

Children and Families Overview and Scrutiny Committee

Agenda

Date: Monday, 23rd March, 2020
Time: 1.30 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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 - 6)

To approve the minutes of the meeting held on 24 February 2020.

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**

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**

For requests for further information

Contact Helen Davies

Tel: 01270 685705

E-Mail: helen.davies@cheshireeast.gov.uk with any apologies

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. **Domestic Abuse Commission** (Pages 7 - 18)

To receive an update on the impact of the new provision.

7. **Local Authority Designated Officer (LADO) Annual Report** (Pages 19 - 40)

To consider the Annual Report of the LADO.

8. **Children's Home Commission** (Pages 41 - 46)

To review the changes in commission.

9. **Early Help Strategy** (Pages 47 - 56)

To update the Committee on the Strategy post-Cabinet decision.

10. **Performance Scorecard: Quarter 3** (Pages 57 - 64)

To scrutinise performance data and indicators for children's services from quarter 3 of the municipal year, 2019/20.

11. **Forward Plan** (Pages 65 - 78)

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

12. **Work Programme** (Pages 79 - 84)

To give consideration to the work programme

Membership: Councillors M Addison, J Barber, M Beanland, D Brown, J Buckley, C Bulman, P Butterill (Vice-Chairman), S Handley, A Moran, J Saunders (Chairman), Smith and N Wylie

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

held on Monday, 24th February, 2020 at Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor J Saunders (Chairman)
Councillor P Butterill (Vice-Chairman)

Councillors J Barber, M Beanland, J Buckley, C Bulman, S Edgar, S Handley, M Houston, A Moran, L Wardlaw and N Wylie

PORTFOLIO HOLDERS IN ATTENDANCE

Councillor K Flavell, Portfolio Holder for Children and Families

OFFICERS IN ATTENDANCE

Kerry Birtles, Head of Service Cared for Children & Care Leavers
Dr Kate Bonser, Consultant Clinical Psychologist (Manchester NHS Foundation Trust)
Annie Britton, Participation Lead Worker
Anne Casey, Head of Clinical Services (CAMHS)
Fiona Ellis, SEND Participation Worker / Senior Youth Support Worker
Jacky Forster, Director of Education and 14-19 Skills
Dr Matthew Howard, Clinical Director (CAMHS)
Mike Hall, Project Manager (Adoption Counts)
Louise Hurst, Head of Service Children in Need and Child Protection
Dave Leadbetter, Head of Service Children's Commissioning
Amanda McCaig, Home and Family Support Team Manager
Kay McIntyre, Youth Support Area Delivery Manager (North)
Mark Palethorpe, Executive Director People
Sarah Ramsey, Youth Support Area Delivery Manager (South)
Alison Stathers-Tracey, Director of Prevention and Early Help
Jamaila Tausif, Director of Strategy and Partnerships (NHS Cheshire Clinical Commissioning Group)
Joanne Watts, (Head of Operations, Cheshire and Wirral Partnership NHS Foundation Trust)
Sue Westwood, Regional Adoption Manager (Adoption Counts)
Claire Williamson, Head of Service Education Participation and Pupil Support

49 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Addison (substituted for by Councillor S Edgar) and D Brown (substituted for by Councillor L Wardlaw).

50 MINUTES OF PREVIOUS MEETING

RESOLVED –

That the minutes of the previous meeting held on 27 January 2020 be approved as a correct record and signed by the Chairman.

51 DECLARATIONS OF INTEREST

There were no declarations of interest.

52 WHIPPING DECLARATIONS

There were no declarations of a party whip.

53 PUBLIC SPEAKING/OPEN SESSION

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

54 SPOTLIGHT REVIEW OF CHILDREN'S MENTAL HEALTH SERVICES IN CHESHIRE EAST

The committee considered a range of reports and presentations from a variety of council services, NHS providers and commissioners and other external partners on the provision and effectiveness of children's mental health services in Cheshire East.

During the meeting, the committee noted a number of key, salient issues raised by the witnesses, and discussed a number of recommendations that it wished to submit to the council and partners as part of its final report.

RESOLVED –

- 1 That the presentations and reports be noted, and witnesses be thanked for taking the time to attend the meeting and contribute to the review.
- 2 That the committee meet in private session on 23 March 2020 to discuss and finalise the recommendations to be included in the final report.

The meeting commenced at 10.00 am and concluded at 4.50 pm

Councillor J Saunders (Chairman)



Working for a brighter future together

Key Decision N

Date First
Published: N/A

Date of Meeting: 23 March 2020

Report Title: Safeguarding Children from Domestic Abuse

Portfolio Holder: Cllr Kathryn Flavell, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Executive Director of People

1. Report Summary

- 1.1. This briefing is a response to a request by Overview and Scrutiny Committee to receive a report on the effectiveness of our arrangements for safeguarding children from domestic abuse in Cheshire East for the purposes of information and scrutiny.
- 1.2. We are ambitious in our desire to offer the best service we can for families where domestic abuse impacts on their lives. The report highlights the scale and impact of the issue, development of statutory and specialist provision provided by the Council and commissioned services, indicates what we know to be working well and outlines priorities for further action.

2. Recommendations

- 2.1. Children and Families Overview and Scrutiny Committee is recommended to:
 - a. Note the contents of the contents of the report;
 - b. Scrutinise the achievements of the service delivered against the priorities for the service based on need: and
 - c. Support the ambitions for further development and innovation of the service to provide an effective whole family response to domestic abuse that keeps victims and children safe and recovered from trauma, and offers an opportunity to perpetrators to change their behaviours.

3. Reasons for Recommendations

- 3.1. Domestic abuse has a damaging effect on children and their families and is a key factor in children and young people requiring children's services intervention at all levels of need, from early help and child protection through to children in care. It is important that services to support these children and families are effective through monitoring and scrutiny arrangements.

4. Other Options Considered

- 4.1. The options for delivery of the service are managed through the commissioning process. Partners inform the priorities for the Cheshire East Domestic Abuse strategy and service users and the options for area of service development come from statistical data, feedback, local practice issues and national legislative changes.

5. Background

- 5.1. When domestic abuse is addressed in a timely and appropriate way, immediate harm is reduced and the life chances of children and young people are enhanced. If domestic abuse is not addressed early, children are hurt physically and psychologically, which creates vulnerability and can result in children becoming involved in risky and harmful relationships in the future.

Cheshire East Domestic Abuse and Sexual Violence Partnership

- 5.2. Cheshire East Domestic Abuse and Sexual Violence Partnership exists to co-ordinate strategy and action on these critical issues that cause or increase the vulnerability of our children.
- 5.3. The Partnership is chaired by the Council's Head of Safeguarding Children and Families, with an ambition to:
 - Build the confidence and skills of professionals so that children and young people can have the support to recover delivered by practitioners with whom they have a relationship e.g. family support workers, learning mentors, personal advisers, instead of waiting for a specialist resource.
 - Ensure the language and approach, used by children's services practitioners, effectively addresses domestic abuse, reflects the evidence, is rooted within the assessment of the impact for the child, including the interventions to achieve change, and is trauma informed i.e. recognise the impact of harm and how to effect change

- Improve the understanding and skills of children's workers to apply knowledge of the change cycle to their assessments and set realistic goals and measures for success.
- Develop a more effective multi-agency planning framework to ensure those who harm are held accountable and offered opportunity to change – proactive, persistent and flexible offer of support.
- Promote the resilience with children and young people, including peer support.
- Target children in care/young people who are care leavers to improve their understanding of and capacity to develop healthy relationships.
- Joint commissioning – across 'sectors' within Cheshire East and across sub region - where there are economies of scale, expertise and other benefits to our residents.

5.4. The Partnership has a five tiered strategy to reduce the scale and impact of domestic abuse on children and families, services and communities. The Strategy priorities are:

- Community Enabling
- Workforce Development/Managing expectations
- Improving Systems
- Evidencing effectiveness
- Funding/Commissioning specialist support

Meeting the Needs of Children, young people and families

5.5. Children affected by domestic abuse need:

- To be safe – physically and emotionally
- To know it's ok to talk
- To know domestic abuse is never OK
- To have a safety network and plan
- To process what's happened and recover
- To be helped with their own behaviour if needed
- To have parents who are able to prioritise their needs

5.6. This will mean something different for each child, depending on the length and severity of the abuse and their and their parent's resilience, but it is vital that provision is offered as early as possible and in a way that wraps around families, addressing both the effects and the cause of the abuse. Our first priority is always safety but people also need to recover from and/or to change harmful behaviour. For this reason, we always adopt a whole family approach.

- 5.7. In addition to the core work of supporting and safeguarding parents to be able to focus on children's needs, there have been major advances locally in how we work together with families and services to bring about longer term safety and recovery.
- 5.8. Areas of this work are pioneering, not just regionally but nationally:
- Sharing information/co-ordinating action through siting our 24/7 domestic abuse referral and helpline services (Cheshire East Domestic Abuse Hub) within the Integrated Front Door.
 - Developing eMARAC using Liquid Logic optimisation to improve the speed and quality of information sharing and safety measures for those at highest risk.
 - Committing, as a Council, to continued provision of high risk staff – Independent Domestic Violence Advocates (IDVAs) to support families most severely affected.
 - Commissioning a whole family service from a local provider with a nationally recognised track record for effectiveness and innovation which is rooted in client voice and experiences.
 - Co-locating specialist domestic abuse staff with social workers and police officers.
 - Listening to the voice of service users to co-produce developments and priorities in the service.
 - The presence of specialist staff all Initial Child Protection Conferences where domestic abuse is a significant issue for the family to advise on interventions and be an integral part of whole family safety plans.
 - Recovery and change work for parents and children including parallel and joint work with children and parents on shared concerns, intensive and bespoke support to young parents who plan to stay together and where there is often harmful behaviour by both parties.
 - Implementing Operation Encompass in Schools and Settings (police notification of incidents in households so that appropriate understanding and support can be given to pupils).
 - Providing a wide range of training and tools for other professionals including:
 - 'Do you feel what I feel?' - a way to approach domestic abuse in early years settings
 - Guidance for families and professionals on child/adolescent to parent violence and teen relationship abuse
 - Resources to support practitioners in motivating those who harm to engage in change work, which is informed by in depth analysis of perpetrator typology.

- Working within the sub region and via the Public Service Transformation team to increase intensive outreach and accommodation support for the most complex clients, some of whom continue to have children in their care at least some of the time or aspire to reach this arrangement.
- Most recently police provision of a dedicated domestic abuse team to increase victims safety and confidence through partnership work with Council and commissioned services.

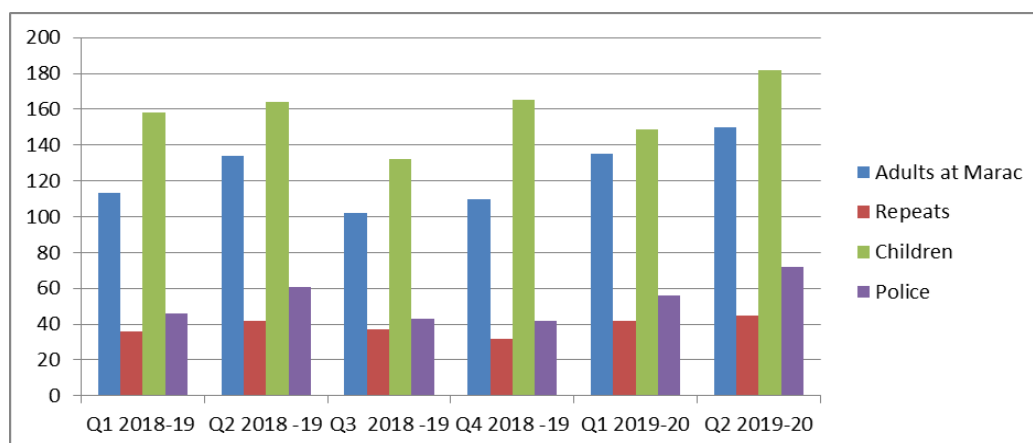
Areas for development

5.9. While we are proud of developments, and are known to be at the cutting edge of progress on addressing domestic abuse, we are also aware of areas where we must do better – together. The following include some of these areas:

- Achieving a shared commitment to a more proactive approach across sectors, where parents are affected by mental ill health & substance misuse in particular.
- Full implementation of the ‘enabling’ element of our strategy, as the volume of referrals exceeds capacity and we would want, within the limitation of the resources, to reach a position where the expertise of the specialist sector can be reserved for the most highest risk or need cases and for the child, that their needs can be met by people already involved in their life who they trust.
- Ensuring good practice is consistent across services and sectors.
- Challenging and/or supporting those who harm to change in sufficient numbers to start to reduce the numbers of children and adults affected.
- Achieving a joint commissioning approach for specialist DA services, the cost of which totals over £1m. Currently the Council contribution is 87% - Health 5%, Police and Crime Commissioner 7%, Cheshire Constabulary 1%, including those presenting with complexity of need.
- Improving our responses to children who come into care as a result domestic abuse and/or related complexities and who are vulnerable to further abuse in their own relationships. There is an opportunity to develop shared resources and provision for cared for children to increase their resilience and expectation of safe and healthy intimate relationships.

Data underpinning the priorities

- 5.10. Data on last's year's performance is included in the annual report (see link below). The following data covers the **first six months** of this financial year and so covers the work of the new myCWA commission.
- 5.11. **Cheshire East Domestic Abuse Hub** - 734 adult victim referrals were made, the majority originating with police, with Children's Services being the second largest referrer. The Hub assesses people's needs and makes onward referrals to Council or commissioned services.
- 5.12. **MARAC/IDVA clients (Council high risk team)** - High risk MARAC clients and their children (Multi-Agency Risk Assessment Conferencing) – the table below shows a 13% rise in referrals following a steady decline over the previous financial year. Police note that some of this increase relates to staff changes in their Referral Unit at the Integrated Front Door. Changes to eMARAC mean that we have robust evidence of responses to children's needs. Some 75% of high risk victims engage with the proactive IDVA offer of support and families are safer as a result.



- 5.13. **My CWA Clients (commissioned service)** - Despite being commissioned as sole provider of adult and children's recovery, accommodation and change specialist services in April 2019, provision has quickly become embedded and is creative, flexible and innovative:
- 552 adults victims were newly in service in the first two quarters and accessing one to one work, where needs are complex, with the majority undertaking group work recovery and peer support.
 - 24 referrals were made for those who harm while 11 men completed L1 or 2 of our Lifeline behaviour change programme.
 - 117 children accessed support with 88% showing positive outcomes.

5.14. The illustrations at Appendix 1 show outcomes for the Quarter 2 cohort

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. None

6.2. Finance Implications

6.2.1. Partnership funding for the Council based IDVA Service (high risk) does not cover the full service cost and has reduced in real terms. The annual shortfall is met and managed by a historic reserve, which through careful management over the last 3 years is likely to be spent by March 2021. There are implications for the future sustainability of this essential and valued service if the Council, which has maintained its financial commitment, is unable to reach agreement with partners about sustaining this work at the end of the next financial year 2020/21.

6.2.2. It is important to note that where people are enabled to be safe and to recover further costs can be prevented and this work contributes to Council goals of securing brighter futures for all its residents. In the last quarter alone (Oct – Dec 2019) 50 victims of domestic abuse have, with support, gained access to training or employment, making a significant difference to the local economy as well as to the self respect of those individuals who are enjoying increasing independence.

6.3. Policy Implications

6.3.1. None

6.4. Equality Implications

6.4.1. There are no equality implications. Services have a proactive outreach policy to sectors of the community from whom referrals are frequently received.

6.5. Human Resources Implications

6.5.1. There are no Human Resource implications currently. There would be such as outlined in the financial section, if insufficient funding was available for the high risk IDVA service

6.6. Risk Management Implications

6.6.1. A Risk Management plan regarding funding for Council based specialist domestic abuse services is in place and reviewed quarterly

6.7. Rural Communities Implications

6.7.1. The commissioned provider is using formal and informal community networks as well as digital means to widen access to all support services

6.8. Implications for Children & Young People/Cared for Children

6.8.1. Adoption and achievement of the recommendations will improve support services to children and young people affected by domestic abuse

6.9. Public Health Implications

6.9.1. There are no direct implications for public health, although of course Domestic abuse is a public health issue.

6.10. Climate Change Implications

6.10.1. The Council team follow council recommendations regarding environmental impact and this is a requirement of the Commission also e.g. minimising the requirement to travel by making full use of digital media such as the newly developed eMARAC system

7. Ward Members Affected

7.1. Domestic abuse is not confined to any particular ward and resources are deployed in response to need.

8. Consultation & Engagement

8.1. Not applicable

9. Access to Information

9.1. There are links to supporting information on the Council's LiveWell website within this document

9.2. A full copy of the strategy can be found at <https://www.cheshireeast.gov.uk/livewell/staying-safe/domestic-abuse-and-sexual-violence/cheshire-east-domestic-abuse-and-sexual-violence-partnership.aspx>

9.3. A report on the last full year of Cheshire East Domestic and Sexual Abuse Partnership Board's work, 2018-19, can be found at <https://www.cheshireeast.gov.uk/livewell/staying-safe/domestic-abuse-and-sexual-violence/cheshire-east-domestic-abuse-and-sexual-violence-partnership.aspx>

10. Contact Information

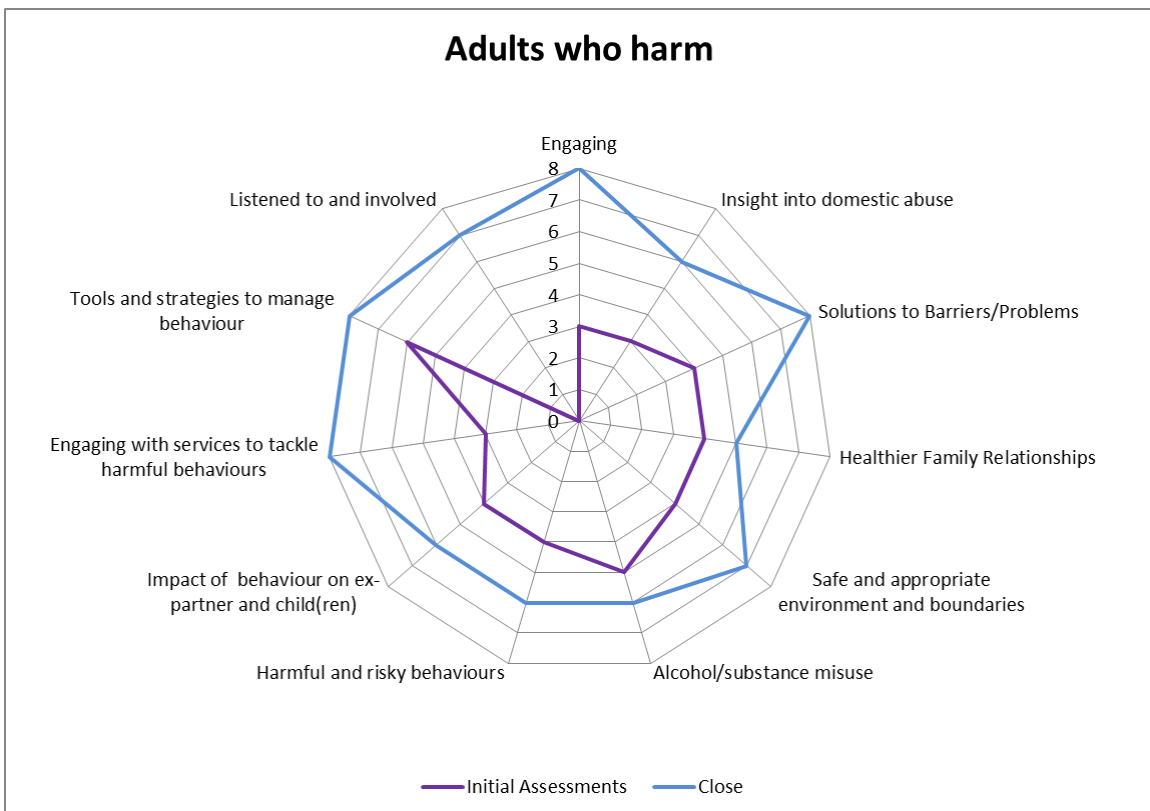
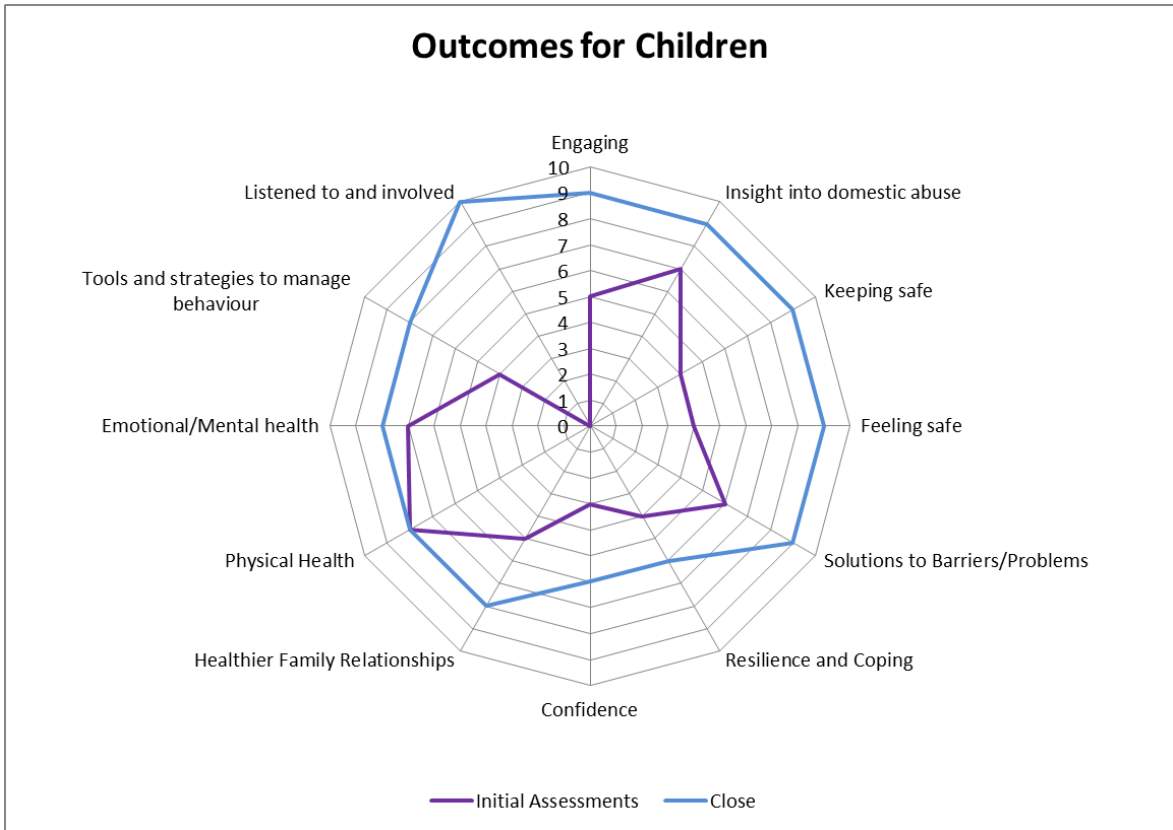
10.1. Any questions relating to this report should be directed to the following officer:

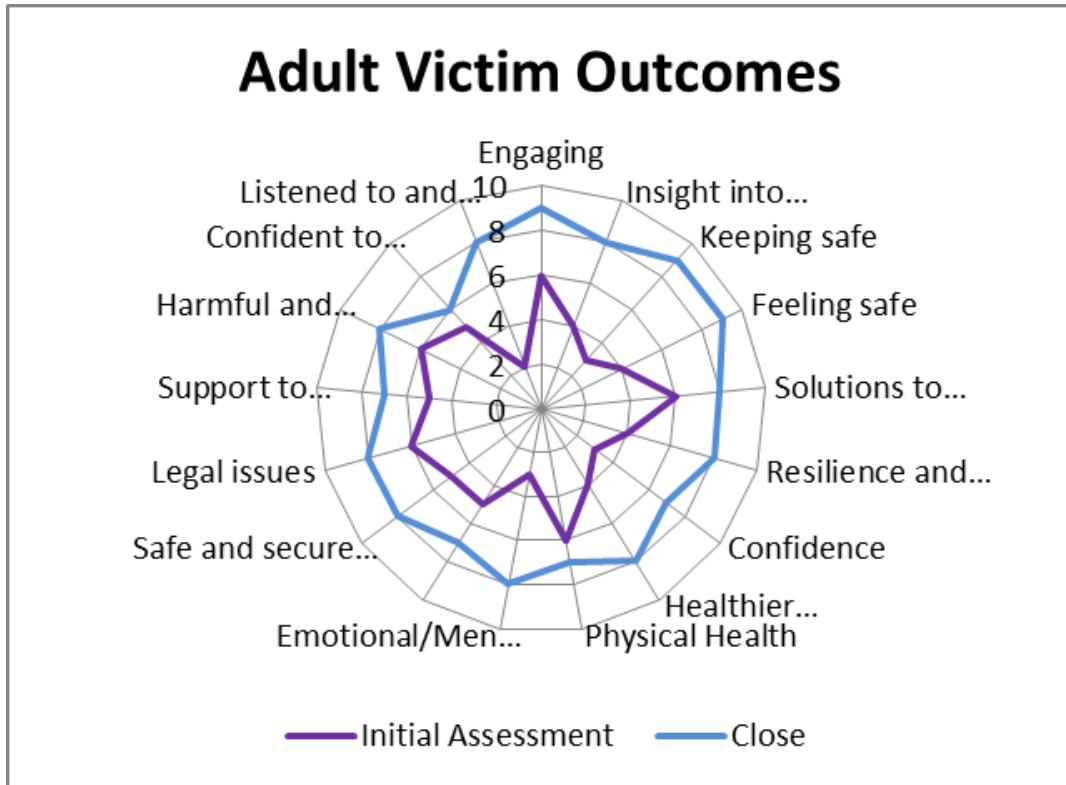
Name: Judith Gibson

Job Title: Cheshire East Council Development Manager, Domestic Abuse

Email: Judith.gibson@cheshireeast.gov.uk

Quarter 2 Outcomes





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Key Decision N

Date First
Published: N/A

Children and Families Overview and Scrutiny Committee

Date of Meeting: 23rd March 2020

Report Title: Local Authority Designated Officer (LADO) Annual Report

Portfolio Holder: Cllr Kathryn Flavell, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director for People

1. Report Summary

- 1.1. This report provides an annual report on the statutory role of the Local Authority Designated Officer (LADO) in relation to referrals and the outcome of investigations.

2. Recommendations

- 2.1. The Committee is recommended to note the report.

3. Reasons for Recommendations

- 3.1. The function of the LADO is a key aspect of the overall safeguarding activity of the Local Authority and partner agencies.

4. Other Options Considered

- 4.1. The committee could consider scrutinising this activity on a more frequent basis, but that would not provide the broader performance and themes that an annual report provides.

5. Background

- 5.1. *Working Together to Safeguard Children 2018 (WTSC 2018)* requires local authorities to have a designated officer or a team of officers to be involved in the management and oversight of allegations against people who work with children.

- 5.2. The LADO oversees individual cases, provides advice and guidance to employers, voluntary organisations and liaises with the police and other agencies as required. The LADO has a responsibility to monitor the progress of individual cases to ensure they are dealt with quickly, fairly and consistently, as well as identifying significant patterns and trends across the workforce.
- 5.3. In Cheshire East there are currently two part time LADOs and one dedicated Business Support Officer; they sit within the Children's Safeguarding and Quality Assurance Unit.
- 5.4. The attached report sets out the performance and progress in relation to this role.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. The role and functions of the LADO is set out in *Working Together to Safeguard Children 2018 (WTSC 2018)*, the statutory guidance on inter-agency working to safeguard and promote the welfare of children.

6.2. Finance Implications

- 6.2.1. There are no current finance implications.

6.3. Policy Implications

- 6.3.1. There are no current policy implications.

6.4. Equality Implications

- 6.4.1. There are no current equality implications.

6.5. Human Resources Implications

- 6.5.1. There are no current HR implications.

6.6. Risk Management Implications

- 6.6.1. The LADO manages allegations and concerns about any person who works with children and young people. The majority of investigations identified a need for further training/supervision and/or the need for a risk assessment to ensure that the employee's conduct remains appropriate and children are safeguarded from harm.

6.7. Rural Communities Implications

- 6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

6.8.1. The LADO works to ensure that children and young people are safeguarded. The service continues to keep children's wellbeing, views, wishes and feelings central to procedures about managing allegations.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

6.10. Climate Change Implications

6.10.1. There are no direct implications for climate change.

7. Ward Members Affected

7.1. The LADO works across all wards in Cheshire East.

8. Consultation & Engagement

8.1. Consulting with those involved in the managing allegations process is key to ensuring the LADO's role is having a positive impact on the managing allegations process and ultimately the safeguarding of children. The audit process in Cheshire East will therefore include the development of a 360° feedback exercise whereby partner agencies and adults who are the subject to allegations are consulted in relation to what works well within the managing allegations process and what could be improved.

9. Access to Information

9.1. The following information supports this report:

9.1.1. LADO Annual Report for 2018-19 and business plan for 2019-20 (attached).

10. Contact Information

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

Name: Melanie Campbell

Job Title: LADO (Local Authority Designated Officer)

Email: LADO@cheshireeast.gov.uk



ANNUAL
REPORT
2018-2019

Local Authority Designated Officer

Introduction

The role of the Local Authority Designated Officer (LADO)

Working Together to Safeguard Children 2018 (WTSC 2018) requires local authorities to have a designated officer or a team of officers to be involved in the management and oversight of allegations against people who work with children. The officer or team of officers should be sufficiently qualified and experienced to fulfil this role effectively. It also requires newly appointed officers to be qualified Social Workers.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

The LADO oversees individual cases, provides advice and guidance to employers, voluntary organisations and liaises with the police and other agencies as required. The LADO has a responsibility to monitor the progress of individual cases to ensure they are dealt with quickly, fairly and consistently, as well as identifying significant patterns and trends across the workforce.

In Cheshire East there are currently two part time LADOs and one dedicated Business Support Officer; they sit within the Children's Safeguarding and Quality Assurance Unit.

Context

WTSC 2018 provides the threshold criteria for the management of allegations regarding adults who work and volunteer with children and young people. The guidance applies to allegations and concerns which suggest an adult who works or volunteers with children has:

- Behaved in a way that has harmed, or may have harmed, a child.
- Possibly committed an offence against, or related to, a child; or
- Behaved towards a child or children in a way that indicates that they may pose a risk of harm to children.

The guidance applies to allegations and concerns about the adult's behaviour in their workplace, the community and their home and social life.

WTSC 2018 states that the guidance applies in its entirety to all schools, including independent schools, academies and free schools; who all have duties in relation to safeguarding and promoting the welfare of pupils, consistent with Keeping Children Safe in Education.

If the above criteria are met the LADO convenes a LADO Strategy Meeting where information is shared about the allegation and the children and adults involved. A decision is made at the meeting about how the allegation will be investigated.

If the allegation suggests a crime has been committed or a child is in need of protection the police and children's social care are invited to the meeting to provide advice on the need for a criminal investigation and/or assessment by children's social care. The process ensures all 3 potential investigations; criminal, employer and child protection, are coordinated and aligned so that both the child and the alleged perpetrator only have to provide their information once.

The LADO One Minute Guide and Managing Allegations leaflets provide more information about the process and are attached as appendices to this report.

Executive Summary

Service Delivery, Reflection and Improvement

Cheshire East Council has introduced Signs of Safety across Children's Services. This is a strengths based model which identifies: What is going well so we can build on existing strengths; what areas we are worried about or require more focus; what we need to change and how we will achieve it. The LADO service has begun to implement the model and the summary report below uses the Signs of Safety headings.

What's going well?

- Continuation of a simplified, more transparent data recording and collection system continues to enable effective working arrangements between two or more people covering the LADO duties and enhanced management oversight.
- All consultations, where threshold for further action has been met are recorded in accordance with the Data Protection Act 2018. This ensures information about adults who potentially pose a risk of harm is being collated effectively for future reference. This provides greater safeguards for children in Cheshire East.
- The LADO continues to ensure allegations are managed consistently and in a timely manner; 87% of strategy meetings were held within 5 working days and 82% were concluded within 6 months. Of the cases taking longer than 12 months 80% involved police investigations and the remaining 20% involved complicated employer disciplinary practices. These elements are beyond the control of the LADO and where it has been considered that unreasonable delay has occurred, this has been escalated with the appropriate agency.
- A LADO One Minute Guide is available via the LSCB website <http://www.cheshireeastlscb.org.uk>. This ensures managers who are considering making a referral to the LADO have a quick guide as to how and when to make a referral and what to expect when they do.
- The LADO has maintained positive working relationships with managers in partner agencies. To gain a better understanding of what our partner agencies think the LADO does well and what could be improved a 360° feedback exercise will be carried out as part of the business plan for next year.
- The LADO delivers Managing Allegations training twice a year, with the support of the LSCB Training Manager. The training content is reviewed and updated following each session. The training places an emphasis on managers and organisations implementing safe recruitment and safe working practices. The national findings of serious case reviews are used to demonstrate how failure to implement safe working practices was a key factor in the abuse of children by an individual in a position of trust/authority. Feedback remains positive with delegates citing trainer knowledge and experience as key aspects of their learning experience.
- Where an investigation identifies the allegation could have been avoided if more robust safeguarding procedures were in place the LADO provides advice and support to the designated manager and/or alerts the organisations regulatory body. Where

there are patterns and themes with particular agencies, this informs a more strategic approach to improve confidence and judgement.

- The LADO has a positive relationship with Cheshire East's Safeguarding Children in Education and Settings (SCiES) team; the two services work closely to identify and address any residual safeguarding concerns in schools and early years settings.
- The LADO Business Support Officer has delivered training to several members of the Safeguarding and Quality Assurance Business Support Team to ensure high standards are maintained and to build greater capacity.
- The LADO continues to be outward facing, attending quarterly North West Regional LADO meetings and participates in joint development initiatives via a shared regional work plan. Current work plan activity includes a review of the current data set, the development of joint protocols in relation to self employed / unregulated adults working with children and the use of a standardised auditing tool. Cheshire East's LADO is leading on the development of the auditing tool.
- The Northwest Regional LADO group is well established and a self assessment exercise carried out in 2018 identified that practice standards across the group are largely consistent, as are specific themes and trends in relation to allegation types.
- The LADO has contacted all known voluntary organisations that provide services to children in Cheshire East, highlighting the role of the LADO and statutory guidance in relation to managing allegations. Although this might not result in more referrals to the LADO it does provide some assurance that voluntary organisations in Cheshire East are aware of their safeguarding duties in relation to managing allegations.
- Managing Allegations leaflets have been produced for employers, employees and parents/carers; they aim to provide a simple guide for those involved in the allegation process and what can be expected when a referral is made to the LADO.
- An exemplar for investigation reports has been produced. This provides employers with an expected standard and aims to ensure greater consistency in terms of the quality of investigation and how it is recorded.
- The LADO ensures that involved children's views and needs are discussed at every LADO strategy meeting and attendees are reminded that safeguarding children is paramount; this includes children in the adult's home and social life.
- The LADO also ensures employers understand their duty of care to the staff member who is the subject of the allegation, the need to treat them fairly and provide them with support throughout the process.

What are we worried about?

- As with previous years, referrals from and relating to those in the voluntary and faith sectors remain low. Given that these sectors are likely to provide support to some of our most vulnerable children and families it is imperative that managers in these sectors employ good safeguarding procedures which reference the LSCB's managing allegations procedures and the LADO's role within this.

- The LADO rarely receives feedback from children and adults working/volunteering with children about their experiences within the managing allegations procedures.
- The duration of cases that include Police Investigations, particularly those involving indecent images of children are consistently the most lengthy. The interrogation of computer hardware/software and mobile phones is currently taking over 12 months. This concern was reported in last year's annual report and has been raised with the Detective Inspector for Cheshire Police Public Protection Directorate; however there has been no improvement and the police have reported this is due to police resources not matching the increase in computer related crimes. LADO's across the country have reported a similar situation.
- Referrals from and about foster carers and early years practitioners have fallen for the past two years.

What Needs to Happen?

Create stronger links between the LADO and voluntary and faith groups in Cheshire East:

- Reassurance that voluntary and faith organisations are aware of their statutory responsibilities in relation to managing allegations and the LADOs role: The LADO has made contact with voluntary organisations in Cheshire East providing information, advice and support about the LADO role and managing allegations. This will be repeated with faith organisations by the end of June 2019.
- The LADO will make contact with the safeguarding leads in the respective Church of England and Catholic Diocese and other faith organisations to gain a better understanding of their role, strengthen relationships and seek reassurance that those providing services to children are aware of Cheshire East's managing allegations procedures and the LADO's role within this.

Ensure Foster Care Agencies and Early Years Settings are aware of, and have confidence in exercising their statutory responsibilities in relation to managing allegations and the LADOs role:

- The LADO has arranged a meeting with Cheshire East's fostering team and will contact Independent Foster Care Agencies with foster carers living in Cheshire East to provide advice on the LADO's role and ensure they are aware of Cheshire East's managing allegations procedures and the LADO's role within this.
- The LADO will contact the Registered Managers and Owners of all early years setting in Cheshire East to offer support and advice on the LADO's role in managing allegations and as for Foster Care agencies above, ensure they are aware of Cheshire East's managing allegations procedures and the LADO's role within this.
- The LADO will monitor the impact of the above measures for fostering, early years, faith and voluntary settings on a quarterly basis.

Maintain positive relationships with partner agencies:

- Continue to adhere to the LADO Practice Standards and ensure allegations are managed consistently, fairly and in a timely way.

- As reported above, the LADO is leading on the development of a standardised joint audit tool for the North West Regional LADO Group. This will be implemented in Cheshire East by September 2019.
- Consulting with those involved in the managing allegations process is key to ensuring the LADO's role is having a positive impact on the managing allegations process and ultimately the safeguarding of children. The audit process in Cheshire East will therefore include the development of a 360° feedback exercise whereby partner agencies and adults who are the subject to allegations are consulted in relation to what works well within the managing allegations process and what could be improved.
- In addition to measuring the impact the LADO has within the managing allegations process the audit process will monitor the engagement of children and young people in the process.
- The results will be reported in next years LADO report to Cheshire East Safeguarding Partnership.

Ensure the LADO's involvement has a positive impact on children's lives:

- Continue to keep children's wellbeing, views, wishes and feelings central to procedures about managing allegations.
- Despite a decrease this year, as might be expected, a significant proportion of referrals to the LADO involve children living in foster care or residential settings, who are the subjects of care orders, have little or no positive contact with their family members and are placed in Cheshire East by local authorities from all over the UK. The LADO therefore ensures the child's social worker attends the LADO strategy meeting to represent the child's voice and to exercise parental responsibility. Social workers are asked to confirm the child's placement plan is up to date and that behaviour management plans are being followed appropriately by staff at the residential setting. The LADO also informs the child's Independent Reviewing Officer to reinforce the quality assurance process.
- Promote good children's safeguarding procedures and support organisations to implement them where they are not already in place.

Recommendations for the Board

- Low numbers of referrals from the voluntary and faith sectors is a recurring theme. The LADO would therefore welcome assurance from the board that these sectors are being provided with adequate support to recognise and fulfil their safeguarding responsibilities especially in relation to managing allegations.
- The LADO is concerned about the significant delay in resolving allegations that involve police investigations into computer based crimes. Cheshire Police have reported this is a resource issue and the LADO would welcome assurance from the board that this issue is being raised at a strategic level with Cheshire Police.

The Team Business Plan for 2019-20 is attached at Appendix 1.

LADO Performance Data: 2017/2018**Referrals**

During 2018/19 there were **209** referrals to the Cheshire East LADO.

The LADO's response to referrals are categorised into 3 areas:

- **Consultation:** Referrals where the LADO threshold is not met (as per WTSC 2018 guidance).
- **No Further Action after Initial Consideration:** Referrals where some preliminary investigation is required by the referrer or employer to determine whether further action is required under LADO procedures.
- **LADO Threshold is met:** An investigation with LADO oversight is required and a LADO strategy meeting is needed.

Of the 209 referrals: 77 (37%) were categorised as Consultations; 78 (37%) as No Further Action after Initial Consideration; and 54 (26%) met the threshold for a LADO strategy meeting.

Table 1 Referral Comparisons 2014 - 2019

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Referrals met LADO threshold	46 (19%)	72 (22%)	57 (24%)	64(28%)	54(26%)
Not met LADO threshold (Consultations & NFA)	193 (81%)	250 (78%)	176 (76%)	167(72%)	155(74%)
Total	239	322	233	231	209

- There have been fewer referrals (9.5%) to the LADO this year and it is noted that there have been less referrals from fostering agencies, early years settings and the voluntary sector.
- As a proportion, 26% of referrals met threshold for a strategy meeting, which is largely consistent with previous years with a 4% variance. The LADO role involves providing advice to employers and it is therefore expected that the threshold for a strategy meeting will not be met following every consultation/referral.
- Referrals not meeting the threshold for a strategy meeting came from all organisations: there are no discernible themes in relation to particular sectors or organisations.
- The details of referrals that don't meet threshold are recorded for future reference. This ensures repeated referrals regarding an employee's/volunteer's concerning behaviour can be considered as potentially more serious and an indicator that they pose a risk of harm to children. This also helps to identify if a specific agency needs more support in understanding thresholds and the role of the LADO.

Referrals by Referring Agency (the agency making the referral)

The data in table 2 relates to the 54 referrals that met the threshold for a LADO Strategy Meeting.

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Early Years	4	5	4	2	1
Education	20	14	17	23	24
Fostering	1	12	5	11	2
Health	0	2	0	0	0
Sports Club	1	2	0	1	1
Ofsted	3	2	3	1	2
Police	6	4	8	5	8
Residential	3	8	5	7	8
Social Care	5	17	12	5	5
Transport	1	3	1	2	0
Vol Organisations	2	3	1	5	1
*Other			1	2	3
Total	46	72	57	64	54

*Other: Other LADO; Supported housing x 2

- Table 2 above relates to who made the referral; most referrals to the LADO are submitted by the subject's employer i.e. referrals about teachers are made by the head teacher; however this is not always the case and some referrals come from another source i.e. social care might make a referral about a teacher.
- Most referrals were from professionals working in the education sector (44%) which is a consistent trend, related to the fact that most referrals were about people working in the education sector and is reflected and consistent with referrals to LADOs across the northwest region.
- The number of referrals from the police has increased and it is worth noting that 47% of all referrals from the police met the threshold for the LADO's involvement.
- Referrals from the police related to adults working or volunteering in various settings with children; 50% of the referrals that met threshold for the LADO's involvement were about the adult's behaviour in their home or social life, all of which related to internet/computer crimes i.e. indecent images of children or inappropriate contact with a child via internet chat rooms and social media sites.
- There has been a decrease in referrals from foster care agencies: there were 8 referrals in total and only 2 (25%) met the threshold for the LADO's involvement. The LADO has arranged a meeting with Cheshire East's fostering team and will contact Independent Foster Care Agencies with foster carers living in Cheshire East to offer support and advice on the LADO's role in managing allegations.
- Referrals from voluntary agencies which met the threshold for the LADO's involvement reduced from 5 last year to just 1 this year; although there were a further

11 referrals which didn't meet the threshold this is still less than last year when there were a total of 14 referrals from voluntary organisations.

- In February 2019 the LADO contacted all known voluntary organisations providing services to children in Cheshire East reminding them of statutory guidance in WTSC 2018, inviting them to Managing Allegations training and providing them with the LADO one minute guide and advice leaflets. It is hoped that this will have a positive impact, however it is too early to capture this in this year's report.
- There have been no referrals from the faith sector this year. LADO's throughout the country, with a similar demographic to Cheshire East, have reported similar low levels. The LADO will contact all faith agencies and the safeguarding leads in the Church of England and Catholic Dioceses providing them with the LADO one minute guide and advice leaflets.
- There have been 14 referrals in relation to Children with Disabilities, of which 5 (36%) met the threshold for a LADO strategy meeting. All allegations were thoroughly investigated and the child's specific needs were considered throughout the process.
- There have been 17 referrals involving cared for children; 8 (47%) of who were children cared for by Cheshire East.

Referrals by Employing Agency (the agency where the adult is employed)

The data in table 3 relates to the 54 referrals, which met the threshold for a LADO Strategy Meeting.

Table 3: Comparison Referrals by Employing Agency April 2013 – March 2018

	2014/2015	2015/2016	2016/2017	2017/2018	2019/2020
Early Years	4	9	9	5	2
Fostering LA	1	13	2	7	2
Fostering Non LA	0	6	4	3	2
Social Care	1	6	2	1	0
Sports Club	1	0	0	2	4
Health	0	3	0	1	1
Residential	3	7	5	10	8
Education	23	18	27	21	28
Self Employed	5	3	1	2	0
Transport	2	5	3	3	1
*Other	1	0	1	3	4
Vol Organisation	5	2	3	6	2
Total	46	72	57	64	54

*Other: Childminders x 2, Supported Housing x 2

- 52% (28) of referrals relate to adults who work in schools or colleges; broken down into type: primary school 18% (5), secondary school 43% (10), specialist school 25% (7), independent school 3% (1) and further education colleges 11% (3).

- Given the number of children who attend school and the significant amount of time they spend in school, it is expected that there will always be more referrals from this sector.
- Referrals about adults who work in schools and colleges are not in respect of teachers and teaching assistants they include non teaching staff such as: caretakers, midday assistants, office and catering staff. Of the 28 referrals 16 (57%) were about teachers, 7 (25%) about teaching assistants and 5 (18%) about non teaching staff.
- 17 (61%) of referrals about adults who work in schools or colleges related to allegations of physical harm to pupils, 6 (21%) related to sexual harm of pupils and 5 (18%) related to adults posing a risk of harm to pupils. From the 5 referrals relating to adults who might pose a risk of harm, 3 related to their conduct in school and 2 related to their home or social life.
- Referrals about staff in residential settings have remained fairly static. 5 of the 8 referrals (62%) related to children alleging physical harm as a result of physical intervention by staff members. Investigations concluded 4 of these 5 allegations were unfounded; 2 being false and 2 finding that any physical harm to the child involved was minor, unintentional and unavoidable due to the circumstances. The investigation into the fifth allegation regarding physical harm concluded the allegation was unsubstantiated as there was not enough evidence to either prove or disprove the allegation.
- It should be noted that cared for children are more likely to have complex emotional and behavioural needs and those living in residential settings (children's homes) often exhibit challenging behaviour which requires physical intervention by staff members to prevent injury to themselves and others. It is of course an absolute given that physical intervention is only used when all other attempts to deescalate a situation have failed and children should not be injured as a result.
- The LADO's role is extremely important in providing an independent oversight into the management of allegations in such situations. The LADO: 1) ensures the involved child's voice is heard, 2) identifies any concerning themes in relation to specific staff members and/or settings and 3) challenges and reports any ongoing concerns about practice and management of settings to the LSCB and Ofsted as necessary.
- The amount of referrals about staff in early years settings has reduced further this year. Cheshire East's Early Years Service and the Safeguarding Children in Education Team (SCiES) have confirmed that the LADO role and managing allegations is included in their children's safeguarding training to early years settings; however to provide further assurance, the LADO will contact all early years settings in Cheshire East providing the One Minute Guide and inviting registered Managers to attend the LSCB's Managing Allegations Training.

Categories of Harm

The data in table 4 relates to the 54 referrals that met the threshold for a LADO Strategy Meeting

Table 4: Comparison Categories of Harm April 2013 – March 2018

	2014/15	2015/16	2016/17	2017/18	2018/19
Emotional	0	2	2	5	1
Risk of Harm	11	15	14	18	15
Physical	22	40	33	31	27
Sexual	13	4	8	10	11
Neglect	-	1	0	0	0
Total	46	72	57	64	54

- Referrals relating to physical harm continue to account for the majority of referrals (50%) which is a consistent trend.
- Referrals relating to risk of harm account for 28% of referrals which is the same as last year. 60% (9) of these referrals were about the adult's behaviour in their home or social life and the other 40% (6) were about the adult's poor conduct in the workplace.
- It should be noted that referrals about an employee's poor conduct rarely meet the threshold for LADO involvement; to meet the threshold for LADO involvement the adult's alleged poor conduct must be either extreme or repeated following previous advice and guidance, for example a teacher who consistently ignores safeguarding procedures which in turn exposes their pupils to a risk of harm.
- Referrals relating to sexual harm account for 20% of referrals which is higher than the previous three years. At the time of writing this report, investigations into 4 of the 11 allegations are not yet complete, however the 7 that have been completed concluded as follows:
 - 2 were substantiated; the adults were dismissed and subsequent referrals made to the Disclosure and Barring Service (DBS) who will decide whether the adults will be barred from working with children and vulnerable adults.
 - 1 was unsubstantiated; this was an allegation about a non recent incident and there was not enough evidence available to prove or disprove the allegation, rather one person's word against another's.
 - 4 were unfounded; 1 was clearly false and the other 3 involved the person who made the allegation misinterpreting the adult's behaviour. 2 of the allegations would most likely have been avoided if the adult involved had followed guidance on safe working practices with children and young people.
- The referral relating to emotional harm involved a staff member repeatedly speaking unprofessionally to a child.
- No referrals were due to neglect. This is to be expected, as neglect, when caused by an adult working or volunteering with children, is most likely to occur in foster care

and residential homes. In such settings the care and outcomes of children is closely monitored, therefore preventing neglect (defined by the LSCB as the persistent failure to meet a child's basic physical and/or psychological needs).

Outcomes

The following data and analysis relates to the referrals concluded during the reporting period April 2018 – March 2019; the referrals were not necessarily referred in this period, but all met the threshold for a LADO strategy meeting.

- The LADO categorises the outcomes of allegations as follows; the categories are agreed by the National LADO network and used by all LADOs.
 - **Substantiated:** the allegation has been proven. Evidence has been provided that confirms that the allegation is true. Standards of proof must be considered when deciding whether an allegation is substantiated or not. For example, to be convicted of a crime an accused person must be proven guilty 'beyond all reasonable doubt'; however, disciplinary proceedings, in the absence of clear proof are likely to consider a 'balance of probabilities' to determine whether an allegation is substantiated or not.
 - **Unsubstantiated:** this is not the same as a false or unfounded allegation. It simply means that there is insufficient evidence to prove or disprove the allegation. The term therefore, does not imply guilt or innocence.
 - **Unfounded:** this indicates that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively they may not have been aware of the circumstances. For an allegation to be classified as unfounded, it will be necessary to have evidence to disprove the allegation.
 - **Malicious:** this implies a deliberate act to deceive. For example a malicious allegation may be made by a pupil following an altercation with a teacher or a parent who is in dispute with a school. For an allegation to be classified as malicious, it will be necessary to have evidence which proves this intention.

Table 5: Outcome of Investigations

	2016/17	2017/18	2018/19
Substantiated	17	18	27
Unsubstantiated	17	15	11
Unfounded	12	18	15
Malicious	0	0	0
Total Cases Closed	46	51	55

- The amount of substantiated allegations have increased this year from 35%-49% and unfounded allegations have remained fairly static.
- Unsubstantiated allegations have fallen to 20% in comparison to 30% last year and 37% the year before. This trend should be viewed positively as allegations concluded as substantiated or unfounded provides greater clarity for both the involved children and staff members.

Table 6: Employer Action Following Investigation

Cessation of Use	1
Dismissal	7
Deregistration	3
Resignation	5
Disciplinary Action	5
Supervision/Risk Assessment/Training Needs	25
No Further Action	9
Total	55

- As with previous years the majority of investigations (46%) identified a need for further training/supervision and/or the need for a risk assessment to ensure that the employee's conduct remains appropriate and children are safeguarded from harm. In addition, 5 employees were subject to disciplinary proceedings which did not result in dismissal, but did recommend the employee receive further training and support in relation to their practice.
- There were 16 referrals (29%) where the employee/volunteer was either dismissed or left their employment with children; all but three of these were referred to the DBS who decide whether the adults will be barred from working with children and vulnerable adults. Of the 3 cases that weren't referred to the DBS, 2 employees resigned rather than being dismissed and would have received further training had they not resigned. In the remaining case the allegation was unsubstantiated in terms of harm being caused to a child; however the employee was dismissed for breaching the company's code of conduct in relation to professional boundaries.
- All 9 of the cases where no further action was taken related to unfounded allegations.

Table 7: Time from Referral to Completion

Time taken	Total
Less than 1 month	11
1-3 months	24
3-6 months	10
6-12 months	4
12 months +	6
Total Cases	55

- The LADO has continued to ensure that allegations are managed in a timely way; 64% of cases were concluded within 3 months and 82% within 6 months.
- From the 4 cases which took between 6 and 12 months to conclude, 3 required a police investigation and 1 involved disciplinary proceedings which were delayed due to the employee being away from work.
- From the 6 cases which took longer than 12 months 5 involved a police investigation; 3 of which incurred significant delay within the court system and 1 required extensive investigation of computer equipment.
- As reported in last years report; the delay around court hearings appears to be linked to judiciary capacity and beyond the involved agencies control. Such delay is

reported to have had a substantial negative impact on the emotional well being of both the alleged victims and the alleged perpetrators and their respective families.

- The LADO completes a 4 weekly review on all open cases to ensure there is no unnecessary delay and drift and involved agencies are updated with any new information.



Working for a brighter future together

Team business action plans 2019/20:

The Children’s Safeguarding and Quality Assurance Service 2019/20

Our Service Key Priorities for 2019-20

Outcome 5 - People live well and for longer
<ul style="list-style-type: none"> To ensure we seek user feedback about their experience of our services that informs practice, co-produce service development and our tools with children, young people and the adults we work with.
<ul style="list-style-type: none"> To ensure that reviews for cared for children take place and outcomes are recorded within statutory timescales.
<ul style="list-style-type: none"> To continue to develop the child protection conference process to ensure that safety planning is reflecting the child’s assessed needs, reduces risk and is effectively stress tested to ensure decisions protect children in the long term.
<ul style="list-style-type: none"> To develop a robust independent foster care review service that promotes quality provision for children and young people, identifies trends and informs provision
<ul style="list-style-type: none"> To work with the operational service to better understand and prevent disruption of placements for cared for children.
<ul style="list-style-type: none"> To co-ordinate, manage and deliver a whole family Domestic Abuse service across the continuum of need that is dovetailed to the management of risk to children living in those families and maximises sub regional efficiencies.

<ul style="list-style-type: none"> • To ensure the PAN Cheshire arrangements for delivery of sexual assault services provides a responsive quality service that delivers value
<ul style="list-style-type: none"> • To ensure the new arrangements for Cheshire East Safeguarding Children’s Partnership are successfully implemented and the key agencies have a good understanding of the effectiveness of those arrangements in safeguarding children and young people
<ul style="list-style-type: none"> • To implement the quality assurance framework and provide evidence of the quality and impact of social work practice to inform priorities for further development
<ul style="list-style-type: none"> • To develop a multi-agency contextual safeguarding model to manage risk and keep children and young people safe
<ul style="list-style-type: none"> • To further embed the Signs of Safety operational model into child protection conferences and cared for children reviews
<ul style="list-style-type: none"> • To continue to develop services, strategies and protocols to safeguard children across the PAN Cheshire and regional footprint where this provides the best quality and value of service to the residents of Cheshire East
<p>Outcome 6 - A responsible, effective and efficient organisation</p>
<ul style="list-style-type: none"> • Continue to ensure that our recruitment and retention offer attracts high quality practitioners, who are committed to our Signs of Safety way of working and Cheshire East values.
<ul style="list-style-type: none"> • To continue to develop our business processes so the products are meaningful to the families we work with and the process is efficient.

Team: Local Authority Designated Officer (LADO)

Plan Lead: Melanie Campbell

Quarter report: Q1

<u>Priority objective</u>	<u>Impact statement</u> (when you achieve this what will the impact be for C&YP and their families)	<u>Measures of success</u>	<u>Actions needed to achieve priority objective</u>	<u>Action lead</u>	<u>Timescales for completion</u>	<u>Quarter RAG rating -colour red/amber/ green (explain reasons for any exceptions)</u>
1. Strengthen links with the Faith Sector to ensure that groups providing services to children are aware of Cheshire East's managing allegations procedures and the LADO's role and to then support the groups to work effectively within the procedures.	Children will be safer as poor or risky practice will be identified, challenged and improved; adults who pose a risk of harm to children will be removed from the workforce.	More professionals from the Faith Sector attending Managing Allegations training. An increase in contacts with LADO from this sector. Directory of groups within Cheshire East to be	Identify faith groups providing services to children including small independent groups and the safeguarding leads for the Church of England and Catholic Diocese. Seek assurance that those providing services to children are aware of Cheshire East's managing allegations procedures and the LADO's role within this. Offer additional support to those groups who need it to enable them to work effectively within the managing allegations	Melanie Campbell	Directory of groups to be developed and links made by 30.09.19 Review every quarter	Green: Initial contact has been made with Designated Safeguarding Leads The LADO and LADO BSO have allocated time in August 2019 to produce a directory of groups

		developed so that they are able to receive updates etc	procedures			
2. Develop and Implement a quality assurance audit program which includes the experiences of those individuals who are directly involved in the process - children -professionals involved in the investigation - professionals against whom the allegation has been made	User feedback will support service development. The views of children will be gathered and acted upon to improve service delivery to them.	We will see increasing satisfaction from service users via feedback. There will be evidence of service user views informing service development.	Annual audit of at least 10 randomly selected LADO cases. Feedback to be sought following the conclusion of each case from <ul style="list-style-type: none"> • Children/parents • professionals involved in the investigation • professionals against whom the allegation has been made 	Melanie Campbell / Phil Allcock	Audit tools / Feedback forms and online survey to be created by 31.08.19 Audit program to be implemented in Q2	Green: An audit tool has been produced, the audit program dates agreed. Feedback forms and online survey will be finalised in August 2019.

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Working for a brighter future together

Key Decision Y/N

Date First
Published: >

Children & Families Overview & Scrutiny Committee

Date of Meeting: 23rd March 2020

Report Title: Children's Homes Mobilisation

Portfolio Holder: Cllr Kathryn Flavell, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Executive Director of People

1. Report Summary

1.1. This report will update the Committee on the mobilisation of our new children's homes which constitutes phase one of the Bespoke Care Hub Project. Bringing our children and young people back to live in Cheshire East is one of the most important priorities for the whole service, and will enable those with some of the most complex needs to re-form and foster relationships and links with their families and communities.

2. Recommendations

2.1. We have established a strategic approach and 'direction of travel' for our Bespoke Project which have generally been met with approval from stakeholders including most importantly, our Cared For Children. The Committee is asked to endorse the steps that have been taken thus far in making it a reality on the ground and to contribute any further aspirations and ideas as we move into the next phases of the work.

3. Reasons for Recommendations

3.1. The Care Hub approach will ultimately provide us with a wide range of services that will have an impact on children beyond those who will actually live in the homes. For example, it will contribute to work in the Fostering Service to improve placement stability and support for carers, and enhance the good work that Ofsted recently recognised in our 'edge of care' services. However, none of these developments will be possible unless the

homes themselves are mobilised properly, with time allowed for registered managers, staff teams and young people to settle into their new working relationships and establish a baseline level of stability. In each case therefore, we have agreed with our partners that the first and second admissions to the homes will follow each other relatively quickly, and that there will then be a period of a few weeks' consolidation before a third young person is considered for each of the groups.

4. Other Options Considered

4.1. The major factor in opening new homes over which both the providers (Safe Places and Horizon) and the Council have essentially no control is the timescale for registration imposed by Ofsted. Generally, they will look to register homes in 12 to 16 weeks but as has been noted elsewhere, the north-west region has a disproportionate number of new children's homes and the process can sometimes take in excess of 20 weeks here. We have therefore had little option but to open the homes in phases as outlined below.

5. Background

5.1. The Bespoke Project finally became a reality on 13th January when Horizon's Malbank House opened its doors. On this day, one of our furthest placed young people moved in successfully from a children's home in Oxfordshire as planned. He was followed a week later by a 15 year old boy who is a new entrant to care and for whom our long search for a foster placement had unfortunately proved fruitless. However with this one exception, all of our planning for the Bespoke Homes has involved young people who are already in residential care in out-of-borough homes, generally at high cost.

5.2. At the time of writing, further developments are planned as follows:

- Flude House at Broad Street in Crewe, which is run by Safe Places will become operational on 27th January and it is hoped that one of our most complex young people, who is currently in a residential special school will be admitted first. Thereafter it is planned that two other boys who attend the same school will move into the home to establish a group of 12-13 year old children who already know each other and who can live together locally for the foreseeable future.
- Committee members will be aware that there is a national shortage of foster carers which has directly affected both our in-house service and the market of independent fostering agencies (IFAs). This has led to the placement of a number of younger children in residential care because we have been unable to find stable families for them. 'Step-

down' to foster care will be one of the cornerstones of the Bespoke Project and we therefore intend to use Victoria Lodge in Macclesfield as the initial base for this work. This home had stood empty since early 2017 and therefore required more renovation than either the provider or the Council had originally anticipated; as a result it is likely that registration will be delayed until sometime in May. However, three of our younger children have already been provisionally identified to move into the home with a view to preparing them for life in a foster family.

- Horizon's other home is in Macclesfield and when it has been registered by Ofsted, it is intended that two of our young people who are both keen to return to Cheshire East and are currently amongst our highest cost agency placements will be the first to be admitted.
- The Council's contract with Keys Group to run Claremont in Crewe ends on 31st March and will not be extended. Only one 16 year old young person is living there and we are currently considering a number of options with him and his family.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There are no identified legal implications at this point.

6.2. Finance Implications

6.2.1. Reducing our dependence on the agency residential market will have a significant impact on the placement budget for Cared For Children; for example the combined cost of the two homes referred to in the final bullet point above exceeds £10k per week.

6.3. Policy Implications

6.3.1. No policy implications have been identified.

6.4. Equality Implications

6.4.1. Sadly, it is well known that Cared For Children are disadvantaged in many ways and that they can generally expect poorer outcomes than their counterparts in the general population. Across all our services, we are working hard to close this gap and we believe that Bespoke will play a key role in delivering this aim.

6.5. Human Resources Implications

6.5.1. There are no HR implications at this stage. Claremont staff are not employed by the Council and these considerations will be addressed by Keys Group.

6.6. Risk Management Implications

6.6.1. The opening of new residential services is not without risk in terms of further poor outcomes for young people and the potential for disruption in local communities. We believe that strong leadership, engagement with stakeholders and neighbours, and the phased approach outlined above will mitigate these concerns.

6.7. Rural Communities Implications

6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

6.8.1. There has been much press and political interest in recent months about the placement of Cared For Children far from home and Cheshire East's performance in this regard is currently around the national average. Our new homes will make a genuine difference in this respect and will we believe, lead to significantly better outcomes for some of our most complex young people. At the same time, even planned moves have the potential to be disruptive and in particular, we are working closely with colleagues in the Virtual School to ensure that every young person who returns to Cheshire East also has an appropriate level of full-time education.

6.9. Public Health Implications

6.9.1. Improved outcomes for Cared For Children can only have a positive impact on their health and wellbeing.

6.10. Climate Change Implications

6.10.1. Our first admission of a young person to the Bespoke Project means that a social worker, an IRO and a family will no longer have to drive to Oxfordshire to undertake visits and reviews; every move of this kind will contribute to reducing the Council's carbon footprint.

7. Ward Members Affected

7.1. The members for wards in which our children's homes are located have been informed of developments as the project has unfolded.

8. Consultation & Engagement

8.1. Three of the four homes are in residential areas and both providers have consulted with neighbours about their plans.

9. Access to Information

9.1. There are no supporting documents.

10. Contact Information

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

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Job Title: Service Manager Resources

Email: steve.nevitt@cheshireeast.gov.uk

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Ali Stathers-Tracey
Director Prevention & Early
Help

Early Help Strategy 2019-2023 Review of delivery and Impact one year on

Children and Families Overview and Scrutiny Committee
23rd March 2020

Working for a *brighter future*  together

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Background

- In March 2019 we designed and launched the Early Help Strategy and action plan with partner agencies
- We agreed that the Strategy would include the focus on Locality Working, our Troubled Families Recovery Plan and embed Signs of Safety
- The Strategy was endorsed by all Partners and approved by O&S and Health & Wellbeing Board
- This presentation describes a review of activity delivered in line with the ambition of the action plan after one year of delivery



Priority 1: The Partnership has the right infrastructure to support the development of early help services

What we said we would do	What we have achieved
Establish the 3 Early Help Practitioners in Localities to align early help practice with the Signs of Safety model	Three high quality workers been in post since September 2019 delivering direct support to workers across agencies
Establish new Locality partnership through local community networks	Three locality partnership sessions delivered three times by March
Ensure the Early Help Together Group membership is maintained and partners are challenged to engage effectively	Board refreshed and membership increased to engage all partners across sectors
Establish regular multi-agency meetings on a thematic basis to reflect on and develop services	Thematic Locality sessions well attended by over 500 professionals
Develop school clusters to facilitate information sharing	Maintained schools clusters established in Autumn term

Priority 2: Children and families get the right service at the right time: all partners understand levels of need and referral pathways

What we said we would do	What we have achieved
Refresh agency knowledge about early help services that are available in local communities and referral pathways	Multi agency locality Directories established and shared via Locality workshops
Review refresh and retrain agencies on the step up and step down procedures across the levels of need	Step up step down procedures relaunched in November and monitored across agencies
Empower and enable agencies to feel the confidence to intervene/get involved early	Agencies, particularly schools, Health Visitors and Childcare providers report more confidence delivering assessments with families
Strengthen our Early Help offer to vulnerable groups of children, such as care leavers who are parents and children who are home educated or on part-time timetables	Direct shared planning meetings well establish to track the support needs and plans of those children particularly Children Missing Education

Priority 3: Understand the training need required, to ensure that our practitioners are enabled to co-produce high quality assessments and plans

What we said we would do	What we have achieved
Review the impact of the new Early Help assessments and planning process	In Quarter 3 we saw a 26% shift in assessments being led by Partners beyond the Council
Introduce good planning and recording training skills across agencies with a locality focus	Initial 3 sessions of recording training being delivered to EH teams to focus on capturing analysis and using SOS language principles
Support local delivery teams to reflect on and deepen their Signs of Safety practice through observation and support within multi-agency group supervision	Group Supervision promoted through the locality sessions delivered and an uptake in attendance at locality group supervision sessions
Review the effectiveness and impact of the Early Help Locality Practice Lead role pilot and expand/mainstream what works	Roles of the LSO's have been extended until June 2020 with a view to mainstream posts in to the EH structure

Priority 4: We understand the quality of our services and act on this to improve outcomes for children

What we said we would do	What we have achieved
Develop and re-launch multi-agency Early Help Audits with the new audit tool	New Audit tool designed and tested third set of multi-agency audits taking place in March 202. Learning fed back to the EH Board
Refine and improve our multi-agency early help performance scorecard	Scorecard refreshed and indicators reported to the Board
Develop a feedback survey to gain feedback on the quality of our services and the experiences from children, young people and their families	Family Survey delivered in September 19 with exceptional positive finding for EH cases
Seek views of practitioners through audits, frontline visits and surveys	Front line visits well underway. Feedback from front line workers captured and reflected back to managers

Priority 5: We understand the needs of children and families in Cheshire East, and we have the right range of services to meet these that can be accessed locally

What we said we would do	What we have achieved
Review the range of programmes and interventions available in Cheshire East by levels of need and locality	Refreshing Live Well site to make the menu of support clearer
Develop easily accessible and effective ways of communicating with our children and families	Established improved use of words and pictures in capturing wishes and feelings – evidenced by the OFSTED ILACS inspection
Challenge and improve how we involve children and young people in the development of services	Participation services enabling young people to be involved in staff recruitment, service design and reviews

Priority 6: Our workforce is equipped with the knowledge and skills to achieve improved outcomes for children

What we said we would do	What we have achieved
Review the Early Help Assessment training offer	Training offer has been reviewed, recording training rolled out for Early Help staff in Cheshire East Family Service
Explore technical solutions to facilitate Live Well information via smart phones and other mobile devices	Director of Early Help on Live Well site review Board
Continue to support teams and partners with using Signs of Safety practice, and request bespoke training and workshops as required	<p>Signs of safety training functions extended across the service to include Locality Support Officers</p> <p>SoS training programme mapped out for 20/21 on a monthly basis</p>

Next Steps

- An Extension of the Troubled Families Programme for 20/21 – we are 2nd best performer in North West
- An agreement to include key transformation action within our action plan
- A refresh of year one actions and refocus on what needs to happen next in April 20
- Consider aligning all new contracts for children in line with the locality model
- Continue to roll out locality workshops for multi-agency staff across North Middle South of the Borough
- Review how Early Help Management arrangements support integrated working later in the year

Questions





Working for a brighter future together

Key Decision N
Date First Published: N/A

Children and Families Overview and Scrutiny Committee

Date of Meeting: 23 March 2020

Report Title: Children and Families Scorecard, Quarter 3, 2019-20

Portfolio Holder: Cllr Kathryn Flavell, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Executive Director of People

1. Report Summary

- 1.1. This report and the attached performance scorecard provide an overview of performance across the Children and Families Service for quarter 3 of 2019-20.

2. Recommendation/s

- 2.1. Scrutiny is recommended to:
 - 2.1.1 Endorse the new scorecard developed for quarter 3;
 - 2.1.2 Note the contents of the report and scorecard; and
 - 2.1.3 Scrutinise areas where expected levels of performance are not being met.

3. Reasons for Recommendations

- 3.1. One of the key areas of focus for the Children and Families Overview and Scrutiny Committee is to highlight areas of poor performance and to scrutinise the effectiveness of plans in place to improve services. Overview and Scrutiny has an important role to play in the performance management systems of the local authority. The Children and Families performance scorecard provides essential data, along with qualitative information, to measure the effectiveness of services within children's services. This report and scorecard will be provided to Scrutiny on a quarterly basis to

enable the Committee to maintain an overview of performance across the Service.

4. Other Options Considered

- 4.1. Scrutiny may want to consider the performance of the Service more or less frequently.

5. Background

- 5.1. This quarterly report provides the Committee with an overview of performance across Children's Services. This report and scorecard relates to quarter 3 of 2019-20 (1st October – 31st December 2019).
- 5.2. The key measures within the scorecard align with each Department Plan for 2019-20, linked to priorities.
- 5.3. The performance scorecard details the following:
 - Reference – this aims to give each measure a specific reference depending on which part of the service is responsible – CSC is Children's Social Care, Ed&S is Education and Skills and P&E is Prevention and Early Help.
 - Lead Department – Identified which of the three departments within Children and Families the measure relates to.
 - Measure – details of each performance measure.
 - Corporate Outcome – links the measure to the relevant priority within the Council's Corporate Plan
 - Portfolio – sets out which Portfolio Holder is responsible for each measure.
 - Responsible Officer – identifies the lead officer for the measure.
 - Benchmark - provides detail of performance in context where measure can be benchmarked either within a local or national context.
 - Year end 2018-19 – enables Members to compare existing performance to that of the previous year.
 - Quarterly performance – enables Members to compare performance from quarter to quarter.
 - Proposed Quarterly/Annual Target 2019-20 – this is the target that the service has set and will be RAG rated against.
 - RAG and direction of travel – RAG colour is a rating of red, amber, green based on current performance against the expected level of performance/target. Direction of travel is indicated by a 'smiley face' as follows:



Improving direction of travel from previous quarter (or previous reporting period) regardless of measure polarity.



Static direction or within 10% tolerance of travel from previous quarter (or previous reporting period) regardless of measure polarity. Where data fluctuations are negligible (e.g. when data is rounded up/down), this direction of travel will also be applied.



Worsening direction of travel from previous quarter (or previous reporting period) regardless of measure polarity.

6. Performance Overview

- 6.1. The performance scorecard at Appendix 1 includes 42 separate measures covering all areas of the service. Some of these measures are non-performance related, eg those that relate to population cohorts. In total, 38 of these measures relate to performance and have been RAG rated. A breakdown summary is set out follows:




Performance Measures	Red	Amber	Green	n/a	Total
This quarter	7	17	14	4	42
Previous quarter	9	13	16	4	42

7. Red RAG rated performance

- 7.1. There has been a small reduction in the number, however there continues to be some areas of performance that are RAG rated as red. Activity is underway in all these areas to address under-performance.

8. Performance Direction of Travel

- 8.1. Whilst it is important to look at the current performance around particular measures, it is equally important to look at the direction of travel and to RAG rate this in relation to performance, ie, whether this is improving (green), staying broadly the same (amber) or getting worse (red). A summary of the direction of travel of performance across the service is detailed below, noting that there has been a reduction in those getting worse and an increase in those showing an improvement (see overleaf):

Direction of Travel				n/a	Total
This quarter	8	10	23	1	42
Previous quarter	11	12	18	1	42

9. Implications of the Recommendations

9.1. Legal Implications

9.1.1. There are a no direct legal implications.

9.2. Finance Implications

9.2.1. Although there are no direct financial implications related to this report, performance measures may be used as an indicator of where more or less funding is needed at a service level.

9.3. Policy Implications

9.3.1. There are no direct policy implications.

9.4. Equality Implications

9.4.1. Members may want to use the performance scorecard to ensure that services are targeted at more vulnerable children and young people.

9.5. Human Resources Implications

9.5.1. There are no direct human resource implications.

9.6. Risk Management Implications

9.6.1. There are risks associated with some performance measures, eg increases in demand and timeliness of services.

9.7. Rural Communities Implications

9.7.1. There are no direct implications for rural communities.

9.8. Implications for Children & Young People/Cared for Children

9.8.1. The Children and Families Scorecard enables elected members to identify areas of good performance and areas for improvement in relation to children and young people, including cared for children.

9.9. Public Health Implications

9.9.1. There are no direct implications for public health.

9.10. Climate Change Implications

9.10.1. This paper does not impact on climate change.

10. Ward Members Affected

10.1. The performance measures relate to all ward areas.

11. Consultation & Engagement

11.1. Not applicable.

12. Access to Information

12.1. The scorecard is attached is attached at Appendix 1.

13. Contact Information

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

Name: Gill Betton

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Children and Families Directorate Scorecard 2019-20

Ref	Lead Department	Measure	Corporate Outcome	Portfolio	Responsible Officer	Data Owner	Data Frequency	Benchmark	Year end 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Quarter 2 2019/20	Quarter 3 2019/20	Quarter 4 2019/20	Proposed Quarterly/ Annual Target 2019/20	RAG and Direction of Travel	Commentary
CSC001	Children's Social Care	Number of referrals	5	Childrens	Head of Service Child in Need/ Child Protection			CEC Data	2558	614	633	732	618		N/A	☹️	Although a 15% reduction in referrals from Q2, this is considered to be more reflective of the number normally received in Cheshire East with Q2 being an anomaly. Routine audit and management oversight continue to satisfy the service that referrals are appropriate.
CSC002	Children's Social Care	Percentage of repeat referrals	5	Childrens	Head of Service Child in Need/ Child Protection			CEC Data	20%	19%	17%	14%	18%		<18%	😊	Although an increase in re-referrals in Q3 the overall picture for the 9 months is just over 16%, which is a substantial improvement on last year. A low re-referral rate suggests that support provided to families and work completed has resulted in sustained positive changes.
CSC003	Children's Social Care	Percentage of assessments completed within 45 days	5	Childrens	Head of Service Child in Need/ Child Protection			CEC Data	81%	78%	83%	87%	88%		85%	😊	Timeliness continues to improve and suggests families are receiving prompt assessment and services. Ongoing audit activity and management oversight will be used to support continued improvement in consistency of quality.
CSC004	Children's Social Care	Percentage of children with a second or subsequent child protection (CP) plan (rolling yr)	5	Childrens	Head of Service Safeguarding			CEC Data	26%	23%	23%	23%	20%		<17%	😊	Quarter 3 has seen a substantial reduction in the rate of repeat child protection plans (15.5%) in the quarter, resulting in a considerable drop in the overall percentage in the year to date. The percentage that have come back within 2 years is substantially lower at only 8%, which could be indicative of improved practice and planning in recent years. Should this pattern continue then the overall rate of referrals should hopefully continue to reduce.
CSC005	Children's Social Care	Number of children in need	5	Childrens	Head of Service Child in Need/ Child Protection			CEC Data			1774	1837	1825		1700-2000	😊	There has been a marginal change from quarter 2 and reflects the extract that is provided in the event of an inspection.
CSC006	Children's Social Care	Number of children with a child protection plan	5	Childrens	Head of Service Safeguarding			CEC Data	268	268	275	230	262		260-300	😊	The number of children and young people on a plan as at the end of December is reflective of what we would expect to see in Cheshire East given our demographic profile and compared to Statistical Neighbours.
CSC007	Children's Social Care	% of children on CP plans reviewed within timescales	5	Childrens	Head of Service Safeguarding			CEC Data	98%	96%	93%	93%	98%		99%	😊	The performance for Q3 is pleasing, especially given that Christmas holidays also fall within this period and is reflective of good and timely planning. There will always be occasions where a review is delayed as it reflects the needs of the individual at that time.
CSC008	Children's Social Care	Number of cared for children	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	485	485	481	517	521		440-475	☹️	Although the numbers of individuals in care continues to rise, we are confident that the right children and young people are in care which was echoed by the inspection findings. Children who are leaving care either via discharge of Care Order or Special Guardianship continue to be a challenge. The reasons are well understood and action is being taken to focus on this work within social care teams and the legal department.
CSC009	Children's Social Care	% of cared for children reviewed within timescales	5	Childrens	Head of Service Safeguarding			CEC Data	91%	96%	93%	93%	94%		97%	😊	This remains good performance especially given the rising numbers in care.
CSC010	Children's Social Care	% of cared for children in internal foster care (including friends and family placements)	5	Childrens	Head of Service Safeguarding			CEC Data	36%	38%	38%	37%	36%		>50%	☹️	An independent review of the fostering service is currently underway and there is an action plan to address the findings from the inspection. The implementation of this will hopefully result in an increase in both recruitment and retention of households.
CSC011	Children's Social Care	% of children living in external foster homes	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	28%	28%	29%	28%	27%		<20%	☹️	Although a small reduction, the use of independent foster carers is higher than we would like. This will be addressed as part of the overall action plan around the fostering service review.
CSC012	Children's Social Care	% of children living in residential homes	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	9%	9%	8%	8%	8%		<8%	☹️	These placements remain mostly outside of Cheshire East. The newly commissioned children's homes will be opened in the Q4 period and will see planned transitions of children from external providers to in house children's homes.
CSC013	Children's Social Care	% of cared for children placed over 20 miles from home address (Cheshire East and out of borough)	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	26%	26%	27%	27%	28%		<25%	☹️	Whilst a small increase, it is important to recognise that for many of these individuals the placements will be long term matched/ with family and friends/ adoption placements. The planned moves for individuals currently placed in out of borough residential placements to the newly commissioned services will contribute towards the percentage of individuals living nearer to home. It was recognised during our ILACS Inspection that children placed outside of Cheshire East experience no detriment as a result of this.
CSC014	Children's Social Care	% of care leavers who are not in education, employment or training (NEET)	3	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	39%	54%	47%	44%	46%		<38%	☹️	Whilst a small increase the figure reduces to 33% when add back in those in re-engagement activities or engaged in positive activities. Hopefully these activities will then result in individuals moving into EET activities. PA's continue to actively support individuals to achieve their maximum potential.
CSC015	Children's Social Care	% of care leavers who are in suitable accommodation	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	96%	97%	96%	97%	96%		96%	😊	The 5 individuals considered in inappropriate placements relate to 3 in custody and 2 with no fixed abode recorded.
CSC016	Children's Social Care	Total number of children with a court endorsed plan of adoption (snapshot figure)	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	32	32	32	32	36		N/A	😊	Adoption services and the work with families where adoption is the permanency plan received a positive outcome in the Ofsted Inspection.
CSC017	Children's Social Care	Number of children adopted (YTD)	5	Childrens	Head of Service, Cared for and Care Leavers			CEC Data	18	18	5	10	13		20	😊	It is hoped that based on the number of individuals currently with a court endorsed plan that we should be very close to the target of 20 completed by Q4.
CSC018	Children's Social Care	Average caseload of social workers	5	Childrens	Head of Service Child in Need/ Child Protection Head of Service, Cared for and Care Leavers			CEC Data	23.5	24	23	22	21		<20	😊	Although slightly higher than desired, we are moving towards a much more acceptable level of average caseload. Supervision and support for workers to ensure their caseloads are manageable will remain a key focus service priorities.
Ed&S001	Education and 14-19 Skills	Percentage good or outstanding primary schools	3	Childrens	Head of Education Infrastructure and Outcomes			CEC Data	90%	90%	92%	92%	93%		92%	😊	Inspections having an impact on the increase in this figure were: <u>October</u> Mossley CEP – is now judged to be good previously it was requires improvement <u>November</u> Buglawton Primary – judged to be good previous judgement was outstanding St Michael's Academy - now requires improvement previously it was good The Berkeley Primary – remains good Cranberry Primary – remains good Middlewich High – remains good <u>December</u> Alsager Highfields Primary – now judged to be inadequate previously it was requires improvement Underwood West Primary – first inspection as an academy and is judged to be good, the last inspection of the predecessor school judged it to require improvement.

Ref	Lead Department	Measure	Corporate Outcome	Portfolio	Responsible Officer	Data Owner	Data Frequency	Benchmark	Year end 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Quarter 2 2019/20	Quarter 3 2019/20	Quarter 4 2019/20	Proposed Quarterly/ Annual Target 2019/20	RAG and Direction of Travel	Commentary
Ed&S002	Education and 14-19 Skills	Percentage good or outstanding secondary schools	3	Childrens	Head of Education Infrastructure and Outcomes			CEC Data	76%	76%	80%	80%	80%		76%	😊	No change
Ed&S003	Education and 14-19 Skills	Percentage good or outstanding special schools	3	Childrens	Head of Education Infrastructure and Outcomes			CEC Data	80%	80%	80%	80%	80%		80%	😊	No change
Ed&S004	Education and 14-19 Skills	Percentage attendance for primary pupils year to date	3	Childrens	Head of Education Participation and Pupil Support			CEC Data	96%	96%	96%	96%	96%		96%	😊	Data shows September - end December 2019. October - Pathway for academies to pursue prosecution rolled out. December - Maintained Primary Schools with poor attendance offered Liaison Meeting with Locality Lead to review all attendances under 90%.
Ed&S005	Education and 14-19 Skills	Percentage attendance for secondary pupils year to date	3	Childrens	Head of Education Participation and Pupil Support			CEC Data	95%	95%	94%	93%	94%		95%	😐	Data shows September - end December 2019. Oct - Pathway for academies to pursue prosecution rolled out. December - All maintained secondary schools offered liaison meeting with Locality Lead to review all attendances under 90%.
Ed&S006	Education and 14-19 Skills	Percentage attendance for special school pupils year to date	3	Childrens	Head of Education Participation and Pupil Support			CEC Data	89%	89%	90%	90%	91%		92%	😞	Data shows September - end December 2019. Locality lead for Crewe holding attendance panel meeting with Parents at Adelaide School to support increase in attendance for children with below 90%.
Ed&S007	Education and 14-19 Skills	Number of permanent exclusions from Cheshire East Schools (latest half term available)	3	Childrens	Head of Education Participation and Pupil Support			CEC Data		5	2	8	10		3	😞	One of the high schools in Crewe excluded 5 children in November - four regarding one incident. This was challenged by Access to Education manager and Head of Service, but the permanent exclusions were upheld.
Ed&S008	Education and 14-19 Skills	Current Number of pupils educated at home	3	Childrens	Head of Education Participation and Pupil Support			CEC Data	385	385	380	372	354		N/A	😐	All referrals are now discussed at a weekly panel meeting. The three Elective Home Educated (EHE) advisors are working hard to support prevention of EHE where possible and mediate between families and schools.
Ed&S009	Education and 14-19 Skills	Current number of children missing from education.	3	Childrens	Head of Education Participation and Pupil Support			CEC Data	45	45	28	59	49		N/A	😐	In quarter 3 a new education family support worker has been recruited and trained to pick up Children Missing Education (CME) cases. We have successfully supported a child missing education who moved from Cheshire East to Staffordshire and then back to Cheshire back into school via a managed move.
Ed&S010	Education and 14-19 Skills	Total number with an education, health and care plan (EHCP)	3	Childrens	Head of Special Educational Needs and Disabilities			CEC Data	2181	2181	2335	2424	2468		N/A	😐	This represents a 13% increase since the start of the year. The ongoing increase continues to place pressure on the service.
Ed&S011	Education and 14-19 Skills	% of requests for Educational Psychologists (EP) advice completed within 6 weeks	3	Childrens	Head of Special Educational Needs and Disabilities					8%	53%	56%	39%			😞	Management oversight of the Educational Psychology Service has moved to an experienced Head of Service and a review of priorities and allocations has taken place. Recruitment for a range of Psychologist posts is underway.
Ed&S012	Education and 14-19 Skills	Special Educational Needs – Education, Health and Care Plans completion within 20 weeks including exceptions (cumulative yr)	3	Childrens	Head of Special Educational Needs and Disabilities			CEC Data	22%	22%	27%	46%	51%		80%	😊	There have been some delays in Nov/Dec due to have volumes of Needs Assessment requests received in July now reaching 20 week and changes in staffing.
Ed&S013	Education and 14-19 Skills	Average number of weeks for EHC Plans to be issued (snap shot at quarter end to which it relates)	3	Childrens	Head of Special Educational Needs and Disabilities				34.8	34.8	28.8	15.8	19.6			😊	The average number of weeks has dipped. This is still an improvement on previous timeliness but additional capacity is being put in place to ensure we sustain we address slippage and sustain improvements.
Ed&S014	Education and 14-19 Skills	% EHCP annual review completed in timescales	3	Childrens	Head of Special Educational Needs and Disabilities				67%	69%	72%	70%	75%			😊	We have established an interim Annual Review team which includes a manager and keyworkers to support making further improvements in this area and to ensure a focus is given to timeliness and quality of annual reviews.
Ed&S015	Education and 14-19 Skills	Reduction in the number of outstanding EHCP reviews	3	Childrens	Head of Special Educational Needs and Disabilities				629	629	514	420	414			😊	
P&EH001	Prevention and Early Help	Current number of open Early Help Assessments/ plans	5	Childrens	Director of Prevention and Early Help			CEC Data	933	933	1016	1106	1005		N/A	😐	We continue to increase the number of families receiving support at Early Help in response to demand.
P&EH002	Prevention and Early Help	% of all open Early Help Assessments led by Cheshire East Prevention service staff	5	Childrens	Director of Prevention and Early Help			CEC Data	59%	59%	73%	75%	61%		50%	😞	This reflects a continued focus to support partners to lead where they are the most appropriate agency to support the needs of the family and freeing up capacity for our internal service to take on the more complex cases.
P&EH003	Prevention and Early Help	% 0-2 yrs engaged at children centres (most vulnerable i.e. CIN/CP/LAC that have attended 3 or more times in the last 12 months)	5	Childrens	Director of Prevention and Early Help			CEC Data	34%	34%	28%	25%	29%		35%	😊	Qtr 3 - this increases to 31% if we exclude children born in the last quarter. The service continues to work closely with internal services and partners to ensure that individuals are identified and supported to access evidence based support.
P&EH004	Prevention and Early Help	% eligible children taking up 2 year old offer (termly figure only)	3	Childrens	Director of Prevention and Early Help			CEC Data	71%	71%	68%	68%	78%		80%	😊	This is a considerable increase in take up, ensuring that our most vulnerable young individuals have the best start in life.
P&EH005	Prevention and Early Help	% children taking up 3 and 4 year old offer (termly figure only)	3	Childrens	Director of Prevention and Early Help			CEC Data	97%-99%	97%-99%	97%-99%	97%-99%	97%-99%		97%-99%	😊	We continue to have an extremely high take up ensuring that individual have the best possible early start in life.
P&EH006	Prevention and Early Help	Number of Families meeting the family focus criteria where outcomes have been successfully concluded (quarterly fig)	3	Childrens	Director of Prevention and Early Help			CEC Data	1200	345 (1200 cumulative)	182 (1382 cumulative)	158 (1540 cumulative)	263 (1803 cumulative)		1900 (accumulative target)	😊	Family Focus has now met 95% of the 5 year target and is on track to meet the 1900 target by March 2020. The Programme has been extended for a further 12 months with new targets in line with 23% of the current five year figure and is in addition to the number that we achieve up to March 2020. If the number of claims fall short of the five year target by 2020 the remaining funding available for successful outcomes in this financial year is not carried over.
P&EH007	Prevention and Early Help	Number of young people accessing the youth support service	3	Childrens	Director of Prevention and Early Help			CEC Data	1,462	1,462	1,576	1,464	1299		1400	😊	Figures are always lower in quarter 3 due to a combination of the Christmas break which in essence is 2 weeks with no delivery together with it being the quieter time of the year for the outdoor education team.
P&EH008	Prevention and Early Help	Number of young people not in education, employment or training (NEET) individuals [yr. 12-13]	3	Childrens	Director of Prevention and Early Help			CEC Data	148	148	165	105	169		N/A	😞	A similar spike was seen at the end of Q3 last year. This is most likely due to some individuals changing courses/ schemes after the first term and falls prior to enrolment in new placements/ course in the Jan term.
P&EH009	Prevention and Early Help	% of young people not in education, employment or training (NEET) individuals [yr. 12-13]	3	Childrens	Director of Prevention and Early Help			CEC Data	2.1%	2.1%	2.3%	1.5%	2.4%		2%	😞	As above



FORWARD PLAN FOR THE PERIOD ENDING 30TH JUNE 2020

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 19/20-17 Well-Managed Highway Infrastructure	To seek authority for the Executive Director Place, in consultation with the Portfolio Holder for Highways and Waste, to approve amendments to the Council's Highway Inspection Code of Practice and Adverse Weather Plan to ensure that they accord with the document ' Well-Managed Highway Infrastructure'.	Cabinet	4 Feb 2020		Paul Traynor	N/A
CE 19/20-37 ASDV Programme Review and 2020 Business Plan Endorsement	To consider a report of the ASDV Shareholder Committee on its strategic review of the 2020 business plans for Orbitas Bereavement Services Ltd., Transport Service Solutions Ltd. and ANSA Environmental Services Ltd.	Deputy Leader of the Council	Not before 4th Feb 2020		Vicki Godfrey	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 19/20-42 Congleton Leisure Centre Redevelopment Project	To seek authority to enter into the construction contract with Rock Merchating (T/A Pulse Fitness) for the redevelopment of Congleton Leisure Centre.	Portfolio Holder for Communities	Not before 10th Feb 2020		Paul Bayley	Fully exempt - para 3
CE 18/19-68 Medium Term Financial Strategy 2020-24	To approve the Medium Term Financial Strategy for 2020-24, incorporating the Council's priorities, budget, policy proposals and capital programme. The report will also include the capital, treasury management, investment and reserves strategies.	Council	20 Feb 2020		Alex Thompson, Director of Financial and Customer Services	N/A
CE 18/19-54 Crewe Station Hub Area Action Plan - Publication Draft Plan	To seek approval for a further six week consultation period on the Crewe Station Hub Area Action Plan.	Cabinet	10 Mar 2020		David Malcolm	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 19/20-23 Crewe Hub Station Update	To approve the outputs of the Crewe Hub Station solutions stage project development work, approve the strategic outline business case for the enhanced Crewe Hub Station and its supporting evidence base and funding and financing strategy, progress the Hub station design to detailed design, and seek necessary Government commitments on funding.	Cabinet	10 Mar 2020		Hayley Kirkham	N/A
CE 19/20-24 Municipal Waste Management Strategy 5 Year Review	To consider the updated waste strategy and authorise officers to undertake consultation and, subject to the outcome of that consultation, any necessary actions to implement the strategy.	Cabinet	10 Mar 2020		Paul Bayley	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 19/20-38 Alliance Environmental Services Ltd. - Final Phase	To approve the expansion of Alliance Environmental Services to include the delivery of street cleansing and horticultural and associated services on behalf of Staffordshire Moorlands District Council and High Peak Borough Council.	Cabinet	10 Mar 2020			Fully exempt - para 3
CE 19/20-41 Re-procurement of Low Value Construction Services Framework 2021-2025	To establish a replacement framework agreement for low value construction services and to delegate authority to the Executive Director Place to award the framework contracts to providers following a selection process.	Cabinet	10 Mar 2020		Andy Kehoe, Head of Assets and Regeneration	N/A
CE 19/20-45 Department for Transport Funded Highway Safer Road Fund Schemes	The Council has a number of Department for Transport Safer Road Fund schemes valued between £1M and £5M (index-linked) to be delivered on the highway network. The Cabinet report will seek approval to deliver these schemes through the Highway Service Contract.	Cabinet	10 Mar 2020		Paul Davies	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 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Portfolio Holder for Planning	March 2020		David Malcolm	N/A
CE 19/20-25 Cheshire East Carbon Action Plan	To receive the draft Carbon Strategy for the Council to achieve its carbon neutral aims by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint; and to authorise officers to undertake consultation and revise the strategy prior to its adoption and implementation.	Cabinet	7 Apr 2020		Ralph Kemp, Corporate Manager for Commissioning	N/A
CE 19/20-30 A500 Dualling - Acquisition of Land	To authorise compulsory purchase powers for the acquisition of land and rights required for the construction of the scheme.	Cabinet	7 Apr 2020		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 19/20-32 Environment Strategy	To seek approval of the Environment Strategy following public consultation, and to delegate authority to the Portfolio Holder for Environment and Regeneration to make any further revisions to the Strategy.	Cabinet	7 Apr 2020		Paul Bayley	N/A
CE 19/20-34 North West Crewe Package Infrastructure Agreement	To seek authority to enter into an infrastructure delivery agreement and other necessary legal arrangements.	Cabinet	7 Apr 2020		Chris Hindle	N/A
CE 19/20-35 North West Crewe Package - Land Assembly	To seek authority to implement compulsory purchase order powers following further detail to allow the Council to make a fully informed decision and give proper consideration to the use of CPO powers.	Cabinet	7 Apr 2020		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 19/20-36 Middlewich Eastern Bypass - CPO Powers to Acquire Revised Land for the Scheme	To authorise the use of compulsory purchase powers to acquire the land and rights required for the construction of the scheme, reflecting the revised land requirement that has now been established.	Cabinet	7 Apr 2020		Chris Hindle	N/A
CE 19/20-44 Vulnerable and Older Persons Housing Strategy 2020-2023	To consult formally on the draft 2020-2023 Vulnerable and Older Persons Housing Strategy for a period of 8 weeks.	Cabinet	7 Apr 2020		Karen Carsberg, Strategic Housing and Intelligence Manager	N/A
CE 19/20-47 Loan to Cheshire and Warrington Local Enterprise Partnership	To approve a loan to Cheshire and Warrington Local Enterprise Partnership to stimulate development on the Enterprise Zones; officers be authorised to take all necessary actions to progress the loan agreement and establish governance processes.	Cabinet	7 Apr 2020		Paul Goodwin	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 19/20-48 Procurement of a Housing Development Framework	To authorise officers to undertake a procurement exercise to establish a housing development framework to commission the development of mixed tenure housing on identified Council-owned land; and to authorise officers to award and enter into a framework agreement with housing providers, identify and approve appropriate Council-owned land assets to be taken through the framework, and approve and award financial contributions to enhance development opportunities.	Cabinet	7 Apr 2020		Karen Carsberg, Strategic Housing and Intelligence Manager	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 19/20-31 Proposed Expansion of Wilmslow High School	Subject to the School Organisation Sub-Committee approving the proposed expansion of Wilmslow High School at a meeting to be held on 6 th April 2020, Cabinet will be asked to authorise the Executive Director People to enter into a construction contract to facilitate the provision of additional places at Wilmslow High School.	Cabinet	5 May 2020		Val Simons	N/A
CE 19/20-43 Appropriation of Land for Planning Purposes at the Garden Village, Handforth	To authorise the appropriation of Council-owned land for planning purposes at the Garden Village, Handforth.	Cabinet	5 May 2020		Geoffrey Dyson	Part exempt - paras 3 and 5

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
<p>CE 19/20-46 Support for Syrian Vulnerable Person Resettlement Programme and Unaccompanied Asylum-Seeking Children and Asylum Seekers Dispersal Programme</p>	<p>To update Cabinet on the four programmes under support, which are:</p> <ul style="list-style-type: none"> ▪ Syrian Vulnerable Person Re-settlement ▪ Unaccompanied Asylum-seeking Children ▪ Asylum-seeker Dispersal ▪ Community Sponsorship Resettlement <p>and to seek approval to extend the current programmes following a request from Government for further commitment from local authorities.</p> <p>To delegate authority to the Executive Director People in consultation with the Executive Director Place to determine the appropriate allocation.</p>	<p>Cabinet</p>	<p>5 May 2020</p>		<p>Jill Stenton</p>	<p>N/A</p>

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 19/20-51 New Homes Bonus Community Fund - Review of Round 1 and Future Options	To consider a review of round 1 of the New Homes Bonus Community Fund and to consider the options for the future of the Fund.	Cabinet	5 May 2020		Jill Stenton	N/A
CE 19/20-21 Site Allocations and Development Policies Document	To decide the next steps in progressing the Site Allocations and Development Policies Document to public examination.	Cabinet	8 Sep 2020		Jeremy Owens	N/A
CE 19/20-49 Council Tax Base 2021-22	For Cabinet to consider the Council Tax Base for Cheshire East and identify any changes to the calculation of the tax base for 2021-22 with a view to recommending the amount calculated to Council.	Council	16 Dec 2020		Paul Manning	N/A
CE 19/20-50 Medium Term Financial Strategy 2021-25	To approve the Medium Term Financial Strategy 2021-25 incorporating the Council's priorities, budget, policy proposals and capital programme. The report will include the capital, treasury management, investment and reserves strategies.	Council	17 Feb 2021			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
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Date: 23.3.20 Time: 1.30pm Venue: Committee Suite, Westfields	Date: 23.4.20 Time: 1.30pm Venue: Sandbach Town Hall	Date: 22.6.20 Time: 1.30pm Venue: Committee Suite, Westfields	Date: 28.9.20 Time: 1.30pm Venue: Committee Suite, Westfields	Date: 23.11.20 Time: 1.30pm Venue: Committee Suite, Westfields	Date: 25.1.21 Time: 1.30pm Venue: Committee Suite, Westfields	Date: 22.3.21 Time: 1.30pm Venue: Committee Suite, Westfields
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The Committee considers a young persons story at the start of every meeting

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Domestic Abuse Commission	To receive an update on the impact of the new provision	Executive Director of People	Children and Families	Committee	Pre-decision scrutiny	People live well and for longer	23 rd March 2020
Local Authority Designated Officer (LADO) Annual Report	To consider the annual report of the LADO.	LADO	Children and Families	Acting Executive Director of People	Performance monitoring	A responsible effective and efficient organisation People live well and for longer	23 rd March 2020 (moved back from 25 th November 2019)
Children’s Home Commission	To review the changes in commission Planning officer to attend	Executive Director of People	Children and Families	Committee	Pre decision scrutiny	A responsible effective and efficient organisation. People live	23 rd March 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
						well and for longer	
Early Help Strategy	To update the committee on the strategy post Cabinet decision.	Executive Director of People	Children and Families	Portfolio Holder	Pre decision scrutiny	People live well and for longer	23 rd March 2020
Performance Scorecard Quarter 3	To scrutinise performance data and indicators for children’s services from quarter 3 of the municipal year, 2019/20.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	23 rd March 2020
Lifelong Learning	Overview of the impact of lifelong learning.	Executive Director of People	Children and Families	Liaison meeting	Performance monitoring	People live well and for longer	23 rd April 2020
Children Missing From Home	To scrutinise the reasons and work being undertaken in relation to children missing from home	Executive Director of People	Children and Families	Committee	scrutiny	A responsible effective and efficient organisation. People live well and for longer	23 rd April 2020
Annual Education Report	To give consideration to the annual education report	Executive Director of People	Children and Families	Committee	Pre decision scrutiny	People live well and for longer	23 rd April 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
High Needs Funding	To update the committee on progress towards a new model for how high needs funding to schools is allocated.	Executive Director of People	Children and Families	Committee	Pre decision scrutiny	A responsible effective and efficient organisation	23 rd April 2020
Children Not Accessing Full Time Education	To scrutinise the reasons for children not accessing full time education	Executive Director of People	Children and Families	Committee	Scrutiny	People live well and for longer	23 rd April 2020 (moved from 27 th January 2020)
Alternative Delivery Venues	To scrutinise alternative delivery venues for Early Start Services	Executive Director of People	Children and Families	Executive Director of People	Scrutiny	A responsible effective and efficient organisation	23 rd April 2020
SEND reforms Task and Finish: Cabinet comments	To review the comments back to the committee from Cabinet in respect of the SEND reforms Task and Finish group	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	22 nd June 2020
SEND	To receive a progress update following agreement of the Written Statement Of Action and the comments by Ofsted and Care Quality Commission (CQC) following the scheduled re-visit.						

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Performance Scorecard Quarter 4	To scrutinise performance data and indicators for children’s services from quarter 4 of the municipal year, 2019/20.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	22 nd June 2020
Together in Communities: Workshop Update	To receive an overview of the work carried out during the Together in Communities Workshop Update	Director of Early Help and Prevention	Children and Families	Director of Early Help and Prevention	Overview	People have the life skills and education they need in order to thrive	22 nd June 2020
Annual Report of Member Frontline Visits	To review the Member Frontline Visits Annual Report for 2020/21.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	28 th September 2020
Corporate Parenting Annual Report 2020/21	To review the Corporate Parenting Annual Report for 2020/21.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	28 th September 2020
Annual Adoption Report	To give consideration to the Annual Adoption Report 2020/21.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	28 th September 2020
Quarter One: Children and Families Quarterly Performance Scorecard	To give consideration to the Children & Families quarterly performance scorecard	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	28 th September 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Cheshire East Safeguarding Children’s Partnership Annual Report	To give consideration to the Cheshire East Safeguarding Children’s Partnership (CESCP) Annual Report 2020/21.	Executive Director of People	Children and Families	Committee	Scrutiny	People have the life skills and education they need in order to thrive	23 rd November 2020
Local Authority Designated Officer (LADO) Annual Report	To give consideration to the Local Authority Designated Officer (LADO) Annual Report.	Executive Director of People	Children and Families	Committee	Scrutiny	People have the life skills and education they need in order to thrive.	23 rd November 2020
Children & Families Budget Proposals	To give consideration to the budget proposals that fall within the remit of the Committee.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	23 rd November 2020
Integrated Front Door Update	To receive an update on progress relating to the Integrated Front Door.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	23 rd November 2020
Quarter Two: Children and Families Quarterly Performance Scorecard	To give consideration to the Children & Families quarterly performance scorecard	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	23 rd November 2020
SEND: Written Statement of Action post Ofsted visit	To scrutinise progress over the past year against the SEND: Written Statement of Action.	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient	23 rd November 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
review or 12 month update						organisation.	
Annual Education Report	To give consideration to the Annual Education Report	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	22 nd March 2021
Quarter Three: Children and Families Quarterly Performance Scorecard	To give consideration to the Children & Families quarterly performance scorecard	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	22 nd March 2021
Quarter Four: Children and Families Quarterly Performance Scorecard	To give consideration to the Children & Families quarterly performance scorecard	Executive Director of People	Children and Families	Committee	Scrutiny	A responsible effective and efficient organisation.	TBA- June 2021