

# Children and Families Committee

## Agenda

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**Date:** Monday, 23rd May, 2022  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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 top of each report.

It should be noted that Part 1 items of Cheshire East Council decision making 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**

To note any apologies for absence from Members.

2. **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.

3. **Minutes of Previous Meeting** (Pages 5 - 8)

To approve as a correct record the minutes of the previous meeting held on 24 March 2022.

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For requests for further information

**Contact:** Josie Lloyd

**Tel:** 01270 686 466

**E-Mail:** [josie.lloyd@cheshireeast.gov.uk](mailto:josie.lloyd@cheshireeast.gov.uk) with any apologies

#### 4. **Public Speaking/Open Session**

In accordance with paragraph 2.24 of the Council's Committee Procedure Rules and Appendix on Public Speaking, set out in the [Constitution](#), a total period of 15 minutes is allocated for members of the public to put questions to the committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes each to speak, and the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days in advance of the meeting.

#### 5. **Ukrainian Refugee Position in Cheshire East (Verbal Update)**

To receive an update on the Ukrainian refugee position in Cheshire East.

#### 6. **Covid-19 Schools Update (Verbal Update)**

To receive a verbal update on the Covid-19 situation in schools.

#### 7. **Proposed Expansion of Springfield School, Crewe (Pages 9 - 40)**

To seek approval for the proposed expansion scheme to increase capacity at Springfield School, Crewe.

#### 8. **School Organisation: Academisation of Schools: Oakfield Lodge School (Pupil Referral Unit) (Pages 41 - 48)**

To consider the intended academy conversion of Oakfield Lodge School.

#### 9. **School Organisation: Academisation of Schools: Forward Plan (Pages 49 - 54)**

To receive an update on the forward plan for academisation.

#### 10. **Participation in Department for Education, Delivering Better Value Programme (Pages 55 - 66)**

To receive information about the offer from the DfE to join the delivering best value (DBV) programme.

#### 11. **Review of Travel Support for Children and Young People (Pages 67 - 76)**

To receive the specification for the transport review in relation to transport support for children and young people.

#### 12. **Children and Families Budgets 2022/23 (Pages 77 - 96)**

To receive the alignment of the 2022-23 budgets for Children and Families and to note or approve virements and supplementary estimates as required.

#### 13. **Children's Commissioning (Pages 97 - 140)**

To provide Children & Families Committee with an overview of the commissioning cycle, current and future commissioning activity across Children's Services.

14. **Ofsted Action Plan and Progress Update** (Pages 141 - 174)

To receive an update on progress against the recommendations from the Ofsted ILACS inspections.

15. **Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees** (Pages 175 - 194)

To appoint members to the Corporate Parenting Committee, the Local Authority School Governor Nominations Sub-committee and to nominate a member to the Health and Wellbeing Board.

16. **Work Programme** (Pages 195 - 200)

To consider the Work Programme and determine any required amendments.

17. **Minutes of Sub-Committees** (Pages 201 - 202)

To note the minutes of the Local Authority School Governor Nomination Sub-Committee meeting held on 24 November 2021.

**Membership:** Councillors M Addison, L Anderson, M Beanland, J Buckley, C Bulman (Vice-Chair), D Edwardes, K Flavell (Chair), S Handley, G Hayes, I Macfarlane, J Saunders, L Smetham and L Smith

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Children and Families Committee**  
held on Thursday, 24th March, 2022 in the Committee Suite 1,2 & 3,  
Westfields, Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor K Flavell (Chair)  
Councillor C Bulman (Vice-Chair)

Councillors L Anderson, M Beanland, J Buckley, S Handley, I Macfarlane,  
J Saunders, L Smetham, L Smith, J Clowes, L Wardlaw and B Burkhill

**OFFICERS IN ATTENDANCE**

Deborah Woodcock, Executive Director of Children's Services  
Jacky Forster, Director of Education and 14-19 Skills  
Kerry Birtles, Director of Children's Social Care (virtually via Microsoft Teams)  
Claire Williamson, Interim Director of Early Help and Prevention  
Deborah Nickson, Legal Team Manager (People) and Deputy Monitoring  
Officer  
Joanne Wilcox, Head of Financial Management  
Josie Lloyd, Democratic Services Officer  
Helen Charlesworth-May, Executive Director of Adults, Health and Integration  
Dave Leadbetter, Head of Children's Commissioning  
Jill Stenton, Senior Commissioning Manager

**66 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Addison, Councillor  
Edwardes and Councillor Hayes. Councillor Burkhill, Councillor Clowes and  
Councillor Wardlaw attended as substitutes.

**67 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**68 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 14 February 2022 be approved as a  
correct record.

**69 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers.

**70 COVID-19 SCHOOLS UPDATE (VERBAL)**

The Director of Education and 14-19 Skills provided a verbal update on the Covid-19 position in schools. The rate of infection in the borough had recently increased, including in school age children. The majority of pupils were reported to be asymptomatic or experiencing mild illness. Pressures were more significant on staffing and the Council had provided support to ensure schools remained open. It was noted that fewer tests were being carried out now so there could not be a direct comparison with previous data. Testing was expected to reduce further after Easter with the government ending the offer of free testing and infection levels in schools would be monitored largely through absences. The issues of staffing and testing had been escalated to the Department for Education. The Education Recovery Group continued to meet regularly with schools.

A query was raised as to the progress of the vaccination programme in children and it was agreed that a written response would be provided with the data on this.

**RESOLVED:**

That the update be noted.

**71 ALL AGE CARERS STRATEGY 2021-2025**

The committee received the report which sought approval to publish the All Age Carers Strategy 2021-2025.

It was agreed that a report would be brought back to committee at a later date to monitor how the objectives are being met.

**RESOLVED (unanimously):**

That the Children and Families Committee:

1. Note the details of the consultation and engagement completed for the All-Age Carers Strategy and All-Age Carers Hub.
2. Approve the publication of the All-Age Carers Strategy for 2021-2025 (Appendix 1).
3. Note the service model for the All-Age Carers Hub prior to recommissioning activity (Appendix 2).

**72 CHILDREN'S CARE AT HOME RECOMMISSION**

The committee received the report which outlined the redesign and recommission of a new Children's Care at Home purchasing system which aimed to be operational from November 2022.

It was agreed that a report would be brought back to committee to provide an update six months after the system had been in place.

**RESOLVED (by majority):**

That the Children and Families Committee:

1. Approve the redesign and recommission of a new Children's Care at Home purchasing system.
2. Delegates authority to the Executive Director of Children's Services to award contracts to providers to enter the Children's Care at Home purchasing system.

### **73 SELF-EVALUATION OF CHILDREN'S SERVICES**

The committee received the report which set out the current self-evaluation for children's services.

It was agreed that a report would be brought to committee with a detailed update on the Educational Psychologist service.

A concern was raised about permanence and internal fostering and it was noted that a full report on this matter went to the Corporate Parenting Committee on 15 March 2022. This would be circulated to the committee for information.

A query was raised regarding the number of children living in residential care during 2020-2021. It was agreed that the Director of Children's Social Care would look into this data and provide a written response on the correct figure.

#### **RESOLVED:**

That the report be noted.

### **74 CHILDREN AND FAMILIES PERFORMANCE REPORT QUARTER 3 2021-2022**

The committee received the report which provided an overview of performance across Children and Families services for quarter 3 of 2021-22.

A query was raised regarding the cost of living crisis and what support can be provided to children and schools who rely on energy for medical equipment. It was agreed that consideration would be given to this and feedback would be provided to the committee.

#### **RESOLVED:**

That the update be noted.

### **75 COUNCILLOR FRONTLINE VISITS ANNUAL REPORT**

The committee received the report which provided an update on the themes and issues raised through councillor frontline visits to the Cheshire East Consultation Service, Child in Need and Child Protection Teams and the Children with Disabilities Social Work Team and Short Breaks Team over the last 12 months.

It was agreed that consideration would be given to encouraging wider engagement in the visits from Members across the Council.

#### **RESOLVED:**

That the update be noted.

## **76 WORK PROGRAMME**

Consideration was given to the committee's work programme.

The following requests were made for additions to the work programme:

- A report reviewing the school transport changes to be brought to committee in six months
- A report on the Best4Business programme to be brought to committee with an aim of the May committee meeting
- A report on the Educational Psychologist service
- A review of the Children's Care at Home Recommission to be brought to committee six months after the framework commences in November 2022 (May 2023)
- A verbal presentation on the Ukrainian refugee position in Cheshire East to be brought to committee in May

It was noted that a Transformation Board was in the process of being established and that this would report to committee on a regular basis. This would include updates on contracts which had been awarded through delegated authority to officers. A query was raised as to whether there will be Member representation on this board and it was agreed that a response would be provided.

## **77 MINUTES OF SUB COMMITTEES**

### **RESOLVED:**

That the minutes of the Corporate Parenting Committee be noted.

The meeting commenced at 14.00 and concluded at 16.30

Councillor K Flavell (Chair)



*Working for a brighter future together*

## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Proposed Expansion of Springfield School, Crewe
<b>Report of:</b>	Deborah Woodcock, Executive Director of Children's Services
<b>Report Reference No:</b>	CF/01/22-23
<b>Ward(s) Affected:</b>	All wards

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### **1. Purpose of Report**

- 1.1. The purpose of this report is to seek approval for the proposed expansion scheme to increase capacity at Springfield School (Crewe site) by 80 places, increasing the school's overall capacity from 170 to 250 places. This is in line with our strategy to increase local specialist provisions as set out in the high needs management plan.
- 1.2. The proposed expansion will meet the council's priority to increase opportunities for children, young adults, and adults with additional needs through the expansion of local special educational needs and/or disabilities (SEND) provision allowing more children to attend a school within Cheshire East and their local community.
- 1.3. The proposal will contribute to the council's priority to ensure that all children have a high quality, enjoyable education that enables them to achieve their full potential.

### **2. Executive Summary**

- 2.1. As the strategic commissioner of school places, Cheshire East Council has a statutory duty to ensure that there are sufficient places in our schools to meet the needs of residents. Having the right educational placement for all children and young people is key to supporting children and young people achieve

their potential and to develop the range of skills and experiences they need to equip them for adulthood. This approach is in line with our strategy to increase local specialist provisions as set out in the high needs management plan.

- 2.2. Due to the increasing level of complexities of children and young people identified through assessment, the demand for special school places continues to increase. The council has undertaken the necessary work and published its updated sufficiency statement for children and young people with special educational needs (SEN) October 2020, this was endorsed by the SEND Partnership Board on 27 November 2020. This document highlights a need to increase specialist provision in the borough as the amount of provision currently available does not match the needs identified. The sufficiency statement has driven the development of a 3-year plan allowing the council to strategically plan a programme of increased provision to meet its needs, this plan was also endorsed by the SEND Partnership Board on 27 November 2020.
- 2.3. The decision to progress to consultation was taken by the Executive Director for Children's Services (in association with Corporate Leadership Team (CLT) members) in response to the prepared report as considered on the 7 February 2022.
- 2.4. Springfield School is a maintained special school and one of our most popular and successful special schools; it was rated outstanding by Ofsted in February 2019. The school has been previously expanded but is now full and operating slightly over capacity by 30 places. Currently 14 pupils are being accommodated in temporary leased accommodation on the Apollo Buckingham site, the lease for such will cease at the end of July 2023.
- 2.5. In the Medium-Term Financial Strategy (MTFS 2022-26) there is a block of funding titled 'Provision of Sufficient School Places – SEND' with £6 million allocation. The MTFS was approved by full Council on the 24 February 2022. The proposal is to allocate in the region of £4 million of this block funding against this project to directly address the critical demand for special school places in the south of the borough. This scheme is the highest priority scheme for progression within the agreed MTFS funding envelope and therefore the proposed budget envelope reflects this.

### **3. Recommendations**

- 3.1. To approve the proposed expansion of Springfield School from 170 to 250 places for implementation in September 2023 having given due consideration to the responses to the statutory public notice and consultation process without modification.

- 3.2.** To provide authority to the Executive Director of Children's Services to procure and award a construction contract for the provision of additional places at Springfield School (Crewe), inclusive of any other agreements associated with or ancillary to the contract.

**NOTE:** In considering the above recommendations, committee must take regard of the legal guidance as set out in para 8.1.6.

**4. Reasons for Recommendations**

- 4.1.** Springfield School is the only special school in the south of the borough providing places for children and young people with severe learning difficulties (SLD) and profound and multiple learning difficulties (PMLD). The nearest school with provision that meets this type of need within Cheshire East is Park Lane in Macclesfield.
- 4.2.** Springfield School is an extremely popular and successful school. Alternative schools are likely to be out of borough, and are likely to be expensive independent schools with extended journeys for children and young people for which the council will have to provide transport. The provision of additional local special school places is a significant element of the local authority's high needs management plan as considered at Cabinet in March 2021.
- 4.3.** The proposal will contribute to the council's priority to ensure that all children have a high quality, enjoyable education that enables them to achieve their full potential.

**5. Other Options Considered**

- 5.1.** The option to do nothing and not increase special school provision across the borough would result in increasing costs for out of borough places and failure to provide high quality local provision to meet the local need of our families.
- 5.3.** There is an option to consider alternative sites for the increasing demand. The service is working closely with colleagues in the Assets team to identify potential local sites to address the forecast need for specialist school places across the borough. No other available site is currently available close to Crewe in the timescales required.
- 5.4.** There is the option to not increase in-borough SEND provisions but utilise independent and/or out of borough specialist provisions. This is not a viable option due to the significant increase in costs for such places which will only further increase the financial pressures on the council due to SEND.

## **6. Background**

- 6.1.** The Sufficiency Statement for Children and Young People with Special Educational Needs and/or Disabilities published in July 2017 as part of the 'SEND Local Offer', indicated that at the time of local government reorganisation, Cheshire East Council did not have the specialist provision that it needed, and because of this, children were being transported out of borough.
- 6.2.** Considering the findings, the council put into place a programme to provide additional specialist school placements which would mean children having a school place within their local area whilst helping the council manage the pressure on its Dedicated Schools Grant (DSG).
- 6.3.** To date the council has undertaken several schemes to meet the findings of its sufficiency statement including:
- A new block was provided at Springfield School providing an additional 24 places in 2019
  - A new 12 place resource provision opened at Shavington Primary Academy in April 2019
  - A new 48 place school, The Axis Academy, opened in Crewe in September 2020, and moved into the purpose-built school in February 2021
  - An expansion of 7 places has been provided to the resource provision at Puss Bank School (the new building was completed in February 2021)
  - The expansion of Park Lane school by 40 places was handed over at the end of February 2022
  - The service is currently progressing with an approved expansion of Springfield School on a satellite site at Dean Row, Handforth; this will provide up to 80 places and is due for completion in summer 2023.
- 6.4.** The updated sufficiency statement (2020) acknowledged the additional places which had been provided since 2017, but also evidenced the increase in the number of pupils with an Education, Health and Care Plan (EHCP) meaning that the need for additional specialist placements has increased.
- 6.5.** Strategically the council is currently forecasting a significant pressure on its Dedicated Schools Grant (DSG) reserve of £25 million on 31 March 2022. A management plan paper was considered and approved by the council's Cabinet on 9 March 2021, with a range of mitigation measures to reduce the budget pressure; a key aspect of this mitigation was to increase local SEND provision. This scheme is an important part of this mitigation plan and will reduce the demand for expensive out of borough places.



- 6.6.** Springfield School is one of our most popular and successful special schools. The school has been previously expanded with Cabinet giving approval for this in 2018, and the scheme being completed in 2019. The school is now full and operating over capacity by 30 places. Currently 14 pupils are being accommodated in temporary leased accommodation on the Apollo Buckingham site, the lease for such will cease at the end of July 2023.
- 6.7.** Currently the school is being asked to consider admitting 14 pupils for September 2022 into reception with these pupils starting at the external Apollo site. There were a group of approximately 25 additional learners who the authority consulted on for places for September 2022, plus there are likely to be additional Education, Health and Care Plans agreed where specialist provision is identified as required to meet the needs of the child, and many of these parents will ask us to consult for places at Springfield School as their parental preference. This highlights the ongoing demand for additional provision at the school. Further work is taking place with the Early Help and Early Years Service to create a clearer trajectory of learners who are likely to require specialist SEND provisions.
- 6.8.** An initial feasibility study, as agreed by the Executive Director in February 2022, was undertaken to assess the school's accommodation requirements for the proposed expansion to provide the additional places. This work identified a schedule of accommodation and a preferred option which has been progressed to the detailed design stage; this is in line with DfE guidance document Building Bulletin 104.
- 6.9.** Any proposal to expand Springfield School would be subject to planning approval and should the proposal impact on land designated as playing field then Section 77 of the School Standards and Framework Act will also apply. As the school is a maintained school then Cheshire East Council will be the applicant in both instances. Initial work has been commissioned to progress the planning application.
- 6.10** In the Medium-Term Financial Strategy (MTFS 2022-26) there is a block of funding titled 'Provision of Sufficient School Places – SEND' with £6 million allocation. This funding was identified to support delivery of our strategy to increase local specialist provision. The MTFS was approved by full Council on the 24 February 2022. The proposal is to allocate at least £4 million of this block funding against this project to directly address the 'Provision of Sufficient School Places – SEND'.

## **7. Consultation and Engagement**

- 7.1.** In accordance with the guidance issued by the Department for Education the statutory publication notice was published in the Crewe Chronicle on 2 March

2022 and the statutory 4-week representation period ran from 2 March 2022 to 30 March 2022. Committee members are advised that this statutory process provides the opportunity for any person with an interest to submit representations which can be objections as well as expressions of support for the proposal. Committee members must take any views received into account when deciding whether to approve the proposal.

**7.2.** As part of the consultation and engagement process the local authority has undertaken the following:

- A public notice was published in the Crewe Chronicle on 2 March 2022 and the 4-week representation period ran from 2 March 2022 to 30 March 2022.
- Information was available on the Cheshire East Council website and key stakeholders including Ward Members, MP, Diocese, Town Council and Cheshire East Parent Carer Forum were informed of the process.
- Information was emailed to all local schools together with a letter for distribution to their staff, governors, and parents
- Details of the proposal was published in the School Bulletin on 14 March 2022.

**7.3.** During the representation period 68 responses were received. Most of the responses supported the proposal. The majority of supportive comments reflect parental views that there is an urgent need for additional special school places whilst the non-supporting comments refer to parking/ accessibility issues. The planned works at the school will provide additional parking to mitigate the needs of additional staff/ pupils as a result of the expansion and ensuring that suitable arrangements are in place at the start and end of the day when traffic issues are most common. Details of the responses are provided for consideration and included in Appendix 1.

## **8. Implications**

### **8.1. Legal**

**8.1.1.** The DfE statutory guidance 'Making significant changes (prescribed alterations) to maintained schools' that came into force in October 2018 provides information on the processes involved in making significant changes to maintained schools (e.g. expansion, establishing new provision and school closure).

**8.1.2.** Local authorities are under a duty to ensure sufficiency of school places in their area (section 14 of the Education Act 1996). Local authorities can propose an enlargement of the premises of community, foundation, voluntary controlled schools, and special schools. When doing so they must follow the

statutory process as set out in the Prescribed Alterations Regulations (2013) if:

*The proposed enlargement of the premises of the school is permanent (longer than three years) and would increase the capacity of the school by:*

- 10% or
- 20 pupils (5 for all boarding special schools) whichever is the lesser.

**8.1.3.** ‘Making significant changes (prescribed alterations) to maintained schools’ describes the procedures that must be followed when making prescribed alteration proposals and states that local authorities must make decisions about any expansions that they propose.

**8.1.4.** The statutory process for making significant changes to schools now has four stages, as set out below:

<b>Stage 1</b>	<b>Publication</b>	Statutory proposal published – 1 day.
<b>Stage 2</b>	<b>Representation (formal consultation)</b>	Must be at least 4 weeks, as prescribed in regulations.
<b>Stage 3</b>	<b>Decision</b>	The decision-maker (usually the LA) must decide proposals within 2 months of the end of the representation period or decision defaults to Schools Adjudicator (OSA). Any appeal to the adjudicator must be made within 4 weeks of the decision.
<b>Stage 4</b>	<b>Implementation</b>	No prescribed timescale but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

**8.1.5.** If a local authority fails to decide about a proposal within 2 months of the end of the Representation Period the local authority must forward the proposal, and any representations received, excluding those withdrawn in writing, to the Schools Adjudicator for a decision.

**8.1.6.** Committee members are advised that they must have regard to the guidance when making their decision. The guidance provides as follows:

- Decision-makers will need to be satisfied that the appropriate fair and open local consultation and/or representation period has been carried out and that the proposer has given full consideration to all the responses received.
- Decision-makers should not simply take account of the number of people expressing a particular view. Instead, they should give the

greatest weight to responses from those stakeholders likely to be most affected by a proposal – especially parents of children at the affected school(s).

- Decision-makers should consider the quality and diversity of schools in the relevant area and whether the proposal will meet or affect the needs of parents, raise local standards and narrow attainment gaps
- The decision-maker must comply with the Public Sector Equality Duty (PSED), which requires them to have ‘due regard’ to the need to: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and foster good relations between people who share a relevant protected characteristic and people who do not share it.
- When considering a proposal, the decision-maker should consider its impact on community cohesion. This will need to be considered on a case-by-case basis, taking account of the community served by the school and the views of different groups within the community
- Decision-makers should satisfy themselves that accessibility planning has been properly taken into account and the proposed changes should not adversely impact on disadvantaged groups.
- The decision-maker should be satisfied that any necessary funding required to implement the proposal will be available and that all relevant local parties (e.g. trustees of the school, diocese, or relevant diocesan board) have given their agreement. A proposal cannot be approved conditionally upon funding being made available.

**8.1.7.** When issuing a decision, the decision maker can:

- reject the proposal.
- approve the proposal without modification.
- approve the proposal with modifications, having consulted the LA and/or Governing Body (as appropriate); or
- approve the proposal with or without modification - subject to certain conditions (such as the grant of planning permission) being met.

**8.1.8.** Secretary of State’s consent will be necessary under the provisions of Section 77 of the School Standards and Framework Act 1998 if the proposals involve the change of use of land that is or has been used as school playing field land.

**8.1.9.** As a community school it is anticipated that the ownership of the site is vested in the council. A title report should be undertaken prior to the award of the contract to (1) confirm the position and establish if there are any title issues that could be affected by the implementation of the proposals and (2)

to verify whether any proposed amendments, upgrades or replacements to services and access require the acquisition of further rights or interests in land outside the council's current ownership.

- 8.1.10.** A compliant procurement process will be undertaken, using a Framework Agreement offered by the Northwest Construction Hub, to award the construction contract on a design and construct basis.

## **8.2. Finance**

- 8.2.1.** Based on this proposal to expand Springfield School for 80 pupils the potential mitigation will be in the region £2,856,000 per annum. This is based on the difference in cost of placing a child at Springfield School and the cost of placing a child in an independent school, which in most cases is the only other suitable alternative.
- 8.2.2.** Savings could be made on school transport for these placements which would obviously vary based on the distance travelled.
- 8.2.3.** The progression of this scheme does not generate actual savings (other than potentially for the transport budget) for the council but will contribute to reduction in the projected DSG overspend of SEND placements as per the mitigation measures considered by Cabinet in March 2021.
- 8.2.4.** The costs of placing a pupil at Springfield School is £22,042 per place. Therefore, 80 places would cost £1.8m per annum. This is funded from the Dedicated Schools Grant High Needs Grant. As referenced above this is a key part of the council's plan to increase local provision. The council's DSG Management Plan was agreed by Cabinet on 9 March 2021.
- 8.2.5.** This funding was identified within the Medium-Term Financial Strategy (MTFS 2022-26) to support delivery of our strategy to increase local specialist provision. This programme was approved by full Council on 24 February 2022. Since this outline proposal, the advancement of the feasibility for this scheme has seen an expected increase of costs above £4 million. This revised projected cost envelope includes the impact of increased costs of resources/ supplies which is ever increasing and adding significant challenge to effective budget control. Other whole school infrastructure changes are having to be planned into the scheme, e.g. the need to extend kitchen/dining facilities to meet the increased number of pupils.

### **8.3. Policy**

- 8.3.1.** An expansion at Springfield School will support the council in meeting its duty to provide sufficient school places. Local authorities are under a duty to ensure sufficiency of school places in their area (section 14 of the Education Act 1996). When exercising functions under The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 ('the Prescribed Alterations Regulations') decision makers must have regard to the DfE statutory guidance ('the guidance') for proposers and decision-makers 'Making significant changes ('prescribed alterations') to maintained schools'. The purpose of the guidance is to ensure that good quality school places can be provided quickly when they are needed; that local authorities and governing bodies do not take decisions that will have a negative impact on other schools in the area; and that changes can be implemented quickly and effectively where there is a strong case for doing so. The SEND Code of Practice requires us to consult on parental preference; schools and parents have a right to appeal where we are unable to name their preference school through the tribunal process.
- 8.3.2.** The proposal will allow more children access to an outstanding school with the intention of supporting children and young people in achieving the best possible outcomes.
- 8.3.3.** The expansion at Springfield School will provide more places for children within their local community, allowing them to build friendships with people who live close to them and spend less time travelling.
- 8.3.4.** By providing more local school places within Cheshire East the expansion will allow for some savings on transport when compared to educating children out of borough, thus allowing the council to make best use of its resources.
- 8.3.5.** By providing additional places the expansion will provide more choice for parents and carers who may otherwise maybe not find a place at Springfield School.

### **8.4. Equality**

- 8.4.1.** An Equality Impact Assessment has been completed (see Appendix 2) for this proposal. It should be noted that this proposal would have an overall positive impact on several critical groups specifically parents and carers and young people.

## **8.5. Human Resources**

- 8.5.1.** There are no additional human resource implications for the council, but the school are aware that increased numbers on roll will require additional staffing costs which would be the responsibility of the school to fund through additional funding the school will receive based on the increased places.

## **8.6. Risk Management**

- 8.6.1.** There are inherent risks associated with any construction project and attempts to mitigate any risks will be managed through regular project meetings and a risk register as the scheme develops.
- 8.6.2.** Programme – it is anticipated that the expanded accommodation premises will be available for occupation by the school in time for the September 2023 intake.
- 8.6.3.** Planning Permission – the proposal to expand Springfield School would be subject to planning approval and should the proposal impact on land designated as playing field then Section 77 of the School Standards and Framework Act will also apply. An added risk to planning is the current delays in achieving approvals.
- 8.6.4.** Budget – an initial budget of £4 million has been allocated to fully fund the proposal. If projected costs come in higher/ increase, there would be a need to undertake a value engineering exercise and assess increased costs against wider budgetary needs.
- 8.6.5.** Force Majeure – the global Covid pandemic has identified that there can be some risks that on impact cannot be mitigated against and will inevitably cause some delay, disruption, and any additional costs.

## **8.7. Rural Communities**

- 8.7.1.** The proposed expansion of Springfield School will bring benefit to rural communities in that it will result in additional special school places which would be available to residents within a more reasonable travel distance.

## **8.8. Children and Young People/Cared for Children**

- 8.8.1.** In accordance with the programme to provide more specialist school places within Cheshire East, this proposal will provide more spaces for children to learn and develop friendships with other local children.



- 8.8.2.** The mitigations made from providing better value school places will allow for more efficient budgeting by the service which in turn will reduce pressure on the ring-fenced high needs budget.

**8.9. Public Health**

- 8.9.1.** There are no direct implications for public health however, some children and young people currently travel significant distances to access the specialist provision they require. This can have an impact on their emotional wellbeing and can significantly lengthen the school day. The proposal to provide additional places at Springfield School will mean children getting a placement in their local school thus keeping them in their local community.
- 8.9.2.** By reducing the distance children are having to travel to attend school the proposal will also help reduce congestion on the roads and therefore reduce emissions improving the air quality and making a better environment to live in.
- 8.9.3.** Many of the children and young people at Springfield School have complex needs including health needs. Springfield School is well placed to meet these needs. The increased SEND provision will require strategic joint commissioning of specialist health services to ensure resources for such services as physiotherapy are sufficient to meet increased demand as more localised school places are generated.

**8.10. Climate Change**

- 8.10.1.** Providing additional places at Springfield School will enable Cheshire East children the ability to secure a place at their local school thus reducing the need to travel outside of the area which will reduce energy consumption.
- 8.10.2.** Cheshire East Council are very aware of their environmental education and stewardship role and are very interested in promoting sustainability in general.
- 8.10.3.** It is noted that the funding is for a capital project and not for the ongoing running costs. Therefore, as part of the detailed design process, the design team will be exploring how the expansion could be designed to minimise future running costs. Systems that save on energy consumption will be considered, particularly for electricity, with absence detection being the preferred lighting strategy.



Access to Information	
Contact Officer:	Joanne Prophet <a href="mailto:joanne.prophet@cheshireeast.gov.uk">joanne.prophet@cheshireeast.gov.uk</a>
Appendices:	Appendix 1 – Consultation Responses Appendix 2 – Equality Impact Assessment
Background Papers:	The DfE statutory guidance <a href="#">Making significant changes (prescribed alterations) to maintained schools</a> <a href="#">DSG Management Plan receive at Cabinet on 9 March 2021</a> <a href="#">SEND Local Offer including SEN Sufficiency statement</a>

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## Appendix 1: Consultation Responses

Response	Do you agree with the proposal to expand Springfield School from 170 to 250 places?	Your comments (if any):	Cheshire East Response to Concerns Raised
1	Yes	There is clearly identified urgent need for these places	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
2	Yes	This is desperately needed to accommodate children with additional needs especially catering to early years children	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
3	Yes	-	
4	Yes	The area is in desperate need of these places.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision..
5	Yes	There is high levels of demand for this and children in mainstream who urgently need specialist placements where none are available.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
6	Yes	More provision for children with complex needs is urgently required in this area. Children with a high level of need require the resources and teaching that Springfield provides. Families need to feel confident that the needs of their children can be met locally.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
7	Yes	As a school who has a primary Resource Provision for children with Autism we are experiencing a number of children who need more specialist provision than we can provide. Children with a high level of need are not able to access provision in specialist because there simply isn't enough places.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.

		I am strongly in favour of this much needed expansion.	
8	Yes	This is very much needed in this area	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
9	Yes	-	
10	Yes	-	
11	Yes	-	
12	Yes	-	
13	Yes	-	
14	Yes	-	
15	Yes	My child is starting secondary in September. County currently pays 35000 a year to take my child to a school out of county and will continue to do so if my appeal does not go through! This should have been done 5 years ago.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
16	Yes	-	
17	Yes	-	
18	Yes	-	
19	Yes	-	
20	Yes	My daughter was unable to get a place for September 2022. She will now have to wait until 2023.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
21	Yes	More places are required for special needs provision. There isn't enough places within Cheshire East and so	The council has an identified need for additional SEN placements across the borough. These additional places

		many children are missing out on their education and access to the curriculum.	would provide much needed accommodation at an Ofsted outstanding provision.
22	No View	Size of the school will also have an impact on students. My child ASD/ADHD struggles with large groups / class sizes / crowds. For him a smaller setting would always be preferable.	This concern is understood and fully appreciated and the proposed expansion of Springfield School is part of a wider programme to deliver additional specialist provision within Cheshire East.
23	Yes	-	
24	Yes	-	
25	Yes	-	
26	Yes	There is an ever increasing need for SEND provision and the expansion of Springfields will help to relieve some of that demand. It will mean that children who require a specialist provision will be able to access it faster and therefore progress.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
27	Yes	-	
28	Yes	As a parent of a child in need of a SEND school placement this expansion is definitely needed. As of yet my child is still waiting to be allocated a placement as his current mainstream school are unable to cope with his needs which has resulted in him attending school for less than one hour a day.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
29	Yes	Provision for children with special needs is paramount.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.

30	Yes	<p>My grandson is entering high school in September and is currently in special provision in Leek. Springfield School is over subscribed but would meet his needs.</p> <p>Stockport was the first school area identified for him. This makes no sense to me. Not withstanding the transport funding, this would limit his place in the local community, making him even more isolated. He lives within a 5 minute car ride from Springfield School or a thirty minute walk. I live within a twenty minute walk from the school and am retired so could have more time with him. I am informed the school is so outstanding that children come from out of Borough. This also seems senseless. As the school has excellent links with local colleges and employment opportunities my grandson could only benefit in the long term. He presently spends hours every week in a taxi.</p> <p>This is neither helpful to him or the environment.</p>	<p>This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.</p>
31	Yes	-	
32	Yes	<p>This expansion is so desperately needed as a huge number of children's needs across Cheshire East are currently not being met.</p>	<p>The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.</p>
33	Yes	-	
34	Yes	-	
35	Yes	-	
36	No	-	
37	Yes	-	
38	No	-	

39	No	This will significantly impact the teachers as they will have even larger classes than normal and as such the quality of education for the kids will be reduced, and the traffic and parking will be majorly impacted.	The new classrooms being provided by the proposed expansion will accommodate the additional children taken by the school thus not impacting on existing class sizes. Additional teaching staff and assistants will be employed to oversee the new classes. Traffic and car parking will be considered as part of the planning application process going forward.
40	Yes	-	
41	Yes	Children with complex additional needs should be able to access outstanding care and education in their own locality and not be expected to travel long distances. I totally support the expansion of Springfield's School.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
12	Yes	-	
43	Yes	-	
44	Yes	These local places are urgently needed	
45	Yes	As the local MP this proposal has my full support. My office and I are fully aware of the gap in SEND provision locally and believe expanding provision at Springfield School can only help improve the educational opportunities for local children, ease the pressure on their families and provide value for money for the taxpayer.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
46	Yes	-	
47	Yes	-	
48	Yes	There is a chronic shortage of local places and this will make a huge difference to some people's lives.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at

			benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
49	Yes	Definitely a good idea	
50	Yes	<p>It is clearly needed. Too many children who need a place in a Special School are either being sent to a school a long way away (Macclesfield or Leek), or required to stay in a mainstream school. Both these options can be detrimental to their education and wellbeing, and have huge impacts on their families, who are already under pressure. Mainstream schools may be an option for some pupils with learning disabilities, but they should not be expected to provide quality education to all students; when a child is wrongly placed, everyone suffers.</p> <p>Long bus journeys, with frequent stops for other pupils to board or alight, are not helpful - the children are tired and over-stressed before they even get to school. An autistic child arriving home after a full day at school, and two hours on a bus, is much more likely to struggle when they get home, making life so much more difficult for parents, carers and siblings. Some children are frail, and their physical health can be undermined by long hours on a draughty bus, with the back doors opening frequently for other students in wheelchairs to be taken off through the tail lift. Parents should have the option of choosing a school that is appropriate for their child within county, and within a reasonable distance.</p>	<p>This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.</p>
51	Yes	Know personally a child who has a recommendation for a place but none available. Good location for school and space around the buildings.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
52	Yes	-	



53	Yes	My son is currently waiting for a place at a special school but they are all full. We live in Shavington so Springfields is a great location for us. Macclesfield is too far for a 4 year old child to travel to school	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
54	Yes	-	
55	Yes	I have family friends whose children get shipped off all over in buses. It would be a joy to them and the children to know they were just round the corner. One in particular is in need of some attention and being on a bus is frightening and distressing.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
56	Yes	Children need to go to a school in their own area and not have to travel miles which takes hour or more. Detrimental to their wellbeing. A school closer helps the child and their family.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
57	Yes	I am a member of the local community & there is a need for this	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.

58	Yes	There is such a shortage of places in Special Needs schools in the area. Therefore, expanding this schools ability to offer more places for local children would make a tremendous improvement to these children and their families.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
59	Yes	-	
60	Yes	I have relative in this school and appreciate the need for more places in the local area.	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
61	Yes	There is great need for the expansion	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
62	Yes	Extra places are desperately needed in special schools so those who need it can get an education suited to their needs and are looked after appropriately. Sending them so far away on buses is detrimental in so many ways.	This proposal forms part of a wider council programme to provide more specialist in-borough SEN provision, a problem faced by most councils across the country due to demand for provision being considerably in excess of available specialist school placements. The council's ambition is aimed at benefiting the families and the children in order that the children remain within their communities and with reduced travel time which ultimately will also benefit the council's SEND budgetary position.
63	Yes	-	
64	Yes	Cheshire East & Crewe in particular needs further capacity as a matter of urgency	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.

65	Yes	Yes indeed!!! The places are needed asap	The council has an identified need for additional SEN placements across the borough. These additional places would provide much needed accommodation at an Ofsted outstanding provision.
66	No	With this expansion to increase student capacity, there is no detail given for traffic management and parking on the road "Old Crewe Green Road" which is often blocked by parents queuing in their cars alongside numerous school Minibuses parked on the road, sometimes preventing access to/from Mill Bridge Close difficult. In addition, on parents evening having lots of parked cars (owned by parents of students) on Old Crewe Green Road and Mill Bridge Close make access to residents homes difficult. As this is already an issue for residents of Mill Bridge Close, what plans or provisions will be made to handle the extra car and minibus traffic the increased capacity will cause? In addition, the school's car park is usually full during school days, so what plans will be made to handle car parking for the additional staff that I'm assuming be need to handle the increased student capacity?	Concerns about traffic and current parking concerns for local residents is understood and both matters will form a consideration as part of the planning application process which will follow in due course. The planned works at the school will provide additional parking to mitigate the needs of additional staff/pupils as a result of the expansion and ensuring that suitable arrangements are in place at the start and end of the day when traffic issues are most common.
67	Yes	-	

68	No	<p>There is no doubt that Springfield School provides an excellent and valuable service. However, the long-standing problems regarding parking issues on the access road continue to be ignored, both by the school and by the council. As a resident of Mill Bridge Close, I have witnessed on a daily basis a complete disregard for the safety of other road users by the minibuses (many of which are contracted to, or provided by, Cheshire East) who collect the children mid-afternoon. This is worsened by some parents who also take the view that there is an automatic right to park and wait where they choose. The attitude of some drivers seems to be that they can obstruct where they like on the basis that they are providing a service to a special needs school, and this situation will only get worse rather than better with an increase in school placements. Already there are instances of buses protruding onto the main Crewe Road, and waiting there for some time. I do not accept that there is an automatic right to ignore road safety legislation simply because of the school's circumstances, and an increase in child places will undoubtedly compromise the situation even further. Do we have to wait until there is a serious accident before someone will take notice? There is also a public children's playground on the corner of Mill Bridge Close, and the very restricted views</p>	<p>Concerns about traffic and current parking concerns for local residents is understood and both matters will form a consideration as part of the planning application process which will follow in due course. The planned works at the school will provide additional parking to mitigate the needs of additional staff/pupils as a result of the expansion and ensuring that suitable arrangements are in place at the start and end of the day when traffic issues are most common.</p>
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Equality impact assessment is a legal requirement for all strategies, plans, functions, policies, procedures and services under the Equalities Act 2010. We are also legally required to publish assessments.

### Section 1: Description

Department	Children and Families		Lead officer responsible for assessment		Mark Bayley	
Service	School Organisation		Other members of team undertaking assessment		Val Simons	
Date	May 2022		Version		1	
Type of document (mark as appropriate)	Strategy ✓	Plan	Function	Policy ✓	Procedure	Service
Is this a new/existing/revision of an existing document (mark as appropriate)	New ✓		Existing		Revision	
<p>Title and subject of the impact assessment (include a brief description of the aims, outcomes, operational issues as appropriate and how it fits in with the wider aims of the organisation)</p> <p>Please attach a copy of the strategy/plan/function/policy/procedure/service</p>	<p><b>Decision on the proposed expansion of Springfield School from 170 places to 250 school places for implementation September 2023.</b></p> <ul style="list-style-type: none"> <li>The local authority must comply with statutory requirements as set out in The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.</li> <li>Undertake a consultation and decision-making process as set out in the guidance 'Making significant changes (prescribed alterations) to maintained schools' which came into force October 2018.</li> </ul> <p>The aims, objectives and outcomes of this proposal are in line with:</p> <ul style="list-style-type: none"> <li>Children and Young people with Special Education Needs and or Disabilities Joint Strategy</li> <li>Sufficiency Statement for Children and young people with Special Educational Needs</li> </ul>					

<b>Who are the main stakeholders?</b> (e.g., general public, employees, Councillors, partners, specific audiences)	<ul style="list-style-type: none"> <li>• Children and young people with special educational needs and/or disabilities (SEND).</li> <li>• Parents and carers.</li> </ul>
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## Section 2: Initial screening

<b>Who is affected?</b> (This may or may not include the stakeholders listed above)	<ul style="list-style-type: none"> <li>• Children and young people with special educational needs and/or disabilities (SEND).</li> <li>• Parents and carers.</li> </ul>
<b>Who is intended to benefit and how?</b>	<p>Children and young people with special educational needs and/or disabilities (SEND) and their parents and carers in Cheshire East.</p> <p>Springfield Special School is the only school in the south of the borough providing for children and young people with severe learning difficulties (SLD) and profound and multiple learning difficulties (PMLD). The next nearest school providing similar provision in Cheshire East is Park Lane, Macclesfield which is over 15 miles away.</p> <p>Providing additional specialist provision in this part of the borough will make better use of resources and provide more choice for families, reduce journey times for pupils and support pupils to be part of their local community.</p>
<b>Could there be a different impact or outcome for some groups?</b>	<p>This proposal will have a positive impact for members of the local community.</p> <p>The headteacher and governors of Springfield School are fully supportive of the proposal to expand, and the school are very much part of the local community making some of their facilities for use by the public such as the hydrotherapy pool and some of the facilities within their sports barn.</p>
<b>Does it include making decisions based on individual characteristics, needs or circumstances?</b>	Any decision on the proposal will not be based on any individual characteristics, needs or circumstances.

<b>Are relations between different groups or communities likely to be affected? (e.g., will it favour one particular group or deny opportunities for others?)</b>			Relations between different groups or communities are not likely to be affected but as the additional places are aimed only at children and young people with special educational needs and / or disabilities the places will not benefit able bodied children and young people.  However, able bodied children and young people do benefit from the school making some of their facilities available to the general public.								
<b>Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have enough evidence to prove otherwise?)</b>			A public notice was published on 2 March 2022. A 4-week representation period ran from 2 March 2022 to 30 March 2022. Key stakeholders were invited to feedback their views in support of or to oppose the proposal.  Responses received during the representation period were collated and will be presented in a report to the Children and Families Committee at a meeting to be held on 23 May 2022.								
<b>Is there an actual or potential negative impact on these specific characteristics? (Please tick)</b>											
Age	Y ✓	N	Marriage & civil partnership	Y	N ✓	Religion & belief	Y	N ✓	Carers	Y ✓	N
Disability	Y ✓	N	Pregnancy & maternity	Y	N ✓	Sex	Y	N ✓	Socio-economic status	Y ✓	N
Gender reassignment	Y	N ✓	Race	Y	N ✓	Sexual orientation	Y	N ✓			
<b>What evidence do you have to support your findings? (Quantitative and qualitative) Please provide additional information that you wish to include as appendices to this document, i.e., graphs, tables, charts</b>										<b>Consultation/involvement carried out</b>	
										Yes	No

<b>Age</b>	This will positively impact on the number of school places available for young children and young people with special educational needs between the ages of 4 -19.	✓	
<b>Disability</b>	The proposal will have a positive impact on children and young people with SEND because the provision of additional places will overall provide sufficient places closer to person's place of residence. The proposal will also offer greater parental choice for those families with caring responsibilities for household members with a disability.	✓	
<b>Gender reassignment</b>	Places are allocated at the school based on the individual assessment of the child's or young person's needs and this does not allow for discrimination in this respect.	✓	
<b>Marriage &amp; civil partnership</b>	Places are allocated at the school based on the individual assessment of the child's or young person's needs and all applications are considered on an equal basis without reference to the marital status of the parent/carer.	✓	
<b>Pregnancy &amp; maternity</b>	Places are allocated at the school based on the individual assessment of the child's or young person's needs and all applications are considered on an equal basis without reference to the status of the parent/carer.	✓	
<b>Race</b>	Places are allocated based on the individual assessment of the child's or young person's needs and the local authority has no reason to believe that any proposed expansion of the school would result in an overall change to the current demographics.	✓	
<b>Religion &amp; belief</b>	Places are allocated based on the individual assessment of the child's or young person's needs and religion and belief do not form part of the allocation and all applications will be considered on an equal basis irrespective of religious belief.	✓	
<b>Sex</b>	Places are allocated based on the individual assessment of the child's or young person's needs and the local authority has no reason to believe that any proposed expansion of the school would result in an overall change to the current demographics.	✓	



<b>Sexual orientation</b>	Places are allocated at the school based on the individual assessment of the child's or young person's needs and this does not allow for discrimination in this respect.	<b>✓</b>	
<b>Carers</b>	The proposal will have a positive impact on parents and carers of children and young people with SEND, and will offer greater parental choice.	<b>✓</b>	
<b>Socio-economic status</b>	It is considered that the proposal will have a positive impact on those children/young people included in this group as the proposal, if agreed, will provide more places locally for local families.	<b>✓</b>	
<b>Proceed to full impact assessment? (Please tick)</b>	<b>Yes</b>	<b>No</b> <b>✓</b>	<b>Date 2 March 2022</b>

If yes, please proceed to Section 3. If no, please publish the initial screening as part of the suite of documents relating to this issue

### Section 3: Identifying impacts and evidence

This section identifies if there are impacts on equality, diversity and cohesion, what evidence there is to support the conclusion and what further action is needed

<b>Protected characteristics</b>	<b>Is the policy (function etc....) likely to have an adverse impact on any of the groups?</b>  Please include evidence (qualitative & quantitative) and consultations	<b>Are there any positive impacts of the policy (function etc....) on any of the groups?</b>  Please include evidence (qualitative & quantitative) and consultations	<b>Please rate the impact taking into account any measures already in place to reduce the impacts identified</b> <b>High:</b> Significant potential impact; history of complaints; no mitigating measures in place; need for consultation <b>Medium:</b> Some potential impact; some mitigating measures in place, lack of evidence to show effectiveness of measures <b>Low:</b> Little/no identified impacts; heavily legislation-led; limited public facing aspect	<b>Further action</b> (only an outline needs to be included here. A full action plan can be included at Section 4)
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Age				
Disability				
Gender reassignment				
Marriage & civil partnership				
Pregnancy and maternity				
Race				
Religion & belief				
Sex				
Sexual orientation				
Carers				
Socio-economics				
Is this project due to be carried out wholly or partly by contractors? If yes, please indicate how you have ensured that the partner organisation complies with equality legislation (e.g. tendering, awards process, contract, monitoring and performance measures)				

**Section 4: Review and conclusion**

<b>Summary: provide a brief overview including impact, changes, improvement, any gaps in evidence and additional data that is needed</b>			
<b>Specific actions to be taken to reduce, justify or remove any adverse impacts</b>	<b>How will this be monitored?</b>	<b>Officer responsible</b>	<b>Target date</b>
<b>When will this assessment be reviewed?</b>			
<b>Are there any additional assessments that need to be undertaken in relation to this assessment?</b>			
<b>Lead officer signoff</b>	Val Simons	<b>Date</b>	3 May 2022
<b>Head of service signoff</b>	Mark Bayley	<b>Date</b>	3 May 2022

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*Working for a brighter future together*

## **Children and Families Committee**

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**Date of Meeting:** 23 May 2022

**Report Title:** School Organisation: Academisation of Schools:  
**Oakfield Lodge School** (Pupil Referral Unit)

**Report of:** Deborah Woodcock, Executive Director of  
Children's Services

**Report Reference No:** CF/47/22-23

**Ward(s) Affected:** All Wards

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### **1. Purpose of the Report**

- 1.1 This report sets out the arrangements in place to support the intended academy conversion of Oakfield Lodge School to become part of the Manor Hall Academy Trust. The report provides the necessary assurances to enable committee to consider their support for the conversion and provide delegated authority to enable the conversion to take place.

### **2. Executive Summary**

- 2.1 This report relates to the conversion of Oakfield Lodge School to an academy which, in accordance with the decision taken at Children and Families Committee on 12 July 2021 (see appendix 1) is being referred to the committee for approval. There are third-party interests in land which form the school's site and the resulting land transactions and this therefore falls outside the officer delegations. This school is our only pupil referral unit and supports some of our most vulnerable pupils who have been excluded from school, a number of whom are open to social care. It was therefore felt appropriate for committee to be engaged in this decision making process.

### **3. Recommendations**

That the committee:

- 3.1 Supports that Oakfield Lodge School, Warmingham Road, Crewe, Cheshire, CW1 4PP will convert to academy status on or after 1 September 2022 as per the Department for Education (DfE) Academy Order dated 16 September 2021 (see appendix 2).
- 3.2 Supports that Oakfield Lodge School joins the Manor Hall Academy Trust which currently consists of 12 schools.
- 3.3 Authorises the completion of a Commercial Transfer Agreement to the Manor Hall Academy Trust and the management committee of Oakfield Lodge School relating to the transfer of all staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006, and assets to the trust.
- 3.4 Authorises the Executive Director of Children's Services in consultation with Chief Finance Officer and Monitoring Officer to take all steps necessary to agree and execute the Commercial Transfer Agreement.
- 3.5 Authorises the grant and completion of all transactions in relation to land as are necessary in order to facilitate the conversion, including (but not limited to) the grant and completion of a lease to the Manor Hall Academy Trust for 125 years substantially in the form of the model lease produced by DfE at a peppercorn rent.
- 3.6 Authorises the Executive Director of Place and Director of Finance and Customer Services to take the steps necessary to agree the required transactions in relation to land to enable the transfer, in line with the agreed heads of terms.
- 3.7 Notes that the Chief Finance Officer has authority to take all steps necessary to agree, transfer and adjust relevant budgets and allocate balances in accordance with Department for Education Guidance.

#### **4. Reasons for Recommendation**

The contextual background and history to Oakfield Lodge School is outlined below:

- 4.1 Oakfield Lodge School is a 60 place pupil referral unit which provides educational support for pupils who have been or are at risk of permanent exclusion. The school is currently a local authority maintained school. The school site plans are included as appendix 3. The school currently shares the site with a separate provider which supports vulnerable primary aged pupils. This element of the site will be retained by the council and is shown edged blue on the plan.
- 4.2 Oakfield Lodge School was judged inadequate by Ofsted in January 2014. The school has made improvements and was judged requires improvement in

March 2016 and September 2018. The school currently remains requires improvement.

- 4.3 However, in June 2021, an Ofsted monitoring visit reported that:

*Leaders and governors have made effective use of the support available to strengthen senior leadership. They have worked closely with the local authority and a multi-academy trust. Leaders have also consulted with colleagues from other mainstream schools and pupil referral units to broaden the curriculum offer.*

- 4.4 Oakfield Lodge School has been located in a range of temporary (unsatisfactory) buildings. In December 2019, the school moved into a new purpose-built accommodation with a capital investment of £2.4 million on Warmingham Road, Crewe. The funding for this was mainly through Department of Education capital grants with a contribution from S106 funding.
- 4.5 The move to the new build saw the school vacate their temporary accommodation (known as 'The Stables') which was on the same site of the new build. This resulted in 'The Stables' being available to the council for alternative education use.
- 4.6 Following consultation, the vacated buildings were leased to the Youth Engagement Schools Trust (YES). Condition funding from the Department of Education was used to improve the buildings. Inadequate mobile classrooms were removed. The provision now operates from this site with further work needed to finalise formal lease arrangements with the YES Trust. As the lease is for land that the local authority will retain this will not impact on the conversion.
- 4.7 Oakfield Lodge School proposes to join Manor Hall Academy Trust which already incorporates 12 schools. This trust is a specialist trust for schools supporting pupils with social, emotional, and mental health needs. Two Cheshire East special schools are already supported by this trust and there are other pupil referral units within the trust which will further develop best practice at Oakfield Lodge School.
- 4.8 Oakfield Lodge School is already an 'Associate Member' of the Manor Hall Academy Trust which involves the school having formal support mechanisms from the trust in advance of full academisation.

## **5. Other Options Considered**

- 5.1 To do nothing and continue to maintain the school. If this option is considered then the Secretary of State has the power to make the transfer under the Academies Act 2010 and this would be legally binding on the authority.

- 5.2 To actively oppose the conversion of the school which would require a legal challenge to the secretary of state academy order and the Secretary of State has the power to make the transfer under the Academies Act 2010 and this would be legally binding on the authority.

## **6. Background Information**

- 6.1 The Academies Act 2010 empowered the Secretary of State for Education to create academies through Academy Orders.
- 6.2 Oakfield Lodge School is a pupil referral unit, and an Academy Order for the school to convert was granted dated 16 September 2021 – see appendix 2.
- 6.3 Oakfield Lodge School is our only pupil referral unit. Following conversion we will continue to commission places through the same arrangements that currently exist. The demand for places will be assessed as part of our sufficiency statement that will be updated in the Autumn.
- 6.3 The specific land interests at Oakfield Lodge School are outlined below. The following information sets out the actions to be taken to ensure compliance in this conversion and to protect the council's interests.

Property position pre-conversion:

This is a maintained school and as such the building and land comprising the school site are in the freehold ownership of Cheshire East Council.

As set out in paragraphs 4.5 and 4.6, Oakfield Lodge School and YES trust provision currently co-exist on the same site. They have a shared access and egress arrangement utilising separated entrances and exits and share the same foul water system.

- 6.4 To accomplish the conversion and protect the council's interests, legal documentation will be put in place as follows:

To facilitate conversion the council is entering into a 125-year lease in the standard form required by the DfE with the trust.

The lease is a full repairing and insuring lease, ensuring that responsibilities are transferred to the trust.

Oakfield Lodge and the YES trust co-exist on the site and a separate lease is in the process of being granted, to ensure that both schools have separate independent access arrangements and both schools are separately responsible for the financial costs and utility services with both schools having a clearly defined boundary.



- 6.5. The council is the residual employer of all staff. The council's standard Commercial Transfer Agreement (CTA) is being entered into by the council, governing body and academy trust as per guidance given by the Department for Education (DfE).

## **7. Implications of the Recommendations**

### **7.1 Legal**

- 7.1.1 The council is obliged under the Academies Act 2010 to cease maintaining a school on the date it opens as an academy. This report sets out the implications if the council fails to cooperate and enter into a lease and CTA.
- 7.1.2 Under the DfE "Land Transfer Advice" note dated 2013 the council should ensure that arrangements are in place to secure the continued use of the land when maintained schools transfer to academy status. It is therefore necessary to make arrangements to transfer the land and buildings to the trust. As the proposed conversion date is 1 September 2022 it is necessary for the lease to be entered into prior to the end of the summer term as the DfE will require confirmation that the lease has been entered into prior to the conversion date.
- 7.1.3 As Oakfield Lodge School is a maintained school, the council are currently responsible for the maintenance of all the buildings, grounds and for the payment of all utility services following the conversion of the school all liabilities will be transferred to the school under the 125 year lease.
- 7.1.4 It is noted that there are shared facilities between the two school sites, it will be therefore necessary to ensure that arrangements are detailed in both leases for the shared responsibility of maintenance, repair, and cost of the facilities. In order to avoid any future complications it will need to be clear within the documentation as to what proportion each property will be responsible for to ensure that the council's liabilities are reduced in future.
- 7.1.5 The Commercial Transfer Agreement (CTA) is negotiated and drafted by legal services and the council's CTA is closely aligned to the DfE standard template. The CTA transfers the council's non-land assets, including contracts, IT, and staff, to the academy.

### **7.2 Finance**

- 7.2.1 The academy will be responsible for all outgoings related to the land to include public liability and premises insurances or participation in the DfE Risk Protection Arrangement, and repairs / maintenance.

The council will retain a landlord role, but the leases will contain provisions for recovering costs for approvals required under the terms of the leases e.g., for alterations.

- 7.2.2 The council has 60 places at the PRU costing £1.4m per annum for place and pupil (top up) funding. This remains unchanged and post conversion these places will appear on the Council's annual high needs place change return to the DfE.
- 7.2.3 The trust will receive its place funding direct from the DfE. This will form a deduction to Cheshire East's High Needs Dedicated School Grant allocation in due course which will be equivalent to the allocation currently made to the school so have a net nil impact on our high needs funding block. The funding for each pupil will continue to be paid from Cheshire East's high needs allocation. Again net nil impact.
- 7.2.4 The school may decide to purchase services through the academy trust that are currently purchased from the local authority as this may provide efficiencies to them. A review is being commissioned to look at the implications that academy conversions has on services that are currently funded through school buy back arrangements.
- 7.2.5 The Commercial Transfer Agreement (CTA) includes standardised text that confirms the council remains liable for any pre conversion costs and the academy is responsible for post conversion costs. It must be noted that any cash balance or local bank account balance remains the property of the council (excluding any local school funds).
- 7.2.6 The finance service has to complete a "final balance" calculation for each conversion to ensure all costs and funding are correctly allocated. This can be complex, and it must be agreed with the school within four months of conversion.
- 7.2.7 The results of the spring term 2022 finance visit and 2020/21 outturn show that the school had a surplus carry forward of £316,518 as at 31 March 2021. The school are forecasting a surplus for 2021/22 of £337,417 and the school is forecasting to remain in surplus for the next two years 2022/23 and 2023/24. There are no issues with any current deficit balances, loans, or leases with this school. The service is satisfied that the recommended option is supportable. As of 6 May 2022, the draft outturn figures do not look significantly different.

### **7.3 Policy**

- 7.3.1 The implementation of academy conversion is undertaken in accordance with national legislation as per the various Education Acts as referred to earlier in this report.

#### **7.4 Equality**

- 7.4.1 The academies conversion programme is a central government policy. The local authority will continue to commission places from the school. Positive relationships will remain with the school and headteacher on a wide variety of educational themes post conversion.

#### **7.5 Human Resources (HR)**

- 7.5.1 The council employees in respect of the school will transfer from the council to the academy under TUPE regulations. The school uses the dedicated local authority HR service for schools who advise on human resource implications to ensure all statutory requirements are met.
- 7.5.2 In addition, members of staff at the school will transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 to the trust under a Commercial Transfer Agreement (CTA).
- 7.5.3 The statutory TUPE consultation has been completed. This has been managed and co-ordinated by the council's HR Team. There has been on-going consultation with staff from Oakfield Lodge School and formal TUPE consultation meetings with the unions occurred on 13 October 2021.

#### **7.6 Risk Management**

- 7.6.1 The management of risk is governed by the structured legislative process which is followed; this ensures due diligence is undertaken at all stages. The council is required to take all reasonable steps to facilitate the conversion and then "cease to maintain" the school.
- 7.6.2 All parties are kept regularly informed of progress to ensure any concerns are picked up and resolved at the earliest opportunity to keep the conversation on track. Given the complex land transactions additional meetings have been put in place with the school to work through the complexities.

#### **7.7 Rural Communities**

- 7.7.1 There are no direct implications for rural communities

#### **7.8 Children and Young People/Cared for Children**

**7.8.1** This school is our only pupil referral unit and supports some of our most vulnerable pupils who have been excluded from school, a number of whom are open to social care. The conversion to a trust that is a specialist trust for schools supporting pupils with social, emotional, and mental health needs will enable Oakfield Lodge School to learn and share best practice which will lead to further improvements to meet the complex needs of many of their pupils. Two Cheshire East special schools are already supported by this trust and the local authority already has a good relationship with the Manor Hall Academy Trust.

## **7.9 Public Health**

7.9.1 There are no direct implications for public health.

## **7.10 Climate Change**

7.10.1 There are no direct implications for climate change.

<b>Access to Information</b>	
Contact Officer:	Mark Bayley Head of Service – Infrastructure and Outcomes <a href="mailto:mark.bayley@cheshireeast.gov.uk">mark.bayley@cheshireeast.gov.uk</a>
Appendices:	Appendix 1 – Previously agreed Committee approval on Avademy Conversions Appendix 2 – Academy order for Oakfield Lodge Appendix 3 – Oakfield Lodge Academy Lease Plan
Background Papers:	<a href="https://www.gov.uk/government/collections/convert-to-an-academy-documents-for-schools">https://www.gov.uk/government/collections/convert-to-an-academy-documents-for-schools</a>



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## **Children and Families Committee**

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**Date of Meeting:** 23 May 2022

**Report Title:** School Organisation: Academisation of Schools:  
**Forward Plan**

**Report of:** Deborah Woodcock, Executive Director of Children's Services

**Report Reference No:** CF/02/22-23

**Ward(s) Affected:** All

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### **1. Purpose of the report**

- 1.1 This report is presented to committee to allow committee members to be informed of schools across the borough who are seeking to move to academy status and join a multi-academy trust. The forward plan indicates where committee approval is required or where it will be progressed through delegated authority.

### **2. Executive Summary**

- 2.1 At the Children and Families Committee meeting on 12 July 2021, committee approved the delegation, with certain exemptions, for current and future conversions including academy leases and commercial transfer agreements jointly to the Executive Director of Children's Services and the Executive Director of Place. Where exemptions apply delegation is not applicable and a full report would be presented to committee.
- 2.2 It was proposed that committee would receive a forward plan at each meeting highlighting conversions due to take place and confirmation of the conversions that have taken place so that committee is fully informed and can review the academisation process. The forward plan has not been to the last two committees due to the size of the agenda and the number of key decisions being taken at these meetings, however, this will be included on the forward plan for all meetings going forward.

- 2.3 A summary report (Appendix 1) provides an update for committee on those schools which have or are planning to convert to an academy. Note that in most cases, schools converting to an academy will be required to join an existing multi-academy trust.

### **3. Recommendations**

- 3.1 That the committee receives and notes the summary table (Appendix 1) showing the status of academy conversions across Cheshire East schools.

### **4. Reasons for Recommendation**

- 4.1 The committee has asked to receive a forward plan highlighting conversions due to take place and confirmation of the conversions that have taken place.

### **5. Other Options Considered**

- 5.1 The option to not inform committee of academy approvals is not considered as the agreement to do so was a committee decision. The inclusion of a forward plan of pending conversions allows committee members to be kept aware of future changes.

### **6. Background**

- 6.1 At the Children and Families Committee meeting in July 2021, committee agreed the delegation for academy conversions as below:

- 6.1.1 The Executive Director of Children's Services, in consultation with the Chief Finance Officer and Monitoring Officer, has authority to take all steps necessary to agree and execute the commercial transfer agreement, novation of third-party contracts, shared use agreements/ facilities access agreements, staffing and information transfer.

- 6.1.2 The Executive Director of Place in consultation with Chief Finance Officer and Monitoring Officer to take all steps necessary to agree and execute any transactions in relation to land, facilities or shared use agreements.

- 6.1.3 No delegation may be exercised to execute any agreement as set out above where:
- The school has a deficit of £100k or there is any significant impact on the Medium Term Financial Strategy
  - There are substantive third-party land interests.
  - Any public funds are to be reclaimed under section (land contributions)
  - Any current or proposed legal claim has been identified where an indemnity is sought against Cheshire East Council on any matter.

- 6.2 This report presents the status of a range of recent and future conversions so that committee are kept aware of ongoing work in this area. It should be noted that proposed conversion dates can be delayed for a variety of reasons.

## **7. Consultation and Engagement**

- 7.1 Appropriate consultation and engagement takes place as part of the academy process with both staff and the local community.

## **8. Implications**

### **8.1 Legal**

- 8.1.1 All legal requirements are undertaken and approved ahead of any academy conversion.

### **8.2 Finance**

- 8.2.1 All financial requirements are undertaken and approved ahead of any academy conversion.

### **8.3 Policy**

- 8.3.1 The implementation of academy conversion is undertaken in accordance with national legislation as per the various Education Acts.

### **8.4 Equality**

- 8.4.1 Not applicable for this report summary.

### **8.5 Human Resources**

- 8.5.1 All HR requirements (mainly relating to TUPE arrangements) are undertaken and approved ahead of any academy conversion.

### **8.6 Risk Management**

- 8.6.1 All associated risks are considered by legal, finance and HR as part of managing the academy conversion process.
- 8.6.2 The implications of the roll out of Unit 4/ ERP administrative/ transactional system have increased levels of risk due to the requirement to establish a new payroll process as part of the transition to academy status. This has generated some delays in conversion dates due to associated services having the capacity to build payroll structures ready for conversion.

### **8.7 Rural Communities**

- 8.7.1 Not applicable for this report summary.

### **8.8 Children and Young People/Cared for Children**

- 8.8.1 There is scrutiny of multi-academy trusts by the Regional Schools Commissioner to ensure they have capacity to adopt the school, therefore, assuring that the school joins a strong trust that can ensure outcomes for children and young people continue to improve.

## 8.9 Public Health

8.9.1 There are no direct implications for public health.

## 8.10 Climate Change

8.10.1 There are no direct implications for climate change.

Access to Information	
Contact Officer:	Mark Bayley Head of Service – Infrastructure and Outcomes <a href="mailto:mark.bayley@cheshireeast.gov.uk">mark.bayley@cheshireeast.gov.uk</a>
Background Papers:	<a href="#">Convert to an academy: documents for schools</a>  <a href="#">Academisation of Schools Report to Children and Families Committee on 12 July 2021</a>



## APPENDIX 1:

### Children and Families Committee: School Academisation – Forward Plan

Date of Meeting: 23 May 2022

The following table will be updated ahead of Children and Families Committee meetings as required to provide the latest position on current/forthcoming school academy conversions. Conversions included within the table are from the date of the commencement of the council committee system which commenced in July 2021.

Green – completed.

Amber – in progress

Yellow – initial discussions taking place

NOR: Numbers of Pupils on Roll (2021 census)

School	Phase	Status	Core School information	Proposed (P) & Actual (A) Conversion Dates	Commentary
Bosley CofE	Primary	Diocese of Chester:	NoR:35 Macclesfield - rural school. Ofsted: 2016: Good	A: 1 September 2021	Converted on time following approval at July 2021 Children and Families Committee.
Audlem St James'	Primary	Diocese of Chester:	NoR:187 Nantwich - rural school. Ofsted: 2018: Good	P: 1 November 2021 A: 1 December 2021	Converted following approval at Children and Families Committee meeting in October 2021
Middlewich High	Secondary	Community Maintained	NoR:705 Middlewich Ofsted: 2019: Good Leisure Centre on site.	P: 1 November 2021 A: 1 December 2021	Converted following approval at Children and Families Committee meeting in October 2021
Christ the King	Primary	Joint Diocesan: Chester & Shrewsbury Diocese.	NoR:87 Macclesfield Ofsted: 2018: Inadequate	P: 1 November 2021 A: 1 April 2022	No requirement to be considered by committee. Significant work required to agree suitable trust with both Diocesan.
Elworth Hall School	Primary	Community Maintained	NoR:201 Sandbach Ofsted: 2022: Requires Improvement	A: 1 April 2022	No requirement to be considered by committee.
Oakfield Lodge	Secondary	Pupil Referral Unit (those at risk or have been permanently excluded)	NoR:60 Crewe Ofsted: July 2021: Requires Improvement	P: 1 February 2022 A: 1 July 2022	Expected conversion now planned for 1 July 2022. Paper will be brought to committee for consideration.
Wilmslow Group of schools: <i>Proposing to all convert into a multi-academy trust at same time. schools outlined below:</i>	1x Secondary 4 x Primary			P: To be confirmed	Ongoing discussions taking place with schools – will be brought to future committee for consideration.

Wilmslow High School	Secondary	Community Maintained	NoR:2130 Wilmslow Ofsted: 2019: Good Significant build programme currently in programme		
Styal	Primary	Community Maintained	NoR:119 Wilmslow Ofsted: 2018: Good Land ownership: National Trust		
Alderley Edge	Primary	Community Maintained	NoR:203 Wilmslow Ofsted: 2014: Outstanding		
Ashdene	Primary	Community Maintained	NoR:419 Wilmslow Ofsted: 2019: Outstanding		
Lindow	Primary	Community Maintained	NoR:210 Wilmslow Ofsted: 2018: Good		



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## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Participation in Department for Education, Delivering Better Value Programme
<b>Report of:</b>	Deborah Woodcock, Executive Director of Children's Services
<b>Report Reference No:</b>	CF/09/22-23
<b>Ward(s) Affected:</b>	All wards

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### **1. Purpose of Report**

- 1.1. This report provides a briefing on the invitation Cheshire East has received to participate in the Department for Education Delivering Better Value programme.

### **2. Executive Summary**

- 2.1. The government is making an unprecedented level of investment in high needs funding with revenue funding increasing by more than 40% between 2019-2020 and 2022-2023. However, nationally spending is still outstripping funding. Two thirds of local authorities have deficits in their dedicated schools grant budget as a result of high needs cost pressures. By the end of 2020-2021 the national deficit was over £1 billion. This would equate to an average deficit across 128 authorities of £7.813M, or an average across the two thirds that have a deficit of £11.765M. Cheshire East had a deficit of £9.999M as at 31 March 2021.
- 2.2. Cheshire East has been invited to be part of the Delivering Better Value (DBV) programme that was announced by the Department for Education (DfE) in February this year. The DBV programme is designed to provide dedicated support and funding to help 55 local authorities with substantial deficit issues in their high needs block of the dedicated schools grant (DSG) to reform their high needs systems, with the aim to put more local authorities on a more sustainable footing so that they are better placed to respond to the

forthcoming special educational needs and/or disabilities (SEND) reforms. There is currently £85m allocated to this programme. A further 14 authorities with more severe deficits are engaged in the Safety Valve project which involves contractual arrangements with the DfE.

- 2.3. Senior officers met with the DfE recently and it was emphasised that participation in the programme is voluntary. There was emphasis on this being an enabling and supportive programme with strong focus on the mutual learning across the wider system. However, it should be noted that there was a clear indication that local authorities could be asked to move from the DBV programme to the safety valve programme, which is mandatory, although this would not happen in this year.
- 2.4. The first 20 of the 55 will start in June of this year and the others will then be scheduled in.
- 2.5. The high needs block is one strand of the dedicated schools grant (DSG). This element of the DSG is primarily spent on securing suitable school and post 16 provision for children and young people in line with the 2014 code of practice.

### **3. Recommendations**

- 3.1. The Children and Families Committee is asked to:
- 3.2. Note the invitation to participate in the programme and the chronology in relation to our high needs budget and the potential to start engagement in the programme from June 2022.
- 3.3. Note that under Chapter 2 – Part 5 of the council's Constitution, at paragraph 52, the Executive Director (Children's Services) is given delegated power to take any decisions in relation to this area of the council's operations and services.

### **4. Reasons for Recommendations**

- 4.1. The council already has a significant deficit and whilst a proactive approach has already been adopted through the high needs management plan which was approved by Cabinet in March 2021 this still forecasts a significant high needs deficit.
- 4.2. The DBV programme will complement the safety valve intervention programme by providing dedicated support and funding to help 55 local authorities with substantial, but less severe, deficit issues to reform their high needs systems.
- 4.3. In addition, the DfE's aim is to put more local authorities on a more sustainable footing so that they are better placed to respond to the SEND

review reforms. Cheshire East has been selected as one of the local authorities to be invited to take part in the programme.

- 4.4. For 2020/21 the council's DSG deficit was £9.999m compared to high needs funding of £39.6m.

## 5. Other Options Considered

- 5.1. A decision could be taken not to participate in the programme, but the council would need to be mindful of the significant High Needs deficit and that this would possibly trigger an invitation to the safety value programme next year which would be mandatory and contractual. In addition, the council would not be able to benefit from the additional resource and learning that is attached to the DBV programme.

## 6. Background

### Chronology

- 6.1. The following sets out the chronology in relation to the high needs budget and the reporting and actions that have been taken to date.

2014 September	Statutory guidance issued in the SEND code of practice: 0 to 25 years bringing in significant changes and reforms to the support to be provided by the local area to children with special education needs.
2016 – 2019	High Needs funding in Cheshire East increased by £1m in absolute terms while education health and care plans (EHCPs) increase by 25%. In per EHCP terms funding dropped by over 16% during this time.
2018 March	CQC/Ofsted inspection identified a number of strengths in our SEND arrangements, but these were undermined by two key areas of significant weakness. A written statement of action was required.
2018 April	High needs national funding formula introduced with 50% determined by previous legacy allocations.
2018 August	Joint Written Statement of Action (Clinical Commissioning Group (CCG) and local authority) setting out actions to address weaknesses approved.
2018 – 2021	DfE/CQC monitoring of improvements
2019 September	New major review into support for Children with SEND launched by DfE
2020 February	Cabinet receives the Schools Funding Formula report highlighting the refusal of the Schools Forum to contribute to high needs pressure and that a dis-application has been made to the DfE – which was declined.
2020 March	Cheshire East DSG Reserve goes into deficit position of -£2.6m having reduced from +£3.4m in 2016/17.

2020 April	A national accountancy Override approach introduced by Ministry of Housing, Communities & Local Government (MHCLG) (now Department for Levelling Up, Housing and Communities (DLUHC)) to address national high needs budget issues.
2020 June	The -£2.6m deficit DSG Reserve forms part of the 2019/20 Outturn Report to Cabinet.
2020 Autumn	The DfE launch a DSG Management Plan format to assist presentation of the issues. This is a voluntary template for local authorities to use but would be required for discussing dis-application requests and higher DSG deficits. The council developed a local template based on the DfE model that allowed a number of technical issues around high needs funding to be addressed.
2020 October	The council's 2020/21 mid-year review is reported to cabinet setting out the expectation the DSG reserve deficit will increase to -£5.1m
2020 November	The deficit DSG reserve is reported as part of the council's Statement of Accounts for 2019/20.
2021 February	The council's 2020/21 third quarter review is reported to Cabinet setting out the expectation the DSG reserve deficit will increase to -£7.6m
2021 February	Cabinet receive the Schools Funding Formula report highlighting that a dis-application has been made to the DfE, to request a transfer of £1M from the schools block to the high needs block – which was declined.
2021 March	Cabinet approves the DSG Management Plan 2021/22 to 2024/25.
2021 April	The Cheshire East DSG Management Plan is shared with the DfE and formed the basis for a series of meetings in 2021. The DfE provided minor feedback as we had addressed most of their concerns in the draft plan.
2021 March	DfE launches Safety Value programme starts with 5 local authorities with the highest dedicated school grant deficits in 2020/2021.
2021 May	CQC/Ofsted SEND revisit found that the two areas of weakness in the previous inspection had been addressed and monitoring is no longer required.
2021 June	Schools Forum receive an update on the DSG Management Plan
2021 September	Finance Sub-Committee receive 2020/21 Outturn reporting setting out DSG Reserve position as -£10m.
2021 November	CLT receive an update on DSG Management Plan v2. CLT note the update and recommend an update is taken to Children and Families Committee in Autumn 2022.

2021 December	Finance Sub-Committee receive an in-year 2021/22 financial review paper reflecting the DSG deficit reserve forecast at -£25.5m.
2022 January	Children and Families Committee receive an in-year financial review paper – extracts from the Finance Sub-Committee report reflecting the DSG deficit reserve forecast at -£25.5m.
2022 February	Children and Families Committee receive the Schools Funding Formula report highlighting that a dis-application has been made to the DfE, to request a transfer of £1M from the schools block to the high needs block – which was declined.
2022 February	Council receives the MTFS report for 2022/23 to 2025/26 that highlights the risk of the override and the 2021/22 year end forecast position of a -£25.5m deficit.
2022 March	SEND Green Paper published with consultation closing 1 July 2022. This indicates 2/3 of local authorities now have significant deficits.
2022 March	DfE launches a ladder of intervention through the Safety Value (SV) and Delivering Better Value (DBV) programmes. A further 9 local authorities mandated to join the safety valve and 55 invited to join the DVB programme.

### **Accounting Override ~ Dedicated Schools Grant adjustment account (England)**

- 6.2. From the financial year 2020/21 the accounting arrangements for the deficit on the DSG grant has changed.
- 6.3. The council holds usable and unusable reserves on the balance sheet. Usable reserves are cash backed whereas unusable reserves are not and relate to timing differences, examples of unusable reserves are pensions and the valuation of land and buildings.
- 6.4. Prior to 2020/21 the DSG grant was treated as a usable reserve, when this went into deficit it was no longer appropriate for it to be treated as such, as negative cash reserves are not acceptable. The impact on the balance sheet is a netting off effect which therefore reduces the amount of usable reserves. In the 2019/20 Statement of Accounts when the override did not apply the general fund earmarked reserves total figure included a negative DSG reserve of £2.560m.
- 6.5. In April 2020 Ministry of Housing, Communities & Local Government (MHCLG) introduced new legislation to switch the DSG deficit reserve from usable to an unusable reserve and allowed the creation of an adjustment account on the balance sheet.



- 6.6. When MHCLG set up the accounting override, this prevented local authorities from funding a DSG deficit from General Funds without the permission of the Secretary of State. It was made clear to LA treasurers that this override was in place to allow time for DfE, MHCLG and LAs to reach suitable arrangements to address the issue. In presenting the Better Value proposition DfE have only confirmed that the override will end on 31 March 2023. This provides no resolution to the negative reserve issue which was the subject of the override. The potential size of the negative reserve for Council, at 31 March 2023, presents a financial stability issue for the 2023/24 financial year. As such we will continue to liaise with DLUHC and DfE to further understand how the DBV programme will impact on the accounting override.
- 6.7. The Dedicated Schools Grant adjustment account holds accumulated deficits relating to the schools budget. Where the authority has incurred a deficit on its schools budget in years beginning 1 April 2020, 1 April 2021 or 1 April 2022, the Local Authorities (Capital Finance and Accounting) Regulations do not allow for such amounts to be included in the General Fund and instead must be held in this adjustment account.
- 6.8. The impact of the override for the 2020/21 Statement of Accounts resulted in the DSG deficit of £9.999m being reported as an unusable reserve on the balance sheet rather than being included in the Earmarked Reserves – General fund balance of £91.4m.
- 6.9. The current legislation applies to the financial years stated above and further legislation will be required for 2023 onwards.

### **Department for Education Intervention Programmes**

- 6.10. In response to the considerable deficits across the national SEND budgets the safety valve programme was announced last year as an intervention programme with local authorities identified with very high deficit in their SEND high needs block. This is the element of the dedicated schools grant (DSG) that is primarily spent on securing suitable school and college provision for children in line with the 2014 code of practice. The programme started with 5 local authorities with the highest dedicated school grant deficits in 2020/21, with 9 more joining this year and a further 5 planned for next. Cheshire East have not been invited to participate in this programme. There are 2 North West local authorities in the programme (Salford and Bury) and 3 larger unitary/ county councils (Dorset, South Gloucestershire and Surrey). Their 2021/22 forecasted deficits range from £13.6m (York) to £118.4m (Surrey). The local authorities are required to enter into a contractual agreement with the department identifying high needs reforms and savings targets alongside some grant provision. The funding allocated to this programme is currently £300m until 2025/26.



- 6.11. The DBV programme is designed to provide dedicated support and funding to help 55 local authorities with substantial, but less severe deficit issues to reform their high needs systems, with the aim to put more local authorities on a more sustainable footing so that they are better placed to respond to the forthcoming SEND review reforms. There is currently £85m allocated to this programme.
- 6.12. There does not appear to be any link between performance and outcomes for children and high needs deficit. For example on reviewing those authorities involved in the safety valve programme in the North West, Salford are rated good for social care and Bury inadequate, Bury have a written statement of action for SEND, but Salford don't. Both have smallish/average populations (Salford c260k, Bury c195k). Outside the North West, York are rated good with a population of c210k and no written statement of action for SEND, but Surrey are rated requires improvement having just moved from inadequate with a population of c1.20m and have a written statement of action for SEND.

### **Outline of the DBV programme**

- 6.13. The programme will take place over two phases.
- 6.14. Phase 1 – is the diagnostic phase to analyse the data and review existing action plans. Funding will be available to help the authority to undertake the analysis.
- 6.15. Throughout this phase local authorities will be supported by a SEND professional adviser, a SEND financial advisor, possibly with an experienced S151 officer, and a delivery partner. They will support analysis and share best practice.
- 6.16. This phase will take 6 months and result in an action plan. The local authority can then decide if we wish to share this with the department and progress to phase 2 or we can withdraw from the programme at this point.
- 6.17. If we decide to progress to phase 2 we would need to submit the action plan. Through the action plan we can request funding to contribute to implementation and set out where national policy is not supporting progress and so escalate these issues to the DfE.
- 6.18. Phase 2 is the delivery phase. During this phase we will continue to receive support from by a SEND professional adviser and SEND financial advisor. There is no delivery partner as the local authority is responsible for delivery.
- 6.19. This phase will come with some funding (an allocation from the £85M available nationally for the programme). There will be no clawback and no monitoring relating to this funding.

- 6.20. The SEND Green Paper (March 2022) recognises that the system is driven by a hard-working and dedicated workforce who are committed to delivering excellent support for children and young people but that there are growing pressures across the system which are creating increasing financial pressure for local government.
- 6.21. The green paper describes an effective system as one in which the vast majority of young people can thrive without the need for an EHCP or specialist provision because their needs would be identified promptly and appropriate support put in place at the earliest opportunity.
- 6.22. Proposals are set out for an inclusive system with improved mainstream provision that is built on early identification, high quality teaching and prompt targeted support with improved national consistency.
- 6.23. A range of local consultation workshops are planned to take place throughout May to inform a local partnership response to the vast range of detailed proposals.

### **Governance arrangements**

- 6.24. There will be a national steering group that will want to know how the programme is progressing. It will be focused on outcomes and not monitor individual action plans. We would be invited onto the board. Through the board good practice would be shared across authorities.
- 6.25. Local strategic oversight of the programme will be through a governance meeting chaired by the Executive Director of Children's Services. Support to the programme would need to be provided by a cross-directorate steering group.
- 6.26. We would engage schools and settings throughout the programme through the Schools Forum.

## **7. Consultation and Engagement**

- 7.1. TOGETHER is our shared definition of coproduction in Cheshire East and the review will be carried out together with our key stakeholders, including parent/carers, young people, our staff, and providers
- 7.2. Engagement would take place throughout our participation in the programme to support the development of the action plan to ensure shared ownership across the SEND sector. The SEND Partnership Board would provide multi-agency governance.
- 7.3. Appropriate consultations would take place on any proposals included in the action plan as part of the delivery phase.

## 8. Implications

### 8.1. Legal

- 8.1.1. The DfE has invited local authorities with the highest DSG deficits to the safety valve programme and those with less severe but substantial deficits have been invited to the Delivering Better Value programme.
- 8.1.2. The programme is a financial intervention programme, following the DfE's tender seeking to deliver services through a single contract to be awarded by the Department for Education (DfE) to design and develop the Delivering Better Value in SEND programme.
- 8.1.3. It is intended that local authorities with sustainable high needs systems will thus be in a better position to modernise in line with the SEND reviews detailed in the Department for Education's Green Paper that was published on 29 March 2022.
- 8.1.4. The Green Paper sets out broad principles for reform and a consultation process is underway, with a closing date of 1 July 2022. Further details as part of the Government's response to the consultation and a SEND Delivery Plan are not expected until later in 2022 and therefore further legislation or guidance will not be available until later in the year.
- 8.1.5. The DBV programme, worth £1.5 million pounds, aims to deliver a values-based framework for managing local SEND systems to enable financial sustainability.
- 8.1.6. It is possible that the new system will be used to assess the performance of local authorities either through formal or informal accountability measures.
- 8.1.7. Further advice should be sought from Legal Services as the details of the programme become known.

### 8.2. Finance

- 8.2.1. The table below shows how the DSG Reserve Deficit has developed over time:

Financial Year	Total DSG Income High Needs £000	Carry Forward (Surplus / - Deficit) £000
2016-17	£35,498	3,364
2017-18	£33,924	2,304
2018-19	£34,143	1,596
2019-20	£37,557	-2,560
2020-21	£39,636	-9,999
2021-22	£44,526	-25,500

- 8.2.2. The DSG Management Plan reported to Cabinet in March 2021 forecast the deficit reserve balance to increase to -£81m by 2024/25 after a number of mitigations were applied.
- 8.2.3. Given the uncertainty of the duration of the override and the potential implications of its removal the council needs to consider all options to reduce the deficit DSG reserve to manageable levels.
- 8.2.4. High needs funding has increased in recent years but not by enough to keep pace with the growth in EHCPs. The DfE apply an increase to local authorities' high needs budget at the same set percentage for every authority. This does not reflect the differences in the rate of increase in EHCPs across authorities. Cheshire East has seen a significant increase over recent years as our percentage of plans was significantly below the national average and has increased to being just below national average. This does indicate we could start to see a decline in the rate of increase but further increase at a rate above the national average is still likely for at least one to two years. EHCPs in Cheshire East have increased by 88% from 1,812 to 3,412 from 2018 to 2022 and the budget increased by 34% from £33.1M to £44.5M over the same period.

### 8.3. **Policy**

- 8.3.1. The SEND Code of Practice sets out the statutory guidelines and policy for SEND. The SEND Review: Right support, Right place, Right time sets out proposed changes to policy which are open for consultation until 1 July 2022.
- 8.3.2. This statutory code contains details of the legal requirements that the local authority, health bodies, schools and colleges must follow without exception to provide for those with special educational needs under part 3 of the Children and Families Act 2014.
- 8.3.3. The statutory duties include:
- the need to undertake a needs assessment where a child may have additional needs,
  - to issue an education, health and care plan within 20 weeks where assessment provides evidence this is required to meet the assessed needs.
  - the local authority must then secure an appropriate school place and must consult with parental preference.

### 8.4. **Equality**

- 8.4.1. Equality impact assessments would be carried out in relation to any relevant changes as a result of engagement in the programme.

**8.5. Human Resources**

- 8.5.1. If we participate in the DVB programme this would fund additional capacity to support the phase 1 analysis and to support capacity to deliver our mitigations at a greater pace in phase 2.

**8.6. Risk Management**

- 8.6.1. If we do not volunteer to participate in the DVB programme this will increase the likelihood that we will be mandated to join the safety valve programme from next March.
- 8.6.2. Despite our comprehensive current DSG management plan we are still forecasting a significant deficit. External support and access to evidence-based practice may help us to reduce this forecast further through additional capacity and invest to save funding.
- 8.6.3. The national override enables the council to hold the DSG reserve deficit separately from its other reserves. This is not sustainable as the council is spending more than it is receiving, and it would normally **have** to set that off against positive reserves. The Management Plan approved by Cabinet in March 2021 forecast that this increase to £81m by March 2025. The latest forecasts expect that will exceed £118m by March 2026. In context, the council's General Reserve balance as at 31 March 2021 was £91m.

**8.7. Rural Communities**

- 8.7.1. This is a high-level high needs DSG budget issue and does not specifically impact differently on rural communities. In relation to individual school budgets, we have challenged the DfE at every possible point on the negative impact of the national school funding formula on rural schools. This continues to be our approach with the backing and support of the Schools Forum.

**8.8. Children and Young People/Cared for Children**

- 8.8.1. 20% of our children and young people who are cared for have SEND or are vulnerable and need alternative education packages which are funded through our DSG high needs budget. As corporate parents it is important we continue to ensure the appropriate additional support is in place to support the educational progress of our cared for children.
- 8.8.2. It is important that ensuring the best outcomes for vulnerable children remain at the heart of any action plan.

**8.9. Public Health**

- 8.9.1. Covid has had an impact on the mental health and wellbeing of children and young people. This is resulting in an increase in the application for an education, health and care plan.

8.9.2. In addition, the impact on children's education progress due to Covid is well documented. This is again leading to an increase in applications for an education, health and care plans.

## 8.10. Climate Change

8.10.1. The mitigations in our DSG management plans that will have the greatest impact on reducing the deficit is the creation of additional local provision, whether that be through enhanced provision in mainstream or additional specialist schools. Children and young people attending a more local school will reduce the transport requirements. In addition, any new school builds are designed to be energy efficient. Reduced transport and energy efficient new builds both contribute positively our climate change strategy.

Access to Information	
Contact Officer:	Jacky Forster <a href="mailto:Jacky.forster@cheshireeast.gov.uk">Jacky.forster@cheshireeast.gov.uk</a>
Appendices:	None
Background Papers:	<p>SEND Green Paper: The following link should take you to the full report and consultation response document  <a href="https://www.gov.uk/government/consultations/send-review-right-support-right-place-right-time">https://www.gov.uk/government/consultations/send-review-right-support-right-place-right-time</a></p> <p>SEND Green Paper: The following link should take you to the summary document  <a href="https://www.gov.uk/government/publications/send-and-ap-green-paper-responding-to-the-consultation/summary-of-the-send-review-right-support-right-place-right-time">https://www.gov.uk/government/publications/send-and-ap-green-paper-responding-to-the-consultation/summary-of-the-send-review-right-support-right-place-right-time</a></p> <p><a href="#">The Council's DSG Management Plan that was approved by Cabinet in March 2021 as item 95.</a></p>



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## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Review of travel support for children and young people
<b>Report of:</b>	Deborah Woodcock, Executive Director of Children's Services
<b>Report Reference No:</b>	CF/07/22-23
<b>Ward(s) Affected:</b>	All wards

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### **1. Purpose of Report**

- 1.1. This report provides the Children and Families Committee with increased oversight of the independent review that is being carried out to consider travel support for children and young people.
- 1.2. The requirement for the review was set out in the council's Medium Term Financial Strategy (MTFS). This recognised the emerging budget pressures as a result of the significant increase in pupil numbers, particularly those with special educational needs and disabilities (SEND). The 2022/23 school transport budget was temporarily increased whilst a review is carried out to understand the ongoing demand-led pressures and ensure appropriate strategies are in place to achieve a financially sustainable position.

### **2. Executive Summary**

- 2.1. The MTFS approved by full Council in February 2022 recognised the emerging budget pressure on home to school transport. Pupil numbers, particularly those with special educational needs and/or disabilities (SEND), have significantly increased over recent years. In response £1.2m was added to the 2022/23 transport budget to help manage demand, with an additional amount of up to £1m of Covid-19 funding to be drawn down to support the service. Both allocations were one-off amounts. The MTFS stated that during 2022/23 there would be a review of travel support for children and young people to understand the ongoing demand-led pressures



and ensure appropriate strategies are in place to achieve a financially sustainable position.

- 2.2. The company, Edge Public Solutions ('Edge'), has been appointed to carry out the review. Edge will explore the current arrangements and costs of school and other transport and identify recommendations and a detailed action plan to reduce the budget pressures and improve the effectiveness and customer experience in relation to sustainable travel support for children and young people.

### **3. Recommendations**

- 3.1. The Children and Families Committee is recommended to note the actions taken to date, the timeline, scope and governance arrangements to carry out the review of travel support for children and young people, in line with the requirements of the MTFS.

### **4. Reasons for Recommendations**

- 4.1. The costs of travel support for children and young people have increased significantly over recent years and are continuing to put pressure on the council's budget. The MTFS approved by full Council in February included a temporary uplift in the travel support budget to address the financial pressures in 2022-23 whilst an independent review is carried out.

### **5. Other Options Considered**

- 5.1. The council could do nothing. This would mean that the council would not meet the requirements of the MTFS. If the current arrangements and pressures are not reviewed, this could potentially subject the council to significant and long-term budget pressures and would not secure the best possible customer experience in this area.
- 5.2. The review could be carried out internally by officers from within the council. Whilst this may make savings on the cost of the review, it would prolong the timescale and effectiveness of the review as we don't currently have the capacity and range of expertise compared to an independent provider. An action plan to understand and to address the budget pressures is needed as soon as possible as the current budget pressures are being temporarily managed.

### **6. Background**

- 6.1. The local authority is required by both the Education Act 1996 and the Education and Inspections Act 2006 to make travel arrangements for certain eligible pupils to attend school. This includes the duty to promote sustainable modes of travel for children and young people of compulsory school age. When a child is eligible for travel support, the local authority will provide that support using the most cost-effective option available.



- 6.2. Over recent years the council's transport arrangements were commissioned by Transport Service Solutions (TSS), an arm's-length company of Cheshire East Council. This included the procurement of statutory home to school transport for eligible children and young people. TSS also procured local supported bus services, FlexiLink and managed bus stops, bus stations and school crossing patrols. TSS also procured travel arrangements for children and families involved in statutory services such as court proceedings or for our cared for population, to facilitate contact.
- 6.3. In May 2021, Cheshire East Cabinet approved a new model, which has resulted in the strategic, planning, commissioning and procurement of services being delivered directly by the council and transfers the existing functions from TSS to be split between the council's Children and Families Directorate, Place Directorate and ANSA (Cheshire East's arm's length company) from 1 April 2022.
- 6.4. Over recent years there has been an increased demand for school transport, in particular in relation to children with SEND. The costs of providing transport have also increased significantly due to a reduction in the supply of transport providers and an increase in their running costs. The council has approved a one-year increased budget for 2022-23, whilst a full review is carried out.
- 6.5. The company to carry out the independent review was selected via the council's contract with Bloom, who act as an independent broker for the procurement of specialist professional services working with accredited suppliers. The system covers the end to end process of appointment and is a vendor neutral solution.
- 6.6. Edge Public Solutions has been appointed to carry out the review for the following reasons:
- The company is able to complete the work within the timescales needed
  - They have specific experience in relation to school transport and have worked across all areas of local government to transform services in this area.
  - They have knowledge of Cheshire East and TSS as they completed a review of our arm's length companies in 2017
  - Edge has worked successfully with neighbouring local authorities
  - Although they have significant experience of working across the country, the company is based within Cheshire East.
- 6.7. The review will look in detail at the following areas:
- Statutory requirements of the local authority

- Management and accountability around school transport
- Supply of, and demand for, travel support for children and young people in Cheshire East
- Budget and data management and information
- Efficient use of resources, including where transport may be the most cost-effective solution
- Cultural change required.

### **Scope of the review**

6.8. The following areas are included in the scope of the review:

6.8.1. Understand the current position

- a. Work TOGETHER with key stakeholders in Cheshire East to understand the current position and expectations in relation to travel support for children and young people aged 0-25.
- b. Provide a position statement on Cheshire East's current and forecasted financial position in relation to school transport and other travel costs, including those in relation to social care.
- c. Review Cheshire East's current policies, obligations and functions, and the extent to which these are statutory, contractual or discretionary.
- d. Review the strategy for transport.
- e. Review the organisation in relation to transport and associated governance and accountability for the service.
- f. Review the current funding streams, including income generation, and the extent to which they cover the expected ongoing demand for school transport and travel costs.
- g. Determine key points where transport decisions are made and functions are delivered and whether these are appropriate and decisions and assessments meet with policy and strategy for the service.
- h. Examine the suitability of current processes and provision for children with SEND.
- i. Consider the extent to which existing budget and data reports provide accurate and timely management information.

6.8.2. Identify plans for change

- a. Work TOGETHER with key stakeholders in Cheshire East, including parents/carers, to identify options for change that minimise disruption to families and reduce the need for regular changes to travel arrangements.
- b. Clarify the current roles and responsibilities for all those involved in school transport and travel support, including those working face to face with children with SEND.
- c. Identify best practice and benchmark Cheshire East's practice and performance against other similar local authority areas.

- d. Identify key points in the identification of need, commissioning and ongoing delivery of travel support where costs are incurred, and increased income/savings could be realised.
- e. Determine approaches to improve the intelligence around the future demand for travel support earlier, in particular for children with SEND, and how these can be aligned with financial forecasts.
- f. Identify improvements that can be made to existing systems and processes to ensure that accurate and relevant financial reconciliation, approvals for variations and forecasts around supply, demand and costs for travel support are provided and readily available for management oversight.
- g. Consider the effectiveness of the current delivery, routing and contracting of travel support.
- h. Provide a range of innovative solutions to strengthen Cheshire East's financial position in relation to travel support, including the strengths, weaknesses, opportunities and threats to the council for each of these.
- i. Identify functions, processes and services that could be simplified, including digital options.
- j. Evidence the rationale, costs, timescales for each option and the extent to which these are supported and informed by our stakeholders and in line with our customer experience charter.
- k. Provide a proposed savings plan for 2022-23 and beyond, including 'quick wins'.

#### 6.8.3. Planning for change

- a. Make recommendations in relation to the key areas and findings of the review.
- b. Produce a detailed change plan to implement the agreed recommendations and cultural change needed, including governance, action leads, timescale and impact expected.
- c. Establish a plan that ensures continued engagement and communication with key stakeholders.
- d. Establish arrangements to ensure that progress against the change plan is regularly monitored and evaluated against impact measures.

#### **Timeline for the review**

6.9. The proposed timeline for the review is set out below.

<b>Key Activity</b>	<b>Timeline</b>
Draft review specification and associated documents	March 2022
Commission review via Bloom Consultancy	March 2022
Review start date	April 2022
Briefing report to Children and Families Committee	May 2022
Review end date	July 2022
Completion date for review report, including costed recommendations and change plan	July 2022

Seek approval of initial options for implementation by Children and Families Committee	September 2022
Work begins on implementing any agreed recommendations, including consultation on any policy changes and completions of equality impact assessments (EIAs)	From September 2022 onwards

### **Governance arrangements**

- 6.10. The senior responsible officer for this review is the Director of Education and Skills. Project support will be provided by the Children's Development and Partnerships Service.
- 6.11. Strategic oversight for the review will be through the Children and Families Transformation Board, chaired by the Executive Director of Children's Services. Support to the review will be provided by a cross-directorate steering group.
- 6.12. A full report will be presented to the Children and Families Committee in September to approve the proposed options and recommendations.

### **7. Consultation and Engagement**

- 7.1. TOGETHER is our shared definition of coproduction in Cheshire East and the review will be carried out together with our key stakeholders, including parent/carers, young people, our staff and providers. Other stakeholders including trade unions, transport operators, schools and settings etc will also be consulted as part of the review.
- 7.2. Depending on the outcome of the review, further consultation may be required with regard to any proposed changes to school travel arrangements with all interested parties. These will be carried out in line with national guidance and Cheshire East's procedures.

### **8. Implications**

#### **8.1. Legal**

- 8.1.1. The local authority is required by both the Education Act 1996 and the Education and Inspections Act 2006 to make suitable travel arrangements for eligible pupils to attend school. This includes the duty to promote sustainable modes of travel for children and young people of compulsory school age. When a child is eligible for travel support, the local authority will provide that support using the most cost-effective option available. The government has also issued statutory guidance called Home-to-school travel and transport guidance 2014.
- 8.1.2. This means that a local authority is under a duty to have regard to it when carrying out their duties in relation to home to school travel and transport and sustainable travel.

- 8.1.3. Legal services will be consulted within the review to ensure that statutory and local guidance is considered.

**8.2. Finance**

- 8.2.1. The significant pressures on the school transport budget is mainly attributable to demand pressures due to a significant increase in children with special educational needs and operators inflating contract prices to include costs of cleaning/Covid measures.
- 8.2.2. In addition, we are experiencing an unusually high level of contract surrenders and contract changes and have had some recent cases where operators have asked for a much higher price to deliver the same contract, or they have had very few bidders particularly for children with complex needs.
- 8.2.3. As the capacity of driver and vehicle availability within the local service has currently been reached, we are increasingly having to seek quotes from providers outside of the area at short notice, which increases costs further. These contracts are currently being commissioned on a short-term basis to enable a more competitive re-tender towards the end of the year. The current increase in fuel prices is exacerbating the problem.
- 8.2.4. The significant increase of SEND children requiring transport to school is set to continue in 2022-23 and forecasts suggest that this figure could be around 156 additional SEND pupils requiring transport over this school year, and in each subsequent year of the MTFS at an average cost of between £8,000 and £11,000 per SEND pupil. A temporary increase in the travel support budget was agreed in 2022-23 whilst the independent review takes place to explore savings options.

**8.3. Policy**

- 8.3.1. There are currently a number of policies in relation to travel support and school transport for children and young people. Should the review recommend any changes to these policies, we will ensure that these are done in line with any relevant consultation and approval processes.

**8.4. Equality**

- 8.4.1. We will ensure that any changes to policies, services and practice does not discriminate against anyone and that, where possible, we promote equality of opportunity. Equality impact assessments will be completed to support any recommendations that committee supports following this review as part of the process prior to any implementation.

**8.5. Human Resources**

- 8.5.1. The review is being carried out by an independent provider to ensure that it does not impact of the capacity of existing services to deliver statutory provision.

**8.6. Risk Management**

- 8.6.1. There is a risk that the review does not mitigate against pressures on the school transport budgets and/or that costs associated with travel support for children and young people continue to rise.
- 8.6.2. There is a risk that with the continued increased demand for education, health and care plans means that the pressure on the budget continues.
- 8.6.3. There are data risks with having an independent provider carry out the review. However, a data protection impact assessment has been carried out and advice sought from the data protection team to ensure that mitigations are in place for these risks.
- 8.6.4. There are risks to the current delivery of home to school provision due to the capacity for driver and vehicle availability locally being reached. The increased demand from children with SEND and families in financial hardship could continue to put pressure on existing budgets. These are being monitored and managed closely by teams within the council.
- 8.6.5. A risk management assessment will be carried out in relation to any proposed options that come out of the review.

**8.7. Rural Communities**

- 8.7.1. Home to school transport provision has a significant impact in reducing the effects of rural isolation and access to learning. Therefore, any proposals to improve the delivery and customer experience for these services supports our rural communities.
- 8.7.2. The statutory provision of free home-to-school transport is based on minimum thresholds of distance-to-school at 2 miles for primary and 3 miles for secondary pupils. These criteria mean that the pupils eligible for free home-to-school transport are disproportionately resident in rural areas of the borough.
- 8.7.3. Any options as a result of the review will take into consideration the current geography and accessibility of transport in Cheshire East.

**8.8. Children and Young People/Cared for Children**

- 8.8.1. Children and young people and their parents are key stakeholders in the review. It is expected that the review will consider how to provide a more streamlined and joined up service for these children and young people.

**8.9. Public Health**

- 8.9.1. Supporting children, young people and their families to engage in physical activity helps people live well and for longer. The provision of walking and cycling routes to school and promoting active travel, including safer walking routes to school is in line with our Public Health priorities.

## 8.10. Climate Change

- 8.10.1. Wherever possible children and young people are expected to go to the school and college that is closest to where they live. Where transport is required, we aim to provide this through shared transport arrangements, i.e., larger vehicles, shared taxis etc. However, this is not always possible, in particular where children with SEND need to travel to more specialist provision, sometimes outside of Cheshire East.

Access to Information	
Contact Officer:	Gill Betton <a href="mailto:gill.betton@cheshireeast.gov.uk">gill.betton@cheshireeast.gov.uk</a>
Appendices:	None.
Background Papers:	Current information in relation to travel support in Cheshire East can be found on the following webpages: <a href="#">School transport (cheshireeast.gov.uk)</a>

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## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Children and Families budgets 2022/23
<b>Report of:</b>	CLT Lead Officer: Alex Thompson, Director of Finance & Customer Services
<b>Report Reference No:</b>	CF/03/22-23
<b>Ward(s) Affected:</b>	All wards and all members will be affected and impacted by the content of the MTFS and Corporate Plan.

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### **1. Report Summary**

- 1.1. This report determines the allocation of the approved budgets for 2022/23 to the Children and Families Committee.
- 1.2. The report contributes to the council's objective of being an open and enabling organisation.

### **2. Executive Summary**

- 2.1. The Medium Term Financial Strategy (MTFS) for Cheshire East Council for the four years 2022/23 to 2025/26 was approved by full Council on 24 February 2022.
- 2.2. Cheshire East Council provides in the region of 500 local services every day. The Corporate Plan articulates a vision of how these services will make Cheshire East an open, fairer and greener borough. The MTFS matches forecast resources to the costs associated with achieving the council's vision.
- 2.3. The Finance Sub-Committee meeting on 2 March 2022 approved the allocation of the approved capital and revenue budgets, related policy proposals and earmarked reserves to each of the service committees.

### **3. Recommendations**

- 3.1. To note the decision of the Finance Sub-Committee to allocate the approved capital and revenue budgets, related policy proposals and

earmarked reserves to the Children and Families Committee, as set out in **Appendix A**.

- 3.2. To note the supplementary estimates already approved as set out in **Appendix B**, Tables A and B.
- 3.3. To approve the supplementary estimates set out in **Appendix B**, Table C and Table D.
- 3.4. To recommend to Council to approve the supplementary estimates set out in **Appendix B**, Table E.
- 3.5. To note the financial reporting timetable as set out in **Appendix C**.

#### **4. Reasons for Recommendations**

- 4.1. The Children and Families Committee has the responsibility for the oversight, scrutiny, reviewing of outcomes and performance, budget monitoring and risk management of the Directorates of Prevention and Support, Education and 14-19 Skills, and Children's Social Care.
- 4.2. Finance Sub-Committee met on 2 March 2022 and set out the budgets in accordance with the above responsibilities.

#### **5. Other Options Considered**

- 5.1. Not applicable.

#### **6. Background**

- 6.1. All councils are legally required to set a balanced budget each year. The MTFS was approved by full Council on 24 February 2022.
- 6.2. Finance Procedure Rules set limits and responsibilities for movement of funds within this balanced position, treating reserves as part of this overall position. Any movement within this balanced position is treated as a virement. To increase the overall size of the MTFS requires a supplementary estimate, which must be backed with appropriate new funding and approved in line with the Procedure Rules.
- 6.3. To support accountability and financial control the 2022/23 budget is reported across the committees based on their associated functions. This report sets out the allocation of the revenue and capital budgets and earmarked reserves to the Children and Families Committee in accordance with its functions.
- 6.4. Each committee function has been associated with a director budget. Budget holders are responsible for budget management. Where a team supports multiple directors (most notable in Corporate Services) the budget remains with the director and is not split, for example, Governance and Democratic Services are aligned to the Corporate Policy Committee even though the activity of the team is split across all teams.

- 6.5. The financial alignment of budgets to each committee is set out in Table 1 with further details on the Children and Families Committee budgets in Appendix A.

**Table 1: Revenue and Capital Budgets allocated to service committees as per the approved MTFS**

Committee	Expenditure £m	Income £m	Net Budget £m	Total Capital Budget £m	Total Rev + Cap £m
Health and Adults	178.126	-57.287	120.839	-	120.839
Highways and Transport	20.673	-8.871	11.802	77.435	89.237
Children and Families	77.272	-3.495	73.777	33.793	107.570
Economy and Growth	32.654	-9.144	23.510	52.001	75.511
Environment and Communities	54.795	-10.422	44.373	10.973	55.346
Corporate Policy	94.672	-56.350	38.322	7.043	45.365
Finance Sub Committee	16.007	-0.900	15.107	4.000	19.107
			-327.730	-185.245	-512.975
<b>Original Budget (MTFS Feb 22)</b>	<b>474.199</b>	<b>-146.469</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

- 6.6. The 2022-25 MTFS includes a net revenue budget of £327.7m and an approved capital programme of £185.3m for the financial year 2022/23. Further details on the schemes within the capital programme for the Children and Families Committee are provided in Appendix A.
- 6.7. Council wide budget control rests with the Corporate Policy Committee (and Finance Sub-Committee) and Council. Budgets have been aligned with service committees to facilitate expenditure assurance but committees do not hold 'a budget'. Responsibility for budget management remains with officers but the Committee is responsible for assuring the budget is spent on delivering the objectives set out in the policy framework of the Corporate Plan.

## 7. Consultation and Engagement

- 7.1. The annual business planning process involves engagement with local people and organisations. Local authorities have a statutory duty to consult on their Budget with certain stakeholder groups including the Schools Forum and businesses. In addition, the council chooses to consult with other stakeholder groups. The council continues to carry out stakeholder analysis to identify the different groups involved in the budget setting process, what information they need from us, the information we currently provide these groups with, and where we can improve our engagement process.
- 7.2. Cheshire East Council conducted an engagement process on its Medium-Term Financial Plans through a number of stages running from November 2021 to Council in February 2022.

- 7.3. The budget consultation launched online on 24 November 2021 included details of the proposals against each Corporate Plan aim. This consultation was made available to various stakeholder groups and through a number of forums.

## **8. Implications**

### **8.1. Legal**

- 8.1.1. The legal implications surrounding the process of setting the 2022 to 2026 Medium Term Financial Strategy were dealt with in the reports relating to that process.

### **8.2. Finance**

- 8.2.1. Contained within the main body of the report.

### **8.3. Policy**

- 8.3.1. The Corporate Plan sets the policy context for the MTFS and the two documents are aligned. Any policy implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

### **8.4. Equality**

- 8.4.1. The council needs to ensure that in taking decisions on the Medium Term Financial Strategy, the Budget and the Corporate Plan, the impacts on those with protected characteristics are considered. The council undertakes equality impact assessments where necessary and continues to do so as proposals and projects develop across the lifetime of the Corporate Plan. The process assists us to consider what actions could mitigate any adverse impacts identified. Completed equality impact assessments form part of any detailed Business Cases.
- 8.4.2. Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

### **8.5. Human Resources**

- 8.5.1. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

### **8.6. Risk Management**

- 8.6.1. Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2022/23 budget and the level of general reserves

were factored into the 2022/23 financial scenario, budget and reserves strategy.

## **8.7. Rural Communities**

**8.7.1.** The report provides details of service provision across the borough.

## **8.8. Children and Young People/Cared for Children**

**8.8.1.** The council has corporate parenting responsibility for the children in its care and a legal responsibility to safeguard and protect children from harm. Therefore, it is necessary to consider the contents of this report in direct correlation to any impact on those two statutory functions.

**8.8.2.** The MTFS supports delivery of the Children and Families' vision. This sets out what the council wants to achieve for young people in Cheshire East. It includes the following intended outcomes:

- Children and young people we care for are happy and given every opportunity to achieve their full potential.
- Children and young people feel and are safe.
- Children and young people are happy and experience good mental health and wellbeing.
- Children and young people are healthy and make positive choices.
- Children and young people leave school with the best skills and qualifications they can achieve and the life skills they need to thrive into adulthood.
- Children, young people and young adults with additional needs have better chances in life.

## **8.9 Public Health**

**8.9.1.** Public health implications that arise from activities that this report deals with will be dealt with as separate reports to Members or Officer Decision Records as required.

## **8.10. Climate Change**

**8.10.1.** Any climate change implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

<b>Access to Information</b>	
Contact Officer:	Alex Thompson, Director of Finance and Customer Services (Section 151 Officer) <a href="mailto:alex.thompson@cheshireeast.gov.uk">alex.thompson@cheshireeast.gov.uk</a>
Appendices:	<b>A</b> - Allocation of capital and revenue budgets, earmarked reserves and policy proposals to service committees <b>B</b> – Supplementary Estimates <b>C</b> – Financial Reporting Timetable 2022-23
Background Papers:	The following are links to key background documents: <a href="#">Medium-Term Financial Strategy 2022-26</a>

**Appendix A – Allocation of capital and revenue budgets, earmarked reserves and policy proposals to service committees.**

<b>2022/23 Children &amp; Families Committee MTFS pages 164-168,</b>	<b>Exp £m</b>	<b>Inc £m</b>	<b>Revenue Budget £m</b>	<b>Capital Budget £m</b>	<b>Total Rev + Cap £m</b>
<b>Children's Social Care</b>	47.942	-1.478	46.464	1.650	48.114
<b>Education &amp; 16-19 Skills</b>	19.869	-1.672	18.197	32.143	50.340
<b>Prevention and Early Help</b>	8.342	-0.125	8.217	-	8.217
<b>Directorate</b>	1.119	-0.220	0.899	-	0.899
<b>Total</b>	<b>77.272</b>	<b>-3.495</b>	<b>73.777</b>	<b>33.793</b>	<b>107.570</b>

Earmarked Reserves	Estimated Opening Balance as at 1 April 2022 £m
<b>Children and Families Committee</b>	
Children's Directorate	0.42
Transformation Funding	0.75
Other reserves	0.14



# CAPITAL PROGRAMME 2022/23 - 2025/26

Scheme Description	Forecast Expenditure					
	Prior Years	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Total Budget
	£000	£000	£000	£000	£000	£000
<b>Committed Schemes - In Progress</b>						
<b>Children's Social Care</b>						
Foster Carer Capacity Scheme	0	0	286	0	0	286
<b>Education and 14-19 Skills</b>						
Adelaide Academy	31	300	300	0	0	631
Basic Need Grant Allocation	0	4,844	0	0	0	4,844
Congleton Planning Area	227	1,000	2,800	0	0	4,028
Devolved Formula Grant	0	305	300	290	285	1,180
Holmes Chapel Planning Area	758	1,400	455	0	0	2,613
Macclesfield Planning Area - Secondary	1,428	1,543	500	0	0	3,470
Middlewich Planning Area	1	1,500	0	0	0	1,501
Monks Coppenhall SEN Expansion	0	100	0	0	0	100
Nantwich Planning Area - Primary	200	1,500	2,500	0	0	4,200
Nantwich Planning Area - Secondary	0	500	0	0	0	500
Schools Condition Capital Grant	0	1,898	1,700	1,700	1,700	6,998
SEN/High Needs Capital Allocation	0	139	0	0	0	139
Shavington Planning Area - Secondary	157	1,562	781	0	0	2,500
Special Provision Fund Capital Grant	0	487	0	0	0	487
Springfield Satellite Site	100	2,150	750	0	0	3,000
Wilmslow High School	1,863	6,316	5,000	0	0	13,178
Wilmslow Primary Planning Area	0	500	0	0	0	500
<b>Children's Prevention and Support</b>						
Early Years Sufficiency Capital Fund	0	0	123	0	0	123
<b>Total Committed Schemes - In Progress</b>	<b>4,765</b>	<b>26,043</b>	<b>15,495</b>	<b>1,990</b>	<b>1,985</b>	<b>50,278</b>

OFFICIAL

# CAPITAL PROGRAMME 2022/23 - 2025/26

Scheme Description	Forecast Expenditure					
	Prior Years	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Total Budget
	£000	£000	£000	£000	£000	£000
<b>New Schemes</b>						
<b>Childrens Social Care</b>						
Childrens Home Sufficiency Scheme		1,000	1,100	0	0	<b>2,100</b>
Crewe Youth Zone		650	2,450	1,700	0	<b>4,800</b>
<b>Education and 14-19 Skills</b>						
Congleton Plannng Area - Primary		800	900	0	0	<b>1,700</b>
Congleton Planning Area - Primary		250	250	0	0	<b>500</b>
Congleton Planning Area - New School		0	0	0	3,200	<b>3,200</b>
Sandbach Planning Area - Primary		1,000	1,000	0	0	<b>2,000</b>
Handforth Planning Area - New school		0	7,500	7,500	0	<b>15,000</b>
Haslington Planning Area - Primary		800	200	0	0	<b>1,000</b>
Macclesfield Planning Area - New School		0	0	2,000	2,000	<b>4,000</b>
Macclesfield Planning Area - Secondary		0	0	4,000	0	<b>4,000</b>
Mobberley Primary School		300	300	0	0	<b>600</b>
Provision of Sufficient School Places - SEND		1,350	1,650	3,000	0	<b>6,000</b>
Resource Provision - Wistaston		1,100	0	0	0	<b>1,100</b>
Shavington Planning Area - New Primary School		500	2,500	2,000	0	<b>5,000</b>
<b>Total New Schemes</b>	<b>0</b>	<b>7,750</b>	<b>17,850</b>	<b>20,200</b>	<b>5,200</b>	<b>51,000</b>
<b>Total Capital Schemes</b>	<b>4,765</b>	<b>33,793</b>	<b>33,345</b>	<b>22,190</b>	<b>7,185</b>	<b>101,278</b>

Budget Policy Proposal	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
[2] Children's Social Care Transformation and OFSTED Response (removal of 2021/22 budget)	-1,500			
[41] Investment in Cared for Children and Care Leavers and other pressures	4,000	400	400	400
[45] Safeguarding Children – legacy staffing pressure	390			
[46] Growth in Children & Families Commissioning Contracts	180			
[29 part] Staff Travel and related savings – Children's Social Care	-261			
[22] Establish a traded service for non-statutory elements of Attendance Service	-35	-35		
[23] Establish an Education Psychologist traded service to enable a proactive early support and intervention offer	-25	-75		
[42] Increase capacity to support SEND service	400	200	120	
[47] Increase capacity to support Statutory Education Psychology Service	125	63		

Budget Policy Proposal	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
<b>[62] School Transport</b> <small>*Item represents one-off spend in 2022/23. As it is not a permanent part of the budget the value of the proposal is reversed in 2023/24</small>	1,200	-1,200*		
<b>[29 part] Staff Travel and related savings - Education</b>	-50			
<b>[43] Revenue costs for Crewe Youth Zone</b>				400
<b>[44] Restructure Early Help Budget to fund Crewe Youth Zone</b>				-400
<b>[48] A redesign of Early Help Services into a Locality model</b>	-424			
<b>[50] Development and Partnerships Service</b>		-300		
<b>[29 part] Staff travel and related savings - Prevention</b>	-62			
<b>[3 +4] Pay inflation and NI increase</b>	1,548	938	959	983

## Appendix B – Supplementary Estimates

### **Table A Specific Grant Supplementary Estimates less than £1,000,000 – Already approved for noting purposes only**

Finance Sub-Committee approved the following supplementary estimates for specific grants coded directly to services up to and including £1,000,000.

Committee	Year	Type of Grant	£000	Details
Children and Families	2022/23	Holiday Activities & Food Programme Grant 2022/23	879	The purpose of the grant is for local authorities to make free places at holiday clubs available in the Easter, Summer and Christmas school holidays in 2022. This will be made available to children in the local authority area who are eligible for and receive benefits-related free school meals.
Children and Families	2021/22	COVID-19 Recovery Premium	292	Recovery premium received on behalf of schools and allocated out as per funding <a href="#">schedule</a> (breakdown by school).
Children and Families	2021/22	School Led Tutoring Grant	233	This grant will give schools and academy trusts the flexibility in determining how best to provide tutoring intervention to support catch-up for lost education due to the coronavirus (COVID-19) pandemic. Grant <a href="#">conditions</a> .
Children and Families	2021/22	Tackling Troubled Families (Payments by Results)	103	In April 2012, the Government launched the Troubled Families Programme, a £448m scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. This programme worked with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.

Committee	Year	Type of Grant	£000	Details
				In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme. This increased investment is testament to the Government's ongoing commitment to improve the lives of troubled families and as this work is taken to a significantly greater scale, to transform local public services and reduce costs for the long-term.
Children and Families	2021/22	Holiday Activities & Food Programme Grant	65	The purpose of the grant is for local authorities to make free places at holiday clubs available in the Easter, summer and Christmas school holidays in 2021. This will be made available to children in the local authority area who are eligible for and receive benefits-related free school meals. This request is being made in relation to the contingency amount only – if this is not used the resulting budget increase will not be taken forward.
Children and Families	2021/22	Afghanistan Resettlement (Education) Grants 2021/22	64 120	<p>September to November December to March</p> <p>The Secretary of State for Education is providing financial assistance to local authorities, in the form of the Afghanistan Resettlement (Education) Grant 2021-22 for the financial year beginning 1 April 2021.</p> <p>Eligibility for the funding is restricted to local authorities where families arriving from Afghanistan under Afghan</p>

Committee	Year	Type of Grant	£000	Details
				Relocation and Assistance Policy (ARAP), Afghanistan Citizens Resettlement Scheme (ACRS) and British Nationals, are currently residing in bridging accommodation, namely hotels funded by the Home Office.
<b>Total Children and Families</b>			<b>1,756</b>	

**Table B - Supplementary Estimates over £1,000,000 – Already approved for noting purposes only**

Finance Sub-Committee recommended to Council to approve fully funded supplementary revenue estimates for specific grants coded directly to services over £1,000,000.

Committee	Year	Type of Grant	£000	Details
Children and Families	2021/22	Household Support Fund	2,204	The purpose of the grant is to provide support to certain local authorities in England for expenditure lawfully incurred or to be incurred by them in accordance with the Grant Conditions to provide support to households who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs (in exceptional cases of genuine emergency) this winter as the economy recovers.  Replaced Covid Local Support grant from 1 October 2021.
<b>Total Children and Families</b>			<b>2,204</b>	
<b>Total Grants over £1m Recommendation to Council</b>			<b>2,204</b>	

**Table C – Supplementary Estimates for Approval**

Committee	Year	Type of Grant	£000	Details
Children and Families	2021/22	Senior Mental Health Lead Training Grant	22	This grant is for senior mental health lead training to around a third of all eligible state-funded schools and colleges in the 2021 to 2022 financial year.
Children and Families	2021/22	Hong Kong UK Welcome Programme Grant	4	Reimbursement for the costs of providing English language support to BN(O) status holders and their dependants.
Children and Families	2021/22	Early Years Professional Development Programme: Building On Success	29	Funding has been awarded to local authorities for work that will be used to enable settings to provide overtime payments or hire agency staff so that practitioners can attend training, and funding towards admin costs incurred by the local authorities in administering the programme. This will develop a high-quality early years workforce, and ensure children have the support they need to recover from the COVID-19 pandemic.
Children and Families	2022/23	Domestic Abuse Safe Accommodation Housing Grant	2	The Domestic Abuse Act 2021 placed new duties on local authorities across England to ensure that victims of domestic abuse and their children can access the right support in safe accommodation when they need it. This is for the additional amount allocation which was slightly higher than the estimate in the MTFS report.
<b>Total Children and Families</b>			<b>57</b>	



Table D Supplementary Capital Estimates for Approval – up to £1m

Capital Scheme	Year	£000	Details
Future Years Basic Need Block Allocation	2022-23	76	Additional Basic Need Grant allocated for 2022/23 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
Future Years Basic Need Block Allocation	2024/25	44	Additional Basic Need Grant allocated for 2024/25 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
School Condition Grant Block Allocation	2022/23	706	Additional School Condition Grant allocated for 2022/23 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
<b>Total Children and Families</b>		<b>826</b>	

Table E Supplementary Capital Estimates for Council Approval – above £1m

Capital Scheme	Year	£000	Details
Future Years Basic Need Block Allocation	2023/24	10,612	Additional Basic Need Grant allocated for 2024/25 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
SEN/High Needs Block Allocation	2022/23	5,014	Additional SEN/High Needs allocated for 2022/23 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
SEN/High Needs Block Allocation	2023/24	3,820	Additional SEN/High Needs allocated for 2023/24 as per the Department of Education's Grant Confirmation letter not previously approved in the capital programme
<b>Total Children and Families</b>		<b>19,446</b>	

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## Appendix C

Report	Financial Cycle	Finance Sub Committee	Corporate Policy Committee	Children and Families Committee	Environment and Communities Committee	Highways and Transport Committee	Adults and Health Committee	Economy and Growth Committee	Audit and Governance Committee	Council (if required)
Alignment of 2022-23 Budgets	Planning	02-Mar-22	09-Jun-22	23-May-22	07-Jun-22	16-Jun-22	30-May-22	31-May-22		27-Apr-22
Final Outturn 2021/22	Reporting	06-Jul-22							28/07/22 Draft SOA	20-Jul-22
First Financial Review of 2022/23 (Update to include progress on policy proposals and material variances from MTFS)	Monitoring	07-Sep-22	06-Oct-22	19-Sep-22	29-Sep-22	22-Sep-22	26-Sep-22	13-Sep-22		19-Oct-22
Second Financial Review of 2022/23	Monitoring	09-Nov-22	01-Dec-22	14-Nov-22	10-Nov-22	24-Nov-22	21-Nov-22	15-Nov-22	24/11/22 Final SOA	14-Dec-22
MTFS Strategies - Treasury Mgt, Investment, Capital and Reserves	Planning	11-Jan-23								22-Feb-23
MTFS Budget Consultation	Planning	11-Jan-23	01-Dec-22	16-Jan-23	02-Feb-23	26-Jan-23	23-Jan-23	17-Jan-23		22-Feb-23
Third Financial Review of 2022/23 - Part A One Page Summary and Narrative	Monitoring		09-Feb-23							22-Feb-23
Third Financial Review of 2022/23 - Part B Full Report based on Part A	Monitoring	08-Mar-23	23-Mar-23	20-Mar-23	30-Mar-23	02-Mar-23	27-Mar-23	14-Mar-23		24-May-23

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*Working for a brighter future together*

## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Children's Commissioning
<b>Report of:</b>	Deborah Woodcock, Executive Director of Children's Services
<b>Report Reference No:</b>	CF/04/22-23
<b>Ward(s) Affected:</b>	All

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### **1. Purpose of Report**

- 1.1.** This report provides an overview of the principles, approach and reach of Children's Commissioning activity, as requested by the Children and Families Committee. This report should be read alongside the commissioning and contracts booklet in the pack.

### **2. Executive Summary**

- 2.1.** Achieving best outcomes for children and families across Cheshire East is of paramount importance. To deliver on our priorities for children and families within a best value framework requires the input of effective and agile commissioning.
- 2.2** Children's commissioning is a relatively small team that sits within the remit of the Director of Commissioning and Integration and benefits from connections with commissioning across Adult Social Care, especially in terms of transition, Public Health, and the community assets across our localities. Delivering commissioning for People Services (children and adults) in one team allows capacity and experience to be shared and a consistent relationship with enabling services, such as legal and procurement to be applied. Commissioning activity operates within all the relevant legal regulations and the council's contract procedure rules.
- 2.3** The commissioning approach and principles outlined in this report aim to ensure a best fit is applied across the various service delivery models (i.e.

purchasing - competitive tender processes, in-house and other alternative service delivery models) to achieve good outcomes and cost effectiveness.

- 2.4** To ensure compliance with the Public Contract Regulations (PCR), the Constitution and the Commissioning Framework, a procurement pipeline of work is maintained which the Finance Sub-Committee review as part of their responsibilities. The commissioning activity described in the contract booklet attached to this report forms part of the procurement pipeline of work. Any item on the procurement pipeline that the Finance Sub-Committee approve as a significant decision is subsequently reported to the relevant service committee for approval.
- 2.5** Children's commissioning is an integral part of delivering the priorities within the Children and Young People's Plan and supports the council to achieve the strategic aims and objectives as detailed in the council's Corporate Plan 2021-25, with a specific focus on:

**A council which empowers and cares about people:**

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect, and exploitation
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs.

**3. Recommendations**

- 3.1.** The committee is recommended to note the report.

**4. Reasons for Recommendations**

- 4.1.** This report provides an overview of the principles, approach and reach of Children's Commissioning, as requested by the Children and Families Committee.

**5. Other Options Considered**

- 5.1** This report provides an overview for Committee of Children's Commissioning and therefore consideration of other options is not appropriate.

**6. Background**

- 6.1.** This report provides an overview of the principles, approach and reach of Children's Commissioning, as requested by the Children and Families Committee.

## 6.2. What is Commissioning?

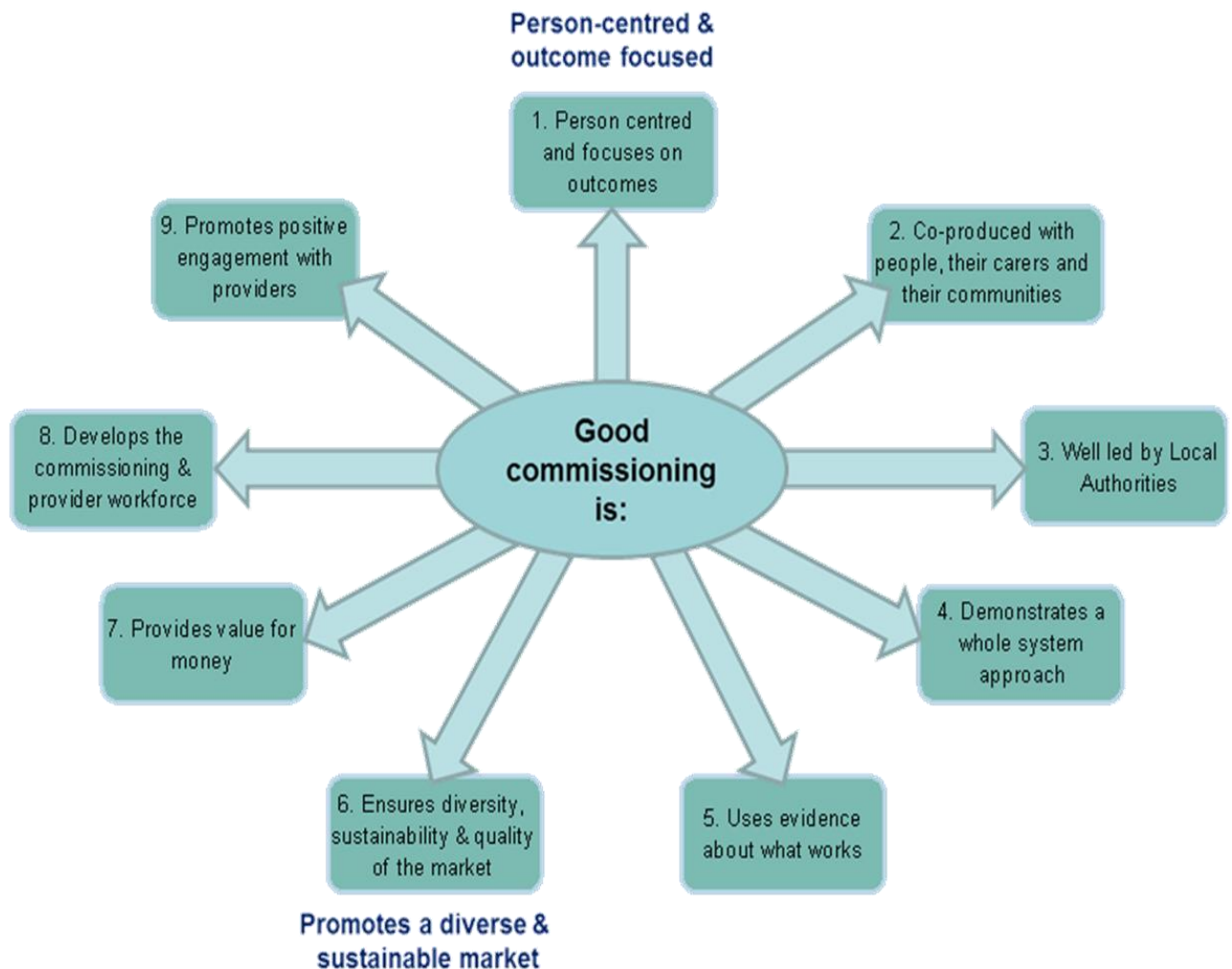
- 6.2.1** Commissioning tends to mean different things to different people and organisations, but essentially commissioning is the process by which services are planned, purchased, and monitored. We 'commission' to make things happen that achieve positive outcomes for local people based on need, evidence and statutory requirements. Commissioning activity has a clear focus on ensuring the council is efficient and effective in its use of resources.
- 6.2.2** Commissioning can be delivered at various levels, from individuals (micro commissioning), communities, populations, places, and at scale regionally or nationally.
- 6.2.3** The diagram below provides a summary of the commissioning cycle as applied in Cheshire East.

### CHESHIRE EAST COMMISSIONING CYCLE



### 6.3 What does good commissioning look like?

6.3.1 The diagram below provides an overview of the ingredients to good commissioning:



6.3.2. In order to apply the commissioning cycle effectively the following key roles are undertaken within the commissioning team:

Key Roles of Commissioning	
Service Design / Transformation	Service Development
<ul style="list-style-type: none"> <li>Needs / strengths analysis</li> <li>Co-production and engagement</li> <li>Market engagement e.g. soft market testing, bidder days</li> <li>Define outcomes and priorities</li> <li>Review commissioning / model options e.g. competitive procurement / in-house</li> <li>Business case</li> <li>Strategic commissioning plan</li> <li>Service specification</li> <li>Financial models</li> </ul>	<ul style="list-style-type: none"> <li>Service review</li> <li>Service development and improvement plans</li> <li>Co-production and engagement</li> <li>Communications</li> <li>Income generation, funding bids</li> <li>Social value</li> </ul>



<ul style="list-style-type: none"> <li>• Social value</li> <li>• Tender evaluation / moderation</li> <li>• Contract award</li> </ul>	
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Key Roles of Contract Management		
Manage risks to market	Monitor Provider Performance	Contracts and service development
<ul style="list-style-type: none"> <li>• Provider failure and stability of placements</li> <li>• Business continuity</li> <li>• Fee reviews and benchmarking</li> <li>• Support for recruitment and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Contract review meetings</li> <li>• Key performance indicators</li> <li>• Contract compliance</li> <li>• Service reviews</li> <li>• Audits</li> <li>• Social value</li> </ul>	<ul style="list-style-type: none"> <li>• Service mobilisation</li> <li>• Develop contract terms and conditions</li> <li>• Performance management framework</li> <li>• Contract modifications</li> <li>• Provider forums and briefings</li> <li>• Decommissioning</li> </ul>

Key roles of Quality Assurance and Placement Finding / SEND Consultations	
Maintain oversight of quality	Source placements
<ul style="list-style-type: none"> <li>• Programmed and responsive quality inspections of children's social care and SEND providers</li> <li>• Ofsted / CQC assurance</li> <li>• Regional collaboration and Information Sharing Protocols</li> <li>• Partnership approach to care concerns, safeguarding etc – CCG, Ofsted, Safeguarding, Children's Services operational teams</li> </ul>	<ul style="list-style-type: none"> <li>• Short and long term homes for cared for children and care leavers and SEND school places</li> <li>• Person centred planning and listening to the views of the child (Ignition and SEND Ignition)</li> <li>• SEND Code of Practice and parental preference</li> <li>• Integration and partnership working with Health, Children's Services operational teams</li> <li>• Provider negotiations to ensure value for money</li> </ul>

## 6.4 What is Strategic Commissioning

**6.4.1** Strategic commissioning is evolving and recognises that it does not have a set ideology on how best to deliver services, and instead will adopt the “best fit” on whatever model is right to achieve identified outcomes. The council's view is that strategic commissioning should review ‘all’ relevant delivery model options for example:

- In-house service delivery within Cheshire East Council
- Purchasing - Competitive Tender Processes (Tactical Commissioning)
- Public Service Mutual (PSM)
- Local Authority Trading Company (LATC) / Alternative Service Delivery Vehicle (ASDV)

- Joint Ventures (JV).

**6.4.2.** The range of contracts commissioned and managed through the Commissioning Team is described within a contract booklet (see Appendix 1 and Appendix 2 for the contracts that are to be added at the next 6 monthly update of the booklet). This doesn't include commissioning at the individual level in respect of cared for children and care leavers and SEND school places. These placements are secured through commissioned services, local and regional frameworks (for example Cheshire East Council led the establishment of a new regional purchasing system for SEND school places), and spot purchase from external agencies. The markets for both cared for children and SEND school placements are very difficult to navigate and requires astute market shaping and engagement, and outstanding relationship management.

**6.4.3.** The placement finding functions within the Children's Commissioning Team are embedded in the frontline and provide a responsive and effective service when sourcing placements for cared for children and those children with SEND.

**6.4.4.** The sample of quotes and statements below provide a flavour of the value for money and positive outcomes achieved through the range of current commissioning activity. Some of the key achievements/ outcomes achieved include:

- Cheshire East's short breaks offer has been flagged as good practice by NHS England.
- One of our commissioned Crewe nurseries adds value and fantastic outcomes for children 0–4 through the deployment of a qualified teacher, which has not been achieved at other nursery settings.
- Our person-centred planning and face to face discussions (Ignition and SEND Ignition) with cared for young people, care leavers and young people with SEND, ensure we listen and act upon young people's wishes about preparation for adulthood - this is recognised nationally as best practice.
- SEND Ignition has prompted awareness of Supported Internships. 4-5 years ago only 4 young people accessed a Supported Internship - we are now up to 50 and our new providers have progressed 77% into paid work.
- Our supported accommodation and independent living for cared for children and care leavers was recommissioned and delivers accommodation and support at £300 less per unit per week when compared to the North West average, and secured added value through £120k investment into complete remodelling and refurbishment of young people's accommodation.
- Our commission of mentoring and psychological wellbeing for care leavers is delivered by a lead voluntary sector care leaver organisation that brings significant passion and added value to our young people.

100% of young people who completed their initial and two-year wellbeing goal in the area of support networks said their support networks had improved.

- Most of our commissioned providers (outside of commissioning for individuals) are voluntary community sector or charitable organisations.

"...input from OT is invaluable, as sensory issues are a significant component of autism. You have helped clarify mechanisms to deal with sensory issues, therefore preventing an accumulation of anxiety. A himself, has quoted the advice that you have given to the teachers. He has felt this empowering and reports that he feels that you understand what he is feeling and know why this makes him worry."

"Without you we would still be in crisis, and although we are currently in a bad position I know with your help we'll get right again"

"Fantastic service for my son who had struggled with sensory difficulties for years. B [the OT] empathised with the difficulties my son experienced and completed a comprehensive assessment. This assessment informed my son's EHCP and allowed him to access the help he needs at school"

The Parent Carer Forum's response following our short breaks presentation to parent carers: "Thanks from all of us at the forum for making it happen. We have already had lots of requests to view the video, so a success all round."

Feedback from a young person accessing our supported accommodation commission: "Thanks for everything you have done for me from the first day I moved in I really appreciate it. You have done an amazing job to keep me on track"

Feedback from the parent of a cared for child at one of our commissioned children's homes: "The staff at C are amazing and are doing a superb job".

"The short breaks I have accessed for my daughter have given myself time to spend with her brother, my daughter the chance to interact with new people and children and experience new things in a supported and fun environment. I have found them incredibly beneficial during school holidays. I value the services very highly."

## **7. Consultation and Engagement**

- 7.1** Key stakeholders will be consulted and engaged with as appropriate according to individual commissioning activity.

## **8. Implications**

### **8.1. Legal**

- 8.1.1.** Any commissioning activity is undertaken in accordance with the relevant provisions of the Public Contract Regulations 2015 and the council's Contract Procedure Rules.

### **8.2. Finance**

- 8.2.1.** A guiding principle for effective children's commissioning is the achievement of best value and cost effectiveness when delivering services for children and families. Alongside the actual cost of delivery it is important that services are stable and achieve good outcomes as this also leads to best use of resources in the long term.

### **8.3. Policy**

- 8.3.1.** Children's commissioning activity supports the corporate vision to create an open, fair and green council. The Children and Young People's Plan will guide the way children's commissioning is delivered; supporting children and families to thrive and children receiving the best start in life and growing up in a safe environment.

### **8.4. Equality**

- 8.4.1** An equality impact assessment is completed for each relevant element of commissioning activity.

### **8.5. Human Resources**

- 8.5.1.** There is no direct impact on Cheshire East Council employees.

### **8.6. Risk Management**

- 8.6.1.** At appropriate points throughout the commissioning cycle risks will be identified, recorded and mitigated through a risk register.

### **8.7. Rural Communities**

- 8.7.1** Commissioning activity will take account of rural communities as appropriate.

### **8.8. Children and Young People/Cared for Children**

- 8.8.1.** Children's commissioning puts children and young people at the heart of all we do. The voice of children and young people and effective co-production with parents and carers ensures that the best outcomes for children and families are delivered and sustained.

**8.8.2.** Services for cared for children and care leavers are an important aspect of children's commissioning and being a good corporate parent is at the forefront of commissioners' minds.

## **8.9. Public Health**

**8.9.1.** Children's commissioning activity aims to support children to have the best start in life which is a significant determinant of health outcomes across the life course. A stable, secure childhood provides the foundation for a fulfilling adulthood and many of the services commissioned help narrow the gap in inequality by supporting families to grow together.

## **8.10. Climate Change**

**8.10.1** Children's commissioning will ensure that every opportunity is taken to reduce the carbon footprint of Cheshire East Council when delivering children's services.

<b>Access to Information</b>	
Contact Officer:	Dave Leadbetter, Head of Children's Commissioning <a href="mailto:dave.leadbetter@cheshireeast.gov.uk">dave.leadbetter@cheshireeast.gov.uk</a> 07794 059581
Appendices:	Appendix 1 – Contract Booklet Appendix 2 – Contracts Booklet – Future Updates
Background Papers:	None

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## Adults', Children and Public Health Services



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Further details about all Cheshire East Council contracts can be found on the LiveWell website, including contact details and how to make referrals or access services:  
[www.cheshireeast.gov.uk/livewell/livewell.aspx](http://www.cheshireeast.gov.uk/livewell/livewell.aspx)

**livewell**  
 Cheshire East



## Cheshire East All Age Carers Hub

### Service overview

The service has been jointly commissioned by the Council and NHS Cheshire Clinical Commissioning Group and reports to the Health and Wellbeing Board. The service is delivered by N-Compass based in Congleton.

To increase the universal support to Carers within the borough, that enables carers to feel supported within their caring role, preventing carer breakdown and providing a break from caring. these support services are designed to help Carers continue in their caring role for as long as they choose and to reduce the impact the caring role can have on a carers own health and wellbeing.

Support mechanisms include; 1-2-1 support, information and advice, access to training and activities, specialist dementia support and 24 hour chat line for carer support.

### Key contract details:

- Annual value of £750,000
- Contract term is 2 years with two possible 12 month extensions
- Contract start date 1st April 2018
- Targets all carers in Cheshire East
- N-Compass the main contracted provider
- Subcontractors are the Alzheimer's Society



## Cheshire Advocacy Hub

### Service overview

Advocacy services work to help people say what they want, meet their rights and represent their interests. Cheshire Advocacy Hub provides statutory advocacy services to adults with health and social care needs living in Cheshire West and Chester and Cheshire East.

The service gives a single point of access to the Cheshire Advocacy Hub and provides advocacy for people qualifying for the following statutory advocacy interventions:

- Independent Mental Capacity Advocacy (IMCA) including Deprivation of Liberty Safeguards (DoLS)
- Independent Mental Health Advocacy (IMHA)
- Care Act Advocacy
- Relevant Person's Representative (RPR)

This also covers out of area clients for whom Cheshire East have a responsibility to support.

We are awaiting changes in national legislation and guidance in relation to Liberty Protection Safeguards (LPS) to enable the service to be recommissioned.

### Key contract details:

- Annual value of £300,000
- Contract term is 3 years with one possible 12month extension
- Contract start date 1st June 2016
- Age UK Cheshire and Disability Positive are the main providers
- A Partnership Agreement in place with Cheshire West and Chester Council for this Contract
- Referrals for this contract are made by a health or social work professional



## Integrated Sexual Health Services

### Service overview

The Integrated Sexual Health service delivers statutory, open access contraception and testing and treatment for Sexually Transmitted Infections in various locations throughout the Borough.

The service also includes clinical outreach services and Health promotion in colleges and other venues which are provided by Body Positive under a subcontract with the Trust.

Also including provision for long acting reversible contraception services delivered by GPs, Emergency Hormonal Contraception delivered by pharmacies and chlamydia screening services for sexually active persons aged between 15 and 24.

They provide digital Sexual Health Services by SH24.

Two main hubs in Macclesfield and Crewe with weekly satellite clinics across Cheshire East.

### Key contract details:

- Annual value of £2,500,000
- Contract term is 5 years with two possible 12 month extensions
- Contract Start date 1st October 2019
- Royal Liverpool NHS Trust is the main provider
- Contract is available to all sexually active persons present in the area

## Short Break Services for Disabled Children

### Service overview

To provide early intervention and preventative services to children, young people and their families within the borough in the form of short break services.

Short break services provide disabled children and young people with:

- Positive and safe things to do and places to go
- The opportunity to spend time with friends, to develop personally and socially and reduce isolation
- The chance to undertake new activities and have new experiences

These short break services can take place in a community setting, the child's own home, the home of an approved carer or in a residential setting.

They provide parents and families of disabled children and young people with a necessary and valuable break from their caring responsibilities.

### Key contract details:

- Annual value of £229,700
- Contract term is 3 years with 2 possible 12 month extensions
- Contract start date 1st June 2021

### There are 9 providers:

- Caudwell Children
- Central Cheshire Buddy Scheme
- Cheshire Carers Centre
- Disability Positive
- Everybody Sport & Recreation
- Friends for Leisure
- Ruby's Fund
- Space4Autism
- UA Cheshire Trampoline Park

## Dynamic Purchasing System for Agreement for the Supply of Complex Care Provision

### Service overview

Through this contract the Council works with Providers to establish a range of services to support the following service users:

- Those with a range of moderate to severe learning disabilities, mental health needs and physical disabilities
- Those who have been in inpatient care for a long time; having not been discharged when NHS campuses or long-stay hospitals were closed
- Those who display self-injurious or aggressive behaviour often due to a severe Learning Disability
- Those who display behaviours which may put themselves or others at risk
- Those who display behaviours which may lead to contact with the criminal justice system

Services provided under this contract will allow service users to live as independently as possible and to achieve and maintain their desired potential in relation to their physical, intellectual, emotional, and social capacity, with the aim of assisting each individual service user to develop their potential and organise systems to promote a pathway leading to reduced dependence and greater independence.

### Key contract details:

- Annual Value of £74,000,000
- Contract term is 3 years with two possible
- 12 month extensions. Contract extended up to 30 November 2023
- Contract start date 1st December 2018
- 117 providers currently signed up to the contract

- The services are provided to individuals aged 16 years and older who have eligible needs under the Care Act 2014, Continuing Healthcare, Section 117 aftercare or be in receipt of or eligible for an integrated health and social care package of support
- Services are also considered for individuals at risk of admission to secure settings

## Whole Family Domestic Abuse Service

### Service overview

An all-age countywide service for children, young people, adults and their families affected by domestic abuse. The service model places significant emphasis on the integration of collaborative partnerships with the Council's Domestic Abuse Service, High Risk Independent Domestic Violence Advocacy (IDVA) Service and partner agencies. A single, clear point of contact (Hub) enables a coordinated approach, which supports (i) safer and stronger communities, (ii) allowing residents to live free from abuse and its effects and (iii) a positive impact on the safety, health and wellbeing of adults, children, and communities.

My Cheshire Without Abuse (CWA) offers a range of support and opportunities to reflect service user's capacity and desire for change, at direct points in their journey and at different levels. This involves, supporting with practical issues such as housing, legal aid and financial difficulties, providing safe crisis accommodation, counselling and specialist children's support programmes, drop-in and legal clinics and a range of support groups and recovery programmes.

**Key contract details:**

- Annual value of £600,000
- Contract Term is 3 Years with 2 possible 12-month extensions
- Contract start date 1st April 2019
- Cheshire without Abuse is the main provider
- Available across the whole of Cheshire East to people of all ages, gender, sexuality, and other protected characteristics
- Offices in Macclesfield and Crewe



## Children's Independent Visitors and Advocates:

### Service overview

To provide all cared for children and young people with advocates/independent visitors, if they choose to have one. Advocates will offer independent advice, representation, and support; in upholding children's rights to ensure there are effective pathways to hear their voices and resolve issues at the earliest stage.

The IV Service will befriend children and young people who are cared for and have little or no meaningful contact with their parents.

The aims of our commissioned service will be to:

- Obtain and represent the views and experience of children and young people in all relevant meetings
- Ensure the active participation of children and young people in all the meetings about them
- Develop practice so that the information from meetings is clear, child centred and easily understood by the children and young people
- Befriend the child with a well matched mentor
- Give advice and assistance in a way that promotes the child's rights, needs and development
- Encourage participation
- Support more child focused care plans
- Improve transition planning and support
- Ensure children and young people have a better understanding of processes and decision making forums.

### Key contract details:

- Annual value is £91,600
- Contract term is 5 years
- Contract start date 1st October 2019
- To provide all cared for children and young people with advocates/independent visitors, if they choose to have one
- Current provider is the Children's Society.
- Specific Children and young people covered:
  - Disabled Children 0-18
  - UASC
  - Homeless young people 16-17
  - Children and Young People in receipt of care



## Emotionally Healthy Children and Young People Services:

### Service overview

The service offers support to all children and young people who may need advice or help in order to achieve emotional health and wellbeing.

The Service will be available across the whole of Cheshire East and will be available to all residents of Cheshire East and children and young people who access our schools, and their parents when appropriate. An essential element of the Service is supporting and protecting vulnerable children.

The commissioned Service in Cheshire East will be offering:

- Universal and targeted low level emotional health support across the authority footprint
- Support for universal services to empower them to recognise and respond to emotional harm or mental health concerns
- Systemic change within children and young people's universal services to improve emotional wellbeing for the 0-19 population
- Direct and indirect parent/carer support through targeted intervention and training for family support services, enabling parents to positively support their child's emotional development

### Key contract details:

- Contract value for first 2 years is £640,000
- Contract value for final 2 years is £240,000
- Contract term is 2 years with two possible 12 month extensions
- Contract start date 1st April 2019

### Providers include:

- Cheshire Wirral Partnership
- Just Drop in
- Vysion
- CLASP





## Electronic Call Monitoring System

### Service overview

This is a contract to provide a system which interfaces with the Care at Home Prime Providers existing electronic call monitoring system. The system will allow CEC to generate a range of reports to ensure that the providers are adhering to the set KPIs which are as follows:

- Punctuality
- Visits are to commence within 30 minutes of the commissioned start time
- Continuity of Care Workers for single and double handled visits
- Visit Duration
- Logging visits via ECM
- Rostering/Rota planning

### Key contract details:

- Annual value is £60,000
- Contract term is 3 years with two possible 12 month extensions
- Contract start date April 2019
- CM2000 is the service provider
- The contract will enable the Council to manage the performance and quality of the service being delivered by Care at Home Prime Providers more efficiently, using live data

delivered by externally commissioned, independent, Care Quality Commission registered care at home providers, who will assist children and young people within their own homes maintaining their independence as much as possible. This is done by providing care staff who care, have compassion, courage, good communication, commitment and competence that will work pro-actively with children, young people and their families to meet their needs and deliver real outcomes.

The framework contains three different service lines:

- Lot A: Personalised care and support delivered by children's nurses for children with complex health/clinical medical needs.
- Lot B: Personalised care and support delivered by highly skilled care workers
- Lot C: Personalised care and support delivered by support workers

### Key contract details:

- Annual value – various depending on usage
- Contract start date 9th November 2018
- Contract term is 4 years with no possible extensions
- Disabled children, 0-18 years of age

### Providers include:

- AMG Consultancy Services Ltd
- Bethany Walker Respite and Support
- Carers Trust 4 All
- Courtyard Care Ltd
- HG Care Services Ltd
- Jane Lewis Healthcare
- Promises of Care
- Raids Community Care Ltd
- Sugarman Health and Wellbeing Ltd

## Care at Home Framework for Disabled Children and Young People

### Service overview

The Care at Home Contract ensures that effective and responsive care and support in individual's homes is

## Carer Respite Community Based

### Service overview

Community Respite is in place to provide support for carers and Service Users in their own home or in an appropriate environment away from home, this could be a community centre, learning centre or support to access to opportunities in the local community. Support can vary from a few hours a day to a whole day.

The service supports adults and older people with low level, non-complex care and support needs, adults with a Learning Disability, autism or challenging behaviours including Mental Health and Physical Disabilities residing in Cheshire East.

### Key contract details:

- Annual value is £150,000.00
- Contract term is 4 years with no possible extensions
- Contract start date April 2019

### Providers Include:

- Acacia Homecare
- 1st Enable
- Carers Trust 4 All
- Sage Care Ltd
- Evolving Care
- Ansar Projects
- Rossendale Trust
- The Wishing Well Project
- Liberty Support Services
- Fanco Ltd.



## Domiciliary Care and Support for residents at 4 Extra Care Housing Schemes

### Service overview

Provision of domiciliary care and support and 24/7 emergency response to residents in four extra care housing schemes; Oakmere, Willowmere, Heath View and Mill House.

To provide high quality care and support to residents in Extra Care Housing. To provide an alternative to residential care for older people who are still independent or can be independent with support.

This support and emergency response from this contract is provided by Radis Care Ltd

An additional scheme was on the list in Beechmere however due to the recent fire the scheme is under a contract review.

### Key contract details:

- Annual value of £1,360,000.00
- Contract term is 3 years with two possible 12 month extensions
- Contract start date 1st August 2019

Contract is in place to support older people and residents of the following 4 Extra Care housing schemes:

- Willowmere
- Heath View
- Mill House
- Oakmere



## Mediation and Disagreement Resolution

.....

### Service overview

The Mediation, Disagreement & Resolution Service (MDRS) is a statutory provision for local authorities under the Children and Families Act 2014 - currently delivered by Together Trust.

The core objective to help parents or young people resolve disagreements about Education, Health and Care (EHC) needs assessments and plans. Parents and young people can use mediation before deciding whether to appeal to the SEND Tribunal about decisions of an assessment or the SEN element of an EHC plan.

The Service Offers access to independent and neutral mediators and advisers who are trained in:

- Mediation and disagreement resolution
- Communication
- SEN legislation and framework
- The role and responsibilities of Schools, Local Authorities, Clinical commissioning groups and other voluntary and statutory agencies



### Key contract details:

- Annual value is £30,000
- Contract term is 3 years with two possible 12 month extensions
- Contract start date 1st April 2020
- The provider is Together Trust
- Provide a mentoring service for 16+ care leavers up to the age of 25, providing continuity of support to care leavers as they cease to be the statutory responsibility of the local authority.

## Extra Care Housing

### Service overview

The provision of 142 apartments in Cheshire East and 98 apartments Cheshire West within five Extra Care Housing Schemes.

The provider designed, built, and now manages these schemes which have communal facilities including; restaurants, hairdressers, gyms, library/IT suites and other rooms available for activities for residents and the local community.

#### Key contract details:

- Annual value is £4.5M
- Contract Term is 32 years until 2039
- Contract start date 10th October 2007

Contract is in place to provide apartments at a social rent for older people in Cheshire East and Cheshire West in five schemes.

#### In Cheshire East:

- Beechmere (destroyed by fire in 2019 but reinstatement planned)
- Oakmere
- Willowmere

#### In Cheshire West:

- Hazelmere
- Hollymere



## Universal Information and Advice Service

### Service overview

This contract provides an early intervention universal information and advice service to all residents of Cheshire East.

Local people receive the financial advice they need, leading to reduced demand for statutory services. Cheshire East Council wishes to help residents live independent lives, be self-reliant and take personal responsibility for their quality of life. Cheshire East recognises that customers are regularly presenting with complex needs spanning multiple issues, therefore the Information and Advice Service should ensure that residents have access to a clear single pathway to ensure that their needs are assessed appropriately.

The service must support the following outcomes:

- Help residents receive the benefits they are entitled to including assistance for those requiring help with applications and appeals
- Improve the financial capability of individuals and help residents with debt management

#### Key contract details:

- Annual value is £277,000
- Contract term is 3 years with a possible 12 month extension.
- Contract start date 1st April 2019.
- The Service has 2 principal towns in Crewe and Macclesfield.
- The service has 9 outreach centres including; Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow,
- The main provider is Cheshire East Citizens Advice Bureau.

## Social Action Partnership

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### Service overview

Social Action is about people coming together to help improve the life outcomes of local people, by identifying and solving problems or issues that are important to them. Some kinds of social action happen naturally. But some social action needs support to flourish.

As such, the overall aim of the service is to enhance social action in Cheshire East leading to greater and more effective social impact. An important aspect of this is ensuring that this work reduces pressure on demand for statutory services such as social care and health services.

This is achieved by delivery against four outcomes:

- better connected organisations/sectors (including social value and corporate social responsibility)
- improved relationships and partnerships across organisations (sectors)
- better connections between individuals and the VCFSE sector
- increased capacity and sustainability for the VCFSE sector (through effective connections, relationships and partnerships between organisations / sectors - Public Sector, VCFSE Sector, Business and Industry)

The Healthbox service is also included within this contract and provides staffing resources for 2 x Community Development Officers to implement the Connected Communities Strategy and 1 x Community Connector to create a sustainable and easily navigable link between health, social care and third (VCF) sector services.

- Annual value of £108,000.00
- Contract start date 15th November 2020

The Healthbox service is also included within this contract and provides staffing resources for 2 x Community Development Officers to implement the Connected Communities Strategy and 1 x Community Connector to create a sustainable and easily navigable link between health, social care and third (VCF) sector services.

- Annual value of £108,000.00
- Contract start date 15th November 2020

### Key contract details:

- Annual value is £257,000
- Contract term is 3 years with two possible 12-month extensions
- Contract start date 1st April 2020
- The provider for this contract is Pulse Regeneration
- The contract is there to support voluntary, community and faith sector organisations

## One You – Integrated Lifestyle Service

### Service overview

One You Cheshire East aims to improve people's long-term health by offering information, advice and support which equips individuals to achieve and maintain positive lifestyle change. Programmes offered include; falls prevention, weight management, smoking cessation, and physical activity.

Participants must meet eligibility criteria to be admitted to a programme e.g. a person must have a body mass index of 25 or above to take part in the weight management programme.

Over the longer term, the service aims to reduce demand on health and social care services. For instance, by reducing the number of people injured as a result of a fall.

- Annual value is £1,260,000
- Contract term is 3 years with two possible 12 month extensions
- Contract start date November 2019
- The provider is Reed Wellbeing
- [www.oneyoucheshireeast.org](http://www.oneyoucheshireeast.org)



## Assistive Technology

### Service overview

The aim of the service is to ensure that individuals who can benefit from Assistive Technology are targeted with appropriate equipment and support, in order to:

- Enable them to feel safe and secure (as far as possible) in their own home and in the wider community.
- To use technology as an enabler to help them maintain their independence and health and wellbeing (including supporting the effectiveness of Reablement services).
- To support individuals without removing their autonomy or unduly compromising their privacy.
- Support private funders of Assistive Technology (and to reduce unnecessary involvement of the Council or Health

The service includes support from a response centre and a falls pick up service.

Assessment for the service is free. However, if the service is obtained privately a regular payment will be required to the organisation.

If technology is recommended as part of a social care needs assessment then the Council's Adult Social Care Charging Policy will apply. This will mean a flat rate charge is applied for the service. This does not depend on the amount of savings or income that an individual has.

### Key contract details:

- Annual value is £1,170,000
- Contract term is 2 years with two possible 12 month extensions
- Contract start date December 2018
- Provider website: [www.welbeing.org.uk](http://www.welbeing.org.uk)



## Care at Home Prime Provider and Framework Provider Contract

### Service overview

The Care at Home Contract ensures that effective and responsive support in individual's homes is delivered by externally commissioned, independent, Care Quality Commission registered care at home providers, who will assist people in remaining in their own homes for longer and maintaining their independence.

This is done by providing care staff who encourage and support people to maintain and regain their confidence to do tasks for themselves, rather than having tasks done for them, which creates a reliance on carers and can result in people needing to access permanent residential care sooner than might otherwise be the case.

Framework Providers will not be guaranteed any work / hours but will be sent a request for Care should the Prime Providers not be in a position to pick up requests within a specific patch area.

Prime Providers will be contracted to deliver Care at Home Services for a specified named patch within the Cheshire East footprint.

### Key contract details:

- Annual value of £6,001,892.00
- Contract term for prime provider contract is 3 years with two possible 12 month extensions
- Contract term for framework provider contract is 4 years with no option to extend
- Contract start date 13th August 2018
- There are 9 prime providers
- There are 39 framework providers
- These contracts are jointly commissioned with South and East CCGs



## Hearing Service - Support for People with Hearing Impairments

### Service overview

Hearing Service for Adults and Children, including assessments, providing technical equipment and specialist practical help, advice and support. An integrated provision for Adults and Children - hosting a wide range of support and services for deaf, deafened, and hard of hearing people in Cheshire and the surrounding area.

The service is available for adults, children and young people with sensory impairments across Cheshire East to include those who are:

- D/deaf
- Have an acquired hearing loss
- Deafblind – sometimes known as a dual sensory loss – people with a significant combination of hearing and sight loss

### Key contract details:

- Annual value is £81,950.00
- Contract term is 2 years with two possible 12 month extensions
- Contract start date 1st December 2018
- The contract is provided by the Deafness Support Network (DSN)

## Accommodation with Care

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### Service overview

A Contract with providers to provide Accommodation with Care for Adults and Older People from Cheshire East. This can be based within the Borough and Out of Borough.

A Dynamic Purchasing System for a full range of registered residential support. Providers will provide high quality, safe and personalised accommodation with care that promotes choice, dignity, control and quality of life for all Residents and provide modernised care and support services that deliver value for money.

These Service Types fall into key areas; Residential, Nursing, Dementia, Learning Disabilities and Mental Health, Physical Disabilities, Continuing Health Care

### Key contract details:

- Annual value is £55,390,000
- Contract term is 4 years with no extensions
- Contract start date 8th October 2018
- There is 90+ providers covering the borough who provide the service as part of this contract
- This contract is in place to support any resident within Cheshire East who is in need of cared for accommodation



## Healthwatch Cheshire East including Independent Health Complaints Advocacy Service

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### Service overview

Local Healthwatch is a statutory independent service and they work with local people and organisations as well as service providers, so that people living in Cheshire East get the best possible health and social care services.

The primary purpose of the Healthwatch service is to act as an independent champion and voice for residents in order to help monitor and shape local health and social care services. This is achieved by actively gathering the opinions and experiences of local people in using these services and producing valuable and timely feedback for the NHS and local authority service commissioners. The information can then be used to influence the delivery and design of local health and social care services.

Enter and Views - Healthwatch Cheshire volunteers visit service providers such as Hospitals/Care Homes and GP Practices within local area to gather and understanding of the

experience of individuals, their family/carers and staff.

The purpose of the Independent Complaints Advocacy Service (ICAS) is to provide support to individuals to access information and independent advocacy if they need help to complain about NHS services.

The service supports residents with a complaint or grievance related to any aspect of healthcare as described in the Health and Social Care Act 2012. Including that which falls under the jurisdiction of the Health Service Ombudsman, such as complaints about poor treatment or service provided through the NHS in England.

**Key contract details:**

- Annual value is £168,000
- Extended until 31st March 2022
- Contract start date 1st April 2017
- Contract for Services held by Cheshire West and Chester Council (CWAC).
- A Partnership Agreement is in place with CWAC
- The provider for this contract is Healthwatch Cheshire CIC
- Contract is in place to support all residents of Cheshire East



## Learning Disability Respite Service

### Service overview

The provision of accommodation based with a learning disability / autism who may display behaviour that challenges, including those with mental health condition. This service element is one part of a new Adult Respite Support model that focuses on providing modern and flexible respite support.

The provision of accommodation-based respite support, within the Cheshire East area. The service will provide accommodation and support for adults (and children 16+ in transition to adulthood) with a learning disability and/or autism, who may display behaviour that challenges, including those with a mental health condition or physical disability.

#### Key contract details:

- Annual value is £168,000
- Contract start date 1st December 2018
- Contract term is 3 years with two 12 month extensions. Contract extended until 30/11/23
- The provider for this contract is 1st Enable

This contract aims to support residents with (a) Learning Disability / Autism 18+ (and children 16+ in transition



## Handy Person Service

### Service overview

Provide low level building related support around the homes of vulnerable older people, through minor adaptations.

Referrals are made into the service by health or social care professionals for clients who have an eligible social care or health need and where this is critical to regain or maintain a person's independence.

Examples of work done:

Grab rails, toilet frames, stair rails, handrails to steps, step alterations, shower seats or other tasks of a minor nature identified by health or social care.

Allowing a people to stay in their own homes and remain as active and independent as possible. Support initiatives that reduce unnecessary hospital and care admissions, facilitate timely transfer of care from hospital to home, prevent more costly future repairs, reduce.

#### Key contract details:

- Annual value of £174,000
- Contract term is 5 years with one possible 12 month extension
- Contract start date 30th April 2015
- This contract is provided by ORBITAS

This contract is in place to support older people over the age of 60, have a physical or sensory disability or have a learning disability, unable to take care of themselves or protect themselves from significant harm or exploitation or have a life limiting illness



## Children's Residential Homes

### Service overview

This Contract provides care and support to the cared for children and young people within residential homes. Supporting Cheshire East Council with its continuing journey to improving outcomes for our cared for children and young people.

The homes must provide accommodation, care and support for 365 days of the year, 24 hours a day. The homes are spread across the borough and will have a range of young people in residence with an individual needs and behaviours. The service must have a strong ethos, culture and high expectations regarding education, training and employment working positively with the young people to access opportunities that support them to develop in all areas.

### Key contract details:

- Annual value is £1,100,000
- Contract term is 5 years with two possible 12 month extensions
- Contract start date December 2019
- The provider is Safe Places

The contract is to support cared for children and young people within residential homes



## Provision of Mental Health Floating Support Services

### Service overview

This Mental Health Floating Support Service focuses on early intervention and prevention, supporting the development of innovative solutions to best meet the needs of people with mental health support needs.

The principal focus is creating greater links with Care Communities and improved integration with health and Mental Health Reablement, with a robust pathway will be created to ensure health and social care professionals are able to refer into the service and a clear pathway out will be established to community services.

The service aims to aiming top:

- Improve the health and wellbeing of individuals and with mental health support needs
- Promote people's independence (and life skills) and prevent the escalation of needs thereby reducing demand on social care and health services

### Key contract details:

- Annual value is £120,000
- Contract term is 2 years with two 12 month extensions  
Contract extended until 30/11/23
- Contract start date 1st December 2019
- The service is currently delivered by Making Space.

This contract aims to support residents with mental health conditions aged



## Crewe Nurseries

### Service overview

To provide excellent quality nursery provision in Crewe, that will increase the availability of support to vulnerable families and children.

The services have been commissioned to provide the best start in life for children by supporting good quality early years education and care this should have a lasting impact on education, social and behavioural outcomes.

The Supplier will work in partnership with the Council to achieve at least 75% take up of the free entitlement for eligible 2 year olds, but must be able to provide placements to cover the universal entitlement for 3 and 4 year old. This includes the extended entitlements for 3 and 4 year olds of working parents, providing a further funded 15 hour a week/38 weeks of the year. This is in addition to the universal 15 hours entitlement for all 3 and 4 year olds.



### Key contract details:

- Contract value is a payment that is based on places taken and funded via the DFE
- Contract term is 5 years
- Contract start date 1st April 2018
- Contract is to support ages 0-5 years

### The providers of this contract are:

- Alexandra Academy – Monk Coppenhall
- Reach for the Stars – The Brooks
- Reach for the Stars – Oak Tree



## Styal Prison

### Service overview

To provide social care services to vulnerable women in Styal Prison. The provider is contracted by health who then invoice Cheshire East for the care provided.

This is done alongside with the operational Wilmslow team and health to ensure that all prisoners' needs are met and to maintain dignity and respect. The focus is on a caring approach which focusses on recovery and rehabilitation.

#### Key contract details:

- Contract term is 5 years
- Contract start date 22nd February 2016 with one possible 12 month extension
- The provider for this contract is Spectrum Community Health
- The hourly rate for this service is fixed at £14.00 per hour

The Bed Based Carer Respite service is designed to enable carers and the cared for person to be able to plan ahead and beds can be booked up to 12 months in advance enabling carers to plan holidays and breaks. The Emergency Respite Beds cannot be booked and can only be accessed by the Brokerage Team in an emergency situation or out of hours by the Emergency Duty Team.

The beds are available in a number of different homes across the borough, covering a wide geographical area, in order to try where possible, to limit the distance that carers and service users are required to travel to access this support. One of the beds is located just outside the Cheshire East boundary in Kids Grove, however, this is still closer for many Cheshire East residents to travel to, than other parts of the borough. There are a total of 11 beds available (including the two emergency beds).

#### Key contract details:

- Annual value is £353,000
- Contract term is 3 years with two possible 12 month extensions
- Contract start date 1st December 2018

#### Carer Respite beds are located in the following care homes:

- Newton Court, Middlewich
- Maple Tree Court, Kids Grove
- Bucklow Manor, Knutsford
- Corbrook Park, Audlem
- Astbury Mere, Congleton
- Hazelmere House, Wilmslow

## Bed Based Carer Respite

### Service overview

Bed Based Carer Respite is in place in order to enable carers to take a break from their caring role following an assessment of their needs. The bed-based provision is available to ensure that carers are assured that the service user is being appropriately and safely supported in a suitable environment.

A range of different bed types are available which include: Residential, Residential Dementia, Nursing, Nursing Dementia, Physical Disability, as well as 2 Emergency Beds, (Residential Dementia and Nursing) which are designed to support the service user in an emergency situation where the carer is unable to continue in their caring role. This could be due to the carer becoming ill/being admitted to hospital.

## Direct Payment Support Service

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### Service overview

The service will provide Independent Living Advice and support to adults wishing to receive a personalised budget through a direct payment, in order that they can purchase services to meet their own care and support needs. Also, to provide information, advice and guidance to self-funders.

Offering a designated Independent Living Advisor, who will support personal progress and welfare, including self-funders:

- Listening to individual requirements (e.g. visiting clients outside work hours)
- Personalising communication methods to suit the individual (e.g. British Sign Language, pictures)
- Undertaking regular reviews
- Facilitating peer, informal or circles of support
- Assisting with financial costings/budgeting
- Supporting positive risk management
- Support with staff management
- Supporting with recruitment of PA's, ongoing technical/specialist advice (e.g. employment law questions /queries/disputes/paperwork)
- Signposting to community-based services, third-party managed account/payroll providers, money mentoring service, or other funding sources (e.g. charitable grants)
- Liaising/Negotiating with care providers
- Assisting with audit preparation
- Encouraging use of innovative alternatives to 'traditional' services
- Supporting with contingency planning
- Holding regular surgeries, promotional events and presenting to key stakeholders to ensure that the service is effectively promoted.
- Monitoring wider community impact, equality and diversity data, demographic details and referral sources to inform targeted promotion.

### Key contact details:

- Annual value is £120,000
- The contract term is 2 years with one possible 12 month extension
- Contract start date 1st October 2019
- The provider of the new contract is PeoplePlus
- This contract is aimed at supporting adults and carers aged 18+ who are in receipt of a Direct Payment (DP) from the Council



## Housing Related Support and Accommodation (16 & 17 year olds) for Care Leavers, Cared for Children, and unaccompanied Asylum Seeking Children

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### Service overview

Housing Related Support and Accommodation (16 & 17 year olds) for Care Leavers, Cared for Children, and unaccompanied Asylum Seeking Children.

The provision of short-term accommodation based support and other support services for 16 to 17-year old's will;

- Support each young person to be tenancy ready
- Support each young person in achieving greater independence
- Support each young person to access and retain appropriate accommodation
- Support each young person in building and maintaining good health and wellbeing

As defined in the geographical footprint of the service, accommodation and support is split into north and south areas of Cheshire East.

### Key contract details:

- Annual value of £492,000
- Contract term is 3 years with two possible 12 month extensions
- Contract start date 2nd January 2021

### The providers of this contract are:

- North: People, Potential Possibilities
- South: Crewe YMCA





## Rapid Response

### Service overview

Rapid Response assists in a prompt discharge home from hospital for Service Users who are medically fit and assists in reducing the pressures on hospitals.

The Rapid Response Care at Home contract is in place to alleviate winter pressures, supporting the discharge of patients who are medically fit from hospital to home. Rapid Response will also prevent the admission into hospital of service users via a multi-disciplinary wrap around service in addition to supporting service users coming through community-based provision.

#### Key contract details:

- Annual value is £676,700
- Contract term is 1 year
- Contract start date December 2020

#### The Providers for this contract are:

- Evolving Care
- Connected Health Care Plus
- Extra Mile

## Infection Prevention and Control Service

### Service overview

The Infection, Prevention and Control (IPC) service provides specialist advice on the prevention and control of infection to the general public (residents, patients, carers, and others) and to non-acute providers of health and social care services across Cheshire East.

The service has 2 fundamental objectives around the IPC and TB nursing delivery:

#### Primary Prevention

To reduce the burden of infectious disease within the population of Cheshire East (and particularly target population groups) through a variety of actions focused on prevention. This includes in relation to TB, Health Care Associated Infections (HCAI) and other communicable diseases.

#### Secondary Prevention

To support stakeholders within the community to respond promptly to disease outbreaks, thereby reducing the impact they have on individuals within that setting and the wider community. This includes supporting the activities of the PHE Health Protection services.

Services are available to:

- GP Practices
- Care Providers (including Nursing and Residential Care Homes, Domiciliary Care)
- Dental Practices
- Early Years Providers (including nurseries),
- Schools (particularly SEND schools -special education needs and disability)
- Tattooists/piercers

Offering: Preventative outreach, provider support and specialist TB nursing to residents.

#### Key contract details:

- Annual value of £156,000  
£50,000 PA - TB Nursing  
£106,000 PA - IPC
- Contract term is 5 years with two possible 12 month extensions
- Contract start date 1st April 2020
- Cheshire Wirral Partnership is the main provider
- Venues in Macclesfield and Leighton Hospital. The team also conduct site visits

## Mentoring for Care Leavers

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### Service overview

Providing a mentoring service for 16+ care leavers up to the age of 25, providing continuity of support to care leavers as they cease to be the statutory responsibility of the local authority.

The primary purpose of this mentoring service is to provide bespoke practical and emotional support to young people including:

- Access to weekly support
- Registering at local GP and dentist
- Applying for, or support to sustain education, employment and training
- Practical support to access leisure activities and services, or volunteering in the community to improve physical and mental health
- Support to access activities and groups in the local community
- Support with emotional wellbeing and mental health
- Support to maintain tenancies and 'make a house a home'
- Building skills, confidence and resilience to support independent living
- Developing confidence and skills as a parent
- Advocacy support for the young person at formal meetings as required
- Other practical support with day to day activities

As part of this provision, CE young people also have access to the Psychological Wellbeing and Trauma Counselling Service, which provides specialist support to young people with complex presentations.

### Key contract details:

- Annual value of £60,000
- Contract term is 3 years
- Contract start date 1st August 2019
- The provider is Pure Insights
- Head Office: Stockport – with local and regional mentors



## 0-19 Plus Service – Healthy Child Programme

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### Service overview

Wirral Community Trust deliver the Cheshire East 0-19 Plus - Healthy Child Programme across Cheshire East. It provides key services to families, children and young people. The service is delivered across Cheshire East with the team operating a locality-based offer.

- Early Years and Health Visiting services for 0-5 years
- Working in partnership with Children's Centres to deliver the Parenting Journey and Healthy Child Programme
- School Nursing service for ages 5-19 (or up to 24 for SEND)
- Central Contact Centre – Offering one point of contact for health advice and support for families and professionals and CYP aged 0-19 plus via telephone, chat health and web information
- Specialist Mental Health and SEND workers to support and advise staff
- Targeted, intensive Early Years support for vulnerable Parents via the Family Nurse Partnership
- Breastfeeding support via Cherubs service
- Safeguarding Team
- Outreach service operating in Children Centres, community venues, educational settings, health settings and home visits

These services will ensure that children and young people receive the very best start in life and beyond and have access to the highest quality universal healthcare when required.

### Key contract details:

- Annual value of £5,500,000
- Contract term is 5 years with two possible 12 month extensions
- Contract start date 1st October 2020

### Providers Include:

- Wirral Community Trust is the main provider
- Contracted services are available to young people aged 0-19 (up to 24) residing in Cheshire East



## Integrated Substance Misuse Service:

### Service Overview

The Substance Misuse Service delivers a number of recovery orientated, integrated, community substance misuse services across Cheshire East to:

- Adults and young people with substance misuse issues (including alcohol)
- People who are homeless and living and working on the streets
- Offenders in prison and those serving community sentences
- Families and communities affected by crime, substance misuse and Anti-Social Behaviour and victims of Domestic Abuse

### Specific services include:

- Needle exchange
- Outreach
- Rehabilitation & support
- Medication-assisted treatment
- One to one and group sessions
- Counselling
- Benefits and housing advice
- Employment and Training advice
- Children and Young Persons Service
- Family Support
- Brief and structured interventions



### Key Contract Details:

- Annual value of £3,000,000
- Contract term is 3 years with two possible 12 month extensions
- Contract Start date 1st November 2018
- Change Grow Live (CGL) is the main provider
- CGL deliver the service in collaboration with Emerging Futures and Recovery Works
- Services are available to individuals of any age, gender, sexuality, race and religion who are residing in Cheshire East
- CGL have two main hubs in Crewe and Macclesfield
- CGL deliver outreach in other community, health, and outreach venues

## Community Equipment

### Service overview

The Community Equipment Service is run as a partnership between Cheshire East Council, Cheshire West and Chester Council and Cheshire CCG. The service provides a range of items to assist people with daily living including walking aids, toilet frames and profiling beds, as well as a repair, maintenance and collection service. Particular emphasis is on reuse of equipment to reduce the environmental impacts of provision.

The service is provided from depots in Winsford and Ellesmere Port. However, there are also click and collect points for equipment available throughout the Borough.

Additionally, members of the public also have the option of privately obtaining equipment via a retailer based within the local area. See the equipment pages on Live Well for further information <https://livewellservices>.

#### Key contract details:

- Annual value is £3.3M
- Contract term is 4 years with two possible 12 month extensions
- Contract start date 1st April 2021
- The provider for this contract is Ross Care

## Volunteer Family Support Service

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#### Service overview

The Volunteer Family Support Service is for families that need additional support through early intervention and prevention.

The family support volunteering service offers local support and help to families with children who need practical and emotional support, to better manage their families post lockdown, to promote safety, stability, and independence.

To do this, (including who are trained directly with who benefit support.

Key

The service Central and South.

Lot 1 North: Macclesfield, Knutsford, Wilmslow and Poynton

Lot 2 Central: Sandbach, Middlewich, Alsager, Congleton and Holmes Chapel

Lot 3 South: Crewe and Nantwich

#### Key contract details:

- Awarded Value is £239,100
- Contract Term is 2 years
- Contract Start Date 1<sup>st</sup> October 2021
- The provider for this contract is Ruby's Fund



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**Appendix 2****Contracts Booklet – Future Updates**

This list of contracts will be included in the next update of the Contracts Booklet (See Appendix 1).

**Pre-Paid Cards (Children's Services)**

Key contract details:

- Provider – Allpay Ltd
- Annual Value of £5,000
- Contract term is 3 years with 1 x 12 month extension
- Contract start date 1 April 2020

**Online Learning for children and young adults**

Key contract details:

- Provider – Nisai Group Ltd
- Annual Value of £20,000
- Contract term is 1 year with 2 x 12 month extensions
- Contract start date 1 September 2019

**Missing from Home / Care (PAN Cheshire commission - Halton BC lead)**

Key contract details:

- Provider – We are with you
- Annual Value of £138, 533
- Contract term is 1 year
- Contract start date 1 July 2022

**Enhanced Work Experience Placement**

Key contract details:

- Provider – Mploy Solutions Ltd
- Annual Value of £31,250
- Contract term is 2 years with 2 x 12 month extensions
- Contract start date 1 January 2022

**Data collection Service for the monitoring of attendance and attainment of cared for children and young people**

Key contract details:

- Provider – IRIS Software Group
- Annual Value of £22,475
- Contract term is 3 years plus 2 x 12 month extensions
- Contract start date 1 September 2020

**Supply and Delivery of Fresh Produce for Schools (including bread, milk and dairy)**

Key contract details:

- Provider – R Livesey
- Annual Value of £782,500
- Contract term is 2 years with 2 x 12 month extensions
- Contract start date 23 February 2019

**Maintenance and Repair of Catering Equipment**

Key contract details:

- Provider – Catering Equipment Sales Limited
- Annual Value of £66,666
- Contract term is 3 years with 2 x 12 month extensions
- Contract start date 1 April 2022

**Fresh Meat for Schools**

Key contract details:

- Provider – Barrows Butchers
- Annual Value of £124,000
- Contract term is 3 years plus 2 x 12 month extensions
- Contract start date 1 October 2019

**Fresh Meat for Schools**

Key contract details:

- Provider – Littlers Butchers
- Annual Value of £130,000
- Contract term is 3 years plus 2 x 12 month extensions

- Contract start date 1 October 2019

### **Fresh Meat for Schools**

Key contract details:

- Provider – Quality Cuts Butchers
- Annual Value of £137,000
- Contract term is 3 years plus 2 x 12 month extensions
- Contract start date 1 December 2019

### **Light Catering Equipment**

Key contract details:

- Provider – W.V Howe Limited
- Annual Value of £25,000
- Contract term is 5 years
- Contract start date 29 March 2018

### **Groceries for Schools – Dry Goods**

Key contract details:

- Provider – Hannah Food Services Ltd
- Annual Value - £1,256,284
- Contract term is 3 years plus 3 x 12 month extensions
- Contract start date 1 May 2019

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*Working for a brighter future together*

## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Update report on the 2021/2022 Action Plan to address the ILACS recommendations
<b>Report of:</b>	Deborah Woodcock, Executive Director of Children's Services
<b>Report Reference No:</b>	CF/05/22-23
<b>Ward(s) Affected:</b>	All wards

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### **1. Purpose of Report**

- 1.1. This report will provide the Children and Families Committee with an update on progress on the recommendations from the Ofsted Inspection of Local Authority Children's Services (ILACS) in November 2019. This report will focus on progress made since the action plan was updated in March 2022, and includes the recommendations from the ILACS focussed visit in November 2021. The action plan will be reviewed on a 6 monthly basis and updates presented to children and family committee accordingly.
- 1.2. Ofsted ILACS inspections review the quality of our services and how well we protect and safeguard children and young people, and how well we support our cared for and care experienced children and young people. Therefore, our work to continue to develop services in response to the recommendations from these inspections contributes to achieving our aims in the Corporate Plan to:
  - Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation.
  - Be the best Corporate Parents to our children in care.

### **2. Executive Summary**

- 2.1. This action plan is a key document to ensure that leaders in Children's Social Care are continually working towards, and accountable for the

required actions to support improvement towards the identified recommendations from the ILACS inspections in November 2019 and November 2021.

### **3. Recommendations**

- 3.1.** The Children and Families Committee is recommended to receive the update on the progress to date against the recommendations, and the impact for children and young people, recognising the achievements and progress made, and to seek assurance around ongoing areas for further development.

### **4. Reasons for Recommendations**

- 4.1.** The council, working with statutory partners, has legal duties to safeguard and promote the welfare of all children and young people in Cheshire East. It is important that the Children and Families Committee has the opportunity to consider the achievements, progress to date, and the improvements planned ahead to ensure that the welfare of children and young people is prioritised.

### **5. Other Options Considered**

- 5.1.** Not applicable.

### **6. Background**

- 6.1.** All Children's Services are subject to regular inspection by the regulator body Ofsted. Cheshire East Council's last full inspection under the ILACS Framework was in November 2019. Cheshire East Children's Services were judged as 'requires improvement to be good' in this inspection. The inspection recognised that significant progress had been made in a number of areas since the previous inspection in 2015.
- 6.2.** Cheshire East Council received a Focused Visit in November 2021 from Ofsted, this focused on our Children in Need and Child Protection (CIN/CP) service and also evaluated the impact of leaders on frontline practice and outcomes for children.
- 6.3.** Inspections under the ILACS framework evaluate the effectiveness of local authority services and how we work together as a wider partnership to support children and young people, including:
- the help and protection of children.
  - the experiences and progress of children in care wherever they live, including those who return home.
  - the arrangements for permanence for children who are cared for by the local authority, including adoption.
  - the experiences and progress of care leavers.
  - the effectiveness of leaders and managers
  - the impact we have on the lives of children and young people.

- the quality of professional practice.
- 6.4.** The ILACS framework is a complex system of inspection; the aim is to create a proportionate inspection process based on their most recent inspection judgement and intelligence gathered throughout the year. There are three different types of inspections under the framework:
- **Standard Inspection** - this inspection covers all the services above across levels of need and takes place over three weeks, with one week's notice and inspectors onsite for two weeks. At the end of the inspection, a report is completed which gives a judgement on the quality of our services, either outstanding, good, requires improvement to be good or inadequate. Authorities that are already judged to be good or outstanding have a shorter standard inspection which takes place over two weeks.
  - **Focused Visit** - these inspections focus on one area in particular. Prior to the recent focused visit in November 2021 on our Children in Need and Child Protection Service (CIN/CP) we had a focused visit on cared for children and care leavers. These inspections take place over two weeks and inspectors are onsite for two days. At the end of the inspection, a letter is written which outlines strengths and areas for improvement, no overall judgement is given.
  - **Joint Targeted Area Inspections (JTAI)** – these inspections are multi-agency, and are carried out by inspectors from multi-agency inspectorates (including Ofsted, CQC, HMICFRS and HMI Probation). These inspections look at a particular topic, which changes on a regular basis. These inspections take place over three weeks and inspectors are onsite for one week. At the end of the inspection, a letter is written which outlines strengths and areas for improvement, no overall judgement is given.
- 6.5. Progress against the Recommendations from the Ofsted ILACS Inspection 2019 and further areas for improvement from the Focused Visit**
- 6.6.** Following the inspection in 2019, Children's Services have implemented strategies to address the shortfalls identified and have continued to drive forward our ambition for children and young people in Cheshire East. The action plan to address the recommendations from the 2019 inspection, and the progress to date against the actions, is included within the appendix. The action plan was updated in March 2022 and includes additional recommendations identified during the focussed visit.
- 6.7.** The additional recommendations will support progress to address the following areas of improvement:
- To fully consider childrens identities when reaching decisions and ensure assessments will be updated promptly when children's circumstances change.

- Improve the identification of contingency arrangements in child in need plans.
- Improve the consistency and effectiveness of management oversight for disabled children.
- Improve the completion of audit recommendations to further improve experiences for children.

## **7. Consultation and Engagement**

- 7.1.** Children's Social Care consult and engage with key stakeholders as part of service delivery. For the purposes of the period referenced, consultation has taken place specifically with foster carers, and cared for children and young people accessing emergency accommodation.

## **8. Implications**

### **8.1. Legal**

- 8.1.1.** Ofsted inspections are conducted under section 136 of the Education and Inspections Act 2006.

- 8.1.2.** Cheshire East has a statutory responsibility to safeguard children and young people within the borough and the service operates within the relevant legal framework.

### **8.2. Finance**

- 8.2.1.** Financial plans are due to be reviewed to ensure that the service can continue to meet the needs of vulnerable children and young people in Cheshire East and will be reflected in the Medium-Term Financial Strategy.

### **8.3. Policy**

- 8.3.1.** Cheshire East is ambitious and committed to ensuring that together, we will make Cheshire East a great place to be young. Our priorities for improving outcomes for children and young people are driven through the council's Corporate Plan, the Children and Young People's Plan, and the Corporate Parenting Strategy.

### **8.4. Equality**

- 8.4.1.** Good quality practice with families ensures that all children and young people's needs are taken into account and supported.

### **8.5. Human Resources**

- 8.5.1.** Recruiting and retaining high quality social workers and managers is crucial in supporting us to achieve consistently good practice for children and young people.

## 8.6. Risk Management

- 8.6.1. There are reputational and financial risks of not providing good Children's Services, as well as risks to individual children and young people. The council must continue to ensure that these risks are minimised by ensuring effective plans are in place to improve where areas for development are identified.

## 8.7. Rural Communities

- 8.7.1. Vulnerable children and young people are present in all communities in Cheshire East.

## 8.8. Children and Young People/Cared for Children

- 8.8.1. Our plans intend to improve the experiences and outcomes for children and young people across the borough, in particular those that are most vulnerable. Cheshire East Council has a Corporate Parenting responsibility for children in their care. Full council made pledges to cared for children and young people in December 2018 in line with the Corporate Parenting Strategy.

## 8.9. Public Health

- 8.9.1. There are no direct implications for public health.

## 8.10. Climate Change

- 8.10.1. Children's services continue to support the council with climate change objectives.

Access to Information	
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Appendices:	Action Plan to address the Ofsted ILACS Recommendations
Background Papers:	<a href="#">Children's Inspection Report 2019</a> <a href="#">Children's Services Focused Visit Report 2021</a>

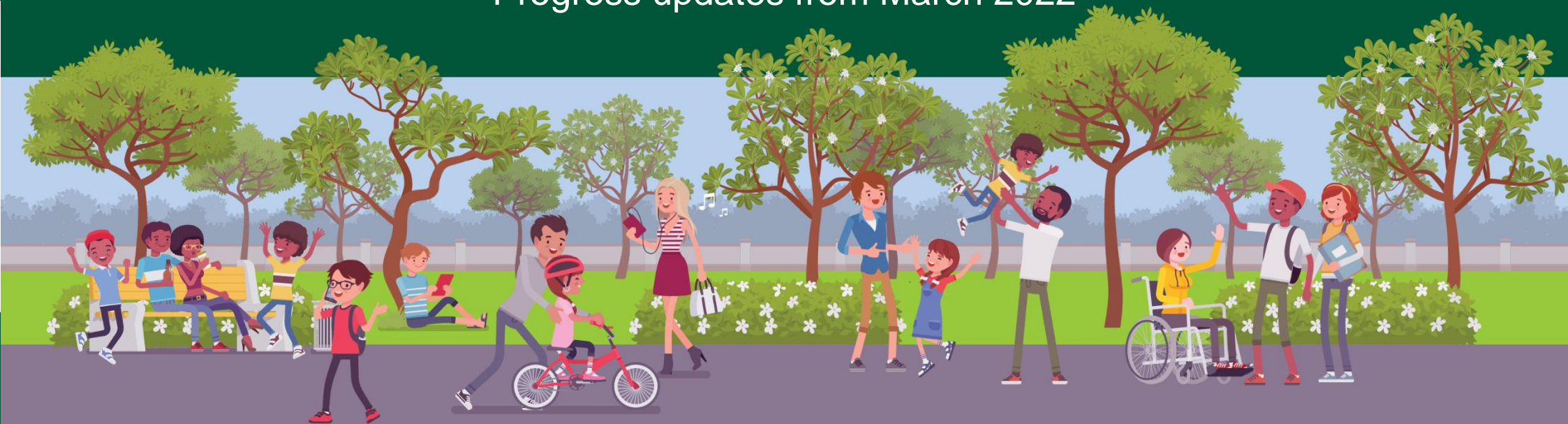
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# Action Plan to address the ILACS Recommendations

April 2021 – 2023

Progress updates from March 2022



## Introduction

This is our action plan which began in 2021 and continues to address the recommendations from the Ofsted Inspection of Local Authority Children's Services (ILACS) in November 2019 and focused visit into children in need of help and protection in November 2021. This plan is reviewed on a 6 monthly basis and will continue to be a tool to drive practice improvement forward. The full inspection report and focused visit report are available on the [Ofsted website](#).

The **ILACS inspection** found that significant progress had been made since our previous inspections in 2018 and 2015. Clear strengths were identified including our early help offer, a strengthened front door, our edge of care support, management of risk to children exposed to exploitation, the creativity of frontline practitioners in direct work with children and young people, and crucially **the voice of the child being at the centre of everything we do**.

However, overall, the quality of our practice was too variable, and required further improvement to be consistently good. Some vulnerable groups, such as children experiencing chronic long-term neglect, children who were privately fostered, and homeless 16 and 17 years olds, were not always receiving the right support.

The **focused visit** in November 2021 found that since the ILACS inspection in 2019, there has **been improvement in the overall quality of work** with children who are in need of help or protection.

Three specific areas were recommended to further improve the quality of social work practice in this area, the identification of contingency arrangements in child in need plans, the consistency and effectiveness

of management oversight for disabled children, and the completion of audit recommendations to further improve experiences for children.

We are committed to addressing the recommendations from the inspection activity to further improve the support we offer to children, young people, families and carers. Our continued focus is on achieving excellent outcomes for children and young people through **establishing consistently good practice**.

## Progress so far

It's been over two years since the full inspection, and since then we have experienced a focused visit, a [SEND re-inspection](#), a [pan-Cheshire Youth Justice Inspection](#) and the uncertainty of a global pandemic. However, during this time, we have made progress and demonstrated this within each inspection.

We successfully launched our second Mockingbird Hub in January 2022, **resulting in increased support to carers and children**. We have responded to our sufficiency challenges and have future plans to create additional residential provision and increased internal fostering and residential provision.

Our Cared for Service had a successful visit from Mark Riddell, National Advisor for Care Leaver's (DFE), he was impressed with the work that is being undertaken. Mark stated that he regards Cheshire East as one of his top half dozen 'go to' authorities.

The recruitment and retention of frontline teams means that we have been resourced to be able to **stay connected to children and young people and communities**.



As leaders, we have developed a clear vision for children, young people, and care experienced adults in Cheshire East, **Together for Children and Young People**. We want to ensure that across the Council and the partnership, everyone is clear on our shared ambition for children and young people, and we work together to achieve the best outcomes.


To support children and young people, the council has boosted investment in Children's Social Care Services by an additional £1.5m for 2021/22 and continues to review financial sustainability as part of a Medium Term Financial Strategy and has protected our early help offer despite a challenging financial climate. To enhance our offer to families we have increased caseworkers, strengthened front door delivery, mainstreamed our edge of care support and improved risk tracking and planning for children exposed to exploitation.

The progress we have achieved against each of the recommendations is outlined in detail within our January 2022 self-evaluation.

# Action Plan





Date of progress updates: March 2022


Recommendation	Improve the quality, consistency and analysis of assessments, and the child focus of plans (Nov 2019).		
What inspectors found	<p>Inspectors found good quality practice, however overall, the quality of practice was not consistent, which meant some children and young people's needs were not fully identified or effectively met:</p> <ul style="list-style-type: none"> <li>• Some assessments did not contain enough analysis.</li> <li>• Assessments were not consistently updated when children and young people's needs changed.</li> <li>• Some plans were not SMART enough – they were not always clear about the outcome or timescales, and some were too focused on adult needs.</li> </ul> <p>Recording on children's files did not always capture the extent of the work that was taking place, including the rationale for decisions so children could understand why decisions were made for them. Sometimes there was not enough analysis of children and young people's experiences and the impact on them (for example in recording home visits).</p> <p><b>Findings from the Focused Visit - November 2021</b></p> <p>Assessments and plans are mainly thorough and focused on improving outcomes for children...timely assessments of children's needs include careful consideration of family history and children's experiences to appropriately identify strengths and risks for children. The views and opinions of children, parents and relevant professionals are sought effectively to inform assessment conclusions.</p> <p>Children who need help or protection are identified as a result of effective assessments of risk and need...however, some assessments do not fully consider children's identities when reaching decisions and assessments are not always updated promptly when children's circumstances change.</p>		
Baseline from 2020/21		Target for September 2021	Target for March 2022
45% audited cases were good or better quality in November 2020.		60% audited cases will be good or outstanding.	70% audited cases will be good or outstanding.

Position in March 2022 in relation to targets				Progress relative to targets
Quarter 4 quality assurance activity found that 54% audited cases were good.				 Below target
Ref	What we will do to achieve consistently good practice	Lead person	Timescale	Progress to date
1a	Continue to deliver our 'doing the basics well' training programme for practitioners to support consistently good practice across all services.	Sarah Flint, Principal Social Worker	March 2022	Additional masterclasses and practitioner clinics were facilitated by our commissioned social work service and consultant social work practitioner focusing on CIN planning and direct work with children and young people.
1b	Refresh and implement the Neglect Operational Strategy as our partnership approach to addressing neglect. Evaluate the impact of the Strategy via the Safeguarding Children's Partnership Neglect Board on a quarterly basis.	Louise Hurst, Head of Service Child in Need and Child Protection	March 2022 Impact evaluated quarterly.	<p>The Neglect Strategy has been refreshed in consultation with all partners and children and young people. It was launched in July 2021. Outcome measures listed below have been agreed across the partnership. The Neglect Board will review progress and impact on performance on a quarterly basis.</p> <ul style="list-style-type: none"> <li>• Increase in Early Help Assessments led by Partner Agencies where neglect is identified as a factor.</li> <li>• Increase in the number of contacts to ChECS where neglect is identified, that are accompanied by a Neglect Screening Tool.</li> <li>• Reduction in the number of children experiencing a second or subsequent Child Protection Plan for Neglect.</li> </ul>

1c	Deliver high support and high challenge to teams through our lead practitioners, extending this from three to four lead practitioners from June 2021.	Sarah Flint, Principal Social Worker	March 2022	Four lead practitioners are in place to respond to areas of focus identified through audit and quality assurance activity. They are delivering masterclasses, targeted support to newly qualified social workers, and direct work with children and families. Monthly impact reports on this support are produced which are reported to the Excellence in Social Work Practice Leadership Meeting.
1d	Develop an annual training offer for social workers so it is clear what training is available and required for each specialism.	Jo Rigg, Training Officer	Annually	Following on from our training offer launched in July 2021 our updated annual offer will commence in June 2022.
1e	Review the forms on the child's record, starting with plans, to ensure they support best quality practice.	Sarah Flint, Principal Social Worker	March 2022	The form for children's plans has been rewritten in consultation with systems analysis and frontline practitioners. This plan has been piloted in frontline teams and final changes will be agreed in September with a go live date of November 2021.
1f	Ensure that assessments consider children's identities when reaching decisions. Ensure ethnicity is recorded at point of referral.	Sarah Flint, Principal Social Worker	March 2023 Training plan reviewed annually	Additional training opportunities and masterclasses are being delivered to focus on considering children's identities and writing quality assessments. Masterclasses commence in March 2022 and are delivered regularly throughout the year.
1g	Ensure that when childrens circumstances do change, assessments are updated promptly to reflect this. 80% of all open cases will have had an updated assessment in the last 12 months.	Louise Hurst, Head of Service Child in Need and Child Protection  Annemarie Parker, Head of Service Cared for Children and Care Leavers.	March 2023	91% children have an updated C&F assessment within the last 12 months. There have also been 399 multiple assessments, evidencing that when things do change for children their assessments are updated.


Recommendation	Ensure consistent management oversight and supervision in the organisation to ensure that consistent, good-quality social work practice is in place (Nov 2019)
What inspectors found	<p>Management oversight and supervision did not provide sufficient challenge or reflection to enable practitioners to improve their practice.</p> <p><b>Management oversight:</b></p> <ul style="list-style-type: none"> <li>• Management oversight and challenge was not fully embedded in all areas - management oversight from both Team Managers and IROs did not always drive progressing plans within children's timescales.</li> <li>• Performance information was not always scrutinised sufficiently to provide critical challenge of all services.</li> <li>• Current checks and balances did not identify the areas of weaker practice found in the inspection.</li> </ul> <p><b>Audits:</b></p> <ul style="list-style-type: none"> <li>• Team manager audits were inconsistent in quality, and some audits were over-optimistic in their judgements. Some audits were more compliance focused so were less effective in supporting reflection and improved practice. Some parts of the audit forms were not completed.</li> <li>• Inspectors felt there was not enough moderation of audits from senior managers (14% audited cases were moderated) given the over-optimism of judgements in team manager audits.</li> </ul> <p><b>Supervision:</b></p> <ul style="list-style-type: none"> <li>• Most social workers received regular supervision; however supervision was not always sufficiently analytical or reflective.</li> </ul> <p><b>Findings from the Focused Visit - November 2021</b></p> <p>In most parts of the service, more effective management oversight is ensuring that children's needs are met including through the provision of relevant services...most managers have regular oversight of social work with children and their families. Supervision takes place with sufficient frequency in most teams...however, management oversight does not always challenge and prevent drift for all children effectively. This is particularly evident in the service for disabled children, where supervision and management oversight are less regular and effective.</p>

Baseline from 2020/21	Target for September 2021	Target for March 2022
<p>In Q4 2021/22, 74% assessments were completed within 45 days.</p> <p>In April 2021, 65% children had an updated C&amp;F assessment within the last 12 months.</p> <p>In Q4 2021/22, the percentage of plans updated within timescales was:</p> <ul style="list-style-type: none"> <li>72% CIN</li> <li>87% CP</li> <li>95% Cared for</li> </ul>	<p>80% assessments will be completed within 45 days.</p> <p>80% children will have an updated C&amp;F assessment within the last 12 months.</p> <p>Over 80% of all plans will be updated within timescales.</p> <p>80% audited cases will have good management oversight.</p> <p>80% judgements from internal auditors will be agreed as accurate by the external auditor.</p>	<p>90% assessments will be completed within 45 days.</p> <p>90% children will have an updated C&amp;F assessment within the last 12 months.</p> <p>Over 90% of all plans will be updated within timescales.</p> <p>90% audited cases will have good management oversight.</p> <p>90% judgements from internal auditors will be agreed as accurate by the external auditor.</p>
Position in March 2022 in relation to targets		Progress relative to targets
From October – December 2021, 83% assessments were completed within 45 days.		 Below target
91% children have an updated C&F assessment within the last 12 months.		 Achieved above target for March 2022
<p>Percentage of plans updated within timescales:</p> <ul style="list-style-type: none"> <li>Cared for plans - Crewe CINCP 94%, Macclesfield CINCP 81%, Cared for 94%, CWD 100%</li> <li>CP plans – Crewe CINCP 88%, Macclesfield CINCP 97%, CWD 100%</li> <li>CIN plans - Crewe CINCP 79%, Macclesfield CINCP 84%, CWD 39%</li> </ul> <p>* Timescales for our Children with Disabilities may fall outside of statutory timescales following consideration of the statutory and regulatory duties contained within <i>Section 17(4) of the Children Act 1989, Volume 2 of the Children Act 1989 guidance, How to safeguard and promote the welfare of disabled children using short breaks (DSCF 2010)</i> and the <i>Care Planning, Placement and Case Review (England) regulation (2010)</i>, where we conclude that the parents are appropriately exercising their parental responsibility and there are no safeguarding concerns we will visit and review in a frequency that is proportionate to the child's needs.</p>		 Some teams are achieving above target  and some are below target

From October – December 2012 47% of management oversight audits were good.				 Below target
Ref	What we will do to achieve consistently good practice	Lead person	Complete by	Progress to date
2a	Quality assurance from experienced practitioners and managers to evaluate the quality of case file audits, disseminate learning and continue to drive practice forward.	Kerry Birtles, Director of Children's Social Care	March 2022 Quarterly	Quality assurance manager to moderate a percentage of whole case file audits to ensure effective benchmarking.
2b	Develop a new process around senior manager moderation.	Phil Alcock, Audit & Quality Assurance Officer	July 2021	A new process has been developed; Heads of Service, director and executive directors are now included in the social care audit process.
2c	Annual supervision audit to be undertaken to ensure there is continued focus on impact on outcomes for children which drives improvement to practice, and there is a golden thread between senior leaders and frontline teams.	Kerry Birtles, Director of Children's Social Care	June 2022/ Annually	
2d	Performance challenge and scrutiny sessions to be carried out at Directorate Management level and with the senior leadership team for Children's Social Care to ensure scrutiny of performance drives improved outcomes for children.	Deborah Woodcock, Executive Director of Children's Services	March 2022/ Quarterly	Performance scrutiny takes place on a quarterly basis, demonstrating transparency and accountability of frontline practice to the DCS.
2e	Two Heads of Service to apply for the Practice Leadership Development Programme as part of our continued development of our senior leadership team.	Kerry Birtles, Director of Children's Social Care	April 2021	One Head of Service was successful in securing a place and has completed the course.



Recommendation	Improve management oversight of cases in pre-proceedings, to avoid drift and delay for children (November 2019)		
What inspectors found	<p>Pre-proceedings work to try to achieve positive change for children and to avoid the need for them to come into care was not consistently timely.</p> <p>Some children's cases were managed within public law outline processes for too long without sufficient management oversight and review to decide whether alternative action needed to be taken to protect them.</p> <p>No children were found to be at immediate risk, however a small number of children experienced neglectful situations for too long. Some children waited too long to enter care and experience a sense of permanence. For a few children, this meant that they entered care in an unplanned way.</p> <p><b>Findings from the Focused Visit - November 2021</b></p> <p>Children receive pre-proceedings support when it is appropriate given the nature or duration of concerns about them. Improved senior-management oversight of early pre-proceedings work is having a positive impact on the timeliness and effectiveness of this input for children. Cases are appropriately stepped down from pre-proceedings when concerns lessen as a result of effective and focused support</p>		
Baseline from 2020/21		Target for September 2021	Target for March 2022
<p>Audits in February and March 2021 showed that:</p> <ul style="list-style-type: none"> <li>• Management oversight is improving. Team managers had improved their oversight of PLO casework in the majority of cases.</li> <li>• The 4-week review that was implemented in February 2020 is having a positive impact on identifying and preventing potential early drift in PLO.</li> <li>• There was evidence of consistent Service Manager oversight.</li> </ul>		<p>Audit of cases within pre-proceedings will show that for 80% cases, management oversight is effectively ensuring that children do not experience drift or delay.</p>	<p>Audit of cases within pre-proceedings will show that for 90% cases, management oversight is effectively ensuring that children do not experience drift or delay.</p>




Position in March 2022 in relation to targets				Progress relative to targets
The audit highlights an improved picture in terms of evidencing the PLO journey across the child's record and some discussions taking place in supervision that capture the progress and impact of any drift in planning however still some variability and we will be completing a One Minute Guide on what is expected within this 'Management Footprint' to continue to support consistency improving.				 Below target
Ref	What we will do to achieve consistently good practice	Lead person	Complete by	Progress to date
3a	Lead/ engage in the Local Family Justice Board and Public Law Working Group Publication to ensure compliance and practice is in line with external changes and challenge the delays that are created by Court capacity.	Kerry Birtles, Director of Children's Social Care	Ongoing	Children's Social Care continue to engage with the Local Family Justice Board and have taken a proactive role in leading regional work around Public Law Working Group Publication (PLWG) which was announced in March 2021. We continue to work across the Cheshire and Merseyside region in implementing the findings of the PLWG and have implemented the guidance for S20 Practice. We continue to develop practice within the PLO workstream to create a regional 'PLO Toolkit'.
3b	The service to be held to account for the effectiveness of social work practice in this area through regular reports and updates to the Achieving Outcomes for Children and Young People Senior Leadership Team Meeting.	Kerry Birtles, Director of Children's Social Care	Progress is monitored on a quarterly basis.	Reports are being received by the Achieving Outcomes for Children and Young People Senior Leadership Team Meeting.
3c	Regular audits to be completed on pre-proceedings and proceedings to ensure progress in this area continues to be monitored.	Louise Hurst, Head of Service for Child in Need and Child Protection	March 2022	Audits on the impact of Team Manager oversight within PLO are taking place bi-monthly. These audits are showing improvement in team manager oversight however there are still areas for development. PLO cases within our Children with Disabilities Service have also been aligned to

				<p>Macclesfield CINCP to support consistent oversight.</p> <p>Our Ofsted focused visit in November 2021 highlighted the improvements made in PLO planning for children and we continue to strengthen social work practice broadly around family networking and contingency planning.</p> <p>Dip sampling of our PLO work will become 'business as usual' and part of our thematic quarterly dip sample.</p> <p>The Legal Strategic Board sits quarterly and the performance report relating to all Legal activity is scrutinised within this meeting.</p>
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<b>Recommendation</b>	Improve the response to children in private fostering arrangements, children who are homeless aged 16 and 17 years old, and care leavers who need emergency accommodation (November 2019)		
<b>What inspectors found</b>	<p><b>Private fostering</b> The response to children who were privately fostered was variable - the needs of some children were not thoroughly assessed, some did not always receive the right support, and the need for permanence was not always addressed promptly.</p> <p><b>Care leavers who need emergency accommodation</b> Some care leavers told inspectors that they did not always feel safe when they had been placed in emergency accommodation.</p> <p><b>Young people presenting as homeless</b> When young people presented as homeless, there was not a sufficiently robust response to ensure that their needs were fully identified, that they were fully supported, or that they were made aware of their right to become cared for. As a result, a small number of young people remained in situations of vulnerability.</p>		
<b>Baseline from 2020/21</b>		<b>Target for September 2021</b>	<b>Target for March 2022</b>
<p>We have recommissioned our emergency accommodation offer in light of the feedback from young people and inspectors.</p> <p>An audit of privately fostered cases in January 2021 found that:</p> <ul style="list-style-type: none"> <li>10 out of 11 children's arrangement met the criteria for private fostering</li> <li>10 out of 11 arrangements were suitable for the child</li> <li>7 out of 11 children had an updated assessment within the last 12 months.</li> </ul>		<p>The bi-monthly ChECS audit will tell us that children and young people feel safe in their accommodation.</p> <p>80% privately fostered cases that are audited will be good or outstanding.</p> <p>80% audited cases for 16-17 year olds will show that support is good or outstanding quality.</p>	<p>The bi-monthly ChECS audit will tell us that children and young people feel safe in their accommodation.</p> <p>90% privately fostered cases that are audited will be good or outstanding.</p> <p>90% audited cases for 16-17 year olds will show that support is good or outstanding quality.</p>

<ul style="list-style-type: none"> <li>• However, the audit also showed that there were areas which still needed further improvement.</li> <li>• Going forward audits will be rated against the Ofsted criteria.</li> </ul> <p>An audit of homeless 16-17 year olds in February 2021 found that :</p> <ul style="list-style-type: none"> <li>• 83% cases had a clear discussion on young people's choice regarding section 17 and section 20.</li> <li>• 100% had evidence of management oversight.</li> <li>• Areas for improvement included advocacy, which was not consistently discussed with young people, and there were opportunities for improvements to practice identified in 2 cases.</li> </ul>		
Position in March 2022 in relation to targets		Progress relative to targets
<p>A survey from Crewe YMCA with young people in October 2021 found that 86% young people felt safe in their accommodation. Our Care Leavers survey that took in November 2021 found that 85% of young people felt safe in their accommodation.</p>		 Achieved target
<p>An audit of privately fostered cases in March 2022 found that :</p> <ul style="list-style-type: none"> <li>• There is evidence in 4 out of 5 cases that the child and parent have been spoken to about the private fostering arrangement</li> <li>• In the majority of cases, there is evidence that the child has been seen and spoken to alone during home visits</li> <li>• Every Private Fostering situation is assessed to be currently suitable and meeting the needs of the child</li> <li>• In most cases, the support needs of the carers are considered within the CIN planning.</li> </ul>		 On track to achieve target

<p>An audit of homeless 16-17 year olds in March 2022 found that:</p> <ul style="list-style-type: none"> <li>Case files evidenced a clear discussion on young people's choice regarding section 17 and section 20 and guidance had been provided.</li> <li>Management oversight is evident, with direction given regarding young people who genuinely present as homeless.</li> <li>3 cases were selected as good case examples to be shared across the service.</li> <li>Joint housing interviews have taken place and have been face to face wherever possible.</li> </ul>				<p> Achieved target</p>
Ref	What we will do to achieve consistently good practice	Lead person	Complete by	Progress to date
4a	<p>Provide additional capacity within the Fostering Service to lead on private fostering to:</p> <ul style="list-style-type: none"> <li>raise awareness in a dedicated campaign from September 2021</li> <li>audit cases so we can use the learning to focus on where we need to continue to improve practice</li> <li>profile private fostering in the community.</li> </ul>	Alison Talheth, Service Manager for Children with Disabilities	March 2021	The private fostering lead is in place; initial audit activity began in May 2021 and will continue on a monthly basis. Training has taken place with school admission as part of the identification of private fostering arrangements.
4b	Provide accommodation under the recommissioning of 16+ supported accommodation.	Dave Leadbetter, Head of Service Children's Commissioning	July 2021	The recommissioning of 16+ supported accommodation is complete and the contract has been awarded. Extensive remodeling has taken place with a complete rebuild of accommodation following consultation with young people. The build is due to be complete on the 24 September 2021.
4c	Implement the recommendations following external validation from Jill Boak, Ministry of Housing.	Annemarie Parker, Head of Service for Cared for Children and Care Leavers	June 2021	We have made significant progress against the action plan in response to the external validation from the Ministry of Housing. We met with Jill Boak from MHCLG and our Housing colleagues on 3 September 2021 to review progress against the

				action plan. The MHCLG were satisfied that we are continuing to work effectively as a partnership.
4d	Update the joint housing protocol with our ambition that no care leaver will access emergency accommodation.	Annemarie Parker, Head of Service for Cared for Children and Care Leavers	July 2022	The joint housing protocol has been updated and is currently being authorised jointly by Housing and Children's Social Care. Our Ignition Panel continues to work well and the use of emergency accommodation remains at an absolute minimum.
4e	Employ a housing officer in the front door to further strengthen the offer of prevention of 16/17 homelessness, and to support a robust response when this does happen.	Naomi Hollinshead, Service Manager for ChECS	June 2021	Recruitment to this post is complete and the housing officer is now in place, providing additional support and functions such as housing in the context of domestic abuse.
4f	Monthly multi-agency audits on 16-17 presenting as homeless to continue to take place in the front door to assess progress in this area.	Naomi Hollinshead, Service Manager for ChECS	March 2022/ Bi-monthly	A reduction to bi-monthly audits was agreed in line with the positive progress made in this area. These will continue to ensure assurance is offered about meeting the needs of this potentially vulnerable group.

Recommendation	Improve the quality and consistency of support and engagement with foster carers (November 2019)		
What inspectors found	<p>Sufficiency of in-house foster carers was a known challenge - the number of approved fostering households had reduced and recent attempts to improve recruitment had not had the impact that we had hoped for.</p> <p>A significant group of foster carers had raised concerns about the support they received from the council. Inspectors found that foster carers were not always well supported, and that in some cases, working relationships were at risk of breaking down. Senior leaders were aware of the issues, and an independent review of the fostering service was planned prior to the inspection taking place.</p>		
Baseline from 2020/21		Target for September 2021	Target for March 2022
<p>As at February 2021, our fostering recruitment campaign had resulted in</p> <ul style="list-style-type: none"> <li>83 new foster care enquiries</li> <li>14 new foster carers in assessment.</li> </ul> <p>100% of our assessments of new foster carers were completed within the 8 months statutory timeframe. Our internal ambition is to complete these within 16 weeks.</p> <p>97% foster carer annual reviews were completed within timescales (held every 12 months).</p> <p>Feedback from foster carers demonstrates relationships have improved since the inspection.</p>		<p>We will gain an additional 30 in-house foster carers over the next 3 years (5 new carers by September).</p> <p>Over 50% assessments for new foster carers will be completed within 16 weeks.</p> <p>90% foster carer annual reviews will be completed within timescales (held every 12 months).</p> <p>Feedback from foster carers will continue to demonstrate improved relationships between foster carers and Cheshire East Council.</p>	<p>We will gain an additional 30 in-house foster carers over the next 3 years (5 additional new carers between September and March).</p> <p>Over 80% assessments for new foster carers will be completed within 16 weeks.</p> <p>99% foster carer annual reviews will be completed within timescales (held every 12 months).</p> <p>Feedback from foster carers will continue to demonstrate improved relationships between foster carers and Cheshire East Council.</p>
Position in March 2022 in relation to targets			Progress relative to targets
<p>We have continued to increase our recruitment of foster carers, creating an additional 7 homes for vulnerable children and young people from September 2021-March 2022.</p>			<p>↑ Achieved above target for March 2022.</p>


We are still short of routinely achieving 50% of our new foster carer assessments within 16 weeks. Of the 7 newly approved foster carers only 1 was achieved within 16 weeks. A number of the other assessments were completed just outside of timescales and there are some mitigating factors, including the impact of Covid.					↓ Below target for March 2022
We were previously achieved above our September target of 90% of fostering annual reviews being completed within timescales, due to the impact of the pandemic this has now dropped to 71% complete within timescales.					↓ Below target for March 2022
Feedback from foster carers continues to demonstrate improved relationships. Direct feedback is sought from the Fostering IRO at every Foster Carer Review. Foster carers are also assisting in the delivery and design of frontline services such as foster carers delivering training to frontline colleagues and sitting as core members of the Virtual School Governing Body. The Foster Carer Survey has just been completed and the results are being analysed. The Foster Carer forum has been relaunched in March 22 with good attendance, foster carers feedback that they feel there have been improvements in communication.					↑ Achieved target for March 2022.
Ref	What we will do to achieve consistently good practice	Lead person	Timescale	Progress to date	
5a	Continue to improve fostering recruitment and retention by -continuing to develop our marketing and recruitment campaign -becoming a foster friendly employer -launching a foster carer charter so it is clear what foster carers can expect from the LA, and our expectations of carers -developing specialist salaried foster carers.	Alison Talheth, Service Manager Fostering	March 2023/ Ongoing	We are continuing to develop our marketing and recruitment campaign. Our current campaign has focused within mainline train stations across Cheshire East and our ongoing digital media presence.  We have ambitions to become a foster friendly employer and to launch a revised foster carers charter.  We are working with colleagues in the Marketing and Communications Team on launching a fresh campaign for Foster Care Fortnight to launch our new 'BE THERE' campaign and to consolidate our	




				targeted recruitment to attract more foster carers who can offer home to sibling groups, teenagers, and unaccompanied asylum-seeking children.
5b	Redesign the fostering service to establish specialised teams to enable effective support to foster carers and young people.	Alison Talheth, Service Manager for Children with Disabilities	December 2022	The consultation on the changes to the Fostering Service is underway.  The recruitment and marketing team has already been established and an acting team manager is in place through a service secondment.
5c	Develop and launch our second Mockingbird Hub.	Sarah Probert, Mockingbird Lead Practitioner	December 2021	We successfully launched our second Mockingbird Hub in January 2022.
5d	Continue to update the fostering policies and procedures.	Alison Talheth, Service Manager Fostering	September 2022	We have updated over 50% of our policies and procedures, due to staffing changes at senior management level within the service the timeframe for this has been extended and work continues.
5e	Increase sufficiency in short break provision, including retendering our short break local offer for Disabled Children and their Families.	Alison Talheth, Service Manager Fostering	March 2022	Our Short Break Local Offer for Disabled Children and their families has been recommissioned and began operation on 1 June 2021.  We have also recruited two new Short Break Foster Carers which increases our overall number to five.  We have submitted a bid to the Respite Innovation Fund to deliver two respite flats to support children aged 16+ with disabilities to prepare for adulthood. The outcome of the bid will be known after 22 March 2022.

5f	Continue to engage with foster carers through regular newsletters, foster carer workshops, and involving foster carers in service development through task and finish groups.	Alison Talheth, Service Manager Fostering	March 2022	<p>Annual foster carer survey complete.</p> <p>We have continued to publish regular newsletters.</p> <p>We have foster carer representation on all of our development groups and have recruited a foster carer to the Virtual School Governing Body.</p> <p>We have reestablished our Foster Carer Forums with a good attendance and positive feedback received about the improvements in communication shared at the February 2022 meeting.</p>
5g	Develop and launch an information recording system which enables data input and data capture specifically through the fostering service (Fostering System Optimisation).	Alison Talheth, Service Manager Fostering	March 2022	<p>7 workstreams have been established which are overseen by officers and service users. These are (with timeline dates):</p> <ol style="list-style-type: none"> <li>1. Portals (21/22)</li> <li>2. Fostering Recruitment Workflow (21/22)</li> <li>3. Family and Friends Workflow (21/22)</li> <li>4. Special Guardianship Workflow (22)</li> <li>5. Private Fostering Workflow (22)</li> <li>6. Staying Put Workflow (22/23)</li> <li>7. Supported Accommodation / Lodgings Workflow (22/23)</li> </ol>

## Additional recommendations following the Focused Visit: November 2021


Recommendation		Improve the identification of contingency arrangements in child-in-need plans.		
What inspectors found		Contingency arrangements in child in need plans are not always sufficiently well-formed or detailed. Management oversight is also not always fully responsive to children’s changing needs, and child in need meetings do not always lead to the identification of drift for children. This all means that, when situations deteriorate for children in need, alternative decisive action is not always taken promptly.  Family support networks are routinely considered to offer immediate support for children and families. This helps families to build resilience and lessens the need for external professional involvement. Family support networks are not explored well enough in longer-term contingency planning.		
Baseline from 2021/22		Target for September 2022		Target for March 2023
Family support networks were not consistently explored well enough in longer-term contingency planning.		Family Networking to be evidenced on 80% of children’s records who remain open to Children’s Social Care following an assessment.		Family Networking to be evidenced on 90% of children’s records who remain open to Children’s Social Care following an assessment.
Position in March 2022 in relation to targets				Progress relative to targets
Family Networking is well understood across the CIN/CP Service. There is evidence that families form part of immediate safety plans and are also considered if the parenting being provided becomes too risky and alternative care is required, however the steady and consistent use of family networking as part of ongoing child in need planning requires further embedding.				 On track to achieve target for September 2022
Ref	What we will do to achieve consistently good practice	Lead person	Timescale	Progress to date
6a	Masterclasses for all staff on Family Networking and 1:1 support to be offered where required to practitioners	Sarah Flint, Principal Social Worker/ Practice Leads	July 2022	
6b	Bottom lines to be set at key points in a child’s journey to embed the practice of family networking and its impact on children and families	Louise Hurst, Head of Service for Child in Need and Child Protection	April 2022	

6c	Dip sampling on a quarterly basis to monitor the progress being made against this target and the quality of contingency planning	Louise Hurst, Head of Service for Child in Need and Child Protection	July 2022	
6d	Updated assessments to be completed when a child's needs change and this is to be reflected in the child's plan – this is a bottom line and will be measured through dip sample.	Louise Hurst, Head of Service for Child in Need and Child Protection	September 2022	91% children have an updated C&F assessment within the last 12 months. There have also been 399 multiple assessments, evidencing that when things do change for children their assessments are updated.
6e	Updated Family Networking Policy to be launched	Alison Talheth Service Manager Fostering Stephen Pepper Service Manager Child in Need and Child Protection	May 2022	

Recommendation	Improve the consistency and effectiveness of management oversight for disabled children.		
What inspectors found	Most managers have regular oversight of social work with children and their families. Supervision takes place with sufficient frequency in most teams, and children's wishes and experiences are usually considered in discussions. However, management oversight does not always challenge and prevent drift for all children effectively. This is particularly evident in the service for disabled children, where supervision and management oversight are less regular and effective. While children are not left at risk of immediate harm as a result, they experience a more reactive service because of this.		
Baseline from 2021/22	Target for September 2022	Target for March 2023	
<ul style="list-style-type: none"> <li>Supervision was not being completed across the CWD team in line with our supervision policy.</li> <li>Management oversight was not always consistent, particularly in relation to decision making and rationale for CIN intervention, visiting and review regimen.</li> <li>The wishes and feelings of the parents of disabled appeared to be given precedence over the wishes and feelings of disabled children themselves.</li> </ul>	<ul style="list-style-type: none"> <li>Supervision will be completed and recorded in line with our supervision policy and evidence will be available to demonstrate the impact that supervision is having on the lives of our children.</li> <li>Management decisions will be recorded both in the case record and as part of the Child in Need assessment process that defines the reason for involvement and the CIN visiting and review requirements for each individual case (within case notes and case summary)</li> <li>The wishes and feeling of disabled children will be visible within Child in Need assessments and reviews.</li> </ul>	The preceding targets are evident on 100% of CWD cases.	
Position in March 2022 in relation to targets		Progress relative to targets	
Supervision was carried out for all social workers in December and this is now ongoing at a frequency as detailed in our supervision policy. Our Children with Disabilities (CWD) and Child in Need Visiting and Review Policy has been developed and is due to be finalised and implemented by May 2022.		 On track to achieve target for September 22	

Ref	What we will do to achieve consistently good practice	Lead person	Timescale	Progress to date
7a	Supervision will be completed with all social workers and family support workers that meets the requirements of our own supervision policy.	Michelle Jones and Cat Linde, Team Managers Children with Disabilities	April 2022	During December 2021 all social workers were allocated team managers to work through their allocated cases. This set a benchmark for Team Manager Michelle Jones to work from when she joined the CWD Service.
7b	CWD Child in Need Visiting and Review Policy to be developed and implemented.	Keith Martin, Service Manager Children with Disabilities	May 2022	The policy has been written and is currently being formatted onto the standardised policy pro-forma.
7c	The rationale for the application of the child in need visiting and review regimen is clearly recorded on each case, in line with the policy described above.	Michelle Jones, Team Manager Children with Disabilities	Ongoing	Rationales are currently being written to each new and re-assessment.
7d	Dip sample audits will be completed each month to look at supervision and the application of the CWD child in need visiting and review policy.	Keith Martin, Service Manager Children with Disabilities	Ongoing on a monthly basis	Dip sampling audits will commence April 2022 and will be ongoing on a monthly basis.
7e	Reporting system will be developed through Power BI that accurately reflects visiting and review performance matched against the CWD Child in Need visiting and review policy.	Business Intelligence and Children with Disabilities Management Team (Pete Thorley, Michelle Jones and Keith Martin)	September 2022	
7f	A series of Team Development Days will be established that will focus on acknowledging good practice and improving practice across the service.	Children with Disabilities Management Team	Ongoing throughout the year	The first Development Day has been established for April and will focus on social work practice across child protection, child in need and cared for children and young people.

		(Keith Martin, Michelle Jones, Cat Linde and Louisa Joyce)		<p>The session in May will focus on protecting disabled children, through the delivery of the safeguarding children's board safeguarding training.</p> <p>We will be planning further sessions to focus on increasing family networking and the use of an adapted Graded Care Profile for CWD.</p> <p>We are also commissioning specific communication training for social workers and family support workers; this will include augmentative communication methods so that the wishes and views of disabled children and young people can be better understood.</p>
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Recommendation		Improve the completion of audit recommendations to further improve experiences for children.		
What inspectors found		A child-focused auditing programme provides a clear overall picture of the impact of practice for children across the service. Thematic findings from this work inform areas for future service development. For example, the identification through audit of the need to strengthen support for children at risk of neglect has led to more effective responses to these children. While the impact of individual audits can be seen in subsequent practice with some children, this is not always evident for every child whose records have been audited.		
Baseline from November 2021		Target for September 2022		Target for March 2023
The follow up of audit recommendations was not consistent for all children.		Progress of the implementation of audit recommendations will be tracked and monitored through the dip sampling of cases by our four Practice Leads on a monthly basis.		Senior leaders will be confident that the process is fully embedded, feedback from our Practice Leads and quarterly audit reports will confirm this, and outcomes for children will be improved.
Position in March 2022 in relation to targets				Progress relative to targets
We are establishing a process to further track audit outcomes; our Practice Leads will dip sample eight cases per month to ensure that previously made audit recommendations have been followed up.				 On track to achieve target for September 2022
Ref	What we will do to achieve consistently good practice	Lead person	Complete by	Progress to date
8a	Audits will continue to be completed over a quarter period. The headline report of the audit findings will be completed by the Audit and Quality Assurance Officer at the end of each quarter and reported to the social care senior leadership team (SCLT).  At the next quarter meeting the Heads of Service for each area audited will provide a briefing report to confirm that actions have been completed and that	Phil Alcock, Audit and Quality Assurance Officer	May 2022/ Quarterly	This was included in report to SCLT presented on 20 January 2022 and agreed.



	support and learning put in place to support improved service delivery and outcomes for children.			
8b	<p>A case note that identifies that audit recommendations have been completed will be included on the child's case file record by the team manager (who is responsible for the case). This case note will be selected from the drop down box in case notes under 'New Case Note – File Audit- Service Feedback'</p> <p>A report has been created on LiquidLogic to track that these are evident on case files.</p> <p>The Audit and Quality Assurance Officer will request reports about this activity from the Business Intelligence Team which will be presented at each quarter SCLT meeting.</p>	Phil Alcock, Audit and Quality Assurance Officer	July 2022	<p>Expectation made clear in report presented to SCLT and agreed on 20 January 2022.</p> <p>Business intelligence established reporting process for this activity on 17 January 2022.</p>
8c	The Principal Social Worker (PSW), Director of Children's Social Care and DCS will attend the audit plenary sessions and receive audit reports. The PSW will provide quarterly reports to SCLT to evidence the link between the learning provided and audit findings to support 'closing the loop.'	Sarah Flint, Principal Social Worker	May 2022/ Quarterly	Previous audit reports have been shared with the PSW.
8d	Practice Leads will dip sample eight cases per month to ensure that previously made audit recommendations have been followed up.	Sarah Flint, Principal Social Worker/ Practice Leads	Ongoing on a monthly basis	
8e	The Audit and Quality Assurance Officer will moderate 9 cases every quarter period.	Phil Alcock, Audit and Quality Assurance Officer	June 2022/ Quarterly	It has been agreed that an Independent Auditor will moderate 50% of the audit cohort on a 6 monthly basis. A report will be provided by the independent auditor following each 6 monthly cycle. The first

				cycle of this moderation will commence from June 2022.
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*Working for a brighter future together*

## **Children and Families Committee**

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<b>Date of Meeting:</b>	23 May 2022
<b>Report Title:</b>	Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees
<b>Report of:</b>	Brian Reed, Head of Democratic Services and Governance
<b>Report Reference No:</b>	CF/48/22-23
<b>Ward(s) Affected:</b>	No specific wards

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### **1. Purpose of Report**

- 1.1** This report seeks approval from the Children and Families Committee to appoint members to the Corporate Parenting Committee, the Local Authority School Governor Nominations Sub-committee and to nominate a member to the Health and Wellbeing Board.

### **2. Executive Summary**

- 2.1** The Council, at its annual meeting on 18 May 2022, is due to approve the political representation on its main committees. The appointment of certain sub-committees, working groups, panels and boards is a matter for the relevant service committees. This report concerns those bodies which fall to be appointed by the Children and Families Committee or by the committee in conjunction with other service committees. Where political proportionality is applicable, the agreed conventions and methods of calculation have been applied.

### **3. Recommendations**

- 3.1** That the committee appoints the bodies referred to in this report; agrees the political representation on such bodies; agrees that the names of members appointed to them will be submitted to the Head of Democratic Services and Governance; and makes other appointments as indicated in this report.

#### **4. Reasons for Recommendations**

- 4.1** The Committee is responsible for the appointment of those sub-committees, working groups, panels and/or boards referred to in this report.

#### **5. Other Options Considered**

- 5.1.1** Not applicable.

#### **6. Background**

##### **A. Bodies which report to the Children and Families Committee**

###### **1. Corporate Parenting Committee**

The Constitution provides that the lead service committee in respect of the Corporate Parenting Committee will be the Children and Families Committee. The Corporate Parenting Committee will meet on a bi-monthly basis, report to the Children and Families Committee on at least an annual basis, and review its terms of reference annually. (Please see Appendix 1 for the terms of reference). The membership (12 members) of the Corporate Parenting Committee is required to be formally ratified by the Children and Families Committee.

In 2021 the Children and Families Committee also chose to appoint an associate non-voting member to the Corporate Parenting Committee. This was to allow a longstanding Lib Dem Member to remain part of the Committee. Due to a change in political proportionality, there is now a formal voting Liberal Democrat position on this committee and, therefore, there is no need to repeat this arrangement for 2022-23. Taking into account the changed political proportionalities, the following is the recommendation to the Committee:

Recommendation: That the Children and Families Committee appoints members to the Corporate Parenting Committee as follows: Con:4; Lab:4; Ind:3; Lib Dem:1; R. Ind:0; NGI:0

- 2.** The agreed Transitional Arrangements provide that the Local Authority School Governor Appointments Panel will be a sub-committee of the Children and Families Committee. The terms of reference of the Sub-Committee include the requirement to make arrangements for the nomination of school governors (please see Appendix 2 for the terms of reference). The membership (5 members) of the Sub-Committee is required to be formally ratified by the Children and Families Committee.

Recommendation: That the Children and Families Committee appoints the Local Authority School Governor Appointments Sub-Committee with a membership of 5; the proportionalities being as follows: Con:2; Lab:2; Ind:1; Lib Dem:0; R. Ind:0; NGI:0.

The current Members are:

Conservative:

Councillor Michael Beanland  
Councillor George Hayes

Labour:

Councillor Stephen Carter (Chair)  
Councillor Alift Harewood

Independent:

Councillor David Edwardes

**B. Other Bodies to which the Children and Families Committee is required to make appointments**

**Cheshire East Health and Wellbeing Board**

Cheshire East Health and Wellbeing Board is a joint board to which this Council appoints three councillors as voting members. The Transitional Provisions provide that the lead service committee in respect of this board will be the Adults and Health Committee; and the three Council nominees to the board will be formally nominated by the Adults and Health Committee, the Corporate Policy Committee, and the Children and Families Committee. (Please see Appendix 3 for the terms of reference). There are no specific criteria which apply to the appointment.

Recommendation: That the Children and Families Committee nominates one member to the Cheshire East Health and Wellbeing Board.

The current Member is Councillor Carol Bulman.

**7. Implications**

**7.1 Legal**

**7.1.1** The Local Government (Committees and Political Groups) Regulations 1990, made pursuant to the Local Government and Housing Act 1989, make provisions in respect of the political group representation on a local authority's committees in relation to the overall political composition of the Council. The legislation applies to the decision making committees and sub-committees of the Council.

**7.1.2** The legislation requires that, where proportionality applies, and seats are allocated to different political groups, the authority must abide by the following principles, so far as is reasonably practicable:

**7.1.2.1** Not all of the seats can be allocated to the same political Group (i.e. there are no single group committees).

**7.1.2.2** The majority of the seats on the body are to be allocated to a political Group with a majority membership of the authority.

- 7.1.2.3 The total number of seats on all ordinary committees and sub committees allocated to each Political Group bears the same proportion to the proportion on the full Council.
- 7.1.2.4 The number of seats on each ordinary committee allocated to each Political Group bears the same proportion to the proportion on full Council.
- 7.1.3 The proposals contained in this report meet the requirements of the legislation.
- 7.1.4 The 1990 Regulations require Political Group Leaders to notify the Proper Officer of the Groups' nominations to the bodies in question.
- 7.1. **Finance**
- 7.2.1 There are no financial implications that require an amendment to the Medium Term Financial Strategy.
- 7.2. **Policy**
- 7.3.1 There are no direct implications for policy.
- 7.3. **Equality**
- 7.4.1 There are no direct implications for equality.
- 7.4. **Human Resources**
- 7.5.1 There are no direct human resource implications.
- 7.5. **Risk Management**
- 7.6.1 Failure to comply with the Act and Regulations when appointing its committee memberships would leave the Council open to legal challenge.
- 7.6. **Rural Communities**
- 7.7.1 There are no direct implications for rural communities.
- 7.7. **Children and Young People/Cared for Children**
- 7.8.1 There are no direct implications for children and young people/cared for children.
- 7.8. **Public Health**
- 7.9.1 There are no direct implications for public health.
- 7.9. **Climate Change**
- 7.10.1 There are no direct climate change implications.

Access to Information	
Contact Officer:	Brian Reed, Head of Democratic Services and Governance Brian.Reed@cheshireeast.gov.uk
Appendices:	Appendix 1: Terms of Reference for the Corporate Parenting Committee Appendix 2 Terms of Reference for the Local Authority School Governor Nominations Panel Appendix 3: Terms of Reference for the Health and Wellbeing Board
Background Papers:	The background papers relating to this report can be inspected by contacting the report writer.

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## Appendix 1

### **Terms of Reference Corporate Parenting Committee**

#### **Membership: 12 Councillors**

Additionally the Committee is informed by representative young people from My Voice (Cheshire East's Children in Care Council) to advise the Committee.  
The Chair is the Lead Member for Children and Families.

#### ***Functions***

1 The purpose of the Corporate Parenting Committee in its role as an advisory committee to the Children and Families Committee is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in care and care leavers from 0- 25 years of age and holds partners to account for the discharge of their responsibilities

2 The Committee's responsibilities include: 2.1 acting as advocate for cared for children and care leavers, ensuring that their needs are addressed through key plans, policies and strategies throughout the Council and its commissioned services;

2.2 ensuring key strategic plans relating to children in care and care leavers are in place and are delivered including the Corporate Parenting Strategy, Sufficiency Statement and Children and Young People's Plan;

2.3 overseeing the implementation of Cheshire East's Corporate Parenting Strategy and action plan and monitoring the quality and effectiveness of services to ensure that they fulfil the Council's responsibilities;

2.4 monitoring the quality of care delivered by Cheshire East's residential children's homes through visits and reports, including summary reports of Ofsted inspections;

2.5 reviewing the performance of the Council in relation to outcomes for children and young people in care via the scrutiny of both quarterly performance reports and annual reports including the Health of Cared for Children and Care Leavers, the Virtual School, Fostering and the Independent Reviewing Service;

2.6 establishing an environment whereby Councillors and young people work together to address the needs and aspirations of Cheshire East's children and young people in care and empower children and young people to participate in decision making with adults;

2.7 overseeing with the Children and Families Committee the implementation of best practice principles in all aspects of service delivery, with the aim of producing positive outcomes for children and young people in care;

2.8 supporting the work of foster carers and adopters in making a difference to the care and support they provide;

2.9 making sure that staff and partners commit to follow the pledges to cared for children and young people and care leavers set out in the Corporate Parenting Strategy.

**Governance**

- 3 The Committee will: 3.1 meet bi-monthly;
- 3.2 report to the Children and Families Committee on at least an annual basis;
- and
- 3.3 review its terms of reference annually.
  
- 4 The Committee will be serviced by Democratic Services.
  
- 5 Minutes and agendas will be distributed and published no later than 5 clear working days prior to the meeting.

Appendix 1

**Terms of Reference**

**Local Authority School Governor Nominations Panel**

**Membership: 5 Members**

1. To consider and determine the selection of Authority Governors to educational establishments, where governors are nominated by Cheshire East Council, including maintained schools and academies (as determined by their Articles of Association) in order that appointments can be made in accordance with agreed criteria.
2. To monitor vacancy rates of the Authority Governors based on information provided by the Governance and Liaison Service, with a view to ensuring that vacancies are filled within one school term.
3. To note the nomination and appointment of additional governors and any urgent appointment to schools in the Cheshire East Vulnerable Schools Programme
4. To consider, and where appropriate, agree, terminating appointments of Authority Governors where the governor has clearly breached confidentiality or brought the school or the Local Authority into disrepute, or otherwise failed to fulfil the role according to the code of conduct. This is in addition to situations where governors are automatically disqualified under Schedule 4 of the School Governance (Constitution)(England) Regulations 2012.

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## Appendix 3

### Terms of Reference

#### Cheshire East Statutory Health and Wellbeing Board (CEHWB)

#### Context

1. The full name of the Board shall be the Cheshire East Health and Wellbeing Board. (CEHWB)
2. The CEHWB was established in April 2013.
3. The Health and Social Care Act 2012 and subsequent regulations provide the statutory framework for Health and Wellbeing Boards (HWB).
4. For the avoidance of doubt, except where specifically disapplied by these Terms of Reference, the Council Procedure Rules (as set out in its Constitution) will apply.

#### Purpose

- To work in partnership to make a positive difference to the health and wellbeing of the residents of Cheshire East through an evidence based focus on improved outcomes and reducing health inequalities.
- To prepare and keep up to date the Joint Strategic Needs Assessments (JSNAs) and Joint Health and Wellbeing Strategies (JHWSs), which is a duty of local authorities and clinical commissioning groups (CCGs).
- To lead integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 (i.e. lead commissioning, pooled budgets and/or integrated provision) in connection with the provision of health and social care services.
- To be a forum that enables member organisations of the Board to hold each other to account for their responsibilities for improving the health of the population
- To assist in fostering good working relationships between commissioners of health-related services and the CEHWB itself.
- To assist in fostering good working relationships between commissioners of health-related services (such as housing and many other local government services) and commissioners of health and social care services
- To undertake any other functions that may be delegated to it by the Council - such delegated functions need not be confined to public health and social care.
- To provide advice assistance and support for the purpose of encouraging the making of arrangements under section 75 of the

National Health Service Act 2006 in connection with the provision of such services.

### **Roles and Responsibilities**

5. To work with the Council and CCG effectively to ensure the delivery of the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.
6. To work within the CEHWB to build a collaborative partnership to key decision making that embeds health and wellbeing challenge, issue resolution and provides strategic system leadership.
7. To participate in CEHWB discussions to reflect the views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery.
8. To champion the work of the CEHWB in their wider work and networks and in all individual community engagement activities.
9. To ensure that there are communication mechanisms in place within partner organisations to enable information about the CEHWB's priorities and recommendations to be effectively disseminated.
10. To share any changes to strategy, policy, and the system consequences of such on budgets and service delivery within their own partner organisations with the CEHWB to consider wider system implications.

### **Accountability**

11. The CEHWB carries no formal delegated authority from any of the individual statutory bodies.
12. Core Members of the CEHWB have responsibility and accountability for their individual duties and their role on the CEHWB.
13. The CEHWB will discharge its responsibilities by means of recommendations to the relevant partner organisations, which will act in accordance with their respective powers and duties.
14. The Council's Core Members will ensure that they keep Policy Committee and wider Council advised of the work of the CEHWB.
15. The CEHWB may report and be accountable to Full Council and to the relevant Governing Body of the NHS Clinical Commissioning Group by ensuring access to meeting minutes and presenting papers as required.

16. The CEHWB will not exercise scrutiny duties around health or adult social care services directly. This will remain the role of the Cheshire East Scrutiny Committee. Decisions taken and work progressed by the CEHWB will be subject to scrutiny by the Scrutiny Committee.

17. The CEHWB will provide information to the public through publications, local media, and wider public activities by publishing the minutes of its meetings on the Council's website. The CEHWB is supported by an Engagement and Communications Network across HWB organisations to ensure this function can operate successfully.

## Membership

18. The Core membership of the CEHWB will comprise the following:

Voting members:

- **3 councillors** from Cheshire East Council
- The Director of Adult Social Services
- The Director of Public Health
- A local Healthwatch representative
- Two representatives from the Cheshire Clinical Commissioning Group
- Two representatives from the Cheshire Integrated Care Partnership
- The Chair of the Cheshire East Place Partnership

Non-voting members:

- The Chief Executive of the Council
- The Director of Children's and Families
- A nominated representative of NHS England / NHS Improvement

The Councillor membership of the CEHWB (three core voting members) will be determined by the **full Council**.

19. The Core Members will keep under review the Membership of the CEHWB and if appropriate will make recommendations to full Council on any changes to the Core Membership.

20. The above Core Members through a majority vote have the authority to appoint individuals as Non-Voting Associate Members of the CEHWB. The length of their membership will be for up to one year and will be subject to re-selection at the next Annual General Meeting "AGM" of the CEHWB. Associate Members will assist the CEHWB in achieving the priorities agreed within the Joint Health and Wellbeing Strategy and may indeed be chairs of sub structure forums where they are not actual Core Members of the CEHWB.

21. The above Core Members through a majority vote have the authority to recommend to Council that individuals be appointed as Voting Associate

Members of the CEHWB. The length of their membership will be for up to one year and will be subject to re-selection at the next Annual General Meeting “AGM” of the CEHWB.

22. Each Core Member has the power to nominate a single named substitute. If a Substitute Member be required, advance notice of not less than 2 working days should be given to the Council whenever practicable. The Substitute Members shall have the same powers and responsibilities as the Core Members.

### **Frequency of Meetings**

23. There will be no fewer than four public meetings per year (including an AGM), usually once every three months as a formal CEHWB.

24. Additional meetings of the CEHWB may be convened with agreement of the CEHWB’s Chair.

### **Agenda and Notice of Meetings**

25. Any agenda items or reports to be tabled at the meeting should be submitted to the Council’s Democratic Services no later than seven working days in advance of the next meeting. Generally, no business will be conducted that is not on the agenda.

26. Any voting member of the Board may approach the Chair of the Board to deal with an item of business which the voting member believes is urgent and under the circumstances requires a decision of the Board. The Chair’s ruling of whether the requested item is considered / tabled or not at the meeting will be recorded in the minutes of the meeting.

27. In accordance with the Access to Information legislation, Democratic Services will circulate and publish the agenda and reports prior to the next meeting. Exempt or Confidential Information shall only be circulated to Core Members.

### **Annual General Meeting**

28. The CEHWB shall elect the Chair and Vice Chair at each AGM, the appointment will be by majority vote of all Core voting Members present at the meeting.

29. The CEHWB will approve the representative nominations by the partner organisations as Core Members.



## **Quorum**

30. Any full meeting of the CEHWB shall be quorate if there is representation of any three of the following statutory members: – the relevant NHS Cheshire CCG(s), Local Health Watch, a Councillor and an officer of Cheshire East Council.

31. Failure to achieve a quorum within fifteen minutes of the scheduled start of the meeting, or should the meeting become inquorate after it has started, shall mean that the meeting will proceed as an informal meeting but that any decisions shall require appropriate ratification at the next quorate meeting.

## **Procedure at Meetings**

32. General meetings of the CEHWB are open to the public and in accordance with the Council's Committee Procedure Rules will include a Public Question Time Session. Papers, agendas and minutes will be published on the Cheshire East Health and Wellbeing website.

33. The Council's Committee Procedure Rules will apply in respect of formal meetings subject to the following:

34. The CEHWB will also hold development/informal sessions throughout the year where all members are expected to attend and partake as the agenda suggests.

35. Core Members are entitled to speak through the Chair. Associate Members are entitled to speak at the invitation of the Chair.

36. With the agreement of the CEHWB, subgroups can be set up to consider distinct areas of work. The subgroup will be responsible for arranging the frequency and venue of their meetings. The CEHWB will approve the membership of the subgroups.

37. Any subgroup recommendations will be made to the CEHWB who will consider them in accordance with these terms of reference and their relevance to the priorities within the Joint Health and Wellbeing Strategy and its delivery plan.

38. Whenever possible decisions will be reached by consensus or failing that a simple majority vote by those members entitled to vote.

## **Expenses**

39. The partnership organisations are responsible for meeting the expenses of their own representatives.

40. A modest CEHWB budget will be agreed annually to support engagement and communication and the business of the CEHWB.

### **Conflicts of Interest**

41. In accordance with the Council's Committee Procedure Rules, at the commencement of all meetings all CEHWB Members shall declare disclosable pecuniary or non-pecuniary interests and any conflicts of interest.

42. In the case of non-pecuniary interests Members may remain for all or part of the meeting, participate and vote at the meeting on the item in question.

43. In the case of pecuniary matters Members must leave the meeting during consideration of that item.

### **Conduct of Core Members at Meetings**

44. CEHWB members will agree to adhere to the seven principles of Public Life outlined in the CEHWB Code of Conduct when carrying out their duties as a CEHWB member.

### **Review**

45. The above terms of reference will be reviewed every two years at the CEHWB AGM.

46. Any amendments shall only be included by consensus or a simple majority vote, prior to referral to the Corporate Policy Committee and Council.

***January 2017***

***Revised July 2019***

***Revised August 2020***

***Revised March 2021***

### ***Definitions***

### ***Exempt Information***

*Which is information falling within any of the descriptions set out in Part I of Schedule 12A to the Local Government Act 1972 subject to the qualifications set out in Part II and the interpretation provisions set out in Part III of the Schedule in each case read as if references to "the authority" were references to "CEHWB" or any of the partner organisations.*

### **Confidential Information**

*Information furnished to, partner organisations or the CEHWB by a government department upon terms (however expressed) which forbid the disclosure of the information to the public; and information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.*

### **Conflict of Interest**

*You have a Conflict of interest if the issue being discussed in the meeting affects you, your family or your close associates in the following ways;*

*The issue affects their well-being more than most other people who live in the area.*

*The issue affect their finances or any regulatory functions and A reasonable member of the public with knowledge of the facts would believe it likely to harm or impair your ability to judge the public interest.*

### **Associate Members**

*Associate Member status is appropriate for those who are requested to chair sub groups of the CEHWB.*

*Health Services Means services that are provided as part of the health service.*

*Health-Related Services means services that may have an effect on the health of individuals but are not health services or social care services.*

### **Social Care Services**

*Means services that are provided in pursuance of the social services functions of local authorities (within the meaning of the Local Authority Social Services Act 1970)*

### **CEHWB Member Code of Conduct**

#### **1. Selflessness**

Members of the Cheshire East Health and Wellbeing CEHWB should act solely in terms of the interest of and benefit to the public/patients of Cheshire East. They should not do so in order to gain financial or other benefits for themselves, their family or their friends

## **2. Integrity**

Members of the Cheshire East Health and Wellbeing CEHWB should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their duties and responsibilities as a CEHWB member

## **3. Objectivity**

In carrying out their duties and responsibilities members of the Cheshire East Health and Wellbeing CEHWB should make choices based on merit and informed by a sound evidence base

## **4. Accountability**

Members of the Cheshire East Health and Wellbeing CEHWB are accountable for their decisions and actions to the public/patients of Cheshire East and must submit themselves to whatever scrutiny is appropriate

## **5. Openness**

Members of the Cheshire East Health and Wellbeing CEHWB should be as transparent as possible about all the decisions and actions that they take as part of or on behalf of the CEHWB. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands

## **6. Honesty**

Members of the Cheshire East Health and Wellbeing CEHWB have a duty to declare any private interests relating to their responsibilities and duties as CEHWB members and to take steps to resolve any conflicts arising in a way that protects the public interest and integrity of the Cheshire East Health and Wellbeing CEHWB

## **7. Leadership**

Members of the Cheshire East Health and Wellbeing CEHWB should promote and support these principles by leadership and example

## **Health and Wellbeing Board Principles and Behaviours**

The Cheshire East Health and Wellbeing Board Partners shall work together to achieve the objectives of the Cheshire East Health and Wellbeing Strategy and The Cheshire East Place Partnership Five Year Plan. The Board shall:

- (a) Collaborate and work together on an inclusive and supportive basis, with optimal use of their individual and collective strengths and capabilities;
- (b) Engage in discussion, direction setting and, where appropriate, collective agreement, on the basis that all the Partners will participate where agreed proposals affect the strategic direction of the Health and Wellbeing Board

and/or of Services, and in establishing the direction, culture and tone of the work and meetings of the Board;

(c) Act in the spirit of partnership in discussion, direction setting and, where appropriate, collective agreement making;

(d) Always focus upon improvement to provide excellent Services and outcomes for the Cheshire east population;

(e) Be accountable to each other through the Board by, where appropriate, taking on, managing and accounting to each other in respect of their financial and operational performance;

(f) Communicate openly about major concerns, issues or opportunities relating to the Board;

(g) Act in a way that is best for the delivery of activity to drive forward the Five Year Plan, and shall do so in a timely manner and respond accordingly to requests for support promptly;

(h) Work with stakeholders effectively, following the principles of co- design and co-production.

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### Work Programme – Children and Families Committee – 2021/22

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CF/13/22-23	11 Jul 2022	All Age Carers Strategy Implementation Plan	To receive the implementation plan for the All Age Carers Strategy.	Director of Commissioning	N/A	Yes	Yes	A council which empowers and cares about people	N/A
CF/51/21-22	11 Jul 2022	Cared for Children and Care Leaver Strategy	To receive the Cared for Children and Care Leaver Strategy.	Director of Children's Social Care	N/A	Yes	Yes	A council which empowers and cares about people	N/A
CF/12/22-23	11 Jul 2022	Children and Young People's Plan	To approve the Children and Young People's Plan.	Executive Director Children's Services.	N/A	Yes	Yes	A council which empowers and cares about people	N/A
CF/52/21-22	11 Jul 2022	Family Hub Bid	To receive a report on the Family Hub Bid.	Director of Early Help and Prevention	N/A	Yes	Yes	A council which empowers and cares about people	N/A
CF/11/22-23	11 Jul 2022	Opportunity for all, Education White Paper and development of local authority led trust	To consider if Cheshire East want to create local authority multi-academy trusts in response to the White Paper 'Opportunity for all: strong schools with great teachers for your child'.	Director of Education and 14-19 Skills		Yes	Yes	A council which empowers and cares about people	N/A
CF/10/22-23	11 Jul 2022	School Catering Review Specification	To receive the specification for the school catering review.	Director of Education and 14-19 Skills		Yes	Yes	A council which empowers and cares about people	N/A

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CF/14/22-23	11 Jul 2022	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/18/21-22	19 Sep 2022	Annual Progress Report on the SEND Strategy	To receive the annual progress report on the SEND Strategy.	Director of Education and 14-19 Skills	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/15/22-23	19 Sep 2022	Annual School Capital Programme Update	To receive an update on the annual school capital programme.	Director of Education and 14-19 Skills	TBC	Yes	Yes	A council which empowers and cares about people	N/A
CF/20/22-23	19 Sep 2022	Business Plan for Crewe Youth Zone	To be informed of arrangements for the opening, operation and governance of the Youth Zone.	Director of Early Help and Prevention	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/19/22-23	19 Sep 2022	Cheshire East Safeguarding Children's Partnership Annual Report	To receive the annual report of the Safeguarding Children's Partnership.	Director of Children's Social Care	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/23/22-23	19 Sep 2022	Children and Families End of Year Scorecard	To consider key performance measures for the end of the year.	Executive Director Children's Services.	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/22/22-23	19 Sep 2022	Children's Travel Support Review	To consider the independent review of travel support for children and young people and approve the recommended actions with the review.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/21/22-23	19 Sep 2022	Corporate Parenting Annual Report	To receive the annual report from the Corporate Parenting Committee.	Director of Children's Social Care	Yes	No	Yes	A council which empowers and cares about people	N/A
CF/16/22-23	19 Sep 2022	First financial review of 2022/23 (update to include progress on policy proposals and material variances from MTFS)	To receive the first financial review for Children and Families and to note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	N/A



Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CF/17/22-23	19 Sep 2022	High Needs Management Plan	To approve the High Needs Management Plan.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/18/22-23	19 Sep 2022	Independent Care Review Outcomes	To update Committee on the outcome of the Independent Care Review and implications for services.	Director of Children's Social Care	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/24/22-23	19 Sep 2022	No Wrong Door	TBC	Director of Children's Social Care	N/A	Yes	Yes	A council which empowers and cares about people	N/A
CF/25/22-23	19 Sep 2022	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
	14 Nov 2022	Takeover of Committee by children and young people for November Children's Rights Month							
CF/28/22-23	14 Nov 2022	Children and Families Scorecard Q1	To consider key performance measures.	Executive Director Children's Services.	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/30/22-23	14 Nov 2022	Report on the Educational Psychology Service	To receive an update on the Educational Psychology Service.	Director of Education and 14-19 Skills	N/A	No	No	A council which empowers and cares about people	N/A
CF/31/22-23	14 Nov 2022	School Catering Review Outcomes	To consider the recommended outcomes from the review of school catering.	Director of Education and 14-19 Skills		Yes	Yes	A council which empowers and cares about people	N/A
CF/27/22-23	14 Nov 2022	Second Financial Review of 2022/23	To receive the second financial review for Children and Families and to note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	N/A

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CF/32/22-23	14 Nov 2022	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/29/22-23	14 Nov 2022	Update report on progress against the Mental Health Spotlight Review	To receive an update on progress against the Mental Health Spotlight Review.	Director of Early Help and Prevention	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/35/22-23	16 Jan 2023	Children and Families Scorecard Q2	To consider key performance measures.	Executive Director Children's Services.	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/33/22-23	16 Jan 2023	MTFS Budget Consultation	To respond to the budget consultation for Children and Families Services.	Director of Finance and Customer Services (s151 Officer)	Yes	Yes	Yes	An open and enabling organisation	N/A
CF/34/22-23	16 Jan 2023	Ofsted action plan and progress update	To receive an update on progress against the recommendations from the Ofsted ILACS inspections.	Director of Children's Social Care	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/36/22-23	16 Jan 2023	Supported Employment Strategy	To approve the Supported Employment Strategy.	Director of Commissioning	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/37/22-23	16 Jan 2023	Update from the Transformation Board	To receive an update on the progress of transformation projects overseen by the Transformation Board.	Executive Director Children's Services.	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/38/22-23	16 Jan 2023	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/39/22-23	13 Feb 2023	Schools Funding Formula and Early Years Funding Formula	To approve the schools funding formula and early years funding formula.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CF/40/22-23	13 Feb 2023	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/44/22-23	20 Mar 2023	12 Month Report on Councillor Frontline Visits to Safeguarding Teams	To receive an update on the findings from member frontline visits carried out over the last 12 months.	Director of Children's Social Care	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/45/22-23	20 Mar 2023	Progress on the All Age Carers Strategy	To receive an update on the progress against the All Age Carers Strategy.	Director of Commissioning	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/41/22-23	20 Mar 2023	Review of the learning disability and mental health strategy	To review the learning disability and mental health strategy.	Director of Commissioning	Yes	Yes	Yes	A council which empowers and cares about people	N/A
CF/43/22-23	20 Mar 2023	Self-evaluation of Children's Services	To receive the self-evaluation of services which shows the quality and impact of services.	Executive Director Children's Services.	N/A	No	Yes	A council which empowers and cares about people	N/A
CF/42/22-23	20 Mar 2023	Third financial review of 2022/23	To receive the third financial review for Children and Families and to note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	N/A
CF/46/22-23	20 Mar 2023	Update on Academisation	To receive an update on the forward plan for academisation.	Director of Education and 14-19 Skills	Yes	Yes	Yes	A council which empowers and cares about people	N/A

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Local Authority School Governor Nomination Sub-Committee** held on Wednesday, 24th November, 2021 in the Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor S Carter (Chair)

Councillors D Edwardes and G Hayes

**Officers in attendance**

Su Garbutt, Senior Governance Officer, School Governance and Liaison

Karen Shuker, Democratic Services Officer

Josie Lloyd, Democratic Services Officer

**Apologies**

Councillors M Beanland and A Harewood

**9 APPOINTMENT OF CHAIR**

RESOLVED –

That Councillor Stephen Carter be appointed as Chair.

**10 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors M Beanland and A Harewood.

**11 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers.

**12 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**13 MINUTES OF PREVIOUS MEETING**

RESOLVED –

That the minutes of the meeting held on 15 September 2021 be agreed as a correct record.

**14 EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED –

That the press and public be excluded from the meeting during consideration of the following item in pursuant to Section 100(A)(4) of the Local Government Act 1972 as amended on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing this information.

**15 LOCAL AUTHORITY NOMINATIONS TO SCHOOL GOVERNING BODIES**

The committee received the report which detailed the current Local Authority Governor vacancies within Cheshire East maintained schools and academies, in the context of vacancies at a national level, and recommended individuals for nomination to identified posts.

RESOLVED –

That, having regard to the statutory guidance in making nominations, the following be approved:

Nominations for Appointment:

PRESTBURY CHURCH OF ENGLAND PRIMARY SCHOOL  
Nicholas Paul Gibbons

ST ANNE'S CATHOLIC PRIMARY SCHOOL  
Anne Lucas

**16 DATE OF NEXT MEETING**

The committee agreed the date of the next meeting to be Wednesday 30 March 2022.

The meeting commenced at 10.00am and concluded at 10.15am

Councillor S Carter (Chair)