

Children and Families Overview and Scrutiny Committee

Agenda

Date:	Thursday, 10th May, 2018
Time:	10.00 am
Venue:	Committee Suite 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 in the report.

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

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

1. **Apologies for Absence**

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

To approve the minutes of the meeting held on 26 March 2018

3. **Declarations of Interest**

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

4. **Whipping Declarations**

For requests for further information

Contact Katie Small

Tel: 01270 686465

E-Mail: katie.small@cheshireeast.gov.uk with any apologies

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda

5. **Public Speaking/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 contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Neglect Strategy - Impact Progress Report** (Pages 9 - 44)

To give consideration to the impact progress report

7. **Signs of Safety Briefing and Progress Update** (Pages 45 - 56)

To receive an update on progress in implementing the Signs of Safety model in Cheshire East

8. **Sustainable Modes of Travel Strategy (SMoTS)**

To receive an oral update on the Sustainable Modes of Travel Strategy (SMoTS).

9. **SEND Inspection**

To receive an oral update of the Director of Children's Prevention & Support

10. **Forward Plan** (Pages 57 - 70)

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

11. **Work Programme** (Pages 71 - 80)

To give consideration to the work programme

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Children and Families Overview and Scrutiny Committee**

held on Monday, 26th March, 2018 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rhoda Bailey (Chairman)

Councillors M Beanland, Bratherton, B Burkhill, B Dooley, D Flude, M Grant,
G Merry and J Nicholas.

In attendance

Councillor J Saunders – Portfolio Holders for Children and Families
M Bayley – Head of Service: Infrastructure and Outcomes
J Forster – Director of Education and 14-19 Skills
Dr M Howard - Consultant Child & Adolescent Psychiatrist
N Moorhouse – Director of Children's Social Care
T Ryan – Director of Children's Prevention and Support

43 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor S Pochin.

44 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 15 January 2018.

RESOLVED

That the minutes be approved as a correct record and signed by the Chairman.

45 DECLARATIONS OF INTEREST

There were no declarations of interest.

46 WHIPPING DECLARATIONS

There were no whipping declarations

47 PUBLIC SPEAKING/OPEN SESSION

There were no members of the public present wishing to speak.

48 CAMHS - TIER 3 AND 4

Further to the Meeting held on 26 June 2017, Dr M Howard attended the meeting to feedback on:

- The waiting times for appointments in the Macclesfield area.
- How improvements to the out of hours service would be met
- The waiting times for neurodevelopment assessments
- Delayed transfer of care (one case in 2017)

It was noted that the waiting time for non urgent appointments in Macclesfield for 0-16 year olds was now 11 weeks. Following permanent investment in the services, the waiting time for Neurodevelopment was now 22 months.

The out of hours advice line had been in operation since 5 March 2018, it was agreed that an update report on the success of the service would be brought back to Committee in due course.

It was agreed that the bed wait for those with eating disorders would be circulated to the Committee. Members noted that it was significantly longer for 16/17 year olds due to lack of capacity for adults. The Committee agreed that this issue should be investigated further.

There had been a steep number of referrals to A&E from schools due to mental health issues, which were considered to be unnecessary and at the risk of delaying those children in need access to services. It was suggested that the Emotionally Healthy Schools programme was helping to raise awareness and should in turn help reduce the number of inappropriate referrals. It was agreed that a further report on this including the statistics for referrals would be considered by the Committee in September 2018.

RESOLVED

1. That a report on Emotionally Healthy Schools, Statistics for referrals to A&E, and success of the out of hours service be considered by the Committee in September 2018.
2. That a report on the waiting time for 16/17 year olds with eating disorders to be hospitalised be considered by the Committee at a future meeting.

49 CHILDREN'S CENTRES AND PREVENTION SERVICE

The Committee received a presentation of the Director of Children's Prevention and Support on early help and prevention services. The presentation detailed:

- Early help definition and purpose
- Continuum of need
- Service offer
- Early years provision
- Children's Centre Mobile Unit
- Family support Services
- Prevention Services
- Youth Support Services
- Early help brokerage
- 2017 review of services
- Rationale for redesign of services and main proposals

- Summary and impact of change.

Members were pleased to see that the mobile unit was working well and gaining access to traveller site and those that wouldn't normally visit a children's centre. The impact and success would be reviewed in due course.

The Director highlighted that the Early Help and Prevention Service was to be redesigned. 2000 families accessed the Family Support Service, which dealt with the same type of issues and concerns as Children's Social Care but at a lower level. One of the main proposals of the redesign was to create an intensive family support unit. A measure of its success would be a reduction in escalation to Children's Social Care. The process for the redesign was highlighted to the Committee and it was agreed that an update report would be brought back to Committee in September 2018.

Other proposals included bringing Early Years and Children's Centres under one management structure, prevention and family support teams under one management structure and reduced capacity for low level NEET casework.

It was requested that a breakdown of the NEETS and their geographic location, details of children being educated at home and data for children entering the criminal justice system be circulated to the Committee.

RESOLVED

That an update report on the redesign of the early help and prevention service be brought back to the Committee.

50 PERFORMANCE SCORECARD - QUARTER 3

Consideration was given to the performance against agreed measures across the Children and Families Service for quarter 3, 2017-18. The performance scorecard provided essential data along with qualitative information to measure the effectiveness of services within children's services.

It was noted that 2.10 and 2.11 had improved and no longer red, quarter 4 would indicate if there was to be a continued pattern of improvement.

In regard to 10.3 of SEN, members were pleased that additional Educational Psychologists had been appointed, however there was a backlog of cases that needed to be dealt with, prior to any improvements being visible on the performance scorecard.

It was noted that there had been a significant rise in the number of fixed term exclusions in secondary schools, however the local authority had limitations on how it could influence academies. The Pupil Referral Unit was at capacity and officers were working with local providers to try and find alternative solutions.

RESOLVED

That the performance scorecard be received.

51 ANNUAL EDUCATION REPORT

Consideration was given to a presentation and the Annual Education Report 2016/17, which provided an update on the improvements and successes achieved over the last 12 months across the Education Service and also provided the school performance data.

It was noted that the local authority had been awarded £615,000 from the Strategic School Improvement Fund (SSIF) to target 20 schools (5 secondary and 15 primary) in need of improvements in Maths. Details of those schools would be circulated to the Committee.

It was agreed that a progress report on the success of the initiative would be brought back to Committee at a later date.

RESOLVED

That a report on the success of the SSIF initiative be brought back to committee in due course.

52 FORWARD PLAN

Consideration was given to the areas of the forward plan which fell within the remit of the committee.

RESOLVED

That the forward plan be received.

53 WORK PROGRAMME

Consideration was given to the work programme. It was agreed that in order to balance the work programme, the meeting scheduled to be held on 25 June 2018 would now be held on 16 July 2018.

RESOLVED

- That the meeting scheduled to be held on 25 June 2018 be deferred until 16 July 2018.
- That in regard to CAMHS, reports on Emotionally Healthy Schools, statistics on referrals to A&E and Success of the Out of Hours Service be considered by the Committee in September 2018.
- That an item on waiting times for 16/17 year olds with eating disorders to have access to a hospital bed be added to the work programme.
- In regard to the Annual Education report an update on SSIF be considered by the Committee in due course.
- That an update report on the redesign of the early help and prevention service be added to the work programme.

The meeting commenced at 2.00 pm and concluded at 4.50 pm

Councillor Rhoda Bailey (Chairman)

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Children and Families Overview and Scrutiny Committee

Date of Meeting: 10 May 2018

Report Title: Neglect Strategy – Impact Progress Report

Portfolio Holder: Cllr Jos Saunders

Senior Officer: Nigel Moorhouse, Director of Children’s Social Care and Deputy DCS

1. Report Summary

- 1.1. There is considerable national research and local evidence which demonstrates the damage done to children and young people living in situations of neglect. Whilst the harm resulting from neglect can be especially damaging in the first 18 months of life, it has a cumulative impact across childhood and into adolescence and so affects all of our children and young people. Sadly, for some children the consequences of neglect are fatal.
- 1.2. Neglect is ‘the persistent failure to meet a child’s basic physical and/or psychological needs, likely to result in the serious impairment of the child’s health or development’. The Local Children Safeguarding Board (LSCB) revised its Neglect Strategy in 2017 to better address the impact of neglect and launched a campaign called ‘User Busy’ that has a particular focus on adolescent neglect. Both the campaign and the strategy were developed in collaboration with young people who had experienced neglect and young people from a High School’s safeguarding group. This report provides a summary of the impact of the neglect strategy and identifies areas of focus and improvement.

2. Recommendation/s

- 2.1. Note the contents of this report and scorecard.
- 2.2. Identify areas where the Local Safeguarding Children Board should continue to focus on and improve.

3. Reasons for Recommendation/s

- 3.1. The Local Safeguarding Board (LSCB) is the accountable body for overseeing all aspects of children’s safeguarding in Cheshire East,

including the implementation and impact of the neglect strategy. Therefore in scrutinising progress the committee should identify any areas of performance that should be highlighted to the LSCB and seek assurance by requesting a further progress report confirming that the matters identified have been addressed.

- 3.2. The neglect strategy supports Council objectives 3 and 5, ensuring children grow in supportive family arrangements so they develop the life skills and get the education they need to thrive and above all that they live well and for longer. Children who suffer neglect for long periods will not achieve these outcomes.

4. Other Options Considered

- 4.1. The Council has statutory duty to protect children and young people from significant harm and to provide support so they can do well. The neglect strategy is part of discharging these statutory duties with partner agencies and the effectiveness of the strategy will result in children and young people being protected from the effects of neglect.

5. Background

- 5.1. The neglect strategy has four main priorities;
- Strategic commitment across all agencies
 - Improve awareness, understanding and recognition
 - Prevent neglect through early help
 - Improve the effectiveness of interventions and reduce the impact of neglect
- 5.2. The strategy is supported by an action plan and neglect scorecard as well as regular multi-agency auditing of practice. The impact of the strategy will be evaluated in 2019 to inform a revised strategy and will be subject of further scrutiny when Ofsted undertake an inspection of safeguarding under the new Inspection of Local Authority Children Services (ILAC) framework.
- 5.3. The overall aims of the strategy are to;
- More robustly tackle the 'neglect challenge'
 - More effectively mitigate the impact this form of child abuse has on children and young people.
 - Be able to identify neglect much sooner when it happens and earlier in children's lives.

- Reduce the number of children that suffer neglect and reduce the impact and time they suffer.
- Elevate child and adolescent neglect to the highest level of awareness and priority that this single most prevalent form of child abuse merits.
- Deliver a well trained workforce confident in tackling neglect and a public that recognises and reports neglect.

6. Impact of the Neglect Strategy

- 6.1. In evaluating and measuring the impact of the strategy we need to have regard to whether identifying neglect sooner and tackling it could result in more children being subject of a child protection plan for neglect or less if we are more successful in identifying it sooner. The same could be said for referral rates, the number of early help plans for neglect, admissions to care and an increase or decrease in child in need plans for neglect. A reduction in the length of time children are subject of child protection plan for neglect is a good outcome if we are confident that parenting has improved so the child is no longer suffering neglect and that the changes are sustained. This is why we have to tackle neglect in a number of ways that both seeks to prevent it but when identified it is tackled effectively thus reducing the impact on the child.
- 6.2. The following are examples of where we can identify that the neglect strategy is having a good impact on neglect.
- 6.3. The neglect strategy and campaign has been short listed for several national awards and we have received requests from a number of local authorities asking if they can use our strategy and scorecard as a template.
- 6.4. In 2017/18 the percentage of children subject of a child protection for neglect for more than 12 months has reduced from 22% in 2016-17 to 7%, thus indicating more effective interventions are being delivered more quickly.
- 6.5. In 2017/18 the percentage of children made subject of a child protection plan for a 2nd or subsequent time for neglect reduced from 67% in 2016-17 to 39%.
- 6.6. In 2017/18 the use of the graded care profile, a tool use to assess the level of neglect, increased from less than 10% in 2016-17 to over 60%, and in

the month of March 2018 all child protection case conferences considering plans for neglect were supported by a completed grade care profile.

- 6.7. Since the neglect strategy was launched in 2017 over 600 staff across the multi-agency partnership have been trained in the use of the grade care profile. This is a testament to the strategic commitment of the partner agencies and a very good indication of the priority that neglect is afforded by frontline staff.
- 6.8. In 2017/18 the number of children subject of a child protection plan for neglect reached a peak in quarter 2 at 175, which is evidence of better identification of neglect and a number of these children went on to be subject of court proceedings and being protected from further harm.

7. Areas for Further Improvement

- 7.1. The Council has now implemented the early help case management system which is accessible to partner agencies. This development will lead to greater performance reporting on early help plans for neglect (CAFs) along with an audit programme that will allow for greater scrutiny of the impact of early help. Early help is a LSCB priority.
- 7.2. We need to continue to see an increase in the use of Graded Care Profile and Neglect Screening tools and a further reduction in length of time children and young people are subject of child protection plans for neglect.

8. Implications

8.1. Legal Implications

- 8.1.1. The Council has a statutory duty to work with partner agencies to protect children and young people from significant harm, and where necessary, to make applications to the Family Court to secure their welfare.

8.2. Finance Implications

- 8.2.1. Although there are no direct financial implications the number of children and young people that become cared for in Cheshire East and protected from harm increased this year and this places budgets under significant pressure. In response to this, the Council agreed to provide additional funding to meet the increased costs.

8.3. Equality Implications

8.3.1. Members may want to use the performance information to ensure that services are identifying the most vulnerable children, for example children with disabilities.

8.4. Human Resources Implications

8.4.1. The Council has a workforce strategy which is designed to recruit and retain qualified Social Workers and Managers, so it is important that this is effective so that the Council retains the capacity to respond to children and young people at risk of significant harm.

8.5. Risk Management Implications

8.5.1. There are risks associated with some of the performance measures, e.g. the length of time a child is subject to a child protection for neglect and a rise in demand and therefore the capacity of services to respond in a timely way.

8.6. Rural Communities Implications

8.6.1. There are no direct implications for rural communities.

8.7. Implications for Children & Young People

8.7.1. The report and scorecard set out the progress being made to reduce the impact neglect has on children and young people.

8.8. Public Health Implications

8.8.1. There are no direct implications for public health.

9. Ward Members Affected

9.1. The neglect strategy applies to all Ward areas.

10. Consultation & Engagement

10.1. The development and implementation of the neglect strategy has been informed by the Neglect Sub-group of the LSCB, which is a multi-agency group. The neglect strategy and campaign was also devised in collaboration with young people affected by neglect and a team of young people from a high school safeguarding group.

11. Access to Information

11.1. This report should be considered in conjunction with the LSCB Neglect Strategy and Neglect Scorecard attached

11.2. Appendix 1 Neglect Strategy

11.3. Appendix 2 Neglect Scorecard

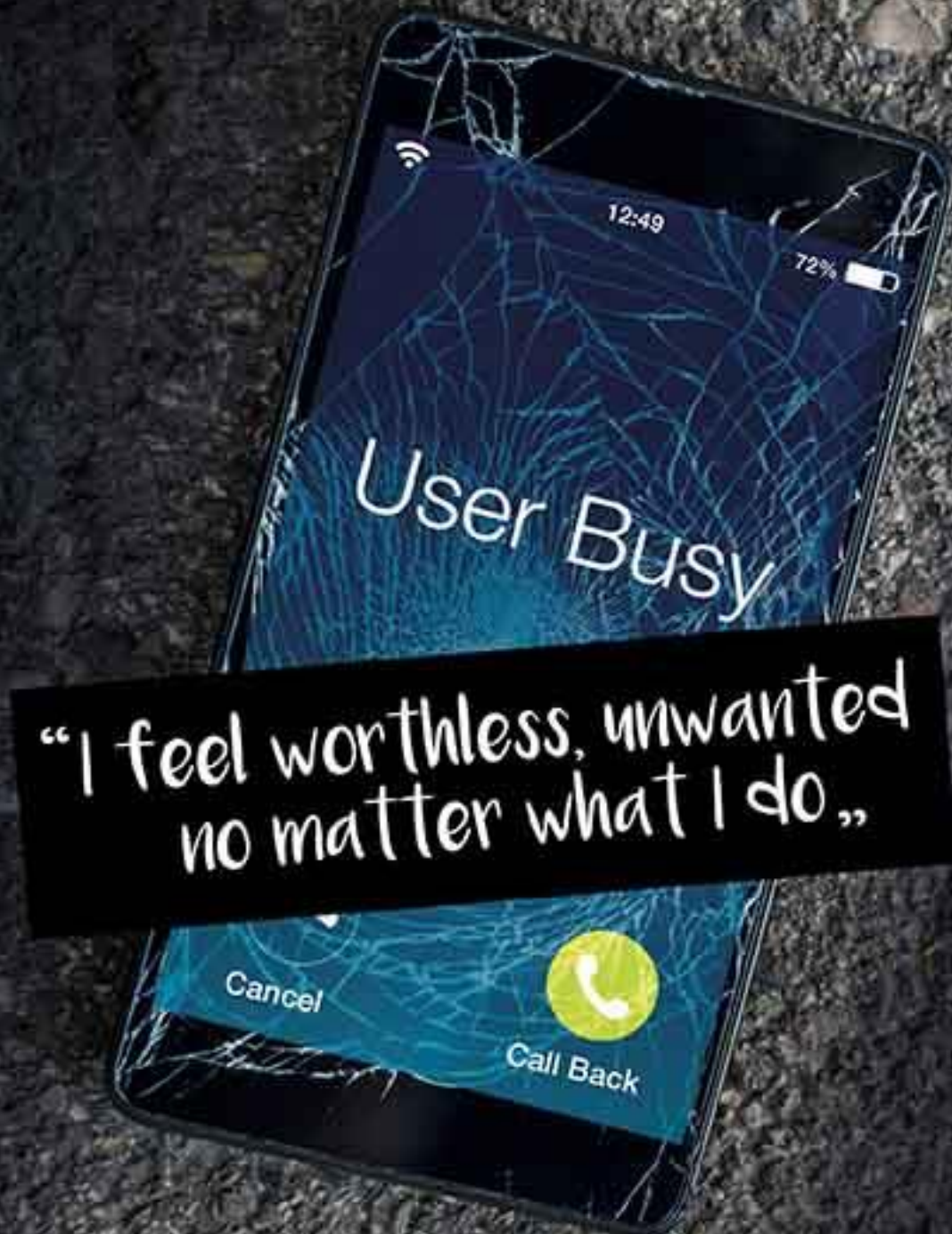
12. Contact Information

12.1. Any questions relating to this report should be directed to the following officer:

Name: Nigel Moorhouse

Job Title: Director of Children's Social Care and Deputy DCS

Email: nigel.moorhouse@cheshireeast.gov.uk



Cheshire East Local
Safeguarding Children Board

CHESHIRE EAST **NEGLECT** **STRATEGY** **2017- 2019**

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Foreword, Independent Chair of the LSCB

I am pleased to present the Cheshire East Neglect Strategy 2017-19. This important multi-agency strategy has been developed by Cheshire East Safeguarding Children's Board, in consultation with the Children and Young People's Trust, and applies to all agencies working within Cheshire East. It is expected that emerging or refreshed relevant agency policies and procedures will take into account the strategic priorities identified within this document.

I urge all agencies and professionals, along with the wider voluntary sector and community, to read the strategy, to sign up to it and to think about how you can make a purposeful contribution to its implementation.

Whilst complex safeguarding i.e. child sexual exploitation, radicalisation etc are dominating the media, we must not lose sight of neglect. Neglect remains the most common form of child abuse across the UK and is usually the most common reason for a child being subject to a child protection plan. Numbers of recorded cruelty and neglect offences in England and Northern Ireland are now the highest they have been for a decade.

The impact of neglect on children and young people is enormous. Neglect causes great distress to children, leading to poor health, educational and social outcomes and is potentially fatal. Lives are destroyed, children's abilities to make secure

attachments are affected and their ability to attend and attain at school is reduced. Their emotional health and well-being is often compromised and this impacts on their success in adulthood and their ability to parent in the future.

This refreshed strategy builds on the achievements of the 2014-17 strategy and further demonstrates the commitment and ambition of all partners in Cheshire East to maintain our focus to better identify children experiencing neglect and to more effectively join up the support offered to families in order to improve the outcomes for our children and young people.



**Gill Frame
Independent Chair,
Cheshire East LSCB**



Definition of Neglect

Neglect¹ is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.

Neglect may occur during pregnancy as a result of maternal substance abuse. Once born, neglect may involve a parent/carer failing to:

- provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- protect a child from physical and emotional harm or danger;
- ensure adequate supervision (including the use of inadequate care-givers); or
- ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Young Person's Definition

A key part of our strategy is to work with young people, particularly around adolescent neglect. We have gathered the experiences and thoughts of those young people who have experienced neglect (their quotes are scattered throughout this document). We have also talked to their peers, to better understand how they could help. Through our safeguarding surveys with young people they have told us that they do not understand the term 'neglect' and would not know how to spot the signs or how to support a friend who was experiencing neglect. Our campaign is based on what young people have told us would have most impact.

Young people told us neglect to them means....

"Not being fed."

"Not properly looked after."

"Not having a proper house."

"Not having proper food."

"Parents not looking after themselves."

"Not having a proper bath."

Cheshire East's Vision and Principles

In Cheshire East we are committed to making a difference to the lives of children and young people in our communities. We want Cheshire East to be a great place to be young, where all children and young people thrive and feel safe from harm and neglect. Our Neglect Strategy is aligned with our improvement plan and will focus on the key things we think will make the most difference to improving the lives of our children and young people:

We always put children and young people first

We take action to make positive change a reality

We understand the impact the situation is having on the child or young person

We work with families to achieve long lasting change



Why we need a neglect strategy

There is considerable national research and local evidence which demonstrates the damage done to children and young people living in situations of neglect. Whilst the harm resulting from neglect can be especially damaging in the first 18 months of life, it has a cumulative impact across childhood and into adolescence and so affects all of our children and young people. Sadly, for some children the consequences of neglect are fatal.

Neglect is the most common reason for a child to be the subject of a child protection plan (45% in Cheshire East).

Neglect is the form of maltreatment more likely to be repeated.

Neglect exposes children to other forms of abuse, eg, child sexual exploitation, increasing vulnerability.

Neglect can be difficult to identify, making it hard for professionals to take action to protect a child.

Neglect is an area where there can be drift and delay; professionals can become de-sensitised to children's living conditions and experiences of poor parenting.

What we want from our new strategy

We want our strategy to....

- More robustly tackle the 'neglect challenge',
- More effectively mitigate the impact this form of child abuse has on children and young people.
- Be able to identify neglect much sooner when it happens and earlier in children's lives.
- Reduce the number of children that suffer neglect and reduce the impact and time they suffer.
- Elevate child and adolescent neglect to the highest level of awareness and priority that this single most prevalent form of child abuse merits.
- Deliver a well trained workforce confident in tackling neglect and a public that recognises and reports neglect.

"Mum and dad have not been able to look after me properly but this has improved dramatically since social workers' involvement".



'From experience sometimes when neglected it is hard to accept why people get concerned as they are not used to people caring for them.'

What we've achieved so far

This is our second Neglect Strategy, having first developed a comprehensive strategy in 2013. So far we have:

- **Raised the awareness of neglect**; it is now a key LSCB priority and has its own sub group.
- Launched a number of **tools to identify neglect**.
- Adopted the **new Neglect Graded Care Profile 2 (GCP2)**
- **Launched a new training programme** to support GCP2 use.
- Developed a **quality assurance framework** to enable the LSCB and others to understand and scrutinise performance around neglect, including a neglect **scorecard** and **multi-agency practice audits** of neglect.
- **Spoken with young people who have been neglected** to better understand their experiences.
- **Consulted young people** from Cheshire East Youth Council and Eaton Bank Academy to inform our new neglect campaign, which will focus on adolescent neglect.
- **Recruited neglect champions** from partner agencies across the partnership.
- Introduced a **new child protection model**.
- **Taken part** in the recent **DfE national campaign** to encourage the public to report neglect and child abuse.
- Implemented a **new child record system** across the levels of need so we can identify and report on the prevalence of neglect at the point of contact, referral and assessment.

Neglect as a National Issue

The **Department for Education** (DfE) is responsible for child protection in England. It sets out policy, legislation and statutory guidance on how the child protection system should work. In 2016 the DfE consulted on the introduction of mandatory reporting of child abuse and neglect, which could see an increase in referrals for neglect.

At a local level, it is the responsibility of the **Local Safeguarding Children Board** (LSCB) to co-ordinate and ensure the effectiveness of work to protect and promote the welfare of children, including setting local policy, procedure and guidance. The main statutory guidance is *Working Together 2015*.

The role of **Ofsted** is to inspect the effectiveness of local arrangements and to make recommendations for improvement. *'In the child's time: Professional Responses to Neglect'*, Ofsted's thematic audit in 2014, found the quality of professional practice around neglect was too variable overall, with the result that some children are left in situations of neglect for too long. The report set out a number of findings to be addressed by LSCBs and local authorities that are embedded within our strategy. Ofsted has announced that neglect will be the focus of its joint targeted inspections from April 2017.



Risk Factors

A number of factors increase the likelihood of neglect in some families. Vulnerable families may have a combination of the following risk factors:

Child risk factors

- Disability
- Behavioural problems
- Chronic ill health

Parental risk factors

- Poor mental health, especially maternal mental health difficulties
- Drug and alcohol (substance misuse)
- Domestic abuse
- Parents' own exposure to maltreatment
- Lack of experience of positive parenting in childhood

Wider Risk Factors

- Poverty
- Unemployment
- Poor social support

Categories of neglect

Physical

- This is failing to provide for a child's basic needs such as food, clothing or shelter. Failing to adequately supervise a child, or provide for their safety.

Educational

- This is failing to ensure a child receives an education.

Emotional/psychological

- Often the most difficult to prove, this is failing to meet a child's needs for nurture and stimulation, perhaps by ignoring, humiliating, intimidating or isolating them.

Medical

- This is failing to provide appropriate health care, including dental care and refusal of care or ignoring medical recommendations.

Neglect in Cheshire East

The percentage of child protection (CP) plans for neglect in Cheshire East is broadly in line with the national level. As at the end of March 2016 46% of CP plans in Cheshire East were due to neglect, compared to the England average of 45% and Northwest average was 42%. Our statistical neighbours ranged from 23% to 65%. As at 31st December 2016 this remains in line with the England average at 45%. The number and percentage of plans for neglect in Cheshire East over recent years are set out below:

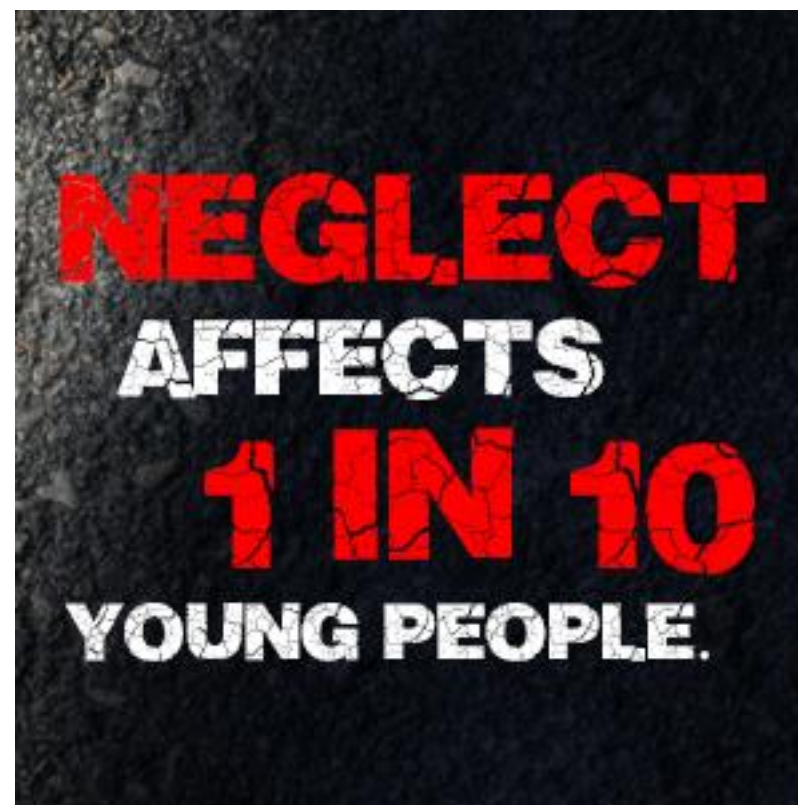
Number of children & young people on CP plans

As at end of March	No. on CP Plan	No. due to Neglect	% due to Neglect
2012	207	123	59
2013	161	101	63
2014	202	99	49
2015	312	136	44
2016	279	129	46

A large proportion of these plans are in the 0-5 age range, with increases in the first year of life and around 4 and 5 years. This is possibly because of greater involvement by Midwives and Health Visitors in the earlier age group, and then childcare and

**NEGLECT AFFECTS
1 IN 10 YOUNG PEOPLE**

primary school in the second. Work is needed to ensure better identification to bridge this gap and provide early help to children and families.



NEGLECT AFFECTS 1 IN 10 YOUNG PEOPLE



Many children subject to child protection plans for neglect are in sibling groups. A concern or referral in relation to one child may result in all the children of that family becoming subject to a plan. Neglect is also localised, within specific areas of the Borough.

A large proportion of children subject to child protection plans for neglect live in deprived areas. In Cheshire East, this is largely in the areas of Crewe and Macclesfield.

The attached 'heat map' at Appendix 1 shows the distribution of neglect across Cheshire East as at March 2016.

Neglect continues to be an area of priority and focus in Cheshire East. The neglect graded care profile was introduced in March 2012 as a tool for practitioners and relaunched and promoted as part of our previous strategy in January 2014.

Early help also has a key role to play in supporting parents and preventing children becoming at risk from neglect or abuse. Cheshire East offers a wide range of parenting programmes and open access groups through children's centres, and commissions a number of parenting support services, such as one to one support in the home establishing a routine for caring and interacting with children, parenting courses and family counselling sessions as part of our early help offer. Commissioned services are targeted to the areas of the greatest need and should result in a reduction in future demand to Children's Social Care.

What Frontline Practitioners Think

The LSCB collects views from frontline practitioners through a number of ways, including frontline visits, audits and feedback collected through training. Some of the feedback from frontline practitioners is set out below.

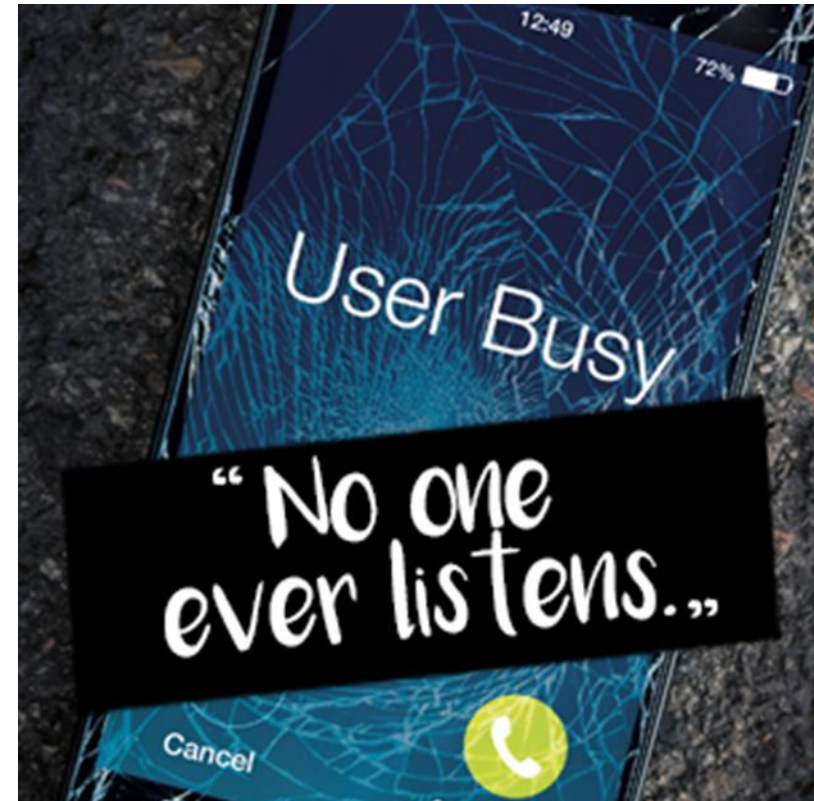
“Using GCP meant I could show mum exactly what was going on.”

“You get used to it.”

“Neglect is so hard to be certain about.”

“The children haven’t known anything different... I mean that makes it really hard for us. If they don’t say it’s awful what do we do?”

“The GCP2 is great I can think of a few families I would use it with.”



What Children and Young People Think

“When neglected you feel alone, isolated and like you’re different to the rest, nothing you do or say matters.”

Through all our audits and work with children and young people affected by abuse and neglect, they have told us they want the following:

- To be listened to.
- To be included in their plans, and understand what the concerns are and why they need a plan.
- For professionals to be clear with them about what is going to, or could happen.

“I understood I was neglected and it made me feel worthless, unwanted and just a piece of pooh on someone’s shoe. You feel belittled no matter what effort you make personally.”

We talked to a group of young people who are currently on plans for neglect in Cheshire East and their thoughts are included throughout this document as a powerful reminder to us all about how being neglected makes children and young people think and feel.

Young people who have not experienced neglect have told us that they don’t understand the term neglect and would not necessarily know what to look for in a friend who was suffering neglect.

“I felt like I missed out and for me it felt like it was my fault we weren’t allowed what others had, we didn’t get the love others got, it makes you feel different and even now 2 years later the feeling never goes away”.

Tackling adolescent neglect is a key area of focus of this strategy. We have worked with the young people from Eaton Bank Academy to come up with a campaign that they feel will have the biggest impact on young people to support those affected and their peers to get help and support.

“I was not being neglected around the village. My mum would come out looking for me and ask me to come home”.... “to say I’m neglected is bang out of order.”

What Audits tell us about Neglect

The last Cheshire East audit of neglect was carried out in September 2016. This found that there is more work to do around neglect in the borough. Whilst the GCP has been introduced, there is more work to do to ensure that this is used consistently and effectively across the partnership.

Further work is also needed around staff challenging or escalating concerns about the progress of planning for a child.

"It's my naughty behaviour in the past but I am doing better now and helping in the community, picking up litter and that" - "I've stopped hanging around with those bad influences".



PRIORITIES FOR 2017-19

Priority 1 – Strategic Commitment Across all Agencies

Neglect continues to be a priority for Cheshire East. Ofsted's review of the effectiveness of the LSCB in July 2015 concluded that the LSCB needs to evaluate the impact of the neglect strategy and disseminate the findings to help agencies improve their practice. Significant work took place in 2016 to improve the multi-agency response to neglect and this strategy sets out how this will be further improved and sustained from 2017-19.

To address this, we will:

- **Relaunch Cheshire East's Neglect Strategy**
- Drive neglect as a **key priority of the LSCB** with a whole family approach
- Maintain **Neglect Subgroup** of the LSCB
- Ensure neglect is embedded in the LSCB's **quality assurance framework**
- Revise the **neglect scorecard** to incorporate more targets on which to measure success
- Raise awareness and **collaboration around neglect with other partnership boards** through the Partnership Chairs Board, including the Health and Wellbeing Board, Children's Trust, Safeguarding Adults Board, Safer Communities Cheshire East and Domestic Abuse Partnership.

Priority 2 – Improve Awareness, Understanding and Recognition

This is a priority because frontline practitioners are still telling us that neglect is difficult to recognise. Our audits suggest that some children and young people need to step up more quickly from child protection to court proceedings. We believe that adolescent neglect is overlooked or misinterpreted by professionals.

To address this, we will:

- **Work with young people** to get a better understanding of neglect from their perspective
- Refresh and relaunch the **Neglect Campaign** focussed on adolescent neglect and neglect by affluence.
- Review and **refresh our website**, including procedures content around neglect.
- Improve the use of **communication channels** to promote awareness, understanding and recognition of neglect, including facebook, newsletters, twitter etc
- Roll out **GCP2 training**.
- Continue to support **Neglect Champions** in each agency.

Priority 3 – Prevent Neglect through Early Help

This is a priority because the impact of neglect of children is often gradual and therefore there is a risk that agencies do not intervene early enough to prevent harm. Working Together (2015) requires local agencies to have in place effective

NEGLECT AFFECTS 1 IN 10 YOUNG PEOPLE

assessments of needs of children who may benefit from early help services. In Cheshire East agencies should effectively utilise the Common Assessment Framework (CAF) to assess unmet needs and co-ordinate appropriate support. The neglect screening tool and graded care profile are tools that have been introduced into Cheshire East to support the identification and support for cases of neglect, but we know that these have not been maximised to date.

To address this, we will:

- Ensure that neglect is included in the revised **Early Help Strategy**.
- Promote the use of the **neglect screening tool** across the partnership.
- Carry out **CAF audits** to check the use of the neglect screening tool.
- Review access to **parenting courses** to ensure these meet the needs of neglectful parents.
- Develop good practice **case studies**.

Priority 4 – Improve Effectiveness of Interventions and reduce the impact of neglect

This is a priority because we know that sometimes our interventions do not make a big enough difference impact quick enough to improve the lived experiences of our children and young people.

To address this, we will:

- **Embed the graded care profile 2** across Cheshire East.
- **Revise the guidance and procedure** for neglect screening and GCP2.

- Pilot a **Neglect Operational Group** whereby practitioners can share concerns, good practice and advice on neglect cases.
- Improve our responses to specific **target groups**, eg, children with disabilities.
- Improve the quality and timeliness of **parenting assessments** for children on a child protection plan/ pre proceedings.



*"I don't feel neglected."
"It gets me peed off and annoyed when
someone mentions this."*

Making our priorities happen

Action Plan

The action plan at Appendix 3 sets out the key actions we think we need to do to achieve our priorities. This will be reviewed and updated quarterly to ensure delivery of this strategy.

Governance

The Neglect Subgroup will continue to meet to monitor the implementation of the strategy. A Chair's report outlining progress and any issues or risks will be regularly presented to the Executive Group and onto the Board. Performance reporting and impact will be scrutinised by the Quality and Outcomes sub-group, including the quarterly neglect scorecard.

As a key priority of the Board, the Chair of the subgroup will also update the Board on a regular basis and the LSCB will hold partners to account for the delivery of the strategy. Progress and impact will also be included in the LSCB's Annual Report, which is shared with key officers in the local authority, Police etc. and scrutinised by the Health and Wellbeing Board and the Council's Overview and Scrutiny Committee.

Measuring Success

The success of the strategy will be measured based on a range of quantitative and qualitative measures set out in this strategy.

Qualitative Measures

A number of qualitative measures will be monitored and reported through the governance arrangements. These include:

- LSCB multi-agency audits of neglect child protection plans show good impact of the plan and use of graded care profile (GCP).
- Common Assessment Framework (CAF) and Children's Social Care audits show good use of screening tool and GCP
- The independent review of children in need plans for neglect shows effective planning and impact and good use of tools, including GCP and neglect screening tool
- Feedback from parents collected at children in need, initial child protection case conference, child protection case review meetings and at case closure.
- Young people's views of neglect through the LSCB safeguarding survey, feedback at children in need, initial child protection case conference, child protection case review meetings and at case closure and specific work as part of the neglect strategy.
- Feedback from frontline staff through frontline visits, audits, staff surveys and training questionnaires.

Quantitative Measures

A neglect scorecard has been developed and will be produced quarterly and reported to the Quality and Outcomes Group. This is attached at Appendix 2.

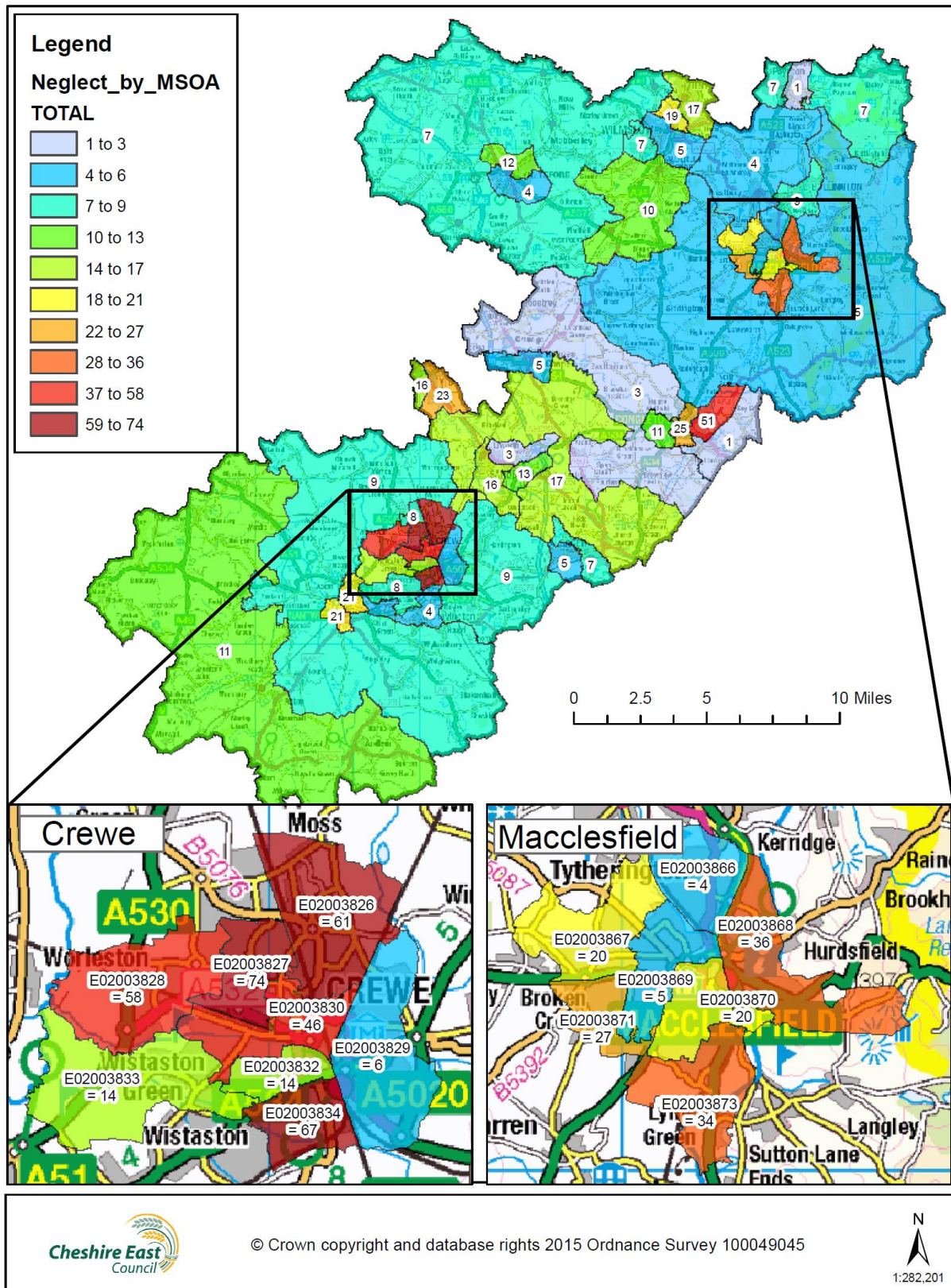
How we will know our practice is good

How much we did	What does it show?	
This will be measured by the neglect scorecard at Appendix 2	The neglect scorecard will show us whether we are identifying neglect early enough and at a young enough age, whether we deal with cases in a timely way and avoid drift and delay. It will also tell us whether practitioners are taking up the training offered and using the tools we have developed to support them in their practice.	
How well we did it	Is anyone better off?	
	Feedback from Children and Young People, Parents and Carers	Feedback from Staff
<ul style="list-style-type: none"> LSCB multi-agency audits of neglect child protection plans show good impact of the plan and use of graded care profile (GCP). Common Assessment Framework (CAF) and Children's Social Care audits show good use of screening tool and GCP. Independent Review of children in need plans for neglect shows effective planning and impact and good use of tools, including GCP and neglect screening tool. 	<p>Feedback from parents collected at:</p> <ul style="list-style-type: none"> Children in need Initial child protection case conference Child protection case review meetings Case closure. <p>Young people's views of neglect through:</p> <ul style="list-style-type: none"> Direct work with those young people on a plan for neglect Focus groups Safeguarding survey Feedback at children in need, initial child protection case conference, child protection case review meetings and at case closure 	<p>Feedback from frontline staff through:</p> <ul style="list-style-type: none"> Frontline visits Audits Staff surveys Training questionnaires.

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Appendix 1

Distribution of Neglect Cases as of March 2016 by MSOA



Neglect Scorecard

PI Ref	Measure	Eng Av	Thresholds			Yr end 15-16	Q1	Q2	Q3	Q4	Comments
			Requires Improvement	Good	Outstanding						
1.1	Number of Consultations		2800	2700	2600						
1.2	Number of Consultations where neglect is a factor		No threshold								
2.1	Number of Assessments completed this quarter where neglect is a factor		No threshold								
3.1	Number of CIN plans for Abuse/Neglect		No threshold								
3.2	Number of children on a CIN plan for abuse/neglect with a disability		No threshold								
3.3	Number of CIN plans for Neglect open longer than 6 months		No threshold								
3.4	% of CIN plans for Neglect open longer than 6 months		No threshold								
4.1	Number of Initial Child Protection Conferences (ICPC) for neglect		No threshold								
4.2	Number/% of Initial Child Protection Conferences (ICPC) for neglect Number where GCP was completed		No threshold								
5.1	Number of children and young people on child protection plans		300	280	260						
5.2	Number of Children and young people on a child protection plan who are disabled		No threshold								

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5.3	Number of children and young people on child protection plans due to Neglect		No threshold								
5.4	Of these, aged unborn-4	43%	50% - 60%	35%-50%	<35%						
5.5	Of these, aged 5-9	28%	35%-45%	25% - 35%	<25%						
5.6	Of these, aged 10-15	26%	35%-45%	25% - 35%	<25%						
5.7	Of these, aged 16 and over	3%	10%-15%	5%-10%	<5%						
5.8	% of children and young people on child protection plans due to Neglect	45%	55%	45%	35%						
5.9	Number of children and young people on a plan for neglect who are disabled		No threshold								
5.10	Number of children and young people on child protection plans due to Neglect for 12 months or more		No threshold								
5.11	% of children and young people on child protection plans due to Neglect for 12 months or more		15%	10%	5%						
6.1	Total number of children coming onto a CP plan for a 2nd or subsequent time										
6.2	Number of these where the plan is for neglect										
6.3	Number of these where the plan is for neglect for 2nd/ subsequent time										
6.4	% of these where the plan is for neglect for a second time (i.e 1st plan was neglect and 2nd plan was neglect)										
6.5	Number where neglect is 2 nd /subsequent time (within 5 years)										
6.6	% where neglect is 2 nd /subsequent time (within 5 years)										

**NEGLECT AFFECTS
1 IN 10 YOUNG PEOPLE**

7.1	Number of 0-5 on CP plan for neglect										
7.2	Number of 0-5 on CP plan for neglect that are registered with local children's centre										
7.3	% 0-5 on CP plan for neglect that are registered with local children's centre										
7.4	Number of 0-5 on CP plan for neglect that are engaged at children's centre (i.e attended in last 6mths)										
7.5	% of 0-5 on a CP plan for neglect that are engaged at children's centre (i.e attended in last 6mths)										
8.1	Number of children entering care										
8.2	Number of children entering care for Abuse/Neglect										
8.3	% of children entering care for Abuse/Neglect										
9.1	Number of individuals trained in GCP 2										

Cheshire East Neglect Strategy, 2017-19 - Action Plan

Ref	Action	Who	By When
Outcome 1 – Strategic commitment across all agencies			
1.1	Hold partner agencies to account for the performance and quality of their interventions in regard to neglect	LSCB Quality & Outcomes Sub Group	Quarterly
1.2	Ensuring the Neglect Subgroup of the LSCB drives the implementation of the neglect strategy by reporting on impact to the LSCB	LSCB Neglect Sub Group	Quarterly
1.3	Carry out regular multi-agency auditing of practice and report the findings to the LSCB	Kate Rose, Head of Safeguarding, CEC	Bi-annually
1.4	Each partner agency to report their impact on neglect to their respective safeguarding governance boards and back to the LSCB.	Partner agencies	Bi-annually
1.5	Launch revised strategy	LSCB Business Unit	March 2017
1.6	Present the Neglect Strategy to the Partnership Chairs Board and seek inclusion in the priorities of the relevant partnership boards.	Neglect Subgroup Chair	June 2017
1.7	Include progress and impact of the strategy in the LSCB Annual Report	LSCB Business Manager	Annually
Outcome 2 – Prevent neglect through early help			
2.1	Review all neglect training, both single and multi-agency, to ensure that it promotes use of the Neglect screening tool.	Vicky Moran	April 2017
2.2	Collect evidence through training that the neglect tools are being promoted and used.	Vicky Moran	May 2017

2.3	Introduce CAF audits that include a check on the use of the neglect screening tool	Lindsey Thompson	May 2017
2.4	Ensure that the updated Early Help Strategy includes tackling Neglect	Early Help Subgroup	May 2017
2.5	Develop case studies around preventing neglect through early help	Neglect Subgroup	May 2017
Outcome 3 – Improved awareness, understanding and recognition of neglect			
3.1	Refresh and relaunch the neglect campaign, focussed on adolescent neglect	Lesley Seal	March 2017
3.2	Commission a design agency to develop materials to support the neglect campaign	Lesley Seal	February 2017
3.3	Workshop with young people around neglect	Lesley Seal	March 2017
3.4	Gather the thoughts and feelings of young people who have experienced neglect	Jacquie Sims	April 2017
3.5	Develop a young person's definition of neglect	Lesley Seal	March 2017
3.6	Roll out materials, including posters, pull-ups and digital content	Lesley Seal	March 2017
3.7	Update websites and launch tools	LSCB Business Unit	March 2017
3.8	Roll out graded care profile 2 workshops aiming to have 500 staff trained across the partnership by April 2017	Vicky Moran	April 2017
3.9	Continue to support Neglect Champions to share the neglect screening tool and the delivery of single agency neglect training, where appropriate.	Vicky Moran	April 2017
Outcome 4 – Improve Effectiveness of Interventions and reduce the impact of neglect			
4.1	Support staff who have completed GCP2 to share the good practice associated with the assessment and planning following use of the tool.	Vicky Moran	April 2017

4.2	Revise the guidance and procedure for neglect screening and GCP2	Neglect Subgroup	March 2017
4.3	Pilot a Neglect Operational Group whereby practitioners can share concerns and seek advice on neglect cases	Neglect Subgroup	June 2017
4.4	Review policies and procedures around specific target groups, eg, children with disabilities, to ensure that they are in line with the neglect strategy	Neglect Subgroup	April 2017
4.5	Improve the quality and timeliness of parenting assessments for children on a child protection plan/pre proceedings	Jacquie Sims	April 2017

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PI Ref	Measure	Eng Av	Thresholds			Yr end 16-17	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
			Requires Improvement	Good	Outstanding							
1.1	Number of Consultations	N/A	2800	2700	2600	10681	2600	2809	2127	2139		Q3 consultations have stayed at a similar level to Q2 and a 20% reduction on the same period last year. Whilst this may be evident of a reduction in demand, it could also be due to the change of approach in the front door, particularly in relation to Vulnerable Person's Assessments (VPAs). This has led to a reduction in the number of contacts where police are the source. There also continues to be more challenge of early help services and individual agencies when consultations take place to ensure threshold decision making by partner agencies is appropriate albeit the % of contacts resulting in information and advice only remains high at over 40% for the second quarter running. Interface meetings continue to be held with prevention services and CIN/CP service together and Cheshire East Family Service workers are now discussing potential escalations to Social care with their own manager in the first instance rather than a contact to CheCs.
1.2	Number of Consultations where neglect is a factor	N/A	No threshold			N/A	281	319	251	254		Whilst there is a reduction in number of contacts loaded with a neglect factor as present, in terms of the % it remains at over 11% . Whilst factors are now being loaded more readily at contact level, there is still an element of caution as to whether all neglect issues are truly being identified at this early stage
1.3	Number of Consultations where neglect is a factor and a screening tool was used	N/A	No threshold			N/A				41		A screening tool would be expected when a contact comes in from a partner agency where one of the risk factors identified is neglect. In quarter 3 that related to 240 consultations of which 41 had a screening tool recorded as being provided. This equates to 17%. and were provided by Prevention Services and a number of schools. A more detailed report was presented to the neglect sub group and actions identified to improve this.
1.4	Number and % of Consultations where neglect is a factor and a screening tool was used by Health	N/A	No threshold			N/A		0	3 (6%)	1 (3%)		Screening Tool completion by Health partners has remained low in Quarter 3. However with the ongoing implementation of the screening tools and the work to raise the profile of the tools, this is expected to increase in Quarter 4.
1.5	Number and % of Consultations where neglect is a factor and a screening tool was used by Education	N/A	No threshold			N/A		2 (4%)	1 (4%)	19 (24%)		In Quarter 3 there was a large increase in the number of screening tools completed by Schools where they had identified neglect as an issue. This is expected to increase further in Quarter 4.
2.1	Number of CAF's completed	N/A	No threshold			N/A		136	209	264		
2.2	Number of CAF's completed where neglect was identified as a factor	N/A	No threshold			N/A		2	9	18		The ability to capture and record the neglect factor in a readily extractable format only commenced in May 2017.
2.3	Number of CAF's completed where neglect was identified as a factor and a screening tool was used	N/A	No threshold			N/A		1	7	7		To date screening tools have only been provided by Prevention Services and 1 by a pre-school. Hopefully as guidance and awareness is raised, these will be used more readily by all agencies
2.4	Number of CAF's completed where neglect was identified as a factor and a GCP2 was completed	N/A	No threshold			N/A		0	2	3		All GCP2 completed have been by prevention services, possibly due to who has received training. In quarter 3 the GCP were on different cases to those with the screening tool used.
3.1	Number of Assessments completed this quarter where neglect is a factor	17.5%				461	116	141	131	118		In Quarter 3, 17% of the assessments completed had the factor of neglect recorded as one of the issues identified. This gives an average of 16% for the year to date which is significantly higher than the 11% seen in 2016/17. The importance of accurate factor recording continues to be highlighted at challenge sessions.
4.1	Number of CIN plans for Abuse/Neglect	N/A	No threshold			287	287	298	284	311		This is those individuals with an active CIN plan under the category of Abuse or Neglect and represents 49% of all CIN cases with an active CIN plan.
4.2	Number of children on a CIN plan for abuse/neglect with a disability	N/A	No threshold			13	13	13	15	18		This represents 16% of the overall number of individuals on a CIN plan with a disability recorded. There are a total of 114 individuals on a CIN plan with a disability recorded, the majority of which have the CIN code of N - child's disability (77 - 68%)
4.3	Number of CIN plans for Neglect open longer than 6 months	N/A	No threshold			85	85	59	61	76		This represents 24% of the open cases, which is a slight increase on 21% in quarter 2.

PI Ref	Measure	Eng Av	Thresholds			Yr end 16-17	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
			Requires Improvement	Good	Outstanding							
4.4	% of CIN plans for Neglect open longer than 6 months	N/A	No threshold			30%	30%	20%	21%	24%		The % of cases open for longer than 6 months has seen a small increase, which may reflect that risk is being managed at CIN level for a little longer to ensure sustained change rather than stepping up/down cases prematurely.
5.1	Number of Initial Child Protection Conferences (ICPC) for neglect	N/A	No threshold				28	29	37	26		In quarter 2, 26 initial conferences were for neglect. Of these 8 (31%) were accompanied by a graded care profile. In the three quarters of the year a total of 23% of the conferences for neglect were accompanied by a graded care profile. This is a significant improvement on the 11% evident in 2016/17 and suggests that the strategy, training and high profile is achieving results.
5.2	Number/% of Initial Child Protection Conferences (ICPC) for neglect Number where GCP was completed	N/A	No threshold				0	3 (10%)	10 (27%)	8 (31%)		Work is ongoing to ensure that graded care profiles are routinely completed as part of the process to identify neglect and inform case planning
5.3	Number of review conferences where a GCP was evident	N/A	No threshold				25 (60%)	16 (48%)	21 (57%)	35 (67%)		In quarter 3, 35 out of 52 (67%) of review conference for neglect had a graded care profile completed. Without audit it is difficult to assess whether those without one were required or not as for some it may well be the review where the case was closing to child protection.
6.1	Number of children and young people on child protection plans	331	300	280	260	275	275	288	333	343		Although the number of young people coming onto a plan in quarter 3 was slightly less than quarter 2, the cumulative effect is a small but continued rise in the overall number of plans. An audit of cases confirms the appropriate action has been taken in these cases and this will continue to be closely scrutinised and challenged where more effective CIN planning could have prevented escalation. The LSCB and partners have also been sighted on the significant rise. As Signs of Safety becomes embedded, we would expect fewer children requiring formal child protection processes to safeguard them. Currently the number has reduced back down toward 300.
6.2	Number of Children and young people on a child protection plan who are disabled		No threshold			8	8	7	9	6		There is a small reduction in the number of disabled children subject to a child protection plan compared to last quarter and represent 1.7% of the cohort. There are no national comparative figures available.
6.3	Number of children and young people on child protection plans due to Neglect	182	No threshold			135	135	143	175	165		
6.4	Aged unborn-4	43%	50% - 60%	35%-50%	<35%	49	49	46	54	48		Threshold has been determined based on the proportion in the age group compared to the national % rate
6.5	Aged 5-9	28%	35%-45%	25% -35%	<25%	23	23	34	50	51		Threshold has been determined based on the proportion in the age group compared to the national % rate
6.6	Aged 10-15	26%	35%-45%	25% -35%	<25%	54	54	54	56	52		Threshold has been determined based on the proportion in the age group compared to the national % rate
6.7	Aged 16 and over	3%	10%-15%	5%-10%	<5%	9	9	9	15	14		Threshold has been determined based on the proportion in the age group compared to the national % rate
6.8	% of children and young people on child protection plans due to Neglect	45%	55%	45%	35%	49%	49%	50%	53%	48%		The England average is 45%, statistical neighbours range between 23% and 65%.
6.9	Number of children and young people on a plan for neglect who are disabled	N/A	No threshold			6	6	5	4	6		The number of children with a disability on a plan for neglect has increased slightly and represents 3.6% of the cohort for neglect as opposed to only 1.7% of the overall disability cohort subject to a plan. This would suggest that where an individual is more vulnerable, we are working hard to ensure that where neglect exists we are identifying quicker and taking the appropriate actions.
6.10	Number of children and young people on child protection plans due to Neglect for 12 months or more	N/A	No threshold			30	30	15	28	19		
6.11	% of children and young people on child protection plans due to Neglect for 12 months or more	N/A	15%	10%	5%	22%	22%	10%	16%	11%		There has been a positive reduction in those on a plan for neglect for over 12 months suggesting that we are either being more proactive and escalating cases quickly if changes aren't evident or that improvements in planning are resulting in positive changes being sustained.
7.1	Total number of children coming onto a CP plan for a 2nd or subsequent time	75				63	12	21	16	10		There has been a substantial reduction in the % of child protection cases for a 2nd or subsequent time where Neglect is the primary repeat reason.
7.2	Number of these where the plan is for neglect	N/A	No threshold			39	8	14	4	2		

PI Ref	Measure	Eng Av	Thresholds			Yr end 16-17	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
			Requires Improvement	Good	Outstanding							
7.3	Number of these where the plan is for neglect for 2nd/ subsequent time	N/A	No threshold			26	8	12	4	1		
7.4	% of these where the plan is for neglect for a second time (i.e 1st plan was neglect and 2nd plan was neglect)	N/A	No threshold			67%	100%	86%	100%	50%		
7.5	Number where neglect is 2 nd /subsequent time (within 5 years)	N/A	No threshold			26	8	6	3	1		
7.6	% where neglect is 2 nd /subsequent time (within 5 years)	N/A	No threshold			100%	100%	50%	75%	100%		
8.1	Number of 0-5 on CP plan for neglect	65				58	58	45 (53)	60 (64)	54 (59)		The figure in brackets includes children that are either unborn or born within the last 2 months.
8.2	Number of 0-5 on CP plan for neglect that are registered with local children’s centre	N/A	No threshold			49	49	40	55	50		Five of the unregistered children are unborn or born in the last two months (3 of these though have families registered)
8.3	% 0-5 on CP plan for neglect that are registered with local children’s centre	N/A	No threshold			84%	84%	89% (75%)	92% (86%)	93%(85%)		
8.4	Number of 0-5 on CP plan for neglect that are engaged at children’s centre (i.e attended in last 6mths)	N/A	No threshold			42	42	29 (29)	35	31		
8.5	% of 0-5 on a CP plan for neglect that are engaged at children’s centre (i.e attended in last 6mths)	N/A	No threshold			72%	72%	64% (55%)	58% (55%)	58% (52)		Engagement has remained consistent over the last 2 quarters. CE has a very high take up of the 2,3 and 4 year old offer and as such the majority of these individuals will also be accessing education provision
9.1	Number of children entering care	211				171	40	60	67	45		The number of individuals entering care in quarter 3 has reduced by 32% from the previous quarter, albeit there have been more individuals entering care in the 9 months to date than in the 12 months or the previous financial year.
9.2	Number of children entering care for Abuse/Neglect	115				100	16	33	43	22		Following a rise in Q2 there has been a pleasing reduction in the % of individuals entering care for neglect in Q3. It is too early at this stage to see whether this is now beginning to demonstrate the effectiveness of the neglect strategy and interventions at an early stage with families.
9.3	% of children entering care for Abuse/Neglect	54%				58%	40%	55%	64%	49%		
10.1	Number of individuals trained in GCP 2	N/A	No threshold			350	350	387	417	500		More than 500 individuals across the partnership are trained to use GCP2 and an additional 56 social care staff have attended GCP2 sessions

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BRIEFING REPORT

Children and Families Overview and Scrutiny Committee

Date of Meeting: 10 May 2018

Report Title: Signs of Safety Briefing and Progress Update

Portfolio Holder: Cllr Jos Saunders

Author: Lauren Conway, Project Manager

Senior Officer: Nigel Moorhouse, Director of Children's Social Care

1. Introduction and Policy Context

- 1.1. Signs of Safety is widely recognised internationally as the leading approach to child protection casework. Cheshire East is adopting Signs of Safety as our way of working across the partnership within our early help and prevention services and Children's Social Care services so that we can achieve:

- better outcomes for children, young people and families
- child-focused services
- practice that is respectful and inclusive
- empowered professionals

2. Background

- 2.1. Children and Families Overview and Scrutiny Committee requested a briefing on Signs of Safety and an update on our progress in implementing the model in Cheshire East. This report summarises this information, further detail is included within the reports in the appendix.

3. Briefing Information

- 3.1. Cheshire East is adopting Signs of Safety as our way of working with families in Children's Social Care and in early help and prevention so that we can achieve better outcomes for children, young people and families. Adopting Signs of Safety is a key part of our improvement plan in achieving effective, high quality services.
- 3.2. Signs of Safety is widely recognised internationally as the leading approach to child protection casework. It is a tried and tested model that has been shown to be an effective approach in achieving good outcomes for children and young people that can be sustained in the long term.

- 3.3. Signs of Safety is a framework for how to work effectively with families and includes:
- **principles for practice** which underpin the work
 - **ways of working** – what to do, how and when
 - **a range of tools** to support engagement with families, strong assessments and plans, and for capturing the voice of the child or young person
 - **ways to support learning, reflection and development**, such as supervision and audit of practice that is aligned with the approach
- 3.4. Cheshire East developed our [Signs of Safety Strategy](#) in July 2017 which sets out our aims and plan for implementation. This was based on our learning from other Local Authorities who have implemented the model. Our strategy and leadership for the practice from senior leaders is being used by our Signs of Safety Consultants nationally as examples of good practice.
- 3.5. Based on feedback from other local authorities on the support needed to successfully drive and embed Signs of Safety practice, we appointed a Lead Practitioner for Signs of Safety in November 2017 to support teams and partners to embed the approach. We also have Practice Leads (champions for practice) within every team and within our key partner agencies who will receive enhanced training to enable them to effectively support and lead the practice within their service areas.
- 3.6. External training for senior leaders and Practice Leads started in November 2017 and is continuing to be rolled out across teams and the partnership. So far we have trained 285 people which has included key partners and Senior Managers including the Director of Children's Social Care and the Director of Prevention and Support.
- 3.7. Our in house trainers will be trained to deliver Signs of Safety training in May 2018 so that we can sustain and maintain the approach in the long term.
- 3.8. In order to support the approach to embed we are changing our organisation and how we work so that it supports Signs of Safety practice. A large body of work is underway aligning our processes, forms, policies and procedures and practice guidance, and how we measure our performance.
- 3.9. Practitioners are enthusiastic about the adoption of Signs of Safety and are keen to use the approach. Although we are at the beginning of our Signs of Safety journey, practitioners are seeing a positive impact of using the practice for children and young people. Partners have really engaged with

the approach and our partner Practice Leads are fully committed and are leading practice within their agencies. Further detail of impact is set out in the Progress Update at Appendix 2.

3.10. Further detail is included within the reports in the appendix:

- Appendix 1: Signs of Safety One Minute Guide
- Appendix 2: Signs of Safety Progress Update

4. Implications

4.1. Members of the Children and Families Overview and Scrutiny Committee are asked to consider completing the [Signs of Safety e-learning module](#).

4.2. As a new way of working, adopting Signs of Safety will involve a change in culture and changes to our organisation to reflect and support the practice, which includes changes to our quality assurance, processes, policies and procedures. A governance structure is in place which is delivering and overseeing these changes. More detail on this is given in our [Signs of Safety Strategy](#).

4.3. **Legal Implications**

Members of Legal Services who work closely with Children and Families will receive training in Signs of Safety to support the two services to work together effectively and apply the model.

4.4. **Financial Implications**

Cheshire East Council granted £165k from the Corporate Transition Fund in December 2016 to support this project and enable us to adopt this way of working so that we can achieve better outcomes for children and young people that are sustainable in the long term.

4.5. **Human Resources Implications**

Signs of Safety will result in a better skilled and effective workforce and this will promote staff recruitment and retention which is better for children and young people.

5. Additional Information

5.1. Further detail is included within the reports in the appendix:

- Appendix 1: Signs of Safety One Minute Guide
- Appendix 2: Signs of Safety Progress Update

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One Minute Guide

September 2017

Signs of Safety

Cheshire East will be adopting Signs of Safety as our way of working with families from November 2017 in Children's Social Care and in Early Help and Prevention at CAF.

Many of you will already be familiar with using Signs of Safety, as our successful Making Children Safer model used in Child Protection Conferences is based on the approach.

What is it?

Signs of Safety is now widely recognised internationally as the leading approach to child protection casework. It is an innovative, solution-focused, strengths-based approach to working with children, young people and families.

It provides a clear framework for **how** to work with families; how to build relationships and work effectively with them to achieve better outcomes for children and young people.

It includes:

- **principles for practice** which underpin the work
- **ways of working** – what to do, how and when
- **a range of tools** to support engagement with families, strong assessments and plans, and for capturing the voice of the child or young person
- **ways to support learning, reflection and development**, such as supervision and audit of practice that is aligned with the approach

Research has shown that the best outcomes for children and young people are achieved when there are **constructive working relationships** between professionals and family members, and between professionals themselves. This has been shown to be the case, both nationally and internationally, at all levels of need and intervention.

In order to build effective relationships and work inclusively and respectfully with families, Signs of Safety focuses on **both** the family's strengths **and** the safety of the child or young person. This recognises that, despite the concerns and difficulties, all families have strengths, and by building on these strengths we can increase safety and wellbeing for children and young people.



Cheshire East
Children & Young
People's Trust



Cheshire East Local
Safeguarding Children Board

One Minute Guide

Why are we adopting it?

We are adopting Signs of Safety because we believe this will support us to deliver the very best outcomes for our children, young people and families. Best practice is child-focused, solution-orientated, and respectful and inclusive of families, and this is what we want to achieve through adopting Signs of Safety.

Where Signs of Safety has been adopted by other local authorities it has been welcomed by families. Families have reported that (often for the first time) they are clear about what services expect from them. Families particularly like that their views and strengths are acknowledged as well as their weaknesses understood.

What will it mean for my practice?

Using Signs of Safety will mean that:

- You will be asked about the **impact** on the child or young person
- You will be asked to talk or write about families' **strengths** as well as the concerns – from contact at the front door onwards
- **Planning and meetings will work differently** (e.g. CAF and Core Groups) – these will have a similar format to Child Protection Conferences and will focus on the three columns – concerns, strengths and next steps.
- You will be asked to **scale** how worried you are about the impact of the current situation on the child/ young person on a scale of 0-10. This will happen at the front door and in meetings and is used to help everyone understand and discuss their level of concern and assessment of risk.
- You will be part of developing **danger/ worry statements** and **safety/ wellbeing goals** – which set out very clearly for the family what the concerns are and what we want to achieve
- You will see a **change in language** away from professional language to clear and simple language which is easier for families to understand
- Professionals will have a more **coaching and questioning role** – supporting families to develop their own solutions
- You will have access to tools and ways of working that make it easier to **involve** children and young people and their families.

Want to know more?

For more information on why we are adopting Signs of Safety, what we want to achieve, and our plan for how we will do this please see our [Signs of Safety Strategy](#) on the Signs of Safety page on the [LSCB Website](#).

Also see the official Signs of Safety website for the latest developments on the approach and resources at www.SignsofSafety.net

Contact us at:

SignsOfSafety@cheshireeast.gov.uk

Signs of Safety Progress Report

Signs of Safety Strategy

Cheshire East developed our [Signs of Safety Strategy](#) in July 2017 which sets out our aims and plan for implementation. This was based on our learning from other Local Authorities who have implemented the model. Our strategy and leadership for the practice from senior leaders is being used by our Signs of Safety Consultants nationally as examples of good practice.

Lead Practitioner for Signs of Safety

Based on feedback from other local authorities on the support needed to successfully drive and embed Signs of Safety practice, we appointed a Lead Practitioner for Signs of Safety, Louise Wright, in November 2017, to support teams and partners to embed the approach. The Lead Practitioner has a key role supporting teams to use the approach, delivering training, briefings and workshops, leading the Practice Lead Network, and representing the views of practitioners back to senior leaders on the Signs of Safety Project Board.

Practitioners across the partnership are making use of the support offered by the Lead Practitioner, and feedback on her support has been very positive.

Practice Leads

We have Practice Leads for Signs of Safety across our services, including within partner agencies, who are leading the practice within their agencies and teams. Practice Leads are champions and leaders for good Signs of Safety practice, and are supporting the approach to embed within their teams by leading group supervision, offering support and advice, celebrating good practice, and disseminating information and key messages.

Practice Leads will receive additional training in Signs of Safety to support them to be leaders for the practice which includes five day advanced training, followed by eight sessions of Practice Lead training over a one year period to support them to develop and deepen the quality of their practice and their understanding of the approach.

Practice Leads Network meetings were established in November 2017 and take place every two months led by the Lead Practitioner. These meetings bring all the Practice Leads together, are used to share experiences of using the practice and what is working well, gain practitioner feedback on our implementation, generate ideas on how to successfully support and embed the practice, and disseminate key messages on the roll out of the approach and expectations of the Leads. They are also used as a safe place to practice using the elements of the practice that the Leads are expected to roll out within their teams to build confidence and skills.

Practice Lead Network meetings are effective forums for supporting the Leads in their role, to develop an identity as a group, and drive implementation within their areas. Leads are clearly taking ownership for, and being proactive in, implementing the practice and the culture of Signs of Safety. Within these sessions, the Leads have offered support and constructive solutions to issues raised by other Leads, including appropriate respectful challenge. Leads have fed back that they find these sessions valuable and supportive.

Signs of Safety Training

Our Practice Leads and senior managers across our services received the two day Signs of Safety training in November 2017 ahead of the training to their teams so they could start to plan, model the approach, and lead the roll out within their services.

Roll out of the two day training to our Children and Families Service, the front door, Children with Disabilities Team, @ct Team, FACT22, Safeguarding IROs, and Child in Need and Child Protection teams took place in January 2018.

Roll out to the Permanence and Throughcare teams, Cared for IROs, Fostering teams, Care Leavers team, Children and Families Support Team and Prevention teams will take place in May 2017. Three of our in house trainers will also be trained to deliver the two day training at this time so we can continue to roll out the two training to our wider teams and partners.

So far we have trained 285 people which has included key partners and Senior Managers including the Director of Children's Social Care and the Director of Prevention and Support. All training courses have been filled to maximum capacity to ensure value for money.

Half of our Practice Leads (a cross section across services) received the five day advanced training in February. This has allowed us to plan the changes we will need to make to our services to align with, and support, effective use of the approach which we will implement in a staged approach. The remaining half will receive their five day training in July 2018.

Training delivery has been very good quality, and the feedback from attendees has been extremely positive. People are coming out of the training inspired and enthusiastic about using the approach and the potential impact this will have on our families.

Aligning our Organisation with Signs of Safety

In order to support the approach to embed we are changing our organisation and how we work so that it supports Signs of Safety practice. A large body of work is underway aligning our processes, forms, policies and procedures and practice guidance, and how we measure our performance.

We have already changed the way we work at the front door to reflect Signs of Safety. The new process went live in November 2017. This has changed the questions we ask as part of the consultation process, and the way we record information, looking at the four elements of Signs of Safety; what's working well, what we are worried about, what needs to happen, and how worried we are on a scale of 0-10. Feedback from partners continues to be very positive about the new approach, with partners saying that the new questions are supporting them to think differently about risk.

The CAF forms have been aligned with the approach and these new forms went live at the beginning of March 2018. Feedback from partners on the new forms has been positive; partners are finding the new forms more family friendly and easier to use. The Early Help Brokerage Service are offering support and guidance to partners on completing the new forms, and CAF training now includes how to use Signs of Wellbeing. The forms will be reviewed again in response to practitioner feedback once more of our partners have had the opportunity to complete the two day training.

The new Children and Family Assessment is currently being piloted by four Practice Leads and will go live in May 2018.

A range of guides have been developed to support practice which are available on the [LSCB website](#).

Partner Briefing Sessions

Two Partner Briefings Sessions were run in February (delivered in house) which were well attended and positively received. They were attended by mix of schools, health, and voluntary services, including domestic abuse services. The sessions covered the Signs of Safety/Wellbeing approach and principles and applying Signs of Wellbeing within CAF, including a demo of the new CAF forms on the electronic system e-CAF. The majority of schools who attended asked to be early adopters of e-CAF.

There is real enthusiasm for the approach – practitioners feel that this is the right step for Cheshire East and that the practice reflects their values and how they want to work with families. Partners are welcoming being involved at the start of our journey and that we are learning together. Further sessions are planned for April and May.

In House Training Offer

To build on and sustain our use of Signs of Safety, three of our own trainers will be trained to deliver the two day training during the two day training sessions in May.

These people are:

- Louise Wright, Lead Practitioner for Signs of Safety
- Laura Hindhaugh, Manager in Early Help Brokerage and CAF Trainer
- Vicky Moran, LSCB Training and Development Officer

This means we will be able to offer two day training in house from June 2018. We are currently planning the programme of in house training.

To enable us to establish a solid foundation from which we can embed Signs of Safety practice and culture, and establish this as our way of working in Cheshire East, we will be offering half day briefings and the two day training for the first year of implementation to all agencies.

We will also train trainers within partner agencies to deliver this training to ensure we can sustain Signs of Safety as our approach in the long term.

We also have an e-learning module on Signs of Safety so we have a range of training offers.

Existing LSCB Training and CAF training has already been aligned to incorporate Signs of Safety/ Wellbeing to support the approach to embed.

Practitioner Feedback and Impact on Practice

Practitioners are enthusiastic about the adoption of Signs of Safety and are keen to use the approach. The message from senior leaders has been for practitioners to give the practice a go, which practitioners are embracing. A number of good practice examples of the work completed by practitioners were shared in the five day training in February as a celebration of good practice.

Although we are at the beginning of our Signs of Safety journey, practitioners are seeing a positive impact of using the practice for children and young people. Examples include:

- Using the three columns in meetings for children and young people. Practitioners report this is pulling out the strengths of the family which would otherwise have been unexplored, making the issues and the risk much clearer, and is leading to different outcomes for children and young people which are more positive for them.
- Completing the three houses/ wizard or fairy tool with children and young people. Practitioners are finding these very powerful tools in communicating the impact on children and young people to parents and carers and other professionals.
- Creating worry/ danger statements and wellbeing/ safety goals, which is supporting practitioners to clearly communicate with families what the concerns are and what we want to achieve.
- Completing genograms with families, which is helping practitioners to explore who can help and support the family, which is part of building sustainable support in the long term.
- Completing words and pictures explanations for children and young people. One practitioner completed this work with a Designated Safeguarding Lead at the school, and said about doing this work that **“I learnt more about the case in an hour and a half than I had in the whole time I had had it”**.
- Mapping cases in teams in group supervision, which is building practitioners’ confidence in using the approach and demonstrating the power of the model to clarify and focus in on the issues.
- Using the three columns and scaling questions in supervision is supporting reflection on practice and the strengths-focus is resulting in different types of conversations which are solution-focused.

Partners have really engaged with the approach and our partner Practice Leads are fully committed and are leading practice within their agencies. Examples include:

- Starting to use the culture of Signs of Safety in A&E, which is about engaging with people and explaining if we are making a referral to social care services and why.
- Using the 3 columns in planning meetings for children and young people.
- Family Nurse Partnership are using SOS within supervision.

Feedback from practitioners more widely has been that there is greater awareness of Signs of Safety from partner agencies.

Evaluating Impact

One of the work streams has focused on aligning our quality assurance activity with Signs of Safety to ensure we measure what matters for children and young people.

We will evaluate the impact of Signs of Safety on the quality of practice and outcomes for children, young people and families through:

- A survey for families which will be carried out in May 2018 and repeated annually. This will assess children, young people, parents and carers’ experiences of the support they receive. The survey in May will be used to establish a baseline from which we will evaluate the impact of Signs of Safety on work with families.
- Staff survey - the Social Work staff survey was carried out last July 2017, this survey will be repeated annually to assess impact.
- Audit of casework – our audit processes have been aligned with Signs of Safety and access the key elements of the practice. Internal audits are carried out quarterly.

- Performance monitoring through a Signs of Safety scorecard – this will allow us to monitor any trends as a result in the change in practice.

Senior managers will also participate in group supervision in teams, and their observations, the observations of the Lead Practitioner, and those of the Practice Leads will also inform our evaluation. We will also tailor our quality assurance of the practice to match our trajectory for implementing different elements of the practice so we can check the quality and consistency of these and support them to fully embed.

Learning Case

Our Signs of Safety consultants are working with us to develop a learning case. They will support us with applying Signs of Safety to a live Cheshire East case, observe multi-agency meetings and will support practitioners to reflect on the case and how they are working. This will help to inform the changes we need to make to our organisation to support the practice.

Support from North Yorkshire as our Partner in Practice

We are being supported by North Yorkshire as our Partner in Practice. North Yorkshire have been using Signs of Safety for 6 years. This support has included advice and guidance, and visits to observe the practice within North Yorkshire. A number of people will be visiting North Yorkshire in May for a workshop services for on cared for children and planning for permanency.

Feedback from Consultants

Our Signs of Safety consultants continue to feedback that they are consistently impressed with the level of engagement and enthusiasm for the approach from our practitioners, including partners.

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FORWARD PLAN FOR THE PERIOD ENDING 31ST JULY 2018

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

"an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

For the purpose of the above, savings or expenditure are "significant" if they are equal to or greater than £1M."

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 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 686472

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

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Executive Democratic Services Officer
paul.mountford@cheshireeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-5 Cheshire East Council Housing Strategy 2018-2023	To consider and adopt the Cheshire East Council Housing Strategy.	Cabinet	10 Apr 2018		Karen Carsberg	N/A
CE 17/18-15 Implementation of the Homelessness Strategy 2018-2021	To approve and adopt the Homelessness Strategy, commit to the resources detailed within the Strategy for the lifetime of the Strategy, and authorise officers to deliver the actions contained within the Strategy.	Cabinet	10 Apr 2018		Lynn Glendenning	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-46 Energy Procurement	To authorise the Executive Director Place to take all necessary actions to implement the proposal and endorse the continued use of the flexible procurement method recommended with a fully managed service. The provision of a fully managed flexible energy procurement contract will provide significant benefits to the Council, including value for money and protection against increases in energy market prices whilst enabling the Council to benefit if prices fall.	Cabinet	10 Apr 2018		Colin Farrelly	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-47 3-Year Microsoft Desktop Licence Agreement 2018	To undertake the procurement, and agree terms of the necessary contractual arrangements, to deliver the required licences for Cheshire East Council and Cheshire West and Chester Council, desktop estate via a licence service provider, at an estimated total cost of £4M over a 3-year period, to be jointly funded by both councils.	Cabinet	10 Apr 2018		Gareth Pawlett, ICT Manager	N/A
CE 17/18-48 Accommodation with Care: Partnership and Care Fees Review	To consider the findings of the review of accommodation with care services. The report will present an outline of the review, its findings and the impact of those findings both in terms of financial considerations for the Council and on the sustainability of the market.	Cabinet	10 Apr 2018		Nichola Glover-Edge	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-49 Care at Home: Care Fees Review	To consider the findings of the review of care at home services. The report will present an outline of the review, its findings and the impact of those findings both in terms of financial considerations for the Council and on the sustainability of the market.	Cabinet	10 Apr 2018		Nichola Glover-Edge	N/A
CE 17/18-31 Recycling Bank Review	To seek authority for officers to implement the Council's recycling bank strategy.	Cabinet Member for Environment	April 2018		Ralph Kemp	N/A
CE 17/18-50 Post 16 Travel Policy Statement	To note the outcome of the consultation in respect of the updated Travel Policy Statement and approve that the revised statement be published and implemented with effect from 31 st May 2018.	Cabinet	8 May 2018		Jacky Forster	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-52 Alliance Environmental Services Ltd - Phase 2	In June 2017, Cabinet approved, subject to satisfactory due diligence, the formation of a joint venture company between ANSA, High Peak Borough Council and Staffordshire Moorlands District Council. The company is known as Alliance Environmental Services Ltd and its development was agreed in distinct phases. Phase 1 included the formation of the joint venture company along with the commencement of waste collection activities within High Peak. Cabinet is now asked to approve Phase 2 which will see an expansion of the business to include waste collection services within Staffordshire Moorlands.	Cabinet	8 May 2018		Natalie Robinson	Fully exempt - para 3

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-53 South Macclesfield Development Area: Acquisition, Disposal and Housing Infrastructure Funding	Cabinet approval is required to take all necessary actions to expedite the delivery of the development scheme at Macclesfield South in support of a number of key Council policies and objectives.	Cabinet	8 May 2018		Kathryn Carr	N/A
CE 17/18-16 CERF Alternative Pension Scheme	To approve the appointment of an alternative pension scheme provider for the CERF group of companies; and to approve the closure of the LGPS to all new starters in the CERF group of companies from 1 st December 2017.	Cabinet	12 Jun 2018		Paul Goodwin	Fully exempt - paras 3, 4 & 5
CE 17/18-39 Highway Service Contract Procurement	To authorise the Executive Director Place to award the Highway Service Contract to the preferred bidder.	Cabinet	12 Jun 2018		Paul Traynor	Partly exempt - para 3

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-43 North West Crewe Package - Funding and Delivery Strategy Update	To update Cabinet following determination of bids for central government funding; and to authorise the Executive Director Place in consultation with the Portfolio Holder for Environment to consider a report on the funding and delivery strategy for the package and, subject to capital finance group, to progress with the full delivery of the scheme.	Cabinet	12 Jun 2018		Chris Hindle	N/A
CE 17/18-44 Congleton Link Road - Final Approval to Underwrite Funding Gap, Appoint Winning Contractor and Submit Final Business Case	To seek approval to confirm the scale and formal underwriting of the funding gap for the Congleton Link Road, approve the final business case for submission to the Department of Transport, confirm the selectin of the winning contractor and undertake limited advance ecological works at risk.	Cabinet	12 Jun 2018		Paul Griffiths	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-45 Re-procurement of Fresh Produce	To approve the re-tendering process to award the Fresh Produce contract. A robust EU tender procedure will be undertaken and the successful provider will be identified for each lot.	Cabinet	12 Jun 2018		Mark Bayley	N/A
CE 17/18-54 Disposal of Shares in Manchester Science Partnerships	To authorise the Interim Director of Corporate Services to dispose of the Council's shareholding in Manchester Science Partnerships.	Cabinet	12 Jun 2018		Paul Goodwin	Fully exempt - para 3
CE 17/18-56 Middlewich Eastern Bypass	To authorise officers to take all necessary actions to progress the scheme to final business case submission prior to the investment decision and contract award.	Cabinet	12 Jun 2018		Chris Hindle	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-57 A500 Dualling	To approve the submission of the outline business case for the scheme to the Department for Transport, and to authorise officers to take all necessary actions to progress the scheme to the point of a decision from the Department for Transport on the business case.	Cabinet	12 Jun 2018		Chris Hindle	N/A
CE 17/18-58 Improved Better Care Fund 2018-2020	The report will describe the areas of activity and the proposed expenditure for the additional grant money being received direct by the Council in 2018/19 through the Improved Better Care Fund monies for 2018-2020.	Cabinet	12 Jun 2018		Alex Jones	N/A
CE 17/18-30 Cemeteries Strategy	That Cabinet be asked to consider the draft Cheshire East Cemeteries Strategy and approve it for consultation; and to agree that, subject to consideration of the outcome of the consultation, the Strategy be adopted as Council policy by delegated officer decision.	Cabinet	10 Jul 2018		Ralph Kemp	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-55 Cheshire East Common Allocations Policy Review	To seek approval to adopt the revised Cheshire East Common Allocations Policy following consultation; and to delegate authority to the Executive Director Place, in consultation with the Portfolio Holder, to make further minor amendments to the Policy as a result of changes in legislation or further consultation.	Cabinet	10 Jul 2018		Karen Carsberg	N/A
CE 17/18-59 New Domestic Abuse Commission 2019-22	The Council commissioned a 'whole family' domestic abuse service in 2016-19, providing interventions for children. The service now needs to be re-commissioned for the three year period 2019-22. The budget for the new provision over the course of the contract is likely to exceed £1M. A decision is required to proceed with the procurement and to authorise officers to take all necessary actions to implement the proposal.	Cabinet	10 Jul 2018		Kate Rose	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-51 Medium Term Financial Strategy 2019-2022	To approve the Medium Term Financial Strategy for 2019-2022, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	21 Feb 2019		Alex Thompson	N/A

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Children and Families Overview and Scrutiny Committee

Date of Meeting: 10 May 2018

Report Title: Work Programme

Portfolio Holder: Cllr Jos Saunders

Senior Officer: Acting Director of Legal Services

1. Report Summary

- 1.1. To review items in the Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2. Recommendation

- 2.1. That the work programme be reviewed.

3. Reasons for Recommendation

- 3.1 It is good practice to review the work programme and update accordingly

4. Other Options Considered

- 4.1. There are no further options to consider.

5. Background

- 5.1 The schedule attached has been updated following the last meeting of the committee.
- 5.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.
- 5.3 The following questions should be asked in respect of each potential work programme item:
- 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;

5.4 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

6. Implications

6.1. Legal Implications

6.1.1. There are no legal implications at this stage.

6.2. Finance Implications

6.2.1. There are no financial implications at this stage

6.3. Equality Implications

6.3.1. There are no equalities implications at this stage.

6.4. Human Resources Implications

6.4.1. There are no human resources implications at this stage.

6.5. Risk Management Implications

6.5.1. There are no risk management implications at this stage.

6.6. Rural Communities Implications

6.6.1. There are no implications for rural communities.

6.7. Implications for Children & Young People

6.7.1. There are no implications for children and young people at this stage.

6.8. Public Health Implications

6.8.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. All.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Katie Small

Job Title: Scrutiny Officer

Email: Katie.small@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee – April 2018

Date: 10 May Time:10am Venue: Committee suite, Westfields	Date: 16 July 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 24 September 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 26 November 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 28 January 2019 Time:2.00pm Venue: Committee suite, Westfields	Date: 23 March 2019 Time:2.00pm Venue: Committee suite, Westfields
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Essential items

Item	Description/purpose of report/comments	Outcome	Lead Officer/ organisation/ Portfolio Holder	Suggested by	Current position	Key Dates/ Deadlines
Signs of Safety	To the review the progress in implementing the model	People live well and for longer	Children and Families Portfolio Holder	Director	Committee report	10 May 2018
Sustainable Modes of Transport Strategy	To receive an update	People live well and for longer	Children and Families Portfolio Holder	Director	Oral update	10 May 2018
Neglect Strategy	To scrutinise the impact of the strategy	People live well and for longer	Children and Families Portfolio Holder	Director	Committee report	10 May 2018
Member's visits to frontline Children's Social Care Teams	To scrutinise the annual report	People live well and for longer	Children and Families Portfolio Holder	Portfolio Holder	Committee report	16 July 2018
Project Macclesfield	To scrutinise the success of	People live	Children and	Director	Committee report	16 July 2018

Children and Families Overview and Scrutiny Committee – April 2018

	project Macclesfield	well and for longer	Families Portfolio Holder			
Emotional Health and Wellbeing - CAMHS	<p>To scrutinise tier 3 and 4 of the service. partners to be invited and answer a series of questions</p> <p>Additional information required in due course:</p> <ul style="list-style-type: none"> ○ Update on Emotionally Healthy Schools. ○ Statistics on referrals to A&E ○ Success of Out of Hours Service 	People live well and for longer	Director of Public Health Children and Families Portfolio Holder and Adults health and Leisure Portfolio Holder	The Committee	Spot light review Further information required	24 September 2018
Budget	To scrutinise the areas of the budget which fall within the remit of the Committee	A responsible effective and efficient organisation	Executive Director People Children and Families Portfolio Holder	Committee	Committee report	28 January 2019

Monitoring Items

Item	Description/purpose of report/comments	Outcome	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
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Children and Families Overview and Scrutiny Committee – April 2018

Performance Monitoring – C&F Scorecard	Quarterly performance reports	A responsible effective and efficient organisation	Executive Director People Children and Families Portfolio Holder	Ofsted	Quarterly performance report	16 July 2018 24 September 2018 28 January 2019 23 March 2019
Annual Education Report	To review the annual report for 2016/17	People have the life skills and education they need in order to thrive	Executive Director People , Children and Families Portfolio Holder	Annual report	Committee Report	23 March 2019
Redesign of early help and prevention services.	To receive an update on the service redesign	People have the life skills and education they need in order to thrive	Director of Children's Prevention and Support. Children and Families Portfolio Holder	The Committee	Progress report	26 November 2018
Multi Academy Trusts (MATs)	Update, including role of Cheshire East Council and how work together with partners.	People have the life skills and education they need in order to thrive	Executive Director People , Children and Families Portfolio Holder	Scrutiny Liaison Meeting	Committee Report	Briefing note to be circulated
Update on residential provision	To receive a report in relation to residential homes	People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee	Committee Report	24 September 2018
LSCB Annual Report	To review the annual report for 2017/18	A responsible effective and efficient organisation.	Executive Director People Children and Families Portfolio Holder	Committee Annual report	Committee Report	26 November 2018

Children and Families Overview and Scrutiny Committee – April 2018

		People live well and for longer				
Corporate Parenting Annual Report	<ul style="list-style-type: none"> To review the annual report for 2017/18. Review outcomes Review revised strategy 	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee Annual report	Committee Report	24 September 2018
LADO annual report	To review the annual report for 2017/18	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee Annual report	Committee Report	26 November 2018
ILACS Update	To receive an overview review the results of the focus visit. Self evaluation	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Scrutiny Liaison Group	Committee Report	26 November 2018

Task and Finish Groups

Send Reforms and SEND Inspection – 16 July 2018

Children and Families Overview and Scrutiny Committee – April 2018

Possible Future/ desirable items

- Safeguarding Board Report – Reflective and Serious Case Review
- Supported childcare for 2/3 year olds – briefing note
- Future proofing of rural and smaller schools
- Annual Education Report – Update on SSIF
- Bed waits for those with eating disorders.

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