account of multi agency needs

Each of the localities that have emerged has different demographics; different strengths and different challenges. The tables below show the make up of each of the four localities. Understanding this data supports the reasoning for working with a locality approach.

Congleton locality

This covers Congleton, Buglawton, West Heath, Rode Heath, Scholar Green, Elworth, Alsager, Holmes Chapel, Sandbach and Middlewich.



A number of proxy indicators have been used to establish a general locality area specifically for Congleton. These include:

Population indicators – the Congleton locality comprises of a population of **92,800** of which **1,900** are of **nursery age**, **4,500** are of **primary school age** and **6,400** are of **high school age**. The totality of this locality includes **7 High Schools, 33 Primary Schools, 3 Children's Centres, 2 Family Centres, Connexions Hub (Sandbach) and a range of voluntary, community and faith sector providers**.

Furthermore when using information re **Anti Social Behaviour and Crime Indicators**, we note that there were **1,264** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system per 100,000 is **1,388**.

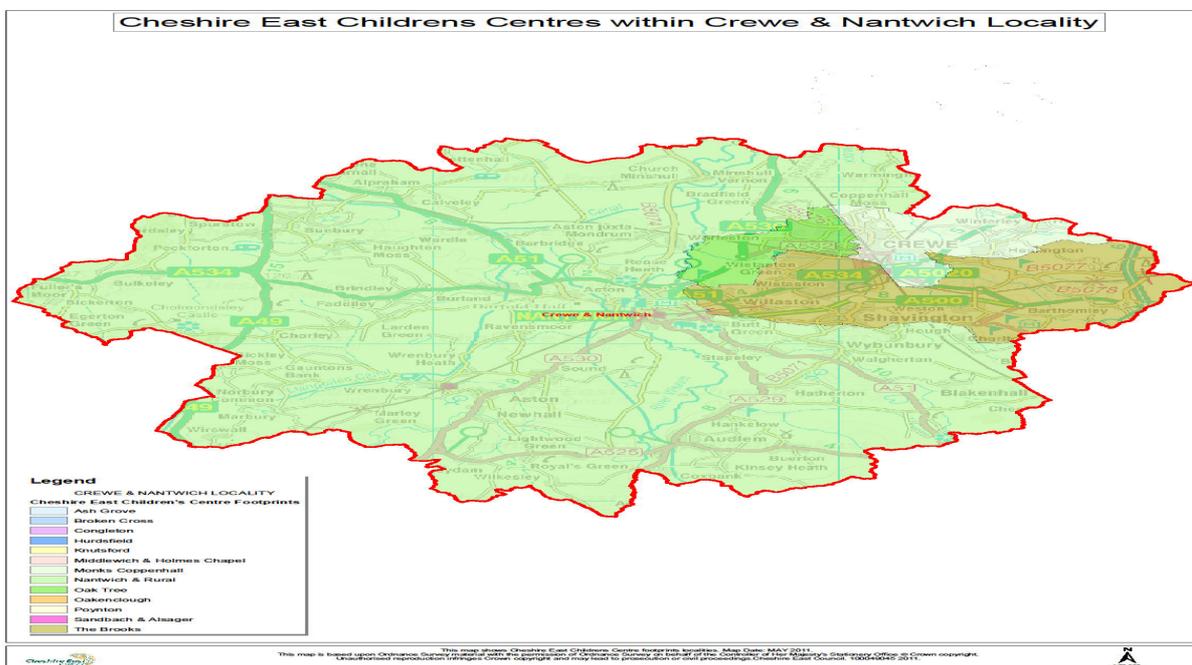
Indicators of Social Care and CAF result in **132** referrals to the **CAT team** of which **97** lead to an **initial assessment**. For **CAF** there are currently **81** cases which are open to **CAF** of which **64** are aged **0-10** and **17** are aged **11-19**.

Health indicators show that the teenage conception rate is **24 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **91 young people**.

This information which is not exhaustive will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Crewe and Nantwich locality

This cover covers Crewe, Nantwich, Audlem, Wrenbury, Haslington, Shavington, Coppenhall, Wistaston and Wynbunbury.



A number of proxy indicators have been used to establish a general locality area specifically for Crewe and Nantwich. These include:

Population indicators – the **Crewe and Nantwich** locality comprises of a population of **116,400** of which **2,800** are of **nursery age**, **8,200** are of **primary school age** and **10,000** are of **high school age**. The totality of this locality includes **7 High Schools, 38 Primary Schools, 2 Special Schools, 4 Children's Centres, 1 Family Centre, Connexions Hub (Crewe) and a range of voluntary, community and faith sector providers**.

Furthermore when using information re Anti Social Behaviour and Crime Indicators, we note that there were **1,674** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system pc 100,000 is **3,321**.

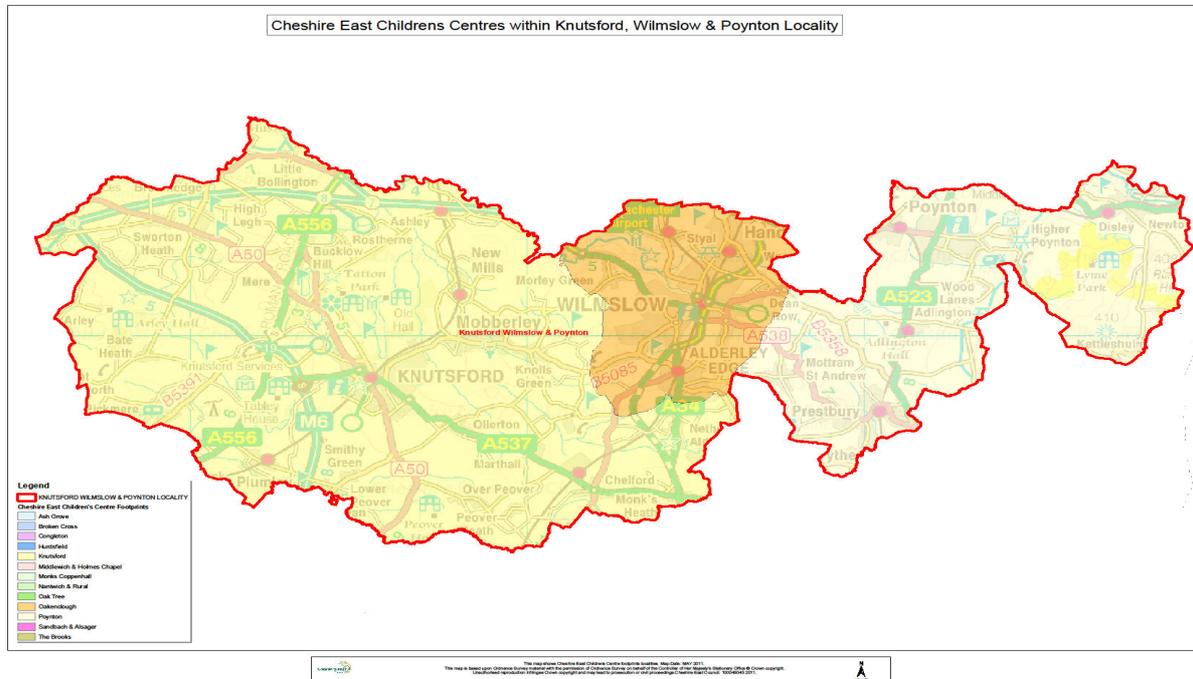
Indicators of Social Care and CAF result in **310** referrals to the **CAT team** of which **178** lead to an **initial assessment**. For **CAF** there are currently **248** cases which are open to **CAF** of which **166** are aged **0-10** and **82** are aged **11-19**.

Health indicators show that the teenage conception rate of **37 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **247 young people**.

This information, which is not exhaustive, will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Wilmslow, Knutsford & Poynton locality

This covers Newton, Disley, Poynton, Adlington, Handforth, Dean Row, Wilmslow, Alderley Edge, Mobberley, Knutsford and High Leigh.



A number of proxy indicators have been used to establish a general locality area specifically for Wilmslow, Knutsford & Poynton. These include:

Population indicators – the Wilmslow, Knutsford & Poynton locality comprises of a population of **81,200** of which **1,700** are of **nursery age**. **5,600** are of **primary school age** and **7,000** are of **high school age**. The totality of this locality includes **3 High Schools**, **29 Primary Schools**, **1 Special School**, **3 Children's Centres**, **1 Open Arms Project (Colshaw)** and **1 Welcome Café (Knutsford)**.

Furthermore when using information re Anti Social Behaviour and Crime Indicators, we note that there were **622** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system pc 100,000 is **649**.

Indicators of Social Care and CAF result in **73** referrals to the **CAT team** of which **43** lead to an **initial assessment**. For **CAF** there are currently **88** cases which are open to **CAF** of which **70** are aged **0-10** and **18** are aged **11-19**.

Health indicators show that the teenage conception rate of **14 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **38 young people**.

This information which is not exhaustive will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Implementation Plan June 2011 – December 2011

Key Work Stream	Action	Product	When	Who
CEFS is committed to multi-agency partnership working	<p>Consultation / Briefing event with partner agencies – share the vision</p> <p>Explore opportunities for co-location</p> <p>Agree joint training sessions</p> <p>Identify and share commissioning intentions</p> <p>Work with Children’s Trust to implement joint commissioning priorities</p>	<p>Multi agency teams developed underpinned by a proactive, collaborative and supportive approach</p> <p>Joint Training Programme delivered</p> <p>Total contract value from CEFS with VCS at least maintained until March 2013</p>	Dec 2011	Tony Crane
CEFS will publish a core offer of programme activities	<p>Map current activity delivery activity</p> <p>Research evidence based programmes and activities</p> <p>Family Service activities agreed</p>	A published core offer of programmes; publicised through the Cheshire East website and shared extensively with families and partners	Sept 2011	Debbie Watson
CEFS will have a clearly defined front door to improve access to services	<p>Design of pathway</p> <p>Invest in new model for Information and access</p> <p>Agree model to include co-location with CAT</p>	A clearly defined referral and integrated pathway agreed with and shared with our partner agencies and publicised through the website	Sept 2011	Tilly Heigh

CEFS will have a consistent set of working policies, practices and procedures	<p>Agreement of practice – articulated through guidance</p> <p>Agreement on procedures – articulated through guidance</p> <p>Review of existing policies</p> <p>Refresh and or new policies</p>	CEFS Practice Manual will include policy, practice and procedures that will be discussed in team meetings, understood and implemented	August 2011	Helen Brookes
CEFS will invest in a comprehensive staff development programme	<p>Map existing training and development opportunities</p> <p>Identify good practice and any development gaps</p> <p>Training and development calendar</p> <p>Development calendar – e.g. shadowing, mentoring, job swap, action learning,</p>	CEFS Training and Development Calendar, complete with a range of opportunities that is regularly updated, reviewed and accessible to all staff	August 2011	Mark Stanley
CEFS will deploy a range of effective and innovative communication methods for families, staff and other agencies	<p>Consultation mechanisms agreed</p> <p>Communication plan developed</p> <p>Review and mapping of existing communication methods / successes</p>	An effective communication strategy and approach that is understood and accessible to all. Creative use of social media to improve information methods	July 2011	Tilly Heigh
CEFS will fully adopt the process of commissioning and effective performance management	<p>Report card developed</p> <p>Commissioning strategy</p> <p>Calendar of monitor and review activity</p>	<p>CEFS report card developed</p> <p>CEFS Commissioning Action Plan agreed as part of wider Commissioning Strategy.</p>	Sept 2011	Tony Crane

<p>CEFS will use an operational model which allows for the effective and agile employment of resources</p>	<p>Locality areas agreed</p> <p>Operational structure including staff roles and functions outlined</p> <p>Mapping of existing resources within each area.</p> <p>Locality Action Plans developed including accommodation plan developed</p>	<p>CEFS early intervention locality model fully operational.</p>	<p>Sept 2011</p>	<p>Tony Crane</p>
--	---	--	------------------	-------------------

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting: 26 July 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 the efficacy of existing 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 28 June 2011. 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 18/07/2011

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

Portfolio Holder – Hilda Gaddum

Historical Record

Date of Meeting	Agenda Setting Meeting	Topic	Purpose/Key issues (including origin)	Comments post meeting
12 April	17/2/11	Review of Home to School Transport	To consider a report on the consultation process	That a report be brought back to Committee on 31 May 2011
		Children's Centre Programme Re-shaping	To receive a brief on the rationale behind the re-shaping of the Children's centre programme	That a report be brought back to Committee in September 2011 to review the efficacy of the changes.
		Children and Families Compliant Procedures	To inform Members of the data relating to complaints and compliments and to inform them of proposed future changes	Committee noted report
		Fostering Services Review	Members considered the final report of the Task and Finish Group	Members accepted the report and its recommendations which were then referred to Cabinet for consideration.
		Fees and Charges	To inform Members of the proposed changes to fees and charges relating to the Children and Families Committee.	Members received the report.

Date of meeting	Topic	Purpose/Key issues (including origin)	Comments post meeting
31 May 2011	Home to School Transport	To update Members on the emerging issues following the Consultation process	Arrange special meeting
	Children and Families Landscape	To provide Members with an overview of the service and functions of various teams.	Noted.
Date of meeting	Topic	Purpose/Key issues (including origin)	Comments post meeting
20 June 2011 (special meeting)	Home to School Transport	Members to prioritise options following consultation and to recommend to Cabinet.	
Date of meeting	Topic	Purpose/Key issues (including origin)	Comments post meeting
28 June 2011	Annual Unannounced Inspection of Contact, Assessment and Referral Arrangements – Action Plan	To update Members of outcome of the inspection and resulting action plan	<p>Future action plans improve on performance measures and clarity of language.</p> <p>Periodic safeguarding reports be brought to the Committee</p> <p>That the Committee receive minutes from the Children's</p>

				Trust Board. Report on how the service engages with partners on contact, assessment and referral arrangements.
		Corporate Parenting Strategy	To update Members on the background and progress of the strategy.	Figures for mainstream pupils be given for comparison against the educational attainment of Cared for Children Committee receive minutes of the corporate parenting board DoCS suggest to CMT that all documents have a corp parenting heading.
		Reg 33	Bi-annual report	Training to be arranged for those on rota
Date of meeting		Topic	Purpose/Key issues (including origin)	Comments post meeting
26 July 2011		Annual Announced Inspection	To receive a verbal update	
		Children & Families Performance Report	To receive an update on the general performance of the service and to pinpoint areas for development	
		Independent Reviewing Officers Report 10/11 – Annual Report	Members to consider the report and any issues arising from it	

		Cheshire East Family Service	Members to be briefed and to consider the CE approach.	
--	--	------------------------------	--	--

Next Agenda Setting Meeting: August 2011

Ongoing items/reviews/Monitoring Papers

Item	Reporting:	Committee Meeting							
		12/4	31/5	28/6	26/7	20/9	18/10	15/11	
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	Quarterly			X					
<ul style="list-style-type: none"> • Annual Unannounced Inspection • Children Services Performance Rating • Schools Inspection 									
SAFEGUARDING	When Appropriate				X				
REGULATION 33	Bi-annual			X					
BUDGET PROCESS	When Appropriate								
REVIEW OF WORK PROGRAMME	Regular		X	X	X				
ACADEMIES	Quarterly								
SEN REVIEW (inc. Green Paper)	When Appropriate								
QUALITY ASSURANCE SOCIAL CARE AUDIT	When Appropriate								

Possible Future Issues / Items (Chronology)

Meeting dates:

26 July 2011

20 September 2011

18 October 2011

15 November 2011

13 December 2011

Item	Corporate Priority / Targets	Suggested Action	Notes	Due Date and Status
Serious Case Review	Supporting and Protecting our young and vulnerable people in Cheshire East	Members to be briefed on the results of Ofsted Review and what the service plans to do as a result of it.		September 2011 Deferred
Virtual Head	Supporting and Protecting our young and vulnerable people in Cheshire East	Phil Mellen to attend To provide a brief on his team's role. Also to provide update on the value for money and appropriateness of Out-of-Borough educational settings.	Requested at Committee in February 2011 Value for money element requested in May 2011	September 2011 On track
Academic Results 2010/11	Supporting and Protecting our young and vulnerable people in Cheshire East	Members to be review the academic results (GCSE, KS2) for Cheshire East schools.	Requested at Committee in May 2011	September 2011 On Track
Disabled Respite Care – including elements of the	Supporting and Protecting our	Members to be briefed on the future direction	Requested at Committee in May 2011	September 2011

Aiming Higher Paper	young and vulnerable people in Cheshire East	of respite care.		
Children's Centres – Proposed Changes	Supporting and Protecting our young and vulnerable people in Cheshire East	To update Members on how the changes are working	First report came to Committee in April 2011.	October 2011 Deferred
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	Members agreed approach February 2011.	October 2011 Deferred
Children's Trust	Supporting and Protecting our young and vulnerable people in Cheshire East	Members to be briefed on what issues are important for young people.	Possible invite Cheshire East Youth MP representatives.	October 2011 On track
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)	TBC Deferred

Possible future items for consideration:

- Member Engagement in Intervention and Inspection options around education support
- Fostering Inspection
- IT Systems
- Every Child matters
- Director of Public Health
- Informal brief session to go through CAF Process
- Regulation 33 training
- The impact on Council Services following the opening of Academies
- The future of careers advice following the reduction in the Connexions Service.
- School Organisation Review
- Engagement with Partners on contact, assessment and referral arrangements

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
Redesign of Children's Services	17.02.11	Incorporated into Safeguarding item
Teenage Pregnancy	17.02.11	Superseded by Director of Public Health Item
NEETS	17.02.11	Superseded by Connexions Item
Macclesfield High School Review	04.05.11	Item no longer needing consideration
Transport for Young People	18.05.11	Superseded by Home to School Transport Review
Aiming Higher Report	13.06.11	Superseded by Disabled Respite Care item.

Task Groups – potential/current/completed

Title	Progress Notes/Actions
Managing the Provision of School Places (formerly TLC)	Went to Scrutiny November 2009.
Residential Provision	Recommendations agreed 07.09.10 – went to Cabinet 20.09.10 for consideration. Members to review action plan following Officer's response to recommendations.
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
Foster services	Recommendations agreed 04.11. Went to Cabinet 06.11
Health and Looked After Children	Discuss with Health and Wellbeing Scrutiny Committee.
Cared for Children 16 plus service.	Set up Membership 28/06/2011
Home to School Transport	Following recommendation from Cabinet meeting.

Dates of Future Cabinet Meetings

1 August 2011, 5 September 2011, 3 October 2011, 31 October 2011, 28 November 2011, 5 December 2011, 9 January 2012, 6 February 2012, 5 March 2012, 2 April 2012 and 30 April 2012.

Dates of Future Council Meetings

21 July 2011, 13 October 2011, 15 December 2011, 23 February 2012, 19 April 2012 and 16 May 2012.



FORWARD PLAN 1 AUGUST 2011 - 30 NOVEMBER 2011

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid August and will then contain all key decisions expected to be taken between 1 September and 31 December 2011. Key decisions are defined in the Council's Constitution.

Reports relevant to key decisions, and any listed background documents may be viewed at any of the Council's Offices/Information Centres 6 days before the decision is to be made. Copies of, or extracts from these documents may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team
Cheshire East Council ,
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686463

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, Council Information Centres and Council Offices.

The law and the Council's Constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

Forward Plan 1 August 2011 to 30 November 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
CE 11/12-8 SACRE Agreed Syllabus for RE in Schools	In accordance with Schedule 31 of the Education Act 1966 to approve a syllabus for RE in schools which must be revised every five years.	Cabinet	1 Aug 2011	Committees representing the Church of England, other Christian denominations and other faiths, teachers associations and the Schools Agreed Syllabus Working Group.	Children and Families	Lorraine Butcher, Director of Children and Families
CE11/12-4 Business Planning Process 2012/2015 - Business Plan	To approve the Business Plan for 2012/2015 incorporating updated budget and policy proposals together with the Capital Programme.	Cabinet, Council	6 Feb 2012	With all Members and a range of local stakeholders including PCT's, Parish Councils, social care representatives, businesses, trades unions, the schools forum and the public.	To be determined but expected to be a scrutiny budget consultation group.	Lisa Quinn, Borough Treasurer and Head of Assets (Section 151 Officer)