



# Children's Services Improvement Plan

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# Introduction

This is our action plan to address the findings from the Ofsted inspection of children's services in Cheshire East which took place in February and March 2024. The findings from the inspection are available in a report on the [Ofsted website](#). The inspection gave Cheshire East's children's services an overall grading of inadequate and found that although some improvements had been made since our last inspection in 2019, the quality of practice and the experience and progress of children and young people was too variable, and for care leavers this was inadequate. We need to make significant improvements, and this plan sets out how we will do this.

**We are committed to improving outcomes for children and young people.** We will use the inspection and monitoring visit findings to continue to improve the support we offer. This plan responds to all the areas identified in the inspection report. Immediate action was taken to improve services, starting during the inspection, and this is reflected in the plan alongside longer-term actions and ambitions.

Through the delivery of our plan and our programme of improvement, we will continue to embed a culture of high support and high challenge and be a **child-focused** organisation that works **together with** people, through effective relationships that support positive change. We know our workforce is our most important asset and we will continue to support and regularly communicate with frontline practitioners and managers so everyone understands their role in improvement and we co-produce, deliver, evaluate and celebrate changes together.



# Context

This inspection, and previous inspections, have shown that Cheshire East's children's services have not provided consistently good quality support to our children and young people. We were judged inadequate in 2013 and 2024. In developing this plan, we have critically considered what barriers have prevented us from achieving good quality services to date. We have recognised that in the past we have moved from fixing problem to problem, which has led to a 'stop/start' approach. We now need to embed a systemic approach to improvement; changing our culture, developing the right systems and processes to ensure we routinely evaluate impact, and holding our shape around the changes we expect to see – holding the right people accountable consistently at every level.

We will be reviewing and changing our services in line with the [children's social care national framework](#) to ensure that we deliver consistently good quality practice that achieves strong outcomes for children and young people.

Cheshire East Council, like councils across the country, has been experiencing unprecedented financial pressures. In February 2024, the council approved a balanced budget for 2024/25, which included spending money from reserves to cover the impact of additional financial pressures. The level of reserves is now insufficient to adequately protect the council against future risks. Forecasts indicate there is four-year funding gap of £100m to balance the budget and hold an appropriate level of reserves.

Alongside the improvement programme in children's services, Cheshire East Council has embarked on a significant transformation programme. The council-wide transformation plan will aim to address the funding gap and will be submitted to the Department for Levelling Up, Housing and Communities (DLUHC) as part of the criteria for exceptional financial support from the government.

We calculate that £1.986m of additional investment will be required to support children's services to deliver our improvement plan at pace. A

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costed proposal for additional capacity and expertise to support improvement was received and agreed by the Children and Families Committee and Full Council in July 2024.

Challenges for children's services are challenges for the whole council, and there is whole-council commitment and support for delivering this plan. This improvement plan is part of the council's transformation and has been informed by the findings from the LGA corporate peer review in March 2024.

The council's transformation plan will also support us to achieve our improvement plan. Cheshire East Council's transformation will include changes to the organisation's culture - embedding high standards, and effective challenge and performance management where these are not met, focusing on outcomes, not process. These messages will be echoed through our children's leadership and management programme.

The council's transformational plan will also support improved working between council services and improve the support to services from enablers.

This plan also feeds into our wider strategy for developing the council's children's services, the Together Strategy, which has the following building blocks:

- **Together supporting and enabling our workforce:** we have the right people, with the right skills and support to improve the outcomes of our children and young people
- **Together connecting as one team:** we work as one team across children's and adult services with shared skills, processes and communication to focus on the needs and experiences of children, young people and their families
- **Together improving and innovating our services:** our children, young people and their families have consistently good/ outstanding experiences of our services

- **Together collaborating with our families, colleagues and partners:** we adopt an 'experts by experience' approach that ensures that those receiving or delivering our services help to shape them.

## Coproduction

In Cheshire East, we aim to work [TOGETHER](#) and adopt an 'experts by experience' approach that ensures that those receiving or delivering services help to shape them.

We will engage children and young people throughout our improvement journey in developing and delivering improvements. Children and young people's views will influence our delivery on a child, service, and strategic level. We are developing new Corporate Parenting governance arrangements that will include care experienced young people as key members. Young people will also be involved in shaping and evaluating services through our young people's participation groups, through our audits, young people's surveys, and the local offer app.

We will also continue to engage with practitioners and managers within our frontline teams to ensure we are all delivering improvements together, and we will ensure their feedback, and feedback from our partners, informs our evaluation of impact.

## Support and Challenge

We are committed to delivering this plan and achieving consistently good and better services that achieve strong outcomes for children and young people. We know that we cannot deliver this plan alone, and that we need to work together with our children, young people and families, with our teams, across the partnership and throughout the council.

Throughout the development of the plan, we have engaged with frontline practitioners and managers on the inspection findings and what support

they need moving forwards, and we will continue to engage with our workforce throughout the delivery of the plan to ensure we are all on this journey together.

This plan has been developed together with and provided with scrutiny and challenge by:

- service managers and service leads, including partners
- the children’s services leadership team
- the council’s leadership team
- the Safeguarding Children’s Partnership
- the Improvement and Impact Board
- elected members on the Children and Families Committee and Cared for Children and Care Leavers Committee.

The final plan was endorsed by full Council.

We will continue to invest in our workforce through training, development, and management and leadership support and challenge. Training has been tailored to the areas for improvement raised during the inspection and will continue to be responsive to development needs throughout the year as identified in quality assurance and monitoring activity. This includes a bespoke leadership programme for all leaders within children’s services to embed a culture of high support and high challenge, and embedding restorative practice as our practice model so we build strong relationships that support effective change. The impact of training and support on practice will continue to be evaluated through the delivery of this plan so we can adapt and respond to areas for improvement.

We will also seek to ‘infect our system’ with good practice by collecting and sharing examples of good practice with teams.

We also recognise the enormous value from learning from other areas. We will work through the sector led improvement programme (SLIP) to support improvements. We have reviewed successful improvement plans in other areas and sought advice from other authorities and external bodies with specialist expertise, including the LGA and DfE, to support the

development of this plan and will continue to use these sources throughout our improvement journey. We will continue to learn from innovative and best practice in other areas to improve our offer for children and young people in Cheshire East.

## Monitoring Impact

The first chapter of the plan is structured under the seven areas for improvement highlighted in the 2024 Ofsted inspection report. It starts with senior manager oversight, to ensure this drives continuous improvement, followed by care leavers, as this is the area requiring the greatest improvement. The second chapter considers the additional areas for development from the inspection report. The third chapter covers additional actions identified through internal assurance activities.

The plan sets out the actions we will take to improve services. What is most important is that what we do makes a difference, so each month we will report on impact against the inspection findings. Progress against actions and impact against the inspection findings will be rated using the following:

Colour	Definition
Grey	Action not started yet, no risk to implementation anticipated
Red	Action not on track
Amber	Action not yet completed, but on track to be completed within timescales
Amber E	Action completed but we need to embed and evidence impact
Green	Action completed and embedded with evidence of impact

The sources we will use to assess our impact for each area of the plan are outlined in each section. These include:

- Seeking and listening to children and young people’s experiences

- Single agency and multi-agency audits
- Performance indicators
- Listening to practitioners and managers, including within partner agencies
- Recruitment and retention information.

Our impact on work with children and young people will also be evaluated through Ofsted and DfE monitoring visits.

The plan will be a live and responsive plan, so will adapt to incorporate new actions as needed.

## Governance and Accountability

Progress against the plan will be driven by senior leaders and will be assessed and monitored through specific workstreams that report into a Partnership Oversight Group.

An independently chaired Improvement and Impact Board will formally scrutinise progress and impact. Key members of the Safeguarding Children’s Partnership and the council’s senior leadership team are members of the Improvement and Impact Board.

The Corporate Parenting Executive Board will drive developments for cared for children and care leavers, and so will contribute to delivering improvements in relation to the inspection findings. The Cared for Children and Care Leavers Committee will scrutinise progress pertinent to care experienced young people.

The Safeguarding Children’s Partnership will receive six monthly updates on progress enabling all members to scrutinise and challenge progress.

The Children and Families Committee will scrutinise impact against the plan at every committee meeting.

The Children’s Services Strategic Quartet, chaired by the council’s chief executive, will scrutinise progress for children and young people. Progress

will also be reported into the corporate assurance panel, an external panel monitoring the council’s transformation.

Key stakeholders, including our workforce, will be kept informed of progress through regular communications. Feedback from our workforce will continue to be sought through existing forums/ mechanisms such as team meetings, senior leaders walking the floor, councillor frontline visits, and #talktogether staff sessions.

## Glossary

The legal definition of a care leaver comes from The Children (Leaving Care) Act 2000 which states that a care leaver is someone who has been in the care of the local authority for a period of 13 weeks or more spanning their 16<sup>th</sup> birthday.

Care leavers can also be referred to as care experienced young people or young adults, as they have had experience of being in care. This term tends to be preferred by young people/ young adults. Both terms are used interchangeably within this plan.

Abbreviation	Expansion
CINCP	Child in Need and Child Protection
CYPMHS	Children and young people’s mental health services
DfE	Department for Education
DLUHC	Department for Levelling Up, Housing and Communities
EET	Education, employment or training
ICB	Integrated Care Board
IRO	Independent Reviewing Officer
LGA	Local Government Association
MASH	Multi-agency safeguarding hub
NEET	Not in education, employment or training

NHS	National Health Service
PAs	Personal Advisors
PEPs	Personal education plans
RONI	Risk of NEET indicators
SLIP	Sector led improvement programme
SMART	Specific, measurable, achievable, relevant, time-based
UASC	Unaccompanied asylum-seeking children

# Children's Services Improvement Plan on a Page

Our improvement plan sets out how we will address the findings from the [Ofsted inspection of local authority children's services \(ILACS\)](#) in February and March 2024. It covers the 7 areas inspectors highlighted:

Senior leaders' oversight	Care leavers	Quality of plans	Quality and frequency of visits	Management oversight and supervision	Effectiveness of IROs	Sufficiency of placements
<p><b>What the inspection found:</b></p> <p>We need to improve how we monitor if children are getting the right support, as some children were not getting support that was good enough</p>	<p><b>What the inspection found:</b></p> <p>We need to improve the quality and consistency of support to care leavers, including those who are homeless and those who are over 21</p>	<p><b>What the inspection found:</b></p> <p>We need to improve the quality of plans for children so they are child-focused and drive timely change</p>	<p><b>What the inspection found:</b></p> <p>We need to improve the quality and frequency of visits to children to ensure they are purposeful and in line with children's assessed needs.</p>	<p><b>What the inspection found:</b></p> <p>We need to improve the quality of management oversight and supervision to ensure this supports consistently good practice</p>	<p><b>What the inspection found:</b></p> <p>We need to improve the effectiveness of child protection chairs and IROs to escalate, challenge, and scrutinise plans for children</p>	<p><b>What the inspection found:</b></p> <p>We don't have sufficient placements to meet children and young people's needs</p>
<p><b>What we will do:</b></p> <p>Review reporting and governance arrangements</p> <p>Develop a Family Feedback Strategy</p> <p>Monitor progress against the improvement plan through an independently chaired Improvement Board</p> <p>Embed our practice standards 'Being Brilliant at Best Practice'</p> <p>Revise quality assurance arrangements</p> <p>Step up a new Corporate Parenting Executive Board to ensure there is a whole council and partnership approach to improving outcomes for care experienced young people</p> <p>Commission corporate parenting training for senior leaders and elected members</p> <p>Develop corporate parenting champions across the council</p>	<p><b>What we will do:</b></p> <p>Develop practice standards</p> <p>Roll out a mandatory training plan specific to the care leavers service</p> <p>Change the management structure</p> <p>Revise the format of the pathway plan with young people</p> <p>Formalise arrangements around young adults where there are safeguarding concerns</p> <p>Develop care leavers hubs in Crewe and Macclesfield</p> <p>Launch an app for the local offer</p> <p>Develop EET plans for all young adults who are NEET and able to work</p> <p>Increase apprenticeships and other route to work opportunities</p> <p>Refresh the protocol for care leavers in emergency accommodation</p> <p>Mobilise additional accommodation options for 16-18 year olds</p> <p>Implement a wider 18-25 accommodation offer</p> <p>Review the 21+ offer and approach</p>	<p><b>What we will do:</b></p> <p>Embed restorative practice</p> <p>Continue to run masterclasses on plans</p> <p>Hold a management and leadership session on plans</p> <p>Establish reflective case discussion meetings to progress outcomes for children on longer child protection and repeat plans</p> <p>Develop a permanence action plan</p> <p>Review permanence decision panels</p> <p>Explore what partnership training is needed to support effective challenge</p> <p>Develop a new child protection plan in partnership with children, young people and families</p> <p>Review the cared for plan in partnership with children, young people and families</p>	<p><b>What we will do:</b></p> <p>Strengthen the performance framework to ensure there is robust performance management of visits to children</p> <p>Deliver masterclasses on purposeful visits</p> <p>Reissue the visiting template to support consistent recording</p> <p>Develop and roll-out e-learning on visiting</p> <p>Team managers to review visiting schedules in supervision, and IROs and CP chairs to have oversight of frequency visits to children</p>	<p><b>What we will do:</b></p> <p>Commission a bespoke leadership development programme for all leaders in children's services</p> <p>Deliver an in-house leadership and management programme for children's social care tailored to our areas for improvement</p> <p>Update the supervision policy and develop practice guidance on reflective supervision</p> <p>All managers to complete supervision training</p> <p>Embed the permanence tracker</p> <p>Review the care plans for all cared for children who are not currently in foster care or planning to return home</p>	<p><b>What we will do:</b></p> <p>Review the performance management framework for IROs</p> <p>Include IROs in the in-house and commissioned leadership and management programmes</p> <p>Review and refresh the IRO best practice guidance</p> <p>Hold an IRO service development day every 3 months</p> <p>Revise the guidance on IRO quality assurance alerts to support outcome-focused practice</p> <p>Explore and challenge performance around permanence in performance clinics</p>	<p><b>What we will do:</b></p> <p>Develop a system which enables family led decision making including training and a family network procedure</p> <p>Join Foster4</p> <p>Work in partnership with the other Foster4 LAs to build our offer – ensuring there is an effective front door to support those who make an enquiry about becoming a foster carer</p> <p>Explore opportunities within the council to increase fostering marketing and raise awareness of fostering</p> <p>Develop specialist foster carers to support children to step down from residential care</p> <p>Develop our third Mockingbird constellation</p> <p>Open two council residential children's homes</p> <p>Carry out a deep dive on reunification and step down for children from care</p> <p>Investigate the potential for joint commissioning of high needs placements</p>



# Children's Services Improvement Plan Timeline

Our improvement plan set out how we will address the findings from the [Ofsted inspection of local authority children's services \(ILACS\)](#) in February and March 2024. This is the timeline for what we will achieve by delivering our plan.

## What we achieved by the end of June 2024

1. All 209 21+ care leavers contacted and offered support. Tracker in place to monitor engagement with 21+ care leavers
2. New management structure in the care leavers service
3. Developed and started delivering a bespoke training programme for the care leavers service
4. New best practice guidance for the care leavers service
5. Coproduced new pathway plan
6. Foster4 – we joined and launched new service
7. Opened a new residential home – Flude House
8. Revised quality assurance framework
9. New Improvement and Impact Board to drive and evaluate progress against the improvement plan
10. New Children's Services Strategic Quartet to provide improved leadership and accountability for children's services
11. Director level project group for accommodation for cared for young people and care leavers

## What we achieved by the end of September 2024

12. Care leaver hubs (safe spaces) in Crewe and Macclesfield
13. Local offer app launched
14. Proposals in place to address 16-18 and 18-25 accommodation shortages
15. Revised protocol for care leavers in emergency accommodation
16. All young adults who are NEET and able to work will have an EET plan
17. Reflective case discussions established for longer child protection and repeat plans
18. Third Mockingbird constellation
19. Senior leaders and first tranche of managers trained in our bespoke management and leadership programme
20. Revised supervision policy
21. Vital signs performance report in place to support evaluation of the improvement plan

## What we achieved by the end of December 2024

22. Additional capacity in place to deliver the improvement plan
23. First meeting of the multi-agency corporate parenting executive board
24. LGA corporate parenting training rolled out for senior leaders and elected members
25. Local offer reviewed together with young people and partners
26. Additional accommodation options in place for young people aged 16-18 using flexibilities/ modifications in current contracts
27. Refreshed workforce strategy

## What we achieved by the end of March 2025

28. Strengthened performance framework
29. Increased apprenticeship opportunities and other route to employment opportunities in place for care leavers
30. Approaches in place to ensure the most vulnerable children and young people are prioritised for mental health support
31. 'Waiting well' initiatives developed with key health providers and third sector provision
32. Level 7 apprentice scheme to support people to train as social workers with Cheshire East

# Improvement Plan

All ratings are accurate as at 22 July 2025.

## Chapter 1

### 1. Senior Leaders' Oversight

What needs to improve				
Senior leaders' oversight of performance to ensure that there is a coherent approach to continuous improvement.				
What inspectors found	<ul style="list-style-type: none"> <li>Senior leaders had not recognised, until this inspection, the extent of improvement required in services for care leavers. Systems to monitor and track groups of individual children have not been effective in identifying vulnerable care leavers who are not receiving the services they need. As a result, too many vulnerable care leavers are not getting the right level of help, support or protection.</li> <li>Despite improvements, the quality of practice is still too variable. Improved timeliness has not been achieved for all children. Implementation of improvement plans needs to accelerate across teams but in particular within the care leavers service.</li> <li>Leaders have recognised in their self-evaluation that more needs to be done to ensure that quality assurance activity is identifying all areas of poor practice and that it is consistently having an impact on outcomes for children.</li> <li>Not all young people are informed of, or understand, the pledges contained within the cared for children and care leavers' strategy.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
SL1	Ensure there is effective line of sight from frontline practice through to the Executive Director of Children's Services through a review of reporting and governance arrangements, including a review of the performance framework.	Executive Director of Children's Services	January 2025	Complete
SL2a	Develop a Family Feedback Strategy to ensure our services develop in response to what our families tell us.	Head of Service Children's Development and Partnerships	April 2025	Complete but need to evidence impact

SL2b	Develop a partnership child and family Engagement strategy that describes how and when to facilitate co-production and will be linked to the family feedback strategy.	Safeguarding Children's Partnership	March 2025	Complete but need to evidence impact
SL3	Refresh the terms of reference for the Improvement and Impact Board, and expand the board to incorporate partners, to ensure there are robust arrangements in place to drive and scrutinise impact for children and young people in response to the inspection findings.	Executive Director of Children's Services	July 2024	Complete
SL4	Establish a Children's Services Strategic Quartet to provide improved leadership and accountability for children's services in line with best practice in the <a href="#">LGA guide for Chief Executives</a> , and <a href="#">for council leaders</a> , and <a href="#">DfE statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services</a> .	Executive Director of Children's Services	July 2024	Complete but need to evidence impact
SL5	Step-up a multi-agency corporate parenting executive board to drive and scrutinise progress for cared for children and care experienced children and young people and ensure there is a whole council and partnership approach to supporting our young people.	Executive Director of Children's Services	November 2024	Complete but need to evidence impact
SL6	Commission LGA corporate parenting training for senior leaders across the partnership and all elected members.	Executive Director of Children's Services	TBC	Reviewing
SL7	Develop Corporate Parenting champions across the council to increase awareness and support for care experienced young people and young adults.	Head of Service Cared for Children and Care Leavers	April 2025	Complete but need to evidence impact
SL8	Refresh the cared for children and care leavers strategy 2022-26 and action plan together with our care leaver ambassadors.	Head of Service Cared for Children and Care Leavers	September 2025	On track
SL9	Develop quality assurance activity to evaluate the impact of the improvement plan.	Head of Service Children's Safeguarding and Quality Assurance	February 2025	Complete but need to evidence impact
SL10	Establish service manager thematic audits to understand our support to specific cohorts/ within specific areas and drive improvements.	Service Managers CINCP	August 2024	Complete

SL11	Develop mechanisms to ensure audit findings and feedback from children and young people are routinely shared with teams to strengthen the impact of audits on practice.	Head of Service Children's Safeguarding and Quality Assurance	September 2024	Complete
SL12	Develop a vital signs performance report in line with the improvement plan areas to support effective evaluation of improvement activity and drive improvements.	Business Intelligence Manager	September 2024	Complete
SL13	Ensure councillors have oversight of practice and receive feedback from frontline practitioners through a variety of opportunities.	Business Manager	September 2025	On track
SL14	Review the <a href="#">children's social care national framework</a> and its implications for practice and processes, to embed consistently good practice that achieves strong outcomes for children and young people.	Principal Social Worker	February 2025	Complete
SL15a	Develop practice guidance on timescales to ensure expectations are clear to practitioners and managers.	Business Development Officer	June 2025	Complete but need to evidence impact
SL15b	Embed the practice standards ('Being Brilliant at Best Practice') through our culture, leadership, and developing and sharing key communications on practice. Continually evaluate impact and reinforce messages through monthly performance meetings and quality assurance activity.	Principal Social Worker	April 2025	Complete but need to evidence impact
SL16	Collate and share examples of good practice to embed understanding of good practice across teams and to celebrate good work.	Principal Social Worker	Start sharing practice by August 2024 and continue throughout the year	Complete but need to evidence impact
SL17	Strengthen the audit process – revise the audit tool and integrate audit and reporting within the child's record.	Quality Assurance Improvement Lead	November 2025	On track
SL18	Develop an implementation plan for the family feedback strategy.	Participation Lead	October 2025	On track
<b>How we'll assess if we've</b>	The pace and impact of changes will be evaluated through: <ul style="list-style-type: none"> <li>monthly reports against the improvement plan</li> </ul>	<b>What we will see when we've</b>	<ul style="list-style-type: none"> <li>Improvements result in consistently good quality practice - over 80% of audits will be good or better quality.</li> <li>Senior leaders have an accurate understanding of children's outcomes and areas for development.</li> </ul>	

<p><b>addressed this area</b></p>	<ul style="list-style-type: none"> <li>• monthly performance indicators in the vital signs performance report</li> <li>• practice review audits which assess the quality of practice across services</li> <li>• thematic audits to understand our support to specific cohorts/ within specific areas</li> <li>• feedback from children and young people from our participation groups and through audits.</li> <li>• Ofsted monitoring visits will demonstrate whether our understanding of improvements are accurate.</li> </ul>	<p><b>addressed this area</b></p>	<ul style="list-style-type: none"> <li>• Senior leaders have an accurate understanding of the practice and development needs of staff on both an individual and workforce level.</li> <li>• Quality assurance activity drives improvements to the quality of practice, resulting in improved outcomes for children.</li> <li>• 90% young people tell us they understand the pledges contained within the cared for children and care leavers' strategy.</li> <li>• The council will have at least 20 care leaver champions across all the directorates.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

The new arrangements for councillor frontline visits commenced with visits to the cared for service, court team and care leavers service in July 2025. These visits involved one to one sessions with a practitioner and team manager, and a focus group with practitioners, so councillors could hear how practice has improved, our areas for development, and experiences of working for Cheshire East. The findings from these visits will be fed back to services to inform service development and will be reported to the Children and Families Committee in September.

The audit form has been revised and built into LiquidLogic. Once there are some completed forms a range of power BI reports will be built.

## 2. Care Leavers

### What needs to improve

The quality, consistency and responsiveness of support, advice and guidance for care leavers, including those who are homeless, with additional vulnerabilities, and those who are over 21 years of age.

### A. Quality of practice

#### What inspectors found

The quality of practice for care leavers is inadequate.

#### Relationships and transition to the care leavers' service

- Not all children in care have the opportunity to get to know their personal advisers (PAs) to build a relationship with them before they are 18 years old. Planning for young people who transition to the leaving care service is not always robust. For some, their voice is not evident and plans lack detail which means their individual needs are not always sufficiently understood. This means that there are some young people who leave care with too much uncertainty about how they will be supported.
- Not all PAs know their young people well enough to have trusted and meaningful relationships with them. For some young people, PAs do not know their stories of why, or when, they came into care.
- Case records do not reflect the work undertaken with young people.

#### Pathway plans

- Pathway plans do not consistently cover all the important elements of young people's lives. Wishes and feelings are not always clearly expressed. They do not consistently include other professionals, they are not sufficiently ambitious for young people and they do not always capture young people's voices.
- Plans for unaccompanied asylum-seeking care leavers do not consistently acknowledge their unique cultural heritage, or identify how young people can access support for the trauma they have experienced.
- Plans are not always effective in helping young people to make meaningful change in their lives.
- Support for care leavers is not effective enough, which means that many do not access employment, further education or training.

#### Recognising and responding to risk

- Risk of harm is not always recognised or responded to effectively.
- For some young people, there is a lack of professional curiosity about their day-to-day lives and living arrangements. This has resulted in a lack of understanding of risk, or a clear recognition of how best to support young people when they are at their most vulnerable.

	<ul style="list-style-type: none"> <li>When potential risk of harm for care leavers is identified, it is difficult to see how this risk is managed or mitigated effectively. This means that some care leavers may be exposed to risky situations and people. This was not fully understood by senior leaders until this inspection.</li> </ul> <p><b>Management oversight</b></p> <ul style="list-style-type: none"> <li>PAs receive supervision, however the quality of supervision was variable. Most supervision is brief and task focused. Significant gaps in supervision exist on some young people's care files meaning there is a lack of consistent management grip on driving young people's plans forward and ensuring they are safe.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
CLA1	Develop and launch practice standards for the care leavers service to support consistently good practice. This will include clear standards on recording, visiting, transitions, and responsibilities when cases are jointly held.	Service Manager Care Leavers	June 2024	Complete
CLA2	Develop and roll out a mandatory training plan that is specific for the care leavers service to support practitioners to deliver consistently good practice. This will include planning, professional curiosity, adult/ transitional safeguarding and culture/diversity.	Principal Social Worker Service Manager Care Leavers	Launch in June 2024 and deliver over the year	Complete
CLA3	Change the management structure of the care leavers service, removing the role of senior PAs, ensuring that all PAs receive direct oversight and supervision from a team manager (who are qualified social workers) to support good quality supervision and drive improved outcomes for care leavers.	Service Manager Care Leavers	April 2024	Complete
CLA4	Revise the format of the pathway plan with young people to ensure it supports good practice. The new plan will include sections for multi-agency professionals' views, and contingency plans.	Service Manager Cared for Children	May 2024	Complete
CLA6	Formalise arrangements around young adults where there are safeguarding concerns to ensure senior leaders have oversight of these young adults and that multi-agency team around the adult meetings are held to develop safety plans with them.	Head of Service for Cared for Children and Care Leavers	September 2024	Complete
CLA7	Recruit Care Leaver Ambassadors to work together with us to improve services, and to represent the experiences of cared for children and care leavers to the Corporate Parenting Strategic Board and corporate parenting workstreams.	Participation Lead	October 2024	Complete

Please also see the section on management oversight and supervision

<p><b>How we'll assess if we've addressed this area</b></p>	<ul style="list-style-type: none"> <li>• Practice review audits will tell us about the quality of practice and plans and will assess if PAs can tell young people's stories.</li> <li>• Thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas, for example UASC young people.</li> <li>• Some of the thematic audits will involve phone calls to young people to understand their experience of services, the impact of their plan, and their relationships with their PAs.</li> <li>• The percentage of young people with PAs and pathway plans at 16.</li> </ul>	<p><b>What we will see when we've addressed this area</b></p>	<ul style="list-style-type: none"> <li>• Practice to support care leavers will be of consistently good quality and will support young people to achieve good outcomes. Over 80% audits will be good or better quality.</li> <li>• Management oversight is good quality and drives improved outcomes. Over 80% of management oversight in audits will be good or better quality.</li> <li>• 100% of young people will get to know their PAs from age 16. 90% young people will tell us they have good relationships with their PAs and know how they will be supported once they leave care.</li> <li>• 100% PAs will be able to tell young people's stories.</li> <li>• 100% case records will accurately reflect work with young people.</li> <li>• Pathway plans will cover all the important elements of young people's lives, and will reflect their voices and their individual needs, including their cultural heritage. Plans will consistently include other professionals and will be ambitious for young people. Over 80% plans audited will be good or better quality.</li> <li>• There is appropriate professional curiosity, which means risk of harm is recognised and responded to swiftly and effectively. When potential risk of harm is identified, it is managed or mitigated effectively. 100% audits will show appropriate professional curiosity and that risk of harm is responded to.</li> </ul>
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## B. Planning for Adulthood

<p><b>What inspectors found</b></p>	<ul style="list-style-type: none"> <li>• Transition planning into adulthood for most care leavers is variable. There is some proactive planning for disabled care leavers with complex physical needs, and young people with neurodiverse needs. However, for other care leavers such as those with complex mental health and emotional needs, proactive transition planning does not always take place. This means that these care leavers do not access the help and support that they need.</li> <li>• Not all care leavers have access to their full health history. This means important information that could be used to provide ongoing support to them as they transition to adulthood is not available or used to inform care planning for them.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Not all PAs spoken to by inspectors could describe the local offer to care leavers or explain how care leavers could benefit from it. Not all young people are accessing the full range of entitlements or services available to them. The local offer is not communicated effectively to all care leavers, which means that they are not all aware of, nor do they access, their full range of entitlements.</li> <li>• Care leavers can access community-based resources but do not have a dedicated place they can go to which provides a safe space for them to receive support. The plan is for the newly opened family hubs to provide this in the coming months but at present this is not available.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
CLB2	Review terms of reference and membership for Ignition Panel to ensure young people's post 18 plans are effectively tracked and reviewed from age 16 to ensure proactive transition plans are in place.	Head of Service Cared for Children and Care Leavers	September 2024	Complete
CLB3	The practice standards will specify which preparing for adulthood roles should be undertaken by social workers and which by PAs and will set clear expectations on what care leavers should receive/ have in place.	Service Manager Care Leavers	June 2024	Complete
CLB4	<p>Develop care leavers hubs, with our care leavers, as a safe space for care leavers to access support and advice.</p> <p>Advice sessions will be offered from the hub to support preparation for adulthood, including housing, finances, drug and alcohol support, parenting support, careers advice, CV workshops, and interview preparation. Emotional health and wellbeing support will be available at the hub through Pure Insight and health support through the cared for nurse.</p>	Service Manager Care Leavers Area Delivery Manager Targeted Youth Work	Interim hubs in Crewe and Macclesfield by July 2024	Complete but need to evidence impact
		Head of Service for Education Participation and Pupil Support	Consider suitable options for a long-term care leaver hub in Crewe by the end of 2025	On track
CLB6	Engage and consult with care experienced young people on how they want to understand their health histories and adapt the current process in line with their feedback.	Designated Nurse Safeguarding and Looked After Children	July 2025	Complete
CLB7	Deliver training to PAs on arrangements to support young people to understand their health histories.	Designated Nurse Safeguarding and Looked After Children	June 2024	Complete but need to evidence impact

CLB8	Launch an app for the local offer. This will ensure all care leavers have immediate access to the local offer and their entitlements through their mobile. It will also support us to keep in touch with young people and gain their feedback and allow young people to develop peer support groups.	Service Manager Care Leavers	August 2024	Complete
CLB9	Review the local offer together with young people and partners.	Service Manager Care Leavers	December 2024	Complete
CLB10	Deliver training on the local offer to all PAs.	Service Manager Care Leavers	July 2024	Complete
CLB11	Develop regular participation opportunities for care leavers through the care leaver hubs, to ensure their views shape services.	Participation Lead	July 2024	Complete
CLB12	Launch a free bus pass for care leavers aged up to 22.	Head of Service Cared for Children and Care Leavers	October 2024	Complete

<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas. One theme will be planning for adulthood.</li> <li>• The thematic audit will involve phone calls to young people to understand their experience of services, what they know about the local offer, and how their plan is preparing them for adulthood.</li> <li>• The percentage of young people who have access to their health histories.</li> <li>• PAs can describe the local offer and explain how care leavers can benefit from it.</li> <li>• Feedback from young people accessing the care leaver hubs.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Proactive planning takes place for all care leavers ensuring they are prepared for adulthood. Over 80% audits will be good or better quality.</li> <li>• 90% young people tell us they feel well supported and have the information they need to be prepared for adulthood. 90% tell us they know about the local offer, the care leavers hub, and their entitlements.</li> <li>• 100% care leavers have access to their health histories.</li> <li>• 100% PAs can describe the local offer and explain how care leavers can benefit from it.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

A further training session on health summaries was delivered to approximately 60 staff from the care leavers team, including PAs, family time workers, social workers and managers who are now better informed to support young people. Training evaluations have been requested from attendees to assess impact.

## C. Education, Employment and Training

<b>What inspectors found</b>	<ul style="list-style-type: none"> <li>• Too many care leavers are not in education, employment or training (NEET). They are not being encouraged and well supported to improve their life chances in order to achieve their aspirations for a better future.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
CLC1	Work together with young adults who are NEET and able to work to develop an EET plan to support them towards gaining EET. Plans will be reviewed every 12 weeks.	Service Manager Care Leavers	September 2024	Complete
CLC2	Develop an offer of EET opportunities, including apprenticeships, that support young people to gain employment or training in their chosen field.	Service Manager Care Leavers	March 2025	Complete
CLC3	Work with local businesses and organisations, including the chamber of commerce, to secure additional corporate parenting support for cared for children and care leavers and to prepare employers for supporting young people in employment.	Service Manager Care Leavers	March 2025	Complete
CLC4	Provide bespoke support to enable young people to be prepared for entering employment through job readiness training, CV and interview support.	Service Manager Care Leavers	October 2024	Complete
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• The percentage of young people who are in EET.</li> <li>• Thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas, including EET.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• The percentage of care leavers who are in EET will increase – we want to increase to above 75% in EET.</li> <li>• By April 2025, we would have at least 10 new apprenticeship opportunities for young adults.</li> <li>• 90% young people will tell us they are encouraged and well supported to improve their life chances and access EET.</li> </ul>	

## D. Accommodation

<b>What inspectors found</b>	<ul style="list-style-type: none"> <li>• For care leavers who live out of the area, accessing suitable housing is challenging and some wait for extended periods in supported accommodation until suitable permanent accommodation becomes available.</li> </ul>
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	<ul style="list-style-type: none"> <li>• A small number of care leavers are homeless. This group includes some care leavers with the greatest needs, including those who struggle with their mental health, those who are not in education, employment or training (NEET) or those who are in unsuitable accommodation, or have no fixed abode.</li> <li>• Information about where young people are living is not routinely updated. This means that the local authority cannot be assured that these vulnerable young people are safe and well cared for.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
CLD1	Refresh and relaunch the protocol for care leavers in emergency accommodation, with clear escalation requirements, to ensure all practitioners are working to expected practice standards and there is senior leadership oversight of any young adults in emergency and unsuitable accommodation.	Service Manager Care Leavers	August 2024	Complete but need to evidence impact
CLD2	All young people who are homeless, at risk of homelessness, or in emergency accommodation will be reviewed in weekly performance clinics and by the monthly risk management forum to ensure effective plans are in place to support and protect them.	Service Manager Care Leavers	June 2024	Complete but need to evidence impact
CLD3	The weekly temporary and emergency accommodation meeting will consider any care leavers who need accommodation.	Housing Options Manager	June 2024	Complete
CLD4	Deliver training for PAs on supporting young adults with housing concerns, including how to support young people to meet the criteria for housing allocation in other areas, so they can provide bespoke support tailored to young adults' needs.	Housing Options Manager	July 2024	Complete
CLD5	Establish a director level project group for accommodation for cared for young people and care leavers to drive increased sufficiency.	Interim Director of Commissioning	July 2024	Complete
CLD6	Explore and review the suitability of temporary and emergency accommodation options across Cheshire East to increase options for care leavers. Identify gaps in provision to inform commissioning to ensure we can meet young people's needs.	Service Manager Care Leavers Head of Housing Head of Commissioning Children, Families and Adults with Complex Needs	September 2024	Complete

CLD7	Develop proposals to address 16-18 and 18-25 accommodation shortages.	Head of Housing Head of Commissioning Children, Families and Adults with Complex Needs	July 2024	Complete
CLD8	Mobilise additional accommodation options for cared for young people aged 16-18 using flexibilities/ modifications in current contracts.	Head of Commissioning Children, Families and Adults with Complex Needs	October 2024	Complete but need to evidence impact
CLD9	Implement a wider 18-25 accommodation offer, ensuring this is shaped by our care experienced young adults.	Head of Housing Head of Commissioning Children, Families and Adults with Complex Needs	March 2026	On track

<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas, including care leavers in unsuitable accommodation.</li> <li>• The thematic audit will involve phone calls to young people to understand their experiences.</li> <li>• The number of young people who are homeless.</li> <li>• The number of young people in unsuitable accommodation.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Over 80% care leavers who live out of area access suitable housing in a timely way.</li> <li>• 90% care leavers tell us they are well supported.</li> <li>• Effective plans and contingency plans prevent care leavers from needing to access emergency or unsuitable accommodation. Over 80% audits will be good or better quality.</li> <li>• Records on where young people are living are accurate and there is effective oversight of young people's accommodation.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

An audit on emergency accommodation is underway to evaluate impact in this area.

## E. Care leavers aged over 21

### What inspectors found

- For care leavers over the age of 21, persistent efforts to engage them are not routinely made.
- When young people become 21, unless they are in education or highly vulnerable, they are no longer provided with a PA or leaving care services unless they contact a duty worker and explicitly request help. At the time of this inspection, there were over 200 young people in this category, and this included very vulnerable disabled young people. Some of these care leavers have not been receiving the services they need, or are entitled to, and the local authority cannot be assured that they are safe.
- It was not evident on young people's records that discussions had taken place to inform a decision as to young people's informed choice to move from having a personal advisor to the 21+ offer.
- Disabled care leavers who are open to the 21+ offer are not prioritised as a vulnerable group and as such the local authority cannot be assured that their needs are being met. In cases seen there was not enough evidence of persistence or curiosity in where they may be now, despite histories of having extensive engagement with services as children.
- The quality assurance of the care leaver cohort aged 21+ needs strengthening.

Ref	Action	Action Owner	Due by	Action Rating
CLE1	Contact all 209 care leavers aged over 21 to ensure they are aware of the support available to them and offer them an allocated worker.	Service Manager Care Leavers	March 2024	Complete
CLE2	Review the 21+ offer and approach, formalising this in a protocol and ensuring it is clear on the local offer. The protocol will include continued proactive communication post 21 so young people know what support is available.	Service Manager Care Leavers	July 2024	Complete
CLE3	Review cases for care leavers with a disability who are open to the 21+ offer to ensure their needs are being met.	Service Manager Care Leavers	June 2024	Complete but need to evidence impact
CLE4	Develop a tracker for care leavers aged over 21 and monitor through weekly performance clinics to ensure there is regular oversight of engagement and support with these young people.	Service Manager Care Leavers	May 2024	Complete
CLE5	Establish regular quality assurance around care leavers aged over 21 to ensure there is effective oversight of their outcomes and that this drives improvement.	Head of Service for Cared for Children and Care Leavers	August 2024	Complete but need to evidence impact

CLE6	Review the impact of the revised 21+ offer with young adults, involving them in shaping any changes to services.		Service Manager Care Leavers	March 2025	Complete
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas. One theme will be support to those 21 and over, including those with a disability.</li> <li>• The thematic audit will involve phone calls to young adults to understand their experience of services.</li> <li>• The percentage of care leavers over 21 who we were in touch with within the last 3 months.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Persistent efforts to engage young adults over 21 are routinely made. We are in touch with over 90% of care leavers over 21 in the last 3 months.</li> <li>• Over 90% young adults will tell us they know that support is available if they need it.</li> <li>• There is effective oversight of young adults aged 21+ and their outcomes, including young adults with a disability.</li> </ul>		
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>					
Quality assurance activity is continuing to take place to evaluate impact for care leavers with a disability and those aged 21+.					

### 3. Quality of plans

What needs to improve				
The quality of plans for children to ensure that they are more child-focused and drive forward positive change in a timely way.				
What inspectors found	<p><b>Child in need and child protection</b></p> <ul style="list-style-type: none"> <li>The quality of child protection plans is inconsistent. Some are outcome focused although some lack purpose and urgency. Some children have been subject to protracted child protection planning.</li> <li>The quality of safety plans is inconsistent, mostly relying on vulnerable parents and are overly optimistic. The use of jargon makes it difficult for parents to understand what is required.</li> <li>Multi-agency core groups meet regularly to review progress however social workers do not routinely update children’s experiences against the child protection plan.</li> <li>For some children who have been known to services for several years and have been the subject of repeat child protection and child in need plans, the quality of practice is too variable. Contingency thinking and planning are not strong enough for these children. This means that, for some children, plans are not effective in improving their outcomes.</li> <li>When child in need and child protection plans do not progress, there was drift and delay for children, and ineffective challenge from the chair and multi-agency group in child in need meetings, core groups and review conferences.</li> </ul> <p><b>Cared for children</b></p> <ul style="list-style-type: none"> <li>The quality of care plans for children is inconsistent.</li> <li>Consideration is not routinely given to permanence planning for children from an early stage.</li> <li>Some children are subject to statutory intervention for longer than they need to be. This is due to delays in the discharge of care orders.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
P1	Embed the agreed restorative practice model approach to support requirement for consistently good practice.	Principal Social Worker	December 2024	Complete but need to evidence impact



P2	Continue to provide masterclasses – short in-house training sessions for practitioners and managers on specific topics. This will include planning. The masterclass programme will continue to be responsive to audit findings to support improved practice.	Principal Social Worker	Starting in April 2024 and running throughout the year	Complete
P3	Hold a management and leadership session on planning to ensure there is a shared understanding on what constitutes a good quality plan, and that the role of team managers and IROs is clear in scrutinising plans to ensure all plans are good quality.	All Service Managers	September 2024	Complete
P4	Establish reflective case discussion meetings to progress outcomes for children on longer child protection plans and repeat plans.	Safeguarding and Quality Assurance Manager, Child Protection	July 2024	Complete
P5	Develop a permanence action plan to ensure permanence planning is considered and progressed from an early stage, with permanence plans being in place at the second cared for review. The permanence action plan should consider all routes to permanence, including reunification.	Head of Service for Cared for Children and Care Leavers	November 2025	On track
P6	Develop best practice guidance on care planning to ensure expectations to support permanence and life story work are clear.	Service Manager Cared for Children	June 2025	Complete but need to evidence impact
P7	Review children’s panels and they outcomes they achieve for children (including permanence) to ensure they are effective and streamlined.	Director of Children’s Social Care	September 2025	On track
P8	Explore within the multiagency safeguarding group what training is needed to support effective partnership challenge.	Children’s Safeguarding Partnership Training Manager	December 2024	Complete
P9	Review and refresh forms within the child’s record in line with families first and remove references to Signs of Safety.	Business Development Officer	February 2026	On track
P10	Develop a new C&F assessment.	Principal Social Worker	October 2025	On track
P11	Develop a clear training plan for the lead practitioners to support improved quality practice.	Lead Practitioners	April 2025	Complete but need to

				evidence impact
P12	Develop and launch a new central point for children and families resources, practice guidance and training.	Business Development Officer	Sept 2025	On track

*Please also see action MO5 - Embed the permanence tracker to monitor achieving permanence planning within statutory and children's timescales.*

<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly practice review audits will tell us about the quality of plans across all service areas.</li> <li>• Multi-agency audits will tell us about the quality of multi-agency challenge in supporting plan progression.</li> <li>• Permanence planning will be a focus of thematic audits.</li> <li>• The percentage of plans judged good or better.</li> <li>• The percentage of plans within timescales.</li> <li>• The percentage of children on repeat child protection plans.</li> <li>• Number of children on CP plans over 15 months.</li> <li>• The percentage of permanence plans in place by the second review.</li> <li>• The number of children on care orders and number of care orders discharged.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Plans will be consistently good quality, with effective contingency plans, child-focused and result in good outcomes for children and young people. It will be easy for everyone to see what needs to happen from the plan. Over 80% plans audited will be good or better quality.</li> <li>• Drift and delay is prevented through effective management oversight and partnership challenge.</li> <li>• Consideration is routinely given to permanence planning for children from an early stage and children achieve permanence in a timely way.</li> <li>• Repeat child protection plans will be under 15%.</li> <li>• 100% permanence plans will be in place by the second review.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

Forms that need review to remove Signs of Safety are being considered through the PPP group.

Work is taking place to ensure the new C&F assessment is aligned with Families First.

A demo of a new engagement and communication platform has been delivered to practitioners for their feedback.

## 4. Quality and frequency of visits

What needs to improve				
The quality and frequency of visits to children so that they are purposeful and in line with assessed needs.				
What inspectors found	<p><b>Child in need and child protection</b></p> <ul style="list-style-type: none"> <li>• Visits to children in need and those subject to child protection plans are not always carried out at a frequency reflecting assessed need. Not all visits are carried out within local authority prescribed or statutory timescales. There is a lack of clarity on the expected visiting times for children in need.</li> <li>• Some children are not visited often enough for social workers to build trusting relationships with them. Changes in social workers impacts this.</li> <li>• Visits to children do not always have purpose and do not link to their plans clearly enough. Records of visits vary in depth and quality of detail. Some visits are very brief, and their contribution towards the assessment or progress of the plan is limited.</li> </ul> <p><b>Cared for children</b></p> <ul style="list-style-type: none"> <li>• Visits to children in care are not always carried out in line with statutory visiting schedules or their assessed need.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
V1	Strengthen the performance framework to ensure robust performance management of visits to children.	Director of Family Help and Children's Social Care	September 2024	Complete
V2	Support improved visiting practice through the masterclass training programme and briefings to team meetings.	Principal Social Worker	September 2024	Complete
V3	Reissue the visiting template to practitioners to ensure consistency in recording.	Principal Social Worker	July 2024	Complete but need to evidence impact
V4	Develop and roll out e-learning on visiting to support purposeful visits that are carried out with a frequency that reflects children's needs.	Principal Social Worker	August 2024	Complete

V5	Deliver training to the children's social care workforce on the impact of recording and how this impacts on children's understanding of their experiences.	Principal Social Worker	May 2025	Complete but need to evidence impact
V7	Team managers to review visiting schedules in supervision, and IROs and CP chairs to have oversight of frequency visits to children.	All Team Managers and IROs	Evaluate in January 2025	Complete but need to evidence impact
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly practice review audits will tell us about the quality of practice and visits, and the quality of relationships with children and young people.</li> <li>• Timeliness of visits.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Visits to children are carried out at a frequency reflecting assessed need and this is clearly recorded on their files. Over 80% visits will be in line with need as shown through audit.</li> <li>• Children are visited often enough for social workers to build trusting relationships with them. 90% of young people will tell us they trust their social workers.</li> <li>• Visits to children are purposeful and clearly link to their assessments or plans.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
The visiting template will be built into LiquidLogic to increase consistency of recording.				

## 5. Management Oversight and Supervision

What needs to improve				
The quality of management oversight and supervision to ensure that consistent, good social work practice is in place.				
<b>What inspectors found</b>	<ul style="list-style-type: none"> <li>• Management oversight and challenge are not fully embedded across all service areas. Management oversight across all service areas does not provide sufficient challenge or reflection to improve social work practice. For some children, this has led to their needs not being recognised or acted upon in a timely way.</li> <li>• The quality of supervision is too variable. Supervision is not always sufficiently analytical or reflective. Supervision is not consistently driving children's plans forward, actions although timebound roll over for many months without completion. This means not all children's circumstances are sufficiently understood.</li> <li>• For a small number of young children who live in children's homes there have been significant delays in driving their care plans forward to secure long-term permanence. This is because there has not been effective management oversight and supervision of children's care plans, and IROs do not routinely challenge drift and delay.</li> <li>• Recent arrangements to track permanence for children have been introduced, but it is too soon to see the impact of this, and some children continue to experience drift and delay.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
MO1	Commission a bespoke leadership development programme to support all leaders in children's services (from team leaders and above) to develop their leadership, reflective skills, and confidence in effective challenge to improve practice and outcomes for children.	Principal Social Worker	Running between March 2024 - June 2025	Complete
MO2	Deliver an in-house leadership and management development programme for children's social care, tailored to our areas for improvement, to support a culture of high support and high challenge and embed consistently good quality practice.	Principal Social Worker	To commence in April 2024 and run throughout the year	Closed
MO3	Update the supervision policy and develop practice guidance on reflective supervision based on best practice.	Principal Social Worker	September 2024	Complete

MO4	All managers to complete supervision training to support them to deliver reflective supervision that considers children's lived experiences, supports learning and improves practice.	Principal Social Worker	Training to be delivered between November and March 2025  Commission a final cohort by end of October 2025	On track
MO5	Embed the permanence tracker to monitor achieving permanence within statutory and children's timescales.	Service Manager Cared for Children	Evaluate impact in October 2024	Complete but need to evidence impact
MO6	Review the care plans for all cared for children who are not currently in foster care or planning to return home to ensure they are on the right plan.	Head of Service Safeguarding and Quality Assurance	July 2024	Complete but need to evidence impact
MO7	Revise the supervision form to ensure that children and young people's views are included and considered as part of reflective supervision.	Head of Service Child in Need and Child Protection	October 2024	Complete

<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>Monthly practice review audits will tell us about the quality of practice and management oversight. These audits include a review of case supervision which informs the judgement on management oversight.</li> <li>The percentage of supervision within timescales.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>Management oversight and challenge are embedded across all service areas. Over 80% of management oversight in audits will be good or better quality.</li> <li>Supervision is consistently good quality, analytical and reflective.</li> <li>Management oversight improves social work practice, leading to children and young people receiving timely support and experiencing good outcomes.</li> <li>Children achieve permanence in a timely way.</li> <li>100% children will have a permanence plan by their second review.</li> <li>Over 90% supervision will be within timescales.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

Staff College have completed a final evaluation from all three cohorts from the bespoke leadership programme which demonstrates participants were positive about the support they received through the programme.

Further supervision training has been arranged for September and has been advertised to the workforce.

## 6. Effectiveness of IROs

What needs to improve				
The effectiveness of child protection chairs and independent reviewing officers (IROs) to escalate, challenge and scrutinize plans for children.				
What inspectors found	<ul style="list-style-type: none"> <li>Child protection chairs are not consistently effective in driving forward plans for children. Some children have been subject to protracted child protection planning, some plans lack purpose and urgency. They do not consistently advocate for children. Consequently, there are missed opportunities to act when risks increase, or changes have not happened within the child's timeframe. For example, for children who experience long-term neglect.</li> <li>Child protection chairs recognise they need to be more specific about what needs to change within the timeframe for children. Some plans are lengthy and opaque, the use of jargon makes it difficult for parents to understand what is required.</li> <li>Permanence plans are not routinely identified by the time of children's second reviews, leading to drift and delay of children's plans. For some children, IROs were not seen to actively raise this within the cared for children's review.</li> <li>IROs do not always robustly challenge the appropriateness of plans, which are not always-outcome focused, or challenge drift.</li> <li>The quality and impact of care planning for cared for children was variable. For some children, the impact of multiple social workers and IROs has resulted in drift and delay of their plans and permanence.</li> <li>For a small number of young children who live in children's homes there have been significant delays in driving their care plans forward to secure long-term permanence. This is because there has not been effective management oversight and supervision of children's care plans, and IROs do not routinely challenge drift and delay.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
IR1	Review the performance management framework for IROs to ensure that we can evidence their impact in children's plans and children's lives.	Head of Service for Children's Safeguarding and Quality Assurance	September 2024	Complete
IR2	IROs will be included in the in-house and commissioned leadership and management development programme. This will ensure we have a consistent understanding of quality and expectations on practice and joint approach to improvement.	Principal Social Worker	IROs to be included by April 2024	Complete



IR3	Review and refresh the IRO practice standards to embed consistently good quality practice.	Safeguarding and Quality Assurance Managers	Review quarterly at service development days	Complete
IR4	Hold an IRO service development day every 3 months to embed consistently good practice.	Safeguarding and Quality Assurance Managers	Every 3 months from June 2024	Complete
IR5	Revise the guidance on IRO quality assurance alerts to support improved outcome-focused practice in line with our key improvement areas, e.g. planning, tailored visiting, and preventing drift and delay.	Safeguarding and Quality Assurance Managers	August 2024	Complete
IR6	Explore and challenge performance around permanence in performance clinics with IROs to ensure this is achieved within children's timescales.	Safeguarding and Quality Assurance Manager, Cared for Children	July 2024	Complete but need to evidence impact
IR7	Carry out consultation and engagement sessions with cared for young people to evaluate the impact of the cared for IRO service and redesign the consultation forms for older young people.	Safeguarding and Quality Assurance Manager, Cared for Children	March 2025	Complete but need to evidence impact
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly practice review audits will tell us about the quality of practice and plans.</li> <li>• Themes and impact of IRO quality assurance alerts.</li> <li>• Percentage of plans that are good or better quality.</li> <li>• Number of children on CP plans over 15 months.</li> <li>• Percentage of repeat child protection plans.</li> <li>• Percentage of permanence plans at the second review.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• IROs consistently drive forward plans and advocate for children. Plans are good quality, outcome-focused, and result in good outcomes for children. Over 80% plans audited will be good or better quality.</li> <li>• Children achieve long-term permanence in a timely way.</li> <li>• 100% children will have a permanence plan by their second review.</li> <li>• Repeat child protection plans will be under 15%.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
IRO challenge is taking place however this is not always having impact for children due to other factors, such as legal capacity. Additional legal capacity is being brought in as part of a dedicated children's strike team reporting directly to the DCS to support improvements.				

## 7. Sufficiency of placements

What needs to improve				
The sufficiency of suitable placements that can meet children and young people's assessed needs.				
What inspectors found	<ul style="list-style-type: none"> <li>When children cannot remain in the care of their birth parents, there is variability in how quickly potential carers from within the extended family are identified.</li> <li>Challenges to sufficiency impact on the choice of placements and the quality of children's experiences. Some children still live in homes that do not match their needs, due to a lack of choice. Sufficiency of in-house foster carers is a challenge.</li> <li>Some children experience multiple placement moves, which are unsettling for them. There are inconsistencies in management oversight and recording as to the rationale for this.</li> <li>A small number of young children who now live in children's homes have experienced frequent moves in foster care placements and too many changes in social worker. Some young children live in residential children's homes for long periods of time.</li> </ul>			
Ref	Action	Action Owner	Due by	Action Rating
S1	Deliver a system which enables family led decision making to support children and young people to stay safely within families: <ul style="list-style-type: none"> <li>- Develop a family network procedure</li> <li>- Develop training for the workforce to deliver family network meetings</li> </ul>	Head of Service Child in Need and Child Protection	TBC	Closed
S2	Join Foster4, which will provide additional resources for fostering recruitment and training.	Head of Service Children's Provision	May 2024	Complete
S3	Work in partnership with the other local authorities to build our Foster4 offer, ensuring there is an effective front door to the fostering service so we can effectively support those who make an enquiry and increase the number of foster carers within Cheshire East.	Head of Service Children's Provision	October 2024	Complete
S4	Explore opportunities within the council to increase fostering marketing and raise awareness of fostering to increase the number of people considering fostering.	Head of Service Children's Provision	October 2024	Complete

S5	Develop specialist foster carers to support children and young people to step down from residential care.	Head of Service Children's Provision	January 2026	On track
S6	Develop our third Mockingbird constellation to increase support for foster carers and children and young people in foster care.	Service Manager for Fostering	September 2024	Complete
S7	Open two Cheshire East Council residential children's homes to increase the placement options for Cheshire East's young people.	Head of Service Children's Provision	Flude House to open in April 2024	Complete
			Cherry Tree House to open in July 2025	Complete
S9	Establish effective processes with relevant system partners for consideration of joint commissioning and funding arrangements of placements where there is a combination of health, education and social care needs.	Health Consultant	February 2026	On track
S10	Young people to develop recruitment questions to ask foster carers, and deliver training to the fostering panel, to ensure children and young people's voices and experiences are included in the recruitment and selection of foster carers.	Participation Lead	September 2024	Complete
S11	Develop a 'Good Homes for All' workstream and action plan to improve outcomes for cared for children. This workstream will include a care leaver ambassador to ensure the views of care experienced children and young people shape our priorities and service development.	Head of Housing Participation Team	April 2025	Complete but need to evidence impact
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Increase in in-house fosters and increase in range of foster carers to support different groups, for example older young people.</li> <li>• Percentage of children and young people in foster care with Cheshire East carers.</li> <li>• Reduction in the timeframe to bring in new foster carers.</li> <li>• Number of children and young people with 3 or more placement moves.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• When children cannot remain in the care of their birth parents, their networks are explored at an early stage to support them to remain with their wider family where possible.</li> <li>• There is sufficient choice of placements to meet children and young people's needs, which means children are placed in a home that is right for them.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Children and young people will report that their placements meet their needs and they feel safe and supported.</li> </ul>		<ul style="list-style-type: none"> <li>• Children and young people experience stable homes and placement moves are prevented/ limited wherever possible.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

Family led decision making will be supported through the implementation of Families First so this action has been closed on the improvement plan as it will sit within the Families First work. The Families First work will include a training programme around supporting family led decision making.

Cherry Tree House opened in July.

The draft 'to be' pathway for pre and and post tenancy actions, information and support is being reviewed by members of the 'Good Homes for All' workstream. When finalised a roll out plan will be developed for Children's Services and Housing Teams to ensure the pathway is embedded in the process. Further consideration of options for tenancy readiness and independence training is planned for the meeting in September.

## Chapter 2

### 1. The Front Door

Ref	Action	Action Owner	Due by	Action Rating
<b>What inspectors found</b> <ul style="list-style-type: none"> <li>For some children and families, there is a delay in the step-up from early help services to statutory services. The step-up process is not as streamlined as it should be.</li> <li>For a small number of children, obtaining information from partner agencies and the voice of the child can lead to a delay in decision-making when the threshold is clearly met.</li> <li>Issues relating to parental consent are not always well recorded.</li> <li>The multi-agency partnership is not routinely included in social care decisions about next steps to help and protect children, or, when managers make decisions to close referrals.</li> </ul>				
FD1	Update the contact guidance to include that where the threshold for a referral is clearly met, cases must be actioned immediately. This guidance will also include ensuring consent is clearly recorded. Embed the guidance to support consistently good practice.	Service Manager Integrated Front Door	July 2024	Complete but need to evidence impact
FD2	Review multi-agency safeguarding hub (MASH) arrangements in other local authorities to learn from good practice and inform the development of multi-agency decision making in the front door.	Head of Service Early Help, Prevention and Domestic Abuse Service Manager Integrated Front Door	August 2024	Complete
FD3	Hold a collaborative workshop to review the current front door provision and agree actions to establish multi-agency decision-making, informed by the inspection findings and observation of good practice in other areas.	Head of Service Front Door	January 2025	Complete
FD4	Consider chapter 3 of Working Together 2023 in the safeguarding partnership to establish agreed multi-agency working arrangements.	Head of Service Children's Safeguarding and Quality Assurance	April 2025	Complete but need to evidence impact

		Chair of the Safeguarding Partnership and statutory partners within the partnership		
FD5	Establish a multi-agency safeguarding hub (MASH), supported by effective partnership governance arrangements.	Head of Service for the Front Door	March 2026	On track
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>Monthly multi-agency front door thematic audits will conduct deep dives to understand our support to specific cohorts/ within specific areas. One theme will be step up to social care. These audits also consider consent and timeliness of decisions.</li> <li>The percentage of contacts that are referred to children's social care completed within 24 hours.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>Families stepping-up from early help services to statutory services will swiftly receive support. Over 90% of referrals to children's social care will be within 24 hours.</li> <li>90% parental consent will be well recorded.</li> <li>All decisions for referrals to children's social care will be made swiftly. Over 80% referrals audited will be good quality.</li> <li>The multi-agency partnership is routinely included in social care decisions about next steps to help and protect children and when managers make decisions to close referrals.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
The integrated front door governance board is continuing to take place to deliver developments within the front door.				

## 2. Strategy Meetings

<b>What inspectors found</b>		<ul style="list-style-type: none"> <li>Strategy meetings do not consistently capture the discussion about risk, which means that the rationale for decisions made, and next steps, is not always clear.</li> </ul>		
Ref	Action	Action Owner	Due by	Action Rating
SM1	Deliver a workshop on strategy meetings for team managers to support consistently good practice.	Service Managers CINCP	August 2024	Closed
SM2	Deliver training for unit coordinators on minute taking to support consistently good practice across the team in capturing discussions on risk.	Children and Family Service Business Support Lead	August 2024	Closed
SM3	A management analysis box to be added to the strategy discussion form to ensure a clear rationale for decisions is included.	Service Managers CINCP	June 2024	Complete
SM4	Develop partnership and managers training to strengthen partnership contributions during strategy discussions, what is recorded, and how minutes are signed off.	Partnership Training Manager Service Manager Front Door Lead Practitioners	October 2025	On track
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>Strategy discussion audits within the 8-weekly multi-agency liaison meetings will tell us about the quality of strategy discussions and whether the rationale for decisions is clearly recorded.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>Strategy meetings consistently capture the discussion about risk which means that the rationale for decisions and next steps is clear. 90% strategy discussions will have a clear rationale for decisions.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
Internal training on strategy discussions is being carried out through the practice lead training programme.				

### 3. Life-story work and later-life letters

<b>What inspectors found</b>		<ul style="list-style-type: none"> <li>Life-story work and later-life letters are not usually started in a timely way. This means that children have limited opportunities to understand their journey into care at a time that is right for them.</li> </ul>		
Ref	Action	Action Owner	Due by	Action Rating
LS1	Commission external training on life-story work to ensure practitioners understand the expectation, importance, and how to complete it.	Principal Social Worker	March 2025	Complete but need to evidence impact
LS3	Establish a process for monitoring and reviewing life-story work and later-life letters.	Service Managers Cared for Children	August 2024	Complete but need to evidence impact
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>Feedback from children and young people, and their carers – children will tell us they have a better understanding of their life stories.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>Life-story work and later-life letters are started early so children understand why they are in care.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
The new practice guidance for cared for services include guidance on life story work.				



## 4. Health of Cared for Children

What inspectors found		<ul style="list-style-type: none"> <li>• Waiting lists result in some delay in children accessing emotional support services.</li> <li>• A small number of unaccompanied asylum-seeking children (UASC) and young people wait too long to access emotional support and counselling due to waiting lists.</li> <li>• Initial and review health assessments are not always completed within appropriate timescales.</li> </ul>		
Ref	Action	Action Owner	Due by	Action Rating
H1	Develop prioritisation matrices/ approaches to ensure the most vulnerable children and young people are prioritised for mental health support based on an understanding of the additional and differing needs and risks for children with experience of the care system.	Head of Commissioning Children, Families and Adults with Complex Needs Programme Lead for Mental Health and Neurodiversity – Cheshire East NHS ICB	March 2025	Complete but need to evidence impact
H2	Develop 'waiting well' initiatives with key health providers and third sector provision to support children and young people while they wait based on an understanding of protective factors and how they can be increased and developed in response to needs.	Head of Commissioning Children, Families and Adults with Complex Needs Programme Lead for Mental Health and Neurodiversity – Cheshire East NHS ICB	March 2025	Complete but need to evidence impact
H3	Review the current emotional support offer for UASC young people in Cheshire East, taking into account any recommendations/ good practice from the Cheshire and Merseyside scoping exercise on support to UASC young people.	Designated Nurse Safeguarding and Looked After Children	August 2025	On track
H4	Health and children's social care to jointly review the timeliness of health assessments on a six-weekly basis to support improved timeliness.	Service Manager Cared for Children Designated Nurse Safeguarding and Looked After Children	May 2024	Closed
H5	Develop a single point of contact for health assessments within the local authority to support increased timeliness.	Service Manager Cared for Children	May 2024	Closed
H6	Report quarterly to NHS England on out of area initial and review health assessments that are out of timescale to drive improved timeliness.	Designated Nurse Safeguarding and Looked After Children	May 2024	Closed

H7	Develop a health and wellbeing workstream and action plan to improve health outcomes for cared for children and care leavers. This workstream will include a care leaver ambassador to ensure the views of care experienced children and young people shape our priorities and service development.	Designated Nurse Safeguarding and Looked After Children	June 2025	Complete but need to evidence impact
H8	Review and streamline the process around initial health assessments to improve timeliness.	Head of Service Child in Need and Child Protection	May 2025	Complete but need to evidence impact
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Waiting lists for children and young people's mental health services (CYPMHS).</li> <li>• Timeliness of annual health assessments, initial and review health assessments.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Children and young people access children and young people's mental health services (CYPMHS) without delay. 90% of non-urgent referrals receive an assessment within 6 weeks. 90% wait no more than 6 weeks between assessment and treatment.</li> <li>• 90% annual health assessments will be completed within timescales.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
The health and wellbeing workstream is focusing on sleep as this has been identified as one of the biggest factors impacting on the mental health of UASC.				

## 5. Education for Cared for Children

Ref	Action	Action Owner	Due by	Action Rating
<b>What inspectors found</b> <ul style="list-style-type: none"> <li>• Too many primary-aged children in care experience attendance issues as they move into secondary school.</li> <li>• Personal education plans (PEPs) contain the required information, but outcomes for children in care overall are low.</li> <li>• Many children in care are ill-prepared for adulthood and struggle to cope with the challenges that they face when they leave care.</li> <li>• The identification of children and young people who are at risk of not being in employment, education or training (NEET) does not begin early enough.</li> </ul>				
ED1	Review attendance through education advisors' fortnightly attendance meetings and determine clear actions for young people to improve their attendance.	Head of Service for Inclusion	April 2024	Complete but need to evidence impact
ED2	Review the plans for those with lower than 50% attendance, in alternative provision, or not in full time education, in a forum chaired by a head of service, to ensure there are clear actions on what needs to happen and there is senior leader oversight of these young people.	Head of Service for Inclusion	April 2024	Complete but need to evidence impact
ED3	Hold multi-disciplinary team meetings for individual children and young people when required to improve attendance. These meetings develop a plan to improve attendance and continue to meet until attendance has improved.	Head of Service for Inclusion	April 2024	Complete but need to evidence impact
ED4	Improve the quality of PEPs through delivering training, ensuring we are ambitious for young people, targets are SMART, and there is a clear early planning for preparing young people for adulthood and securing EET. Involve young people in the development and delivery of the training to ensure the impact of a good quality PEP is clear.	Head of Service for Inclusion	Delivery from September - December 2024	Complete but need to evidence impact
ED5	Review the PEP form to ensure that this supports improvement in areas where care experienced young people attain less well than their peers, for example reading.	Head of Service for Inclusion	September 2024	Complete but need to evidence impact

ED6	Report cared for children's attainment against their peers within scorecards and performance reports to drive improved performance.	Head of Service for Inclusion	February 2025	Complete but need to evidence impact
ED7	Audit young adults who are NEET at 20 and look what learning can be taken from their preparation for adulthood to improve our support.	Head of Service for Inclusion Service Manager for Care Leavers	March 2025	Complete
ED8	Use the risk of NEET indicators (RONI) to identify which cared for young people in Year 11 are at risk of NEET and ensure that the right support is in place to support them into EET.	Area Delivery Manager Youth Support Service – NEET and Preparing for Adulthood	November 2024	Complete
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>• Percentage attendance for cared for children.</li> <li>• Educational outcomes for cared for children.</li> <li>• PEP audits will tell us about the quality of PEPs and impact, and how well they support preparation for adulthood and prevent young people becoming NEET.</li> <li>• Percentage of PEPs that are good or better quality.</li> <li>• Percentage of young people in care in Year 12 and 13 that are NEET.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>• 95% attendance for all cared for children</li> <li>• Educational outcomes for cared for children are good and in line with their peers.</li> <li>• Cared for young people are well prepared for adulthood.</li> <li>• Identifying children and young people who are at risk of NEET begins early and helps to prevent them becoming NEET.</li> <li>• 95% of PEPs are graded as good or better</li> <li>• 90% of young people in care in Year 12 and 13 are EET.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				
<p>We have improved the monitoring of children's attendance over the last year. The number of our young people who attend school for fewer than 25 hours has dropped significantly from 21 students to 15. This, along with the number of children attending Alternative Provisions dropping by 10%, can be attributed to more stringent tracking and ensuring regular reviews of the provision are in place. The number of our young people with 95%+ attendance has risen from 173 children to 189, 33 of whom have 100% attendance this year (all of whom will be receiving reward vouchers in recognition of this fact).</p>				

## 6. Workforce

Ref	Action	Action Owner	Due by	Action Rating
<b>What inspectors found</b> <ul style="list-style-type: none"> <li>Frequent changes in social workers impact on the quality of relationships and the progress of plans for some children, leading to delay.</li> <li>Too many children have experienced changes in social worker, which means they must retell their story, and this prevents them from being able to build trusting relationships.</li> <li>The impact of multiple social workers and IROs on care planning has resulted in drift and delay for some children in achieving permanence.</li> </ul>				
W1	Review capacity across children's social care and supporting services to deliver the improvement plan and develop a costed proposal to the Children and Families Committee.	Director of Family Help and Children's Social Care	July 2024	Complete
W2	Assess demand to the care leavers service and determine what capacity is needed to support allocation at 15 years 9 months and to increase support to care leavers aged 21+.	Service Manager Care Leavers	July 2024	Complete
W3	Review capacity across the two IRO teams to look at how we can create dedicated time for supporting and driving improved outcomes for care leavers.	Head of Service Children's Safeguarding and Quality Assurance	July 2024	Complete
W4	Reestablish a workforce, recruitment and retention group for children's social care.	Director of Family Help and Children's Social Care	September 2024	Complete but need to evidence impact
W5	Refresh the workforce strategy.	Head of HR Principal Social Worker	December 2024	Complete but need to evidence impact
W6	Develop and launch a refreshed recruitment campaign to attract high quality practitioners and managers to Cheshire East.	Head of HR Principal Social Worker	August 2025	On track

W7	Develop reporting on caseloads specific to each service on what we would expect to see to support effective oversight.	Director of Family Help and Children's Social Care Business Intelligence Manager	August 2024	Complete
W8	Launch a level 7 apprentice scheme (a masters equivalent programme, so a shorter programme than our current BA equivalent level 6 apprenticeships) to supplement our current scheme supporting people to train as social workers with Cheshire East.	Principal Social Worker	To start in March 2025	Complete
W9	Seek practitioners' views on the support they receive to deliver good practice, workloads, and progress to date, through the practice review audits, elected member frontline visits, and walking the floor.	Executive Director of Children's Services	Quarterly review	On track
W10	Keep the children's workforce updated on developments around the inspection findings through the monthly children's newsletter and monthly talk together sessions with the DCS to ensure there is a joined up approach to improvement.	Executive Director of Children's Services	Quarterly review	Complete
W11	Seek children, young people and families' views of the support they have received through our audit process.	Head of Service Children's Safeguarding and Quality Assurance	Monthly	Complete
W12	Deliver a base build of children's services to ensure there is the right support to meet children's needs.	Executive Director of Children's Services	December 2025	On track
<b>How we'll assess if we've addressed this area</b>	<ul style="list-style-type: none"> <li>Monthly practice review audits will tell us about the quality of practice across all service areas and include feedback from children and families on their relationships with their workers.</li> <li>Caseload data.</li> <li>The percentage of social worker vacancies and the percentage turnover rate for social workers.</li> </ul>	<b>What we will see when we've addressed this area</b>	<ul style="list-style-type: none"> <li>Social workers build effective and trusting relationships with children and families, which supports improved outcomes for children and young people. 90% young people tell us that they trust their social workers.</li> <li>Teams are stable, meaning children and young people don't experience frequent changes in social worker or IROs.</li> <li>Average caseloads are 15 for AYSEs, 20 for cared for, and 22 for CINCP.</li> <li>80% practitioners tell us that their caseloads are manageable and they feel well supported by managers.</li> </ul>	
<b>Key improvement activities delivered this month and what impact we are achieving for children and young people</b>				

Filming for the refreshed recruitment campaign is planned for the end of July.

Practitioners' views are being sought through focus groups in the councillor frontline visits programme which commenced in July to the cared for and care leavers service.

## Chapter 3

# Actions from internal assessment activities from September 2024

## Entries to Care

<b>Source</b>	Focus on Care Planning and Children who have become Cared for since April 2024 – Report to the Improvement Board on 7 November 2024			
<b>Areas for improvement</b>	<ul style="list-style-type: none"> <li>• Too many children were coming into care in an unplanned way (58 of 116 in Q1 and Q2 2024-25).</li> <li>• There were 25 children who were not open to children’s services before becoming cared for.</li> <li>• 7 children were open to early help when they came into care.</li> <li>• The number of unplanned entries to care include a high percentage from the use of Police Protection Powers.</li> <li>• Interim care orders were granted for 18 children where the Court did not endorse the care plan.</li> </ul>			
<b>Ref</b>	<b>Action</b>	<b>Action Owner</b>	<b>Due by</b>	<b>Action Rating</b>
C1	Review children’s experiences and identify if there were opportunities where early help could have been offered to support them.	Head of Service for Early Help and Protection	February 2025	Complete but need to evidence impact
C2	Refresh and relaunch the early help strategy to ensure there is a strong partnership approach to delivering early help.	Head of Service for Early Help and Protection	June 2025	Complete but need to evidence impact
C3	Agree a joint protocol for responding to and managing police protection, including how police protection paperwork is shared and recorded on a child’s electronic file.	Head of Service Children’s Safeguarding and Quality Assurance	July 2025	Closed
C4	Develop a neglect strategy to ensure all agencies are responding appropriately to neglect and earlier intervention is considered where necessary.	Children’s Safeguarding Partnership Business Manager Head of Early Help and Prevention	June 2025	Complete



<p><b>How we'll assess if we've addressed this area</b></p>	<ul style="list-style-type: none"> <li>• Increase in the number of children coming into care in a planned way.</li> <li>• Reduction in the use of Police Protection.</li> <li>• Reduction in the number of care plans not endorsed by the court.</li> </ul>	<p><b>What we will see when we've addressed this area</b></p>	<ul style="list-style-type: none"> <li>• Children will come into care in a planned way. There will be no unplanned entries into care unless there are legitimate reasons which the partnership feel is acceptable (by exception).</li> <li>• Children and families will have their needs identified early and will receive effective support that prevents issues from escalating. Children who do come into care in a planned way will have evidence of earlier intervention having taken place.</li> </ul>
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**Key improvement activities delivered this month and what impact we are achieving for children and young people**

Further work has taken place with police colleagues around the use of Police Protection Powers. Based on this discussion, it has been agreed that a joint protocol is not required in this area and so this action has been closed.

## Children’s home inspection

<b>Source</b>	Children’s home monitoring visit – 4 February 2025			
<b>Areas for improvement</b>	<ul style="list-style-type: none"> <li>• Three requirements were restated from the last inspection in November 2024 as they were not met: <ul style="list-style-type: none"> <li>○ Written plans need to contain all known risks to children and have clear strategies for staff to follow to keep children safe.</li> <li>○ Monitoring and review systems need to ensure that shortfalls in the quality of care are identified and addressed.</li> <li>○ Case records need to be up to date and include the information and documents listed in Schedule 3.</li> </ul> </li> </ul>			
<b>Ref</b>	<b>Action</b>	<b>Action Owner</b>	<b>Due by</b>	<b>Action Rating</b>
CH1	Implement weekly management reviews of compliance with standards to drive improved management oversight and improved quality of practice.	Registered Manager	7 March 2025	Complete
CH2	Strengthen the regulation 44 visits and reports through delivery of training to ensure there is effective oversight of the quality of care.	Head of Service Children’s Provision	March 2025	Complete
CH3	Review the recording system for residential provision within LiquidLogic to ensure this supports best practice and recording holds appropriately.	Registered Managers and Business Intelligence	March 2025	Complete
<b>How we’ll assess if we’ve addressed this area</b>	<ul style="list-style-type: none"> <li>• Monthly regulation 44 visits and reports, considering the quality of practice and compliance with standards.</li> <li>• Audit by Head of Service to test monitoring and review systems in place and quality of practice.</li> </ul>	<b>What we will see when we’ve addressed this area</b>	<ul style="list-style-type: none"> <li>• Children’s plans will contain all known risks to children, there will be clear strategies in place for staff which are followed and support children to be kept safe.</li> <li>• Monitoring and review systems accurately identify shortfalls in the quality of care and actions is taken swiftly to address these.</li> <li>• Case records are up to date and include all the information and documents listed in Schedule 3 so there is a accurate record of the child’s experiences and support.</li> </ul>	