

# Children and Families Committee

## Agenda

---

**Date:** Monday, 5th June, 2023  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

---

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the 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 3 - 10)

To approve as a correct record the minutes of the previous meeting held on 20 March 2023.

---

For requests for further information

**Contact:** Josie Lloyd

**Tel:** 01270 686466

**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. **Service Budgets 2023/24** (Pages 11 - 28)

To consider the report which sets out the allocation of approved budgets for 2023/24 for services under the committee's remit, as determined by the Finance Sub-Committee.

6. **Councillor Frontline Visits Annual Report** (Pages 29 - 42)

To provide committee with an update on the findings from the Councillor frontline visits to Children's Social Care safeguarding teams which were carried out over the last 12 months.

7. **Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees** (Pages 43 - 62)

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.

8. **Work Programme** (Pages 63 - 66)

To consider the work programme and determine any required amendments.

**Membership:** Councillors L Anderson (Vice-Chair), R Bailey, M Beanland, S Bennett-Wake, C Bulman (Chair), D Clark, E Gilman, G Hayes, R Kain, B Posnett, J Saunders, G Smith and L Smith

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Children and Families Committee**  
held on Monday, 20th March, 2023 in the Committee Suite 1,2 & 3,  
Westfields, Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

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

Councillors M Addison, L Anderson, J Buckley, S Handley, G Hayes,  
J Saunders, L Smetham, L Smith and D Edwardes

**OFFICERS IN ATTENDANCE**

Deborah Woodcock, Executive Director of Children's Services  
Jacky Forster, Director of Education and 14-19 Skills  
Claire Williamson, Director of Strong Start, Family Help and Integration  
Kerry Birtles, Director of Children's Social Care  
Deborah Nickson, Legal Team Manager (People)  
Steve Reading, Principal Accountant  
Nicola Wood-Hill, Accountant  
Samantha Walker, Head of Children's Provider Services  
Victoria Whiting, Business Development Manager  
Alex Cooper, Project Manager - Education  
Alexandria Brightmore, Principal Educational Psychologist  
Mark Bayley, Head of Service - School Infrastructure & Outcomes  
Joanne Prophet, Team Manager – School Organisation and Capital  
Josie Lloyd, Democratic Services Officer

**87 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Beanland, Cllr Gregory and Cllr Macfarlane. Cllr Edwardes attended as a substitute.

**88 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**89 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 13 February 2023 be agreed as a correct record.

**90 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers.

## 91 CHILDREN'S RESIDENTIAL PROVISION

The committee received the report which outlined the Council's current pressures relating to placements for cared for children and sought approval on recommendations relating to the development of Council-run provision in order to improve young people's outcomes, alongside increasing placement options, capacity to meet current and future demand and provide better value for money.

### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Approve the planned transition of 2 (independent and Ofsted registered) children's homes currently commissioned in Crewe and Macclesfield to become Cheshire East Council-run provision during 2023, following a recent decision of mutual termination with the commissioned organisation.
2. Approve the development of one further 3 bed (2 medium term beds + 1 emergency bed) council-run children's home in the first instance, for development and go-live by the end of February 2024.
3. Note the intention to develop at least one further council-run children's home (in line with the No Wrong Door framework if possible-see background documents), by the end of the 2025 calendar year, pending successful implementation of 3.1.1 and 3.1.2 and positive proof of concept.

## 92 DEPARTMENT FOR EDUCATION DELIVERING BETTER VALUE PROGRAMME

The committee received the report which provided an update on the Department for Education Delivering Better Value programme which Cheshire East Council joined in July 2022.

A request was made for the committee to receive detail on the implementation of the programme. Officers advised that behind both work streams there were detailed implementation plans which were currently being worked on in more detail and this would be shared as the programme moves forward.

A further request was made for the committee to receive updates on the financial implications of what was being achieved and what the challenges may be going forward. The Director of Education advised that the committee would receive this and that officers were currently looking at how best to measure this and share with committee.

### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Note that Cheshire East have been awarded £1 Million in the form of a grant - approved by DfE on 13 February 2023.

2. Note the profiled spend of the grant over a two-year period 2023-2024 and 2024-2025.
3. Note the workstreams identified during the DBV programme and the intended use of the grant as set out within the report.
4. Note that the next update to the DSG management plan will include DBV findings and opportunities and will be based on up-to-date SEN data and intelligence. This will be presented to the Children & Families Committee in September 2023.
5. Note that the Chief Executive, Executive Director of Children's Services and the Section 151 Officer will raise the financial issues with the DfE and the Department for Levelling Up, Housing and Communities (DLUHC).
6. Delegate to the Executive Director of Children's Services authority to undertake any consultations deemed necessary to facilitate implementation.

### **93 HIGH NEEDS FUNDING POST-PILOT UPDATE**

The committee received the report which provided an update on the results of the recent pilot undertaken in relation to a potential change in model for the allocation of top-up funding associated with an Education, Health and Care (EHC) Plan as well as recommendations on next steps for this work.

#### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Note the Results and Analysis Report for pilot phase 2b, and that results from pilot phase 2b can be shared with wider stakeholders at this stage (including parents/carers of children and young people with SEND).
2. Approve the High Needs Funding Working Group's (HNFWG) recommendation to not display the band on EHC Plans.
3. Consider and scrutinise the proposed new banding model for funding EHC Plans as developed by the High Needs Funding Working Group and supported by the Schools' Forum.
4. Consider and scrutinise the proposed staged implementation of the new banding model.
5. Approve plans to carry out a further open consultation on proposed changes to the High Needs Funding Model used in Cheshire East.
6. Note that the results of the consultation will be brought back to Committee.

## 94 EDUCATIONAL PSYCHOLOGY SERVICE PROGRESS UPDATE

The committee received the report which provided an update on the Educational Psychology Service.

A request was made for data to be analysed in relation to schools which were not taking up the traded offer to understand the reasons for this and to ensure that pupils were not being disadvantaged. The Director of Education advised that a lot of work was currently going on around this as well as other training offered to schools.

### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Note the development and achievements of the Educational Psychology Service.
2. Support the continued recruitment and retention programme and plans to develop a stable and sustainable Educational Psychology Service in line with demand and budget which can:
  - Fulfil all statutory related duties.
  - Provide an adequate and balanced range of evidence-informed prevention and intervention work through an educational psychology traded service.

*The committee adjourned for a short break. Cllr Addison left the meeting and did not return.*

## 95 UPDATE ON THE TRANSFORMATION OF TRAVEL SUPPORT FOR CHILDREN AND YOUNG PEOPLE

The committee received the report which set out the progress to date on the transformation of travel support for children and young people.

It was noted that there was an error in the recommendations of the report and that the second and third bullet points under section 3.1 b (the revised payments in relation to cash grants/personal budgets for the 2023-24 academic year, and the proposed changes to the existing school transport policies in line with the Edge review recommendations, including the review of transport charges, the post-16, spare seat and Poynton High School scheme) should come under section 3.1 c.

It was also noted that the report stated that the consultation would be on 22 March 2023 and end on 17 May 2023, however this would be delayed due to the purdah period.

### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Note the progress to date on implementation of the transformation programme, including the imminent appointment of specialist professional capacity, funded from the school transport budget.
2. Consider and approve the proposed arrangements in relation to the post-16 home-to-school transport policy statement for 2023-24.
3. Approve the proposals to go out to consultation and the results of the consultation will be brought back to committee, including:
  - the revised payments in relation to cash grants/personal budgets for the 2023-24 academic year.
  - the proposed changes to the existing school transport policies in line with the Edge review recommendations, including the review of transport charges (the post-16, spare seat and Poynton High School scheme).
4. Delegate authority to the Executive Director of Children and Families, in consultation with the Executive Director of Place, to make decisions in relation to progressing the milestone and activity at Appendix 1 and Appendix 2 respectively, with any specific actions requiring a decision by committee to be subject of a further report.

*Cllr Hayes left the meeting and did not return.*

## **96 HOUSEHOLD SUPPORT FUND 4 & 5 (HSF4/HSF5) GRANT DELIVERY**

The committee received the report which provided an update on the Household Support Fund 4/5 grant awarded to Cheshire East and sought delegated approval to deliver the fund in line with the proposals set out in the report.

It was suggested that it would be helpful for Members to have details of where to signpost residents to and for the webpage where the public facing form had been to also signpost residents to where they can go for support. Officers noted these suggestions and advised that a clear communications strategy would be shared with the committee.

### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Notes Cheshire East's HSF4/5 grant allocation of £4.4m in 2023/24.
2. Agrees the proposed allocation of the grant, eligible cohorts and payment arrangements set out in this paper.
3. Agrees the closure of the public facing enquiry form and return to the professional/practitioner only enquiry form. This is a result of an excessive volume of claims received and validity of claim challenges.

4. Delegates authority to the Executive Director of Childrens services to incur expenditure in line with the HSF4/5 grant conditions.

#### 97 **2022/23 FINANCIAL UPDATE**

The committee received the report which set out the financial update for the year 2022/23.

##### **RESOLVED:**

That the Children and Families Committee:

1. Notes the report of the Finance Sub-Committee ([Agenda for Finance Sub-Committee on Wednesday, 8th March, 2023, 2.00 pm | Cheshire East Council](#)), specifically the recommendations of that committee.
  - 1.1 Finance Sub-Committee recommend Service Committees to:
    - 1.1.1. note the financial update and forecast outturn relevant to their terms of reference.
    - 1.1.2. note the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in Appendix 2, Section 2, Table 3.
  - 1.2. Notes Appendix 2 and the following sections specific to this Committee:
    - Changes to Revenue budget 2022/23
    - Corporate Grants Register
    - Debt Management
    - Capital Strategy
    - Reserve Strategy

#### 98 **SCHOOL ORGANISATION : OVERVIEW OF PLANNED CAPITAL SCHEMES INCLUDING FUNDING REVISIONS**

The committee received the report which provided an overview of the school capital programme for both current and projected schemes and those which had been completed over the recent five-year period.

##### **RESOLVED (unanimously):**

That the Children and Families Committee:

1. Receive the strategic overview of capital planned programmes, as outlined in appendix 1, and to note the progression of these schemes over time to meet our statutory duties of sufficiency of school places.



2. Note that the size and complexity of the school estate necessitates regular and timely decision making, and that all such decisions will continue to be captured and reported to the Committee. Noting also that the constitution establishes the necessary authority for such decisions, and that this may require the Committee to note decisions made under delegated powers or approve delegate decisions or note decisions that may require Council approval.
3. Note the required budgetary changes in appendix 3 and to approve a further capital virement of £1.13M from the uncommitted grant funding to the Springfield School, Crewe campus capital scheme thereby increasing the scheme budget to £7.13M.
4. Note the information in appendix 4 which shows the revised funding allocation for the new primary school at Kingsley Fields, Nantwich capital scheme which has increased to £7.78m.
5. Approve the virement of £500,000 from the uncommitted grant funding which supports the two new SEN Free Schools in managing potential site abnormality costs (total £1.0 Million).
6. Note Council's approval, as part of the Medium-Term Financial Strategy (MTFS) of the School Condition Funding grant of £2.868m, noting also that the Executive Director of Childrens Services will regularly report on decisions taken or required on the spending of this and other schools' capital projects as the programme of works is finalised.

**99 SCHOOL ORGANISATION: ACADEMISATION OF SCHOOLS: FORWARD PLAN**

The committee received the report which informed of planned schools across the borough which were seeking to move to academy status and join a multi academy trust.

**RESOLVED (unanimously):**

That the committee approves to receive a 6 monthly update on academy conversions rather than a separate report each committee meeting.

**100 WORK PROGRAMME**

The committee considered the work programme.

**RESOLVED:**

That the work programme be noted.

**101 MINUTES OF SUB COMMITTEES**

**RESOLVED:**

That the minutes of the following sub-committee meetings be noted:

Local Authority School Governor Nomination Sub Committee – 5 October 2022

Corporate Parenting Committee – 1 November 2022

Corporate Parenting Committee – 10 January 2023

The meeting commenced at 14:00 and concluded at 17:00

Councillor K Flavell (Chair)

**Children and Families Committee****5 June 2023****Children and Families Committee  
Budgets 2023/24**

**Report of:** Alex Thompson, Director of Finance & Customer Services

**Report Reference No:** CF/11/23- 24

**Ward(s) Affected:** All wards and all members will be affected and impacted by the content of the MTFS and Corporate Plan

**Purpose of Report**

- 1 This report sets out the allocation of the approved budgets for 2023/24 to the Children and Families Committee.
- 2 The report contributes to the Council's objective of being an open and enabling organisation.

**Executive Summary**

- 3 The Medium-Term Financial Strategy (MTFS) for Cheshire East Council for the four years 2023/24 to 2026/27 was approved by full Council on 22 February 2023.
- 4 The Finance Sub Committee meeting on the 8 March approved the allocation of the approved revenue and capital budgets, related budget policy changes and earmarked reserves to each of the service committees.
- 5 The financial reporting cycle will ensure that the Committee is provided with updates through the year on progress against budget policy changes, the forecast outturn position, progress on capital schemes, movement on reserves and details of supplementary estimates and virements. The timetable for 2023/24 is due to be approved by Finance Sub-Committee on 7 June 2023.

## RECOMMENDATIONS

The Children and Families Committee is recommended:

1. To note the decision of the Finance Sub-Committee to allocate the approved revenue and capital budgets, related budget policy changes and earmarked reserves to the Children and Families Committee, as set out in **Appendix A**
2. To note the financial reporting timetable for 2023/24 set out in **Appendix B** due to be approved at Finance Sub-Committee on 7 June.

## Background

- 6 All councils are legally required to set a balanced budget each year. The MTFS was approved by full Council on 22 February 2023.
- 7 The MTFS includes a Report from the Chief Finance Officer in line with the Section 25(1) of the Local Government Finance Act 2003. This report confirms that the MTFS is balanced and that the Chief Finance Officer is satisfied with the robustness of the estimates and the adequacy of the financial reserves of the Council. The report also highlights the factors taken into account in arriving at this judgement including relevant financial issues and risks facing the Council during the medium term.
- 8 Finance Procedure Rules set limits and responsibilities for movement of funds, treating reserves as part of this overall balanced 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.
- 9 To support accountability and financial control under the Committee system the 2023/24 budget is being reported across the Service Committees based on their associated functions. This report sets out the allocation of the revenue and capital budgets and earmarked reserves to the relevant service committee in accordance with their functions.

- 10 Each set of Committee budgets reflects the group of services line-managed by Directors. Budget holders are responsible for budget management. Where a team supports multiple services under other Directors the budget for each Committee is included with the line-managing Director's services and is not split across other Committees. For example, Governance and Democratic Services are aligned to the Corporate Policy Committee, even though the activities of those teams relate to support services provided to all Directorates of the Council.
- 11 The financial alignment of budgets to each Committee is set out in Table 1 with further details in Appendix A.

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

ALL COMMITTEES - Summary					
Service Area	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
	2023/24			2023/24	2023/24
	Expenditure £000	Income £000	Net £000	£000	Net £000
Adults and Health	201,476	-65,144	136,332	472	136,804
Children and Families	88,774	-9,649	79,125	53,829	132,954
Corporate Policy	114,842	-73,854	40,988	12,826	53,814
Economy and Growth	35,594	-11,172	24,422	71,598	96,020
Environment and Communities	59,459	-10,638	48,821	12,011	60,832
Highways and Transport	23,384	-12,255	11,129	63,948	75,077
Finance Sub-Committee	14,209	-1,900	12,309	0	12,309
<b>Total Cost of Service</b>	<b>537,738</b>	<b>-184,612</b>	<b>353,126</b>	<b>214,684</b>	<b>567,810</b>

\* Place committee budgets reallocated since the MTFS due to restructuring budget being managed fully within Economy and Growth

- 12 The 2023-27 MTFS includes a net revenue budget of £353.1m and an approved capital programme of £214.7m for the financial year 2023/24. Further details on the schemes within the capital programme are provided in **Appendix A**.

## Consultation and Engagement

- 13 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.

- 14 Cheshire East Council conducted an engagement process on its Medium-Term Financial Plans through a number of stages running from January 2023 to Council in February 2023.
- 15 The budget consultation launched on-line on the 6 January 2023, included details of the budget policy changes against each Corporate Plan aim. This consultation was made available to various stakeholder groups and through a number of forums.

### **Reasons for Recommendations**

- 16 The Children and Families Committee has the responsibility for the oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorates of Strong Start, Family Help and Integration, Education and 14-19 Skills and Children's Social Care including: Children's mental health, Prevention and early help, Children's transport, Children Service Development and Children's Partnerships, Commissioning of support for children, Cared for Children and Care Leavers, Child in Need and Child Protection, Children with Disabilities and Fostering, Children's Safeguarding, Education Infrastructure and Outcomes, Education Participation and Pupil Support, Inclusion and SEND.
- 17 The Finance Sub-Committee is responsible for allocating budgets across the Service Committees. This responsibility includes the allocation of revenue and capital budgets as well as relevant earmarked reserves.
- 18 Finance Sub-Committee met on 8 March and set out the budgets in accordance with the above responsibilities.

### **Other Options Considered**

- 19 Not applicable.

### **Implications and Comments**

#### *Monitoring Officer/Legal*

- 20 The legal implications surrounding the process of setting the 2023 to 2027 Medium-Term Financial Strategy were dealt with in the reports relating to that process.

#### *Section 151 Officer/Finance*

- 21 Contained within the main body of the report.

#### *Policy*

- 22 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.

*Equality, Diversity and Inclusion*

- 23 Under the Equality Act 2010, decision makers must show ‘due regard’ to the need to:
- Eliminate unlawful discrimination, harassment and victimisation;
  - Advance equality of opportunity between those who share a protected characteristic and those who do not share it; and
  - Foster good relations between those groups.
- 24 The protected characteristics are age, disability, sex, race, religion and belief, sexual orientation, gender re-assignment, pregnancy and maternity, and marriage and civil partnership.
- 25 Having “due regard” is a legal term which requires the Council to consider what is proportionate and relevant in terms of the decisions they take.
- 26 The Council needs to ensure that in taking decisions on the Medium-Term Financial Strategy and the Budget that the impacts on those with protected characteristics are considered. The Council undertakes equality impact assessments where necessary and continues to do so as budget policy changes 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.
- 27 Positive impacts include significant investment in services for children and adults (protected characteristics primarily age and disability). Specific examples are Investment in Cared for Children and Care Leavers, SEND services and School Transport. There is also significant investment in Adult Social Care and support to care providers (protected characteristics primarily age and disability).
- 28 The Corporate Plan’s vision reinforces the Council’s commitment to meeting its equalities duties, promoting fairness and working openly for everyone. Cheshire East is a diverse place and we want to make sure that people are able to live, work and enjoy Cheshire East regardless of their background, needs or characteristics.

*Human Resources*

- 29 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.

*Risk Management*

- 30 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 2023/24 budget and the level of general reserves were factored into the 2023/24 financial scenario, budget and reserves strategy.

*Rural Communities*

- 31 The report provides details of service provision across the borough.

*Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 32 The report provides details of service provision across the borough.

*Public Health*

- 33 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.

*Climate Change*

- 34 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.



Access to Information	
Contact Officer:	<p>Alex Thompson</p> <p>Director of Finance and Customer Services (Section 151 Officer)</p> <p><a href="mailto:alex.thompson@cheshireeast.gov.uk">alex.thompson@cheshireeast.gov.uk</a></p>
Appendices:	<p><b>A</b> - Allocation of capital and revenue budgets, earmarked reserves and budget policy changes to service committees</p> <p><b>B</b> – Financial Reporting Timetable 2023/24</p>
Background Papers:	<p>The following are links to key background documents:</p> <p><a href="#">Medium-Term Financial Strategy 2023-27</a></p> <p><a href="#">Agenda for Finance Sub-Committee on Wednesday, 8th March, 2023, 2.00 pm   Cheshire East Council, Item 62</a></p>

This page is intentionally left blank

# **Children and Families Committee Budgets 2023/24 Appendix A**

# Children and Families Committee

## Contents

### Children and Families Committee Extracts

1. Allocation of Revenue and Capital Budgets
2. Approved Budget Policy Change items
3. Capital Programme
4. Earmarked Reserves

# Children and Families Committee

## 1. Allocation of Revenue and Capital Budgets

CHILDREN and FAMILIES COMMITTEE - Summary					
Service Area	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
	2023/24			2023/24	2023/24
	Expenditure £000	Income £000	Net £000	£000	Net £000
Directorate	179	-220	-41	0	-41
Children's Social Care	50,955	-1,477	49,478	4,445	53,923
Education and 14-19 Skills	25,271	-2,528	22,743	49,261	72,004
Strong Start, Family Help & Integration	12,369	-5,424	6,945	123	7,068
<b>Total Cost of Service</b>	<b>88,774</b>	<b>-9,649</b>	<b>79,125</b>	<b>53,829</b>	<b>132,954</b>

## 2. Approved Budget Policy Change items

MTFS Section 1 Ref No	Detailed List of Approved Budget Changes – Service Budgets	Last MTFS Reference or New	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
	<b>Children and Families Committee</b>		<b>5.623</b>	<b>2.880</b>	<b>2.619</b>	<b>3.282</b>
24	School transport pressures	MTFS 22-26 [62]	4.000	-	0.600	0.800
25	Pay inflation	MTFS 22-26 [3&4]	3.059	1.230	1.056	1.082
26	Growth in Children's Social Care	MTFS 22-26 [41]	1.900	1.800	1.700	1.600
27	Recognise pressures in the Children's Social Care direct payments budget	NEW	0.743	-	-	-
28	Statutory Education Psychology Service	MTFS 22-26 [47]	0.600	-	-	-
29	Reverse travel savings	MTFS 22-26 [29]	0.430	-	-	-
30	Increase capacity to support statutory SEND service	MTFS 22-26 [42]	0.300	-	-	-
31	Household Support Fund Grant	NEW	-4.400			
32	Household Support Fund into the Council's base budget (funded from grant)	NEW	4.400			
33	Pension Costs Adjustment	NEW	-1.964	-0.465	-0.487	-
NEW1**	Delivering Better Value in SEND grant	NEW	-1.200	+1.200		
NEW2**	Delivering Better Value in SEND (funded from grant)	NEW	1.200	-1.200		
34	Use of Children & Families Transformation Reserve - estimated balance	NEW	-1.065	1.065	-	-
35	Integrated Children's Service Strategy	NEW	-0.950	-0.500	-0.200	-0.200
36	Holiday Activity Fund Grant	NEW	-0.900			
37	Holiday Activity Fund into the Council's base budget (funded from grant)	NEW	0.900			

MTFS Section 1 Ref No	Detailed List of Approved Budget Changes – Service Budgets	Last MTFS Reference or New	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
38	Review of commissioned services across the Children and Families Directorate	NEW	-0.450	-0.100	-	-
39	Children’s Development and Partnerships Service	MTFS 22-26 [50]	-0.300	-	-	-
40	Early Help Redesign	MTFS 22-26 [48]	-0.200	-	-	-
41	Deliver the Family Hub model	NEW	-0.150	-0.100	-	-
42	Review of funding streams and income opportunities within Education and Skills	NEW	-0.230	-	-	-
43	Reduce Legacy Pension commitments	NEW	-0.100	-0.050	-0.050	-
44	Revenue costs for the Crewe Youth Zone (as above) aligned to Supporting Families Funding	MTFS 22-26 [43]	-	-	0.400	-
45	Early Help budget to support funding towards the Crewe Youth Zone	MTFS 22-26 [44]	-	-	-0.400	-

# 3. Capital Programme

## Children and Families CAPITAL

CAPITAL PROGRAMME 2023/24-2026/27												
Scheme Description	Total Approved Budget £000	Forecast Expenditure						Forecast Funding				
		Prior Years £000	Forecast Budget 2023/24 £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Total Forecast Budget 2023/27 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000
<b>Committed Schemes</b>												
<b>Childrens Social Care</b>												
Foster Carers Capacity Scheme	635	349	286	0	0	0	286	0	0	0	0	286
Crewe Youth Zone	4,200	683	2,159	1,358	0	0	3,517	1,317	0	0	0	2,200
Children's Home Sufficiency Scheme	2,100	100	2,000	0	0	0	2,000	0	0	0	0	2,000
<b>Total Children's Social Care</b>	<b>6,935</b>	<b>1,132</b>	<b>4,445</b>	<b>1,358</b>	<b>0</b>	<b>0</b>	<b>5,803</b>	<b>1,317</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,486</b>
<b>Strong Start, Family Help &amp; Integration</b>												
Early Years Sufficiency Capital Fund	1,036	913	123	0	0	0	123	123	0	0	0	0
<b>Total Strong Start, Family Help &amp; Integration</b>	<b>1,036</b>	<b>913</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>123</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Education and 14-19 Skills</b>												
Adelaide Academy	784	39	550	195	0	0	745	575	0	0	0	170
Basic Need Grant Allocation	7,319	11	2,500	4,808	0	0	7,308	7,308	0	0	0	0
Congleton Planning Area	5,034	94	3,940	1,000	0	0	4,940	2,593	2,347	0	0	0
Congleton Planning Area - Primary (1)	2,200	0	500	1,700	0	0	2,200	1,000	1,200	0	0	0
Congleton Planning Area - Primary (2)	625	100	525	0	0	0	525	525	0	0	0	0
Congleton Planning Area - Primary (3)	7,500	0	250	1,500	5,750	0	7,500	4,300	3,200	0	0	0
Devolved Formula Capital	1,330	0	350	340	330	310	1,330	1,330	0	0	0	0
Handforth Planning Area - New School	13,000	0	0	500	8,500	4,000	13,000	136	12,864	0	0	0
Holmes Chapel Planning Area	3,625	780	2,845	0	0	0	2,845	2,470	375	0	0	0
Macclesfield Planning Area - Secondary	4,084	1,106	1,500	1,478	0	0	2,978	2,978	0	0	0	0
Macclesfield Planning Area - Secondary New	600	100	0	500	0	0	500	500	0	0	0	0
Macclesfield Planning Area - New School	4,000	0	0	0	2,000	2,000	4,000		4,000	0	0	0
Mobberley Primary School	900	50	850	0	0	0	850	550	0	0	300	0
Nantwich Planning Area (Primary)	7,780	304	4,800	2,676	0	0	7,476	4,287	3,189	0	0	0
Nantwich Planning Area (Secondary)	700	0	700	0	0	0	700	700	0	0	0	0
Provision of Sufficient School Places - SEND	6,044	16	5,028	1,000	0	0	6,028	500	0	0	0	5,528
Resource Provision - Wistaston	1,400	0	1,400	0	0	0	1,400	1,100	0	0	0	300
Sandbach Planning Area - Primary	3,683	0	2,000	1,683	0	0	3,683	3,173	510	0	0	0
Sandbach Planning Area (secondary - 300 places)	41	3	38	0	0	0	38	38	0	0	0	0
School Condition Capital Grant	8,868	0	2,868	2,000	2,000	2,000	8,868	8,868	0	0	0	0



CAPITAL PROGRAMME 2023/24-2026/27													
Scheme Description		Forecast Expenditure						Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Forecast Budget 2023/24 £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Total Forecast Budget 2023/27 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes													
Sen/High Needs Grant Allocation	2,483	93	1,195	1,195	0	0	2,390	2,390	0	0	0	0	2,390
Shavington Planning Area - Primary	8,000	10	500	5,114	2,376	0	7,990	5,633	2,357	0	0	0	7,990
Shavington Planning Area - secondary	3,500	170	1,773	1,557	0	0	3,330	3,330	0	0	0	0	3,330
Springfield Satellite Site (Dean Row)	6,100	141	5,459	500	0	0	5,959	5,159	0	0	0	800	5,959
The Dingle Primary School Expansion	1,385	10	990	385	0	0	1,375	1,375	0	0	0	0	1,375
Wilmslow High School BN	13,944	2,708	7,950	3,286	0	0	11,236	8,501	2,687	0	0	48	11,236
Wilmslow Primary Planning Area	626	1	0	625	0	0	625	125	500	0	0	0	625
									0	0	0	0	
Total Education & 14-19 Skills	115,557	5,738	48,511	32,042	20,956	8,310	109,819	69,443	33,230	0	300	6,846	109,819
													0
Total Committed Schemes	123,527	7,782	53,079	33,400	20,956	8,310	115,745	70,883	33,230	0	300	11,332	115,745
New Schemes													
Education and 14-19 Skills													
Poynton Planning Area	1,500	0	750	750	0	0	1,500	697	803	0	0	0	1,500
Total New Schemes	1,500	0	750	750	0	0	1,500	697	803	0	0	0	1,500
Total Children and Families Schemes	125,027	7,782	53,829	34,150	20,956	8,310	117,245	71,580	34,033	0	300	11,332	117,245

## 4. Earmarked Reserves

### Children and Families Committee

Name of Reserve	Opening Balance 1st April 2022 £000	Forecast Movement in Reserves 2022/23 £000	Opening Balance 1st April 2023 £000	Forecast Movement in Reserves 2023/24 £000	Forecast Closing Balance 31st March 2024 £000	Notes
<b>Directorate</b>						
Childrens Directorate - Transformation Funding	1,079	(365)	714	(714)	0	Expectation of £65k for CSC New Beginnings. Potentially reducing this reserve to assist with in year mitigations of £300k plus removal of remaining balance to close the 2023/24 funding gap.
Childrens Directorate - C&F ED	422	(68)	354	(354)	0	Estimated spend in 2022/23 of £35k transport review and £8k catering review. Chess review may happen in 2023/24. Balance of reserve being used to close the 2023/24 funding gap.
<b>Childrens Social Care</b>						
Domestic Abuse Partnership	112	(61)	51	0	51	To sustain preventative services to vulnerable people as a result of partnership funding. This is the current budgeted position, however updates will be provided on future reviews. Service are considering the in year deficit as this would not be sustainable in 2023/24 based on current assumptions.
<b>Education and 14-19 Skills</b>						
Skills and Lifelong Learning	30	(30)	0	0	0	To support adult learning, training and improving skills for the workplace. Need to review likelihood of use in 2022/23.
School Organisation & Capital Service	16	(16)	0	0	0	Springfield lease of £28.5k per annum will be a pressure in 2022/23.
SSIF Nexus Programme	9	(9)	0	0	0	Reserve drawdown has now been actioned and allocated to School Improvement to continue to support schools with high disadvantaged learners.
<b>Strong Start, Family Help and Integration</b>						
Troubled Fams Initiative	2,215	(375)	1,840	(844)	996	Crewe Youth Zone and ACT have been assigned funding from shared outcomes of the Supporting Families Programme.
Emotional Healthy Schools	71	(71)	0	0	0	Funding by partners to deliver service.
Public Sector Transformation – contribution to Early Youth Inclusion Fund	57	(57)	0	0	0	Intention to use reserve for in-year mitigation in 2022/23
Complex Dependencies	21	(21)	0	0	0	Intention to use reserve for in-year mitigation in 2022/23
<b>CHILDREN AND FAMILIES TOTAL</b>	<b>4,032</b>	<b>(1,073)</b>	<b>2,959</b>	<b>(1,912)</b>	<b>1,047</b>	

## Appendix B – Financial Reporting Timetable 2023/24

Report	Financial Cycle	Committee	When
Service Budgets 2023/24	Planning	All Committees	June 2023
Local Government Pension Scheme and Cheshire Pension Fund	Monitoring	Finance Sub-Committee	7 June 2023
Medium Term Financial Strategy Assumptions and Reporting Cycle for 2023/24	Planning	Finance Sub-Committee	7 June 2023
Draft Statement of Accounts 2022/23	Reporting	Finance Sub-Committee Audit and Governance Committee	7 June 2023 8 June 2023
Companies Draft Financial Statements 2022/23	Reporting	Finance Sub-Committee Audit and Governance Committee	7 June 2023 8 June 2023
Financial Outturn 2022/23	Reporting	All Service Committees	July 2023
First Financial Review 2023/24	Monitoring	All Committees	September / October 2023
Companies First Financial Review 2023/24	Monitoring	Shareholder Working Group	TBC
Medium Term Financial Planning Assumptions - Feedback from Task Group	Planning	Finance Sub-Committee	6 September 2023
Financial Management Code	Monitoring	Finance Sub-Committee	6 September 2023
Final Statement of Accounts 2022/23	Reporting	Audit and Governance Committee	28 September 2023
Companies Audited Financial Statements 2022/23	Reporting	Audit and Governance Committee	28 September 2023
Medium Term Financial Strategy Consultation for 2024/25-2027/28	Planning	Corporate Policy Committee	5 October 2023
Audit of Accounts 2022/23 External auditors report	Reporting	Council	18 October 2023
Companies Business Plans for 2024/25+	Planning	Finance Sub-Committee	1 November 2023
Second Financial Review 2023/24	Monitoring	All Committees	November 2023
Companies Second Financial Review 2023/24	Monitoring	Shareholder Working Group	TBC
Medium Term Financial Strategy Consultation 2024/25-2027/28 – consideration of policy proposals per Committee	Planning	All Committees	November 2023
Cheshire Pension Fund Briefing (Financial Review 1)	Monitoring	Finance Sub-Committee	1 November 2023
Council Tax Base 2024/25	Reporting	Corporate Policy Committee	30 November 2023
Financial Strategies 2024/25 - Treasury Management, Investment, Capital and Reserves Strategies	Planning	Finance Sub-Committee	17 January 2024

Report	Financial Cycle	Committee	When
Medium Term Financial Strategy Consultation 2024/25-2027/28 - Provisional Settlement update and feedback from consultation period	Planning	All Committees	January / February 2024
Third Financial Review 2023/24	Monitoring	All Committees	January / February 2024
Cheshire Pension Fund Briefing (Financial Review 2)	Monitoring	Finance Sub-Committee	17 January 2024
Companies Third Financial Review 2023/24	Monitoring	Shareholder Working Group	TBC
Medium Term Financial Strategy 2024/25-2027/28 - including any supplementary updates	Planning	Corporate Policy Committee	8 February 2024
Constitution - Financial Limits - Annex Update	Reporting	Constitution Working Group	TBC
Cheshire Pension Fund Briefing (Financial Review 3)	Monitoring	Finance Sub-Committee	5 June 2024



*Working for a brighter future together*

## **Children and Families Committee**

---

**Date of Meeting:** 5 June 2023

**Report Title:** Councillor Frontline Visits Annual Report

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

**Report Reference No:** CF/44/22-23

**Ward(s) Affected:** All

---

<b>Corporate Plan Priorities</b>	<b>Open</b>	An open and enabling organisation	
	<b>Fair</b>	A council which empowers and cares about people	X
	<b>Green</b>	A thriving and sustainable place	

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

- 1.1.** This report provides an update to committee on the themes, strengths and issues raised through councillor frontline visits to the Cheshire East Consultation Service (ChECS), Child in Need and Child Protection (CIN/CP) Teams, and the Children with Disabilities Social Work Team and Short Breaks Team over the last 12 months 1 April 2022 to 31 March 2023.

### **2. Executive Summary**

- 2.1.** Councillors continue to be committed to frontline visits, and their direct contact and discussions with social workers and managers within Children's Social Care is highly appreciated. The findings from frontline visits continue to inform planning and quality assurance within the service.
- 2.2.** Frontline visits have continued to take place on a virtual basis since the COVID-19 pandemic and have done so monthly since September 2020. Following the elections in May, training for councillors will be provided and it is planned for visits to return to being carried out face-to-face within teams.

### 3. Recommendations

- 3.1. Children and Families Committee is asked to note the contents of the report and approve the continuation of councillor frontline visits and the process associated with them.
- 3.2. As we develop the integrated children's strategy, we ask that consideration be given by committee to extend these frontline visits across the breadth of services within children's services. This proposal will come to committee in November 2023 in the Integrated Children's Strategy paper.

### 4. Reasons for Recommendations

- 4.1. It is important for the committee to have an overview of the issues affecting frontline social work teams. COVID-19 continued to have an impact on our children and young people, practitioners, and demand to frontline services during this time. The cost-of-living crisis is now putting further pressure on families in Cheshire East and the services that teams are working hard to provide.
- 4.2. It is important for committee members in discharging their duties to the residents of Cheshire East to hear, first-hand, the successes, challenges and opportunities that our front line practitioners experience and the wisdom they bring. This assists us in delivering on the priorities as laid out in the corporate plan.

### 5. Other Options Considered

- 5.1. There is the option for members not to visit the frontline, and instead to receive reports from officers and independent reports, e.g., peer reviews. However, this would not provide members with direct contact with frontline practitioners and managers to allow them to have an overview of the effectiveness of these services.

### 6. Background

- 6.1. Lord Laming's Inquiry into the death of Victoria Climbié resulted in a range of recommendations. One of these (Social Care Recommendation 41) states that:  
  
*"Arrangements must be made for senior managers and councillors to regularly visit intake teams in the Children's services department and to report their findings to the Chief Executive and Social Services Committee"* (para 5. 193).
- 6.2. This recommendation remains best practice and is still considered as part of any Ofsted inspection. In Cheshire East, our 'intake teams' (the teams that deal with new referrals) are the:
  - Cheshire East Consultation Service (ChECS)
  - Child in Need and Child Protection Service in Crewe
  - Child in Need and Child Protection Service in Macclesfield
  - Children with Disabilities Social Work team
  - Children with Disabilities Short Breaks team.

- 6.3.** The Children's Development and Partnerships team set up a rota for frontline visits liaising with councillors and services. Visits are undertaken to each team every five months. A summary of the procedure is set out in the guidance in the appendix. During their virtual visits, councillors have met with managers and team members to discuss the following:
- outcomes for children
  - support for teams
  - how COVID-19 has impacted on their work (e.g., needs of families/ impact on relationships/ working as a virtual team)
  - any other areas.
- 6.4.** Councillors are sent the form (Appendix 1) to record the key headlines from the discussion, and the guidance (Appendix 2) before the meeting. As outlined in the procedure, councillors complete and return the form following their visit, and subsequently receive a response from the head of service. Visits are currently carried out through a Microsoft Teams meeting. As previously, councillors meet with the service manager initially, then with three or four practitioners.
- 6.5.** Our frontline visits promote transparency between officers and councillors and allow rich debate within the Children and Families Committee. The Ofsted focused visit in November 2021 referenced the effective connection between frontline staff, leaders, and councillors.

## 7. Themes from Visits and Head of Service Response

- 7.1.** A summary of the themes from frontline visits during the 12 months from April 2022 to the end of March 2023 is set out below. Across all the visits, councillors noted the passionate commitment practitioners had for supporting our children and young people.

### Cheshire East Consultation Service (ChECS)

**Number of visits in last 12 months:** two visits have taken place; one in August 2022 and another in January 2023.

What's working well?	What are we worried about?	What needs to happen / next steps
<ul style="list-style-type: none"> <li>• <b>Teamwork</b> – the team work well together as a unit and across agencies               <ul style="list-style-type: none"> <li>- wide range of experience</li> <li>- good working relationships</li> <li>- team feels supported</li> <li>- share learning and best practice at fortnightly meetings</li> </ul> </li> <li>• <b>Changes to processes have been positive</b> and support from the DfE is welcomed and seen as supportive.</li> <li>• <b>Team morale has improved</b> since the summer</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Team capacity</b> <ul style="list-style-type: none"> <li>- workloads are high</li> <li>- limited ability to access training</li> <li>- reliance on partners who are not always able to meet timescales for information</li> </ul> </li> <li>• <b>Cost-of-living crisis</b> <ul style="list-style-type: none"> <li>- impact on families, as well as increased pressure across already stretched services.</li> <li>- impact for workers – concerns about fuel/energy costs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recruitment and retention:</b> <ul style="list-style-type: none"> <li>- further support/capacity to develop follow up work with children and families</li> <li>- additional capacity would help to improve outcomes, increase resilience in team and allow time to access training/development</li> </ul> </li> <li>• <b>Plans to manage the increasing pressure of the cost-of-living crisis</b> and mitigate its impact.</li> <li>• <b>Further develop partnership working:</b></li> </ul>

<ul style="list-style-type: none"> <li>- increased staffing in the early help team</li> <li>- streamlining of processes with partners</li> <li>- job satisfaction is evident, and workers want to succeed in their roles</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase in in mental health issues for families</b> since COVID-19.</li> <li>• <b>Working arrangements/processes</b> -               <ul style="list-style-type: none"> <li>- changes across partners following the joint targeted area inspection (JTAI) are not always fully understood.</li> <li>- Liquid Logic and connectivity issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- more input from health, especially regarding mental health support/decisions</li> <li>- more detailed referrals to inform decision making</li> <li>- briefings on partner changes and discussions on support opportunities</li> <li>• <b>Further investigation into Liquid Logic issues</b> and alternative options for during planned maintenance and/or phoneline/internet issues.</li> </ul>
<b>Comments from the Head of Service</b>		
<ul style="list-style-type: none"> <li>• The cost-of-living crisis is a worry for us all and a challenge for our children and families who may already be experiencing adversity. We continue to work closely with our colleagues in early help and across the partnership to ensure families are supported at the earliest opportunity.</li> <li>• We have been successful as a council in our bid to develop the Family Hub Model in Cheshire East which will really allow us to develop local and accessible support within communities.</li> <li>• Safeguarding children is everybody's business and we continue to challenge our partner agencies to stand alongside us in achieving this, inclusive of health, and we have health representation within our Integrated Front Door which is invaluable.</li> <li>• Our ambition is to recruit to a mental health post however recruitment to this role has not been successful on recent attempts. We continue to strive for this as we continue to see an increase in the complications that children and families experience due to poor mental health.</li> <li>• ChECS have been working especially hard since the JTAI inspection to really sharpen the edges of practice and this is evidenced in audits and data that is now consistently good. The JTAI outcome has been used as a positive to gather momentum across all teams and partners.</li> <li>• Through close multi-agency working, we have streamlined a number of processes with partners to simplify access to the right support at the right time, allowing us to focus even more on those children that require immediate safeguarding. Progress through the Multi-Agency Safeguarding Arrangements (MASA) improvement plan is evident and scrutinised by our DFE Advisor.</li> </ul>		



## Children with Disabilities Social Work Team

**Number of visits in last 12 months:** two visits have taken place, one at the end of March 2022 and another in February 2023. A number of meetings were planned but were required to be moved due to sickness in the service and councillor availability.

What's working well?	What are we worried about?	What needs to happen / next steps
<ul style="list-style-type: none"> <li>• <b>Teamwork</b> – staff work well as a team and morale is good               <ul style="list-style-type: none"> <li>- supportive management</li> <li>- positive team changes and well managed inductions</li> <li>- positive work with partners</li> <li>- especially good relationships with schools</li> <li>- team are becoming better at looking at cases and stepping down to a short break where appropriate</li> </ul> </li> <li>• Social workers build <b>excellent relationships with families</b>, as work with them over time.</li> <li>• <b>Early Help Individual Payments (EHIPs) process - team are proud of this work.</b> The system is flexible and having EHIPs means a family is more independent.</li> <li>• <b>Recent training and master classes were received positively</b>, workers were able to join sessions most suitable for their role.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Team capacity:</b> <ul style="list-style-type: none"> <li>- team is small, covers a large area and caseloads have reduced but still remain higher than desirable.</li> <li>- difficulties to recruit new social workers</li> <li>- national shortage of PAs after COVID-19 who have left roles for more job security</li> </ul> </li> <li>• <b>Practice concerns:</b> <ul style="list-style-type: none"> <li>- unexpected issues can arise from assessment and cause resentment from families if unclear of processes.</li> <li>- it can be difficult to get the correct care package and to find suitable respite care.</li> <li>- some children are travelling long distances to school</li> <li>- impact of stopping short breaks could lead to more costly long-term care.</li> </ul> </li> <li>• <b>Working arrangements:</b> <ul style="list-style-type: none"> <li>- closure of Cledford: concerns about team being isolated or not having a base.</li> <li>- laptops are small, the screen is not ergonomically suitable, especially on home visits.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recruitment and retention:</b> <ul style="list-style-type: none"> <li>- increased staffing would support the service</li> <li>- training offer more tailored to specific roles of the team to recognise specialist skills</li> <li>- review of pay for PAs</li> </ul> </li> <li>• <b>Improving practice:</b> <ul style="list-style-type: none"> <li>- more clarity needed around processes for new families</li> <li>- care packages need reassessing where families are struggling to cope</li> <li>- assessments must look at how needs of the child could be met by other agencies</li> <li>- more early intervention so problems do not escalate</li> <li>- new school plans will help to ease issues around finding a suitable school/transport</li> <li>- provision for respite care</li> <li>- improved technology, such as access to iPads would better support home visits.</li> </ul> </li> <li>• <b>Improved ways for recording non-verbal communication</b> so voice of the child is directly captured.</li> </ul>
Comments from the Head of Service		
<ul style="list-style-type: none"> <li>• As a directorate we are working on our recruitment strategy which we believe will improve recruitment and retention across all of our social work teams.</li> <li>• Consideration is being given to locality-based working, linking workers within the social work team to our special schools in Crewe and Macclesfield. We have also started a piece of work with our colleagues within early help to integrate closer with the development of Family Hubs.</li> <li>• We continue to develop our training offer with regards to non-verbal communication methods, for example one of our special schools has delivered Picture Exchange Communication (PECs) based training to the team. We have already developed sensory bags for social workers and family support workers to use and authorisation has been given to secure tablets to improve direct communication.</li> <li>• Senior managers worked closely with the team to identify cases to close or step to other teams, for example short breaks, which is freeing additional capacity within the team. Policy work around visiting and reviews requirements will also help with additional capacity.</li> <li>• The shortage of PAs is having an impact on our ability to deliver sufficient support to our children and families, whilst this is a national issue, we are working with the commissioning team to look at ways to make PA work more attractive to potential workers.</li> <li>• Following the consultation on the closure of Cledford House, staff have now been informed of their new working bases, which has addressed some of the insecurity being experienced by some staff at the time of the visit. We are also currently looking at the IT needs of the team.</li> </ul>		

### Children with Disabilities Short Breaks Team

**Number of visits in last 12 months:** three visits have taken place; May 2022 and November 2022 and at the end of March 2023 (feedback awaited).

What's working well?	What are we worried about?	What needs to happen / next steps
<ul style="list-style-type: none"> <li>• <b>Teamwork</b> – passionate and efficient workers               <ul style="list-style-type: none"> <li>- relationships are strong</li> <li>- good communication</li> <li>- team are well supported</li> <li>- homeworking/use of virtual technology works well</li> </ul> </li> <li>• <b>Support provided:</b> <ul style="list-style-type: none"> <li>- A graduated response to children aged 4+ is offered and open phonenumber to support parents/social workers takes pressure off other services e.g., ChECS.</li> <li>- Bespoke packages of support are offered</li> </ul> </li> <li>• <b>Feedback from parents and children is very positive as are relationships with families.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Team capacity/resource:</b> <ul style="list-style-type: none"> <li>- providing sufficient overnight and residential provision, to support short breaks and respite care.</li> <li>- shortage of PAs – impact on packages of support</li> <li>- team feel work not always sufficiently recognised or rewarded</li> <li>- caseloads are high and team consistently busy, especially as children can remain with service for a long time</li> <li>- demand for support is rising</li> <li>- transition to adults' services can be a slow process</li> <li>- concern regarding pay rates for car users, many workers are using their cars daily.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recruitment and retention:</b> <ul style="list-style-type: none"> <li>- staffing structure to be reviewed to increase capacity and support wellbeing of existing staff</li> <li>- focused recruitment drive for foster carers to improve overnight/respite provision</li> <li>- improved residential provision to support short breaks</li> <li>- PAs to support capacity issues in the team</li> </ul> </li> <li>• More <b>streamlined transition</b> to adults' services.</li> <li>• Review impact of car user mileage rates.</li> </ul>
Comments from the Head of Service		
<ul style="list-style-type: none"> <li>• A focused recruitment of new short break foster carers has been taking place with the fostering team, we have been working with colleagues within our commissioning service to enhance our local short breaks residential support options and we are currently engaged in recruitment to expand the capacity within the short breaks service. We are also working with colleagues in early help to look at opportunities to reduce the number of cases allocated within the short breaks team.</li> <li>• A new full-time member of staff joined the team in November with significant personal and professional experience of disability, she was also former joint chair of our local Parent Carer Forum.</li> <li>• The recruitment, retention and recognition of PAs remains an issue for Cheshire East, as it does nationally. We are working with colleagues within adults' services to develop an all-age direct payments policy which may result in some of the recruitment and retention issues being addressed through an increase in our standard direct payment rate. And, in addition, we are working with colleagues across children's and adults' commissioning to look at ways of making recruitment of PAs more successful. It is worth noting that PAs are directly recruited by families and not the council.</li> <li>• The corporate car mileage policy is applied within this team, as it is in all children's social care teams. If staff are not eligible for regular car user allowance and receive occasional car user allowance, it would be because they have not met the threshold. Staff make fresh applications every year and the determination is made independently by HR.</li> </ul>		

## Child in Need / Child Protection (CiN/CP)

**Number of visits in last 12 months:** five visits have taken place: three to Macclesfield – April and November 2022, and March 2023 (feedback awaited), and two to Crewe – June 2022 and January 2023, a further visit is planned to Crewe CiN/CP in April 2023.

What's working well?	What are we worried about?	What needs to happen / next steps
<ul style="list-style-type: none"> <li>• <b>Teamwork</b> – committed workers               <ul style="list-style-type: none"> <li>- continuity of social worker builds relationships with families</li> <li>- staff now more settled following team changes</li> <li>- team works well together</li> <li>- good range of experience</li> <li>- supportive managers</li> <li>- masterclasses and practice week positive in developing team working, improving performance, sharing ideas, boosting morale</li> <li>- split of work with the cared for team works well</li> <li>- team supportive of changes following COVID-19; being able to work from home allows flexibility and more productivity.</li> </ul> </li> <li>• <b>Retention of staff is good:</b> <ul style="list-style-type: none"> <li>- agency staff choose to stay</li> <li>- students join following placements</li> <li>- supporting apprenticeships</li> <li>- 'Grow your own' initiative has resulted in six staff joining</li> <li>- progression routes for social workers are good</li> </ul> </li> <li>• <b>Multi-agency working</b> <ul style="list-style-type: none"> <li>- referral process working well, and multi-agency working is effective e.g., very positive relationship with SEND team</li> <li>- good partnership relationships/practices with police colleagues following their restructure after the JTAI</li> <li>- early help initiatives are well resourced and working well</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Team capacity:</b> <ul style="list-style-type: none"> <li>- staffing has been an issue, partly due to COVID-19 and self-isolation, recruitment remains a challenge, pay also has an impact</li> <li>- caseloads remain high and staff shortages do impact</li> <li>- there are still slight delays with court work</li> <li>- handing over tasks to other agencies can be difficult</li> </ul> </li> <li>• <b>Supporting families:</b> <ul style="list-style-type: none"> <li>- COVID-19 did impact ways of working (although staff feel is no longer doing so)</li> <li>- still a need to look at impacts of COVID-19 for families, e.g., impact of alcohol use</li> </ul> </li> <li>• <b>cost-of-living crisis</b> <ul style="list-style-type: none"> <li>- increase in demand for mental health support for young people, and difficulty in accessing resources</li> </ul> </li> <li>• <b>Working arrangements:</b> <ul style="list-style-type: none"> <li>- time to complete admin tasks/issue of duplication</li> <li>- issues with the Unit 4 system</li> <li>- mileage rate not in keeping with increased petrol prices</li> <li>- concerns about the working environment during visit to Crewe in June</li> <li>- car allowance decision has been divisive and reduced team morale, particularly in Crewe</li> <li>- staff laptops are large and heavy, problematic now used more outside the office</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recruitment and retention:</b> <ul style="list-style-type: none"> <li>- teams are small and ways of working to be innovative</li> <li>- sustaining good support for new social workers and agency staff</li> <li>- additional admin and family support workers would help in reducing workload</li> <li>- expertise of family support workers could have more impact if there was capacity</li> <li>- more protected time/days off</li> <li>- pay disparity with other LAs</li> <li>- consideration/revision of car allowance scheme and mileage costs to reflect increase in energy prices</li> </ul> </li> <li>• <b>Further develop partnership working:</b> <ul style="list-style-type: none"> <li>- integrated front door service is valued and links are being developed further</li> <li>- early intervention is key and other agencies sometimes slow to make referrals</li> <li>- streamlining forms/ reviewing Liquid Logic functions to support partner and avoid repetition/data entry issues</li> <li>- regular case reviews are important for communicating progress – legal advice to be sought sooner if needed</li> </ul> </li> <li>• <b>Supporting assessments:</b> <ul style="list-style-type: none"> <li>- increase partner understanding / use of screening tools</li> <li>- more educational psychologists would help</li> </ul> </li> </ul>
Comments from the Head of Service		
<ul style="list-style-type: none"> <li>• Our workforce is our greatest resource, and it is important they know how valued they are by the whole council. The cost-of-living crisis is felt by our workforce as it is for our children and families. This makes it's so important that we are the employer of choice locally, providing a competitive salary as well as benefits aligned to other LAs (such as the car user allowance referenced by the team)..</li> <li>• Family support workers were brought into the team at Crewe to support practitioners until social work vacancies were filled. We have been creative with our offer and advertising as well as joining regional</li> </ul>		

job fairs. Some student social workers started with the team towards the end of last year, which is an excellent way to develop the workforce and often our best social workers start with us as students!

- The comments made regarding morale in Crewe were noted and since the time of the visit, there have been many opportunities for the workforce to share their views and we have taken action both big and small to listen to their voices and develop what is within our gift to lift this feeling. Children's Social Care Practice Week takes place each quarter to bring teams together to learn, reflect and focus on the work we are doing, this time masterclass events were shaped by staff creating a real sense of team spirit!
- In Macclesfield, demand into the service has increased over the last 12 months, and we have realigned staffing to meet this need. Retention of staff is a real positive and we believe the right support and culture is what has directly contributed to this.
- The points raised regarding an increase in the complexity of children's mental health is an area of priority for Cheshire East Safeguarding Children's Partnership which is focusing on the emotional health and well-being of children at a strategic level.
- The JTAI in July 2022 added a pressure and focus but equally a momentum and motivation across the entire partnership to recognise the importance of a collective response to children that require help and protection. Supporting children and families at the earliest opportunity prevents escalation to crisis and the development of the Family Hub model will have a positive impact on this.
- Recruitment continues to be a focus and we have regular meetings with HR colleagues which keeps the focus on recruitment, retention and addressing of any barriers. We also continue to work closely with HR regarding issues raised with the Unit 4 system, and this is escalated at a corporate level.

## **8. Implications**

### **8.1. Legal**

- 8.1.1. There are no specific legal implications but the programme of Councillor Frontline Visits to Safeguarding Teams demonstrates the Council's adherence to good practice.
- 8.1.2. We do also advise that all members who are undertaking the frontline visits complete or refresh the member GDPR training.

### **8.2. Finance**

- 8.2.1. There are no financial implications of this report.

### **8.3. Policy**

- 8.3.1. Councillors may raise issues from frontline visits that have policy implications. These would follow due process.

### **8.4. Equality**

- 8.4.1. There are no equality implications.

### **8.5. Human Resources**

- 8.5.1. Previous feedback from staff is that this process makes them feel valued.

### **8.6. Risk Management**

- 8.6.1. If frontline social work teams are not able to carry out their role effectively to assess and manage risk to children, and provide appropriate intervention, there is a risk to the outcomes for our children including a potential risk of serious harm. The ability to carry this out effectively can often be linked to capacity and quality and therefore it is essential our councillors are cited and in touch with the work of our frontline teams.

**8.7. Rural Communities**

**8.7.1.** There are no direct implications for rural communities.

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

**8.8.1.** Frontline visits are part of our quality assurance framework, ensuring that services are equipped to meet the needs of children and young people.

**8.9. Public Health**

**8.9.1.** Carrying out visits virtually helped us to manage the risk of infection from COVID-19.

**8.10. Climate Change**

**8.10.1.** Carrying out visits virtually enabled us to reduce our carbon footprint.

Access to Information	
Contact Officer:	Louise Hurst, Head of Service: Children in Need and Child Protection - <a href="mailto:Louise.Hurst@cheshireeast.gov.uk">Louise.Hurst@cheshireeast.gov.uk</a>
Appendices:	<b>Appendix 1:</b> Councillor Frontline Safeguarding Team Visits Form <b>Appendix 2:</b> Guidance for Councillor Frontline Safeguarding Team Visits 2022
Background Papers:	None

## Appendix 1:

### COUNCILLOR FRONTLINE SAFEGUARDING TEAM VISITS FORM

Please read the Guidance for Councillor Frontline Safeguarding Team Visits before completing this form.

<b>Names of Councillors</b>	
<b>Date of visit</b>	
<b>Service visited</b>	
<b>Names of staff involved in visit</b>	

NB: only insert commentary where you have gathered information.

	<b>What are we worried about/ barriers?</b>	<b>What is working well?</b>	<b>What needs to happen?</b>
<b>Outcomes for children</b> How are you making a difference for children, and how do you know?			
<b>Support for teams</b> Management support, training opportunities, caseloads, equip/environment			
<b>Any other areas</b>			

How has COVID-19 impacted on your work (e.g. needs of families/ impact on relationships/ working as a virtual team)

## Comments

--

Completed By:

--

Date:

--

### Head of Service Feedback

--

**Completed By:**

--	--

Date:

--	--

*Please forward this completed form to the Children's Development and Partnerships Team Inbox within 4 weeks of the visit:*

[childrensdevelopmentandpartnerships@cheshireeast.gov.uk](mailto:childrensdevelopmentandpartnerships@cheshireeast.gov.uk)

*Any queries, please email [childrensdevelopmentandpartnerships@cheshireeast.gov.uk](mailto:childrensdevelopmentandpartnerships@cheshireeast.gov.uk).*



Appendix 2:



Page 40

# Guidance for Councillor Frontline Safeguarding Team Visits 2022



## Councillor Frontline Safeguarding Team Visits

Lord Laming's Inquiry into the death of Victoria Climbié resulted in a range of recommendations. One of these (Social Care Recommendation 41) states that:

"Arrangements must be made for senior managers and councillors to regularly visit intake teams in the children's service department and to report their findings to the Chief Executive and Social Services Committee" (para 5. 193)

### Local Procedure

1. Within Cheshire East it has been agreed that the 'intake teams' for these purposes are the teams dealing with new referrals, i.e.:
  - Cheshire East Consultation Team (ChECS)
  - Child in Need/Child Protection Team in Crewe
  - Child in Need/Child Protection Team in Macclesfield
  - Children with Disabilities – Social Work Team
  - Children with Disabilities – Short Breaks Team
2. Visits will be undertaken to each team **every five months** with the service manager of the appropriate team.

3. Visits will last approximately one hour and consist of:
  - Discussion with service managers/ team manager(s)
  - Discussion with team members (as available)
4. The visits will be based on the Signs of Safety model, which poses the following three questions:

- What are we **worried about**?
- What is **working well**?
- What **needs to happen**?

5. Councillors are asked to consider these questions against the following areas (**always starting with what is working well**):

#### Outcomes for children

- ✓ How are you making a real difference for children?
- ✓ How do you know?
- ✓ How are you building and developing good relationships with families?
- ✓ How do you keep children at the centre of your work?
- ✓ How is multi-agency working supporting good outcomes?
- ✓ What are the barriers to achieving good outcomes for children (e.g. workloads, processes, etc.)
- ✓ What changes would help you to achieve better outcomes?

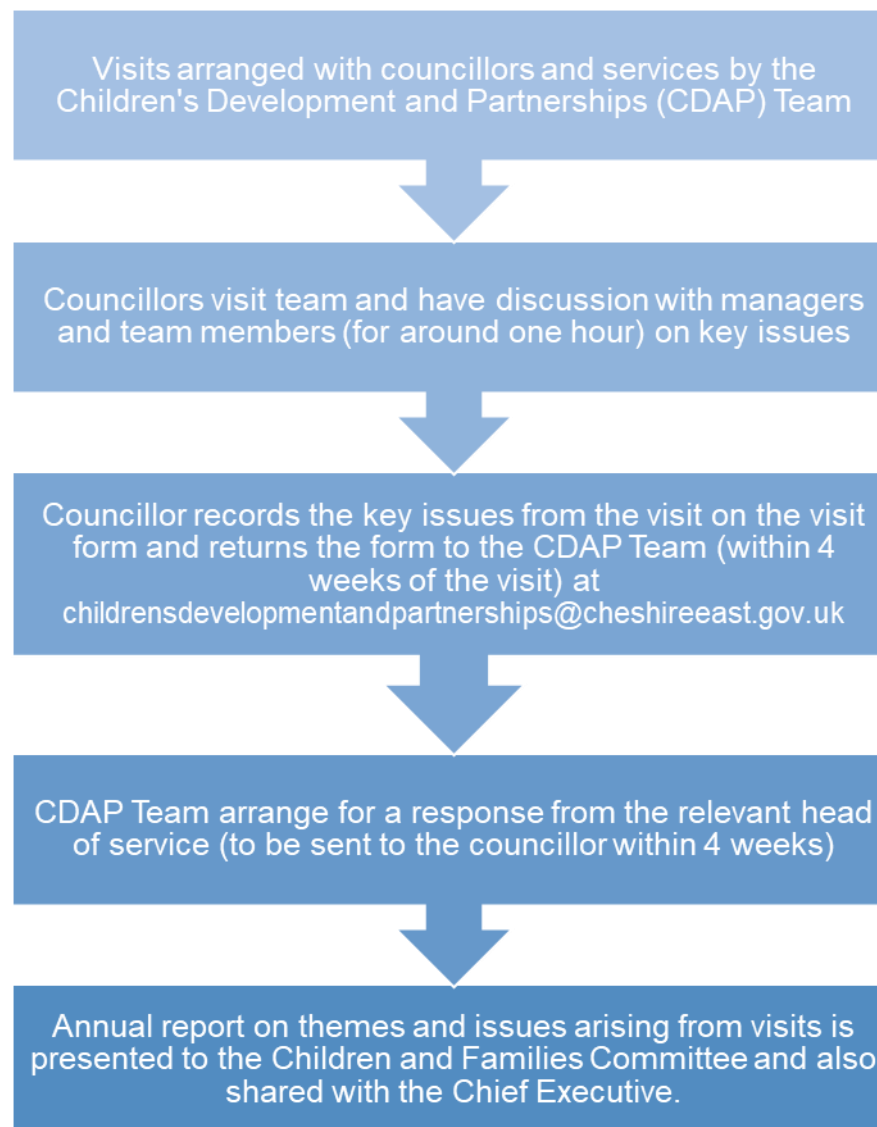
### Support

- ✓ How are you supported to achieve good outcomes for children (e.g. management support, training opportunities, ICT equipment/ environment, communications).
- ✓ What are your caseloads like?
- ✓ What's good about how we support you?
- ✓ How can we support you more effectively?
- ✓ What's it like to work in your team at the moment – what is morale like?

### Other areas

- ✓ Are there any other areas the team wanted to raise, or that came up during the discussion that impact on providing effective services to safeguard children and young people?
6. Councillors will record the key issues from the visit on the electronic form and send to [childrensdevelopmentandpartnerships@cheshireeast.gov.uk](mailto:childrensdevelopmentandpartnerships@cheshireeast.gov.uk) who will arrange for the relevant head of service to provide a response to the issues raised.
  7. The themes and issues arising from visits and the service response to these will be presented to the Children and Families Committee every 12 months by the Head of Service – Children in Need and Child Protection and will be shared with the Chief Executive.

### Summary of Procedure



## **Children and Families Committee**

**5 June 2023**

### **Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees**

---

**Report of: David Brown, Director of Governance and Compliance**

**Report Reference No: CF/20/23-24**

**Ward(s) Affected: No specific wards**

### **Purpose of Report**

- 1 This report seeks approval from the Children and Families Committee to appoint members to the Cared for Children and Care Leavers Committee, the Local Authority School Governor Nomination Sub-Committee and to nominate a member to the Health and Wellbeing Board.

### **Executive Summary**

- 2 The Council, at its annual meeting on 24 May 2023, approved 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.

## RECOMMENDATIONS

The Children and Families Committee is recommended to:

1. Appoint Members to the Cared for Children and Care Leavers Committee as follows: Con: 5; Lab: 5; Ind: 2; Lib Dem: 0; NGI: 0
2. Appoint Members to the Local Authority School Governor Nomination Sub-Committee as follows: Con: 2; Lab: 2; Ind: 1; Lib Dem: 0; NGI: 0
3. Nominate one Member to the Cheshire East Health and Wellbeing Board
4. Agree that the names of the Members appointed will be submitted to the Head of Democratic Services and Governance
5. Note the Terms of Reference for these committees

## Background

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

#### 4 Cared for Children and Care Leavers Committee

5 The Constitution provides that the lead service committee in respect of the Cared for Children and Care Leavers Committee will be the Children and Families Committee. The Cared for Children and Care Leavers Committee will meet on a quarterly 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 Cared for Children and Care Leavers Committee is required to be formally ratified by the Children and Families Committee.

6 It is proposed that the Children and Families Committee agree to the appointment of Members to the Cared for Children and Care Leavers Committee in line with the following, and that the nominees to Committee be notified to the Head of Democratic Services and Governance:

5 Conservative

5 Labour

2 Independent

7 Previous Membership

8 Councillors Q Abel, M Asquith, R Bailey, J Barber, J Buckley, C Bulman,  
P Butterill, K Flavell, S Handley, S Holland, D Jefferay and J Saunders.

9 Local Authority School Governor Nomination Sub Committee

10 The Local Authority School Governor Nomination Sub-Committee is 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.

11 It is proposed that the Children and Families Committee agree to the appointment of Members to the Local Authority School Governor Nomination Sub-Committee in line with the following, and that the nominees be notified to the Head of Democratic Services and Governance:

2 Conservative

2 Labour

1 Independent

12 Previous Membership

13 Councillors M Beanland, S Carter, D Edwardes, A Harewood and G Hayes.

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

15 Cheshire East Health and Wellbeing Board

16 Cheshire East Health and Wellbeing Board is a joint board to which this Council appoints three councillors as voting members. The lead service committee in respect of this board is 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.

17 The current Terms of Reference are set out in Appendix 3 of this report. It should be noted that the Terms of Reference are due to be reviewed at the Corporate Policy Committee on 6 July 2023 and Council on 19 July 2023.

18 It is proposed that the Children and Families Committee agree to the nomination of one Member to the Cheshire East Health and Wellbeing Board, and that the nominee be notified to the Head of Democratic Services and Governance. There are no specific criteria which apply to the appointment.

19 Previous Appointment

20 Councillor C Bulman

### **Consultation and Engagement**

21 There has been consultation with Group Leaders and Administrators in relation to the political representation of committees.

### **Reasons for Recommendations**

22 In accordance with the Constitution, the Children and Families Committee is responsible for the appointment to the committees referred to in this report.

### **Other Options Considered**

12	Option	Impact	Risk
	Do nothing	The Council's Constitution requires these committees to be appointed in line with the legislation referenced in this report. Not appointing to these committees would negatively affect the Council's ability to make decisions in an open and transparent manner.	Failure to comply with the Council's Constitution and the legislation referenced in this report could leave the Council open to legal challenge.

## **Implications and Comments**

### *Monitoring Officer/Legal*

- 23 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.
- 24 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:
- 25 Not all of the seats can be allocated to the same political Group (i.e., there are no single group committees).
- 26 The majority of the seats on the body are to be allocated to a political Group with a majority membership of the authority.
- 27 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.
- 28 The number of seats on each ordinary committee allocated to each Political Group bears the same proportion to the proportion on full Council.
- 29 The proposals contained in this report meet the requirements of the legislation.
- 30 The 1990 Regulations require Political Group Leaders to notify the Proper Officer of the Groups' nominations to the bodies in question.

### *Section 151 Officer/Finance*

- 31 There are no financial implications that require an amendment to the Medium-Term Financial Strategy.

*Policy*

- 25 There are no direct policy implications.

**An open and enabling organisation**

Ensure that there is transparency in all aspects of council decision making

*Equality, Diversity and Inclusion*

- 26 There are no direct equality, diversity and inclusion implications.

*Human Resources*

- 27 There are no direct human resources implications.

*Risk Management*

- 28 Failure to comply with the Act and Regulations when appointing its committee memberships would leave the Council open to legal challenge.

*Rural Communities*

- 29 There are no direct implications for rural communities.

*Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 30 There are no direct implications for children and young people.

*Public Health*

- 31 There are no direct implications for public health.

*Climate Change*

- 32 There are no direct implications for climate change.



<b>Access to Information</b>	
Contact Officer:	Brian Reed Head of Democratic Services and Governance <a href="mailto:Brian.reed@cheshireeast.gov.uk">Brian.reed@cheshireeast.gov.uk</a>
Appendices:	Appendix 1 – Cared for Children and Care Leavers Committee Terms of Reference  Appendix 2 – Local Authority School Governor Nomination Sub-Committee Terms of Reference  Appendix 3 – Cheshire East Health and Wellbeing Board Terms of Reference
Background Papers:	The background papers relating to this report can be inspected by contacting the report writer.

## Appendix 1

### **Cared for Children and Care Leaver Committee Terms of Reference**

#### **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 Cared for Children and Care Leaver 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 Cared for Children and Care Leaver's Strategy, Sufficiency Statement and Children and Young People's Plan;

2.3. overseeing the implementation of Cheshire East's Cared for Children and Care Leaver's Strategy and action plan and monitoring the quality and effectiveness of services to ensure that they fulfil the council's responsibilities;

2.4. oversight and scrutiny of the quality of care in residential children's homes for Cheshire East children and young people 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 Cared for Children and Care Leaver's Strategy.

### **Governance**

3. The committee will:

3.1. meet quarterly;

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 2

### Terms of Reference

#### Local Authority School Governor Nomination Sub-Committee

##### **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.

## 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 reselection 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.

## Work Programme – Children and Families Committee – 2022/23

A Report title in Bold indicates that this is a significant decision

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/45/22-23	10 Jul 2023	Progress on the All Age Carers Strategy	To receive an update on the progress against the All Age Carers Strategy.	Director of Commissioning	No	No	Yes	Fair	No
CF/31/22-23	10 Jul 2023	<b>School Catering Review Outcomes</b>	To consider the recommended outcomes from the review of school catering.	Director of Education and 14-19 Skills	No	Yes	Yes	Fair	
CF/02/23-24	10 Jul 2023	Children and Families Score Card Q4 2022/23	To consider key performance measures.	Executive Director Children's Services.	No	No	No	Fair	No
CF/04/23-24	10 Jul 2023	High Needs Funding consultation results and next steps	To share the results of the recently undertaken consultation in relation to a potential change in allocation model, and gain approval on next steps for this work.	Executive Director Children's Services.	Yes	Yes	No	Fair	No
CF/05/23-24	10 Jul 2023	Travel support for children and young people - outcome of consultation	To receive an update on the consultation in relation to the policy for personal travel budgets for children and young people who are eligible for home to school travel support from the council. The report will seek agreement from the committee of the new policy for implementation from September 2023.	Director of Education and 14-19 Skills	Yes	Yes	Yes	Fair	No

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/07/23-24	10 Jul 2023	Final Outturn 2022/23	This report outlines how the Council managed its resources to achieve both positive outcomes and value for money in the delivery of services during the 2022/23 Financial Year. The purpose of the report is to note and comment on the final financial and performance outturn positions and (if necessary) to approve Supplementary Estimates and Virements.	Director of Finance and Customer Services (s151 Officer)	No	No	Yes	Open	No
CF/57/22-23	10 Jul 2023	Development of Family Hubs Update Report	To provide an update on the development of family hubs in Cheshire East, review progress of the transformation so far and next steps.	Director of Strong Start, Family Help and Integration	No	No	Yes	Fair	No
CF/14/23-24	10 Jul 2023	Progress Report on the JTAI Action Plan	To update committee on progress in addressing the recommendations from the joint targeted area inspection (JTAI) on criminal exploitation.	Executive Director Children's Services.	No	No	No	Fair	No
CF/29/22-23	18 Sep 2023	Update report on progress against the Mental Health Spotlight Review	To receive an update on progress against the Mental Health Spotlight Review.	Director of Strong Start, Family Help and Integration	No	No	Yes	Fair	No
CF/18/21-22	18 Sep 2023	Annual Progress Report on the SEND Strategy	To receive the annual progress report on the SEND Strategy.	Director of Education and 14-19 Skills	Yes	No	Yes	Fair	No
CF/41/22-23	18 Sep 2023	Cheshire East Place - Learning Disability and Mental Health Plans	To review the learning disability and mental health strategy.	Director of Commissioning	Yes	Yes	Yes		No
CF/68/22-23	18 Sep 2023	<b>Complex Needs Commissioning</b>	This report seeks approval to establish a shared marketplace for the future procurement of care and support services across both health and social care for individuals with complex needs, including those individuals in transition to adulthood who have a learning disability and or mental health support needs.	Director of Commissioning	No	Yes	No	Fair	No



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/01/23-24	18 Sep 2023	Children and Families Score Card Q1	To consider key performance measures.	Executive Director Children's Services.	No	No	Yes	Fair	No
CF/03/23/24	18 Sep 2023	Cared for Children and Care Leaver Committee Annual Report	The report sets out the work of the committee and progress against the Cared For Children and Care Leavers Strategy over the past year.	Executive Director Children's Services.	No	No	No	Fair	No
CF/06/23-24	18 Sep 2023	Emotionally Healthy Children and Young People Recommissioning	To provide information regarding coproduction that already taken place, present suggested model based on engagement findings and obtain approval to recommission the service.	Director of Commissioning	Yes	Yes	No	Open	No
CF/15/23-24	18 Sep 2023	First Financial Review of 2023/24	To note and comment on the First Financial Review and Performance position of 2023/24, including progress on policy proposals and material variances from the MTFS and, if necessary, approve Supplementary Estimates and Virements.	Director of Finance and Customer Services (s151 Officer)	No	No	Yes	Open	No
CF/12/23-24	18 Sep 2023	<b>Dedicated Schools Grant Management Plan 2023/24 to 2027/28</b>	To request approval of the Dedicated Schools Grant (DSG) Management Plan for the period 2023/24 to 2027/28 by Children and Families Committee. The plan has been subject to an annual update based on latest information, as requested by members.	Director of Education and 14-19 Skills	No	Yes	Yes	Fair	No
CF/16/23-24	18 Sep 2023	ILACS Improvement Plan and Headlines from the Self-Evaluation	To update committee on our preparation for inspection, our current improvement plan in response to previous inspection findings, and the findings from our self-evaluation.	Director of Children's Social Care	No	No	No	Fair	No
CF/17/23-24	13 Nov 2023	Domestic Abuse Recommission	TBC	Director of Commissioning	TBC	TBC	TBC	Fair	No

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/13/23-24	13 Nov 2023	Second Financial Review of 2023/24	To note and comment on the Second Financial Review and Performance position of 2023/24 and approve Supplementary Estimates and Virements.	Director of Finance and Customer Services (s151 Officer)	No	No	Yes	Open	No
CF/09/23-24	13 Nov 2023	Medium Term Financial Strategy Consultation 2024/25 - 2027/28	To respond to the budget consultation for Children and Families services.	Director of Finance and Customer Services (s151 Officer)	Yes	No	Yes	Open	No
CF/18/23/24	15 Jan 2024	Substance Misuse Recommission	TBC		TBC	TBC	TBC	Fair	TBC
CF/19/23/24	15 Jan 2024	Children and Families Scorecard Q2	To consider key performance measures.	Executive Director Children's Services.	No	No	Yes	Fair	No
CF/08/23-24	15 Jan 2024	Third Financial Review of 2023/24	To note and comment on the Third Financial Review and Performance position of 2023/24 and approve Supplementary Estimates and Virements.	Director of Finance and Customer Services (s151 Officer)	No	No	Yes	Open	No
CF/10/23-24	15 Jan 2024	Medium Term Financial Strategy Consultation 2024/25 - 2027/28 Provisional Settlement Update	To receive the Medium Term Financial Strategy Consultation 2024/25 - 2027/28 Provisional Settlement Update.	Director of Finance and Customer Services (s151 Officer)	Yes	No	Yes	Open	No