

Children and Families Overview and Scrutiny Committee

Agenda

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| Date: | Monday, 25th January, 2016 |
| Time: | 2.00 pm |
| Venue: | Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ |

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

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 30 November 2015.

3. **Declarations of Interest**

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

4. **Declaration of Party Whip**

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

For requests for further information

Contact: Mark Nedderman

Tel: 01270 686459

E-Mail: mark.nedderman@cheshireeast.gov.uk with any apologies

5. **Public Speaking Time**

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **0-19 Healthy Child Programme** (Pages 5 - 16)

To consider a report of the Director of Public Health.

7. **Children's Social Care Recruitment and Retention** (Pages 17 - 22)

To consider a report of the Deputy Chief Executive and Director of Children's Services.

8. **Care Leavers** (Pages 23 - 34)

To consider a report of the Deputy Chief Executive and Director of Children's Services.

9. **Work Programme** (Pages 35 - 44)

To consider a report of the Head of Corporate Resources and Stewardship.

10. **Forward Plan** (Pages 45 - 54)

To note the current forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

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

held on Monday, 30th November, 2015 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rhoda Bailey (Chairman)

Councillors B Dooley, D Flude, L Jeuda, G Merry, A Moran and J Saunders

Apologies

Councillor L Wardlaw and Jill Kelly

26 ALSO PRESENT

Councillor Rachel Bailey - Children and Families Portfolio Holder
Councillor George Hayes – Deputy Cabinet Member

27 OFFICERS PRESENT

Nigel Moorhouse - Director of Children's Social Care
Mark Bayley – Head of Service – Achievement and Attainment
Janine Smart - Capital and Land Development Manager
Eleanor Spencer - School Organisation, Technical Support Officer

28 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting of held on 28 September 2015 be confirmed as a correct record and signed by the Chairman.

29 PUBLIC SPEAKING TIME

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

30 DECLARATION OF PARTY WHIP

There were no declarations of the existence of a party whip.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 CHILDREN AND YOUNG PEOPLE'S IMPROVEMENT PLAN

The Committee considered a report of the Deputy Chief Executive and Director of Children's Services on the proposed action plan to address the recommendations

and areas for improvement identified by Ofsted in its inspection report of Children's services published in September 2015.

The effectiveness of the Council's arrangements for children in need of help and protection, children looked after and care leavers were inspected by Ofsted in July 2015. Inspectors also carried out a review of the Local Safeguarding Children's Board (LSCB).

The inspection report had subsequently identified 17 recommended actions for the Council and its partners and a further 8 for the LSCB to achieve a consistently good standard.

The improvement plan had been considered recently by the Improvement Board which had recommended significant changes. A final version would be submitted to the Government and Ofsted by 22 December 2015.

RESOLVED-

- (a) That the report, draft improvement plan and action plan be received and noted;
- (b) That the arrangements for submitting the plan to the Department for Education and Ofsted in December 2015 be noted;
- (c) That the Director of Children's Social Care be requested to report back to the committee at its next formal meeting to provide details of the current number of agency workers employed by the Council in the context of the work undertaken by this committee previously in respect of the terms and conditions of children's services social workers;
- (d) That the offer to provide a demonstration for Members of the new management software in Children's Services by the Deputy Chief Executive and Director of Children's Services be accepted;
- (e) That the Deputy Chief Executive and Director of Children's Services be requested to submit a progress report on the improvement plan to this committee in 3 months time.

33 SUMMARY OF PROVISIONAL SCHOOL'S PERFORMANCE 2014-15

The Committee considered a report of Mark Bayley the Corporate Manager, Standards and Learning concerning provisional data relating to schools' performance in 2014/15.

At this stage the results were provisional and Mark explained that during the coming months, the results would be validated and would subsequently be included in the annual education report which would be shared with key stakeholders at the end of February 2016.

In presenting the data, Mark emphasised that the analysis of the figures was constantly changing and that the results should be viewed in the context of where

Ofsted considered that Cheshire East ought to be in the national rankings, i.e. to be the highest ranked authority in the North West and one of the best in the country.

In response to questions about the Council's responsibilities in connection with the results of academy schools and how results of multi academy trusts were presented, Mark informed the committee that the Council had a responsibility to challenge all schools on their results whether they were academies or maintained schools and that in respect of multi academy trusts, each school retained examination data on an individual school basis.

In response to a further question about the effectiveness of using school data as an indicator of performance, as opposed to, for instance, the number of pupils who go into apprenticeships or university when they left school, Mark explained that schools now also had to provide reports on destination status.

It was noted that there had been a dip in the results of Cheshire East across the board. Mark explained that similar results had been experienced elsewhere but at the moment there was no explanation for the dip.

In response to a question about summer born children, Mark explained that parents of children born between April and August now had an option to delay the start of their child's education and the Council was currently assessing the take up of this offer.

RESOLVED – That the report be received.

34 **SCHOOL ORGANISATION AND CAPITAL STRATEGY FRAMEWORK**

The Committee considered a report of the School Organisation and Admissions Manager relating to the school organisation and capital strategy framework. The report also included pupil forecasts based on the October 2014 school census.

The strategy was intended to drive the Council's approved capital strategy and provided a mechanism for discussions and decisions to be made and acted upon by the Council, Diocesan Boards of Education, other formal groups and individual schools.

The framework document supported the following six priorities as set in the Children and Young People's plan:

1. Children and young people would be actively involved in decisions that affect their lives and communities;
2. Children and young people feel and were safe;
3. Children and young people experienced good emotional and mental health and wellbeing;
4. Children and young people were healthy and made positive choices;
5. Children and young people leave school with the best skills and qualifications they could achieve and the life skills they needed to thrive into adulthood;
6. Children, young people and young adults with additional needs had better chances in life.

The Committee was informed that there would be wide consultation on the framework.

Under the Education Act 2011, local authorities must seek to commission rather than provide the school places it identified were necessary to meet future demands by working alongside a wide range of partners including schools, academy trusts and sponsors of academy chains.

Mark Bayley informed the committee that particular pressures had been identified in Shavington and Wilmslow in connection with the provision of secondary school places and that for example in Wilmslow, current assessments predicted that Wilmslow High School may have to accommodate 2,750 pupils in the near future.

RESOLVED –

- (a) That the report be received;
- (b) That the school organisation and capital strategy framework be endorsed.

35 **WORK PROGRAMME**

The Committee reviewed its work programme.

RESOLVED –

- (a) That the item relating to the health responsibilities of 0-19 year olds be dealt with at the 25 January 2016 meeting;
- (b) That the Chairman be requested discuss the item relating to Special Education Needs (SEN) with the Deputy Chief Executive and Director of Children's Services with a view to including milestones within the work programme.

36 **FORWARD PLAN**

The Committee reviewed the current forward plan.

RESOLVED – that the forward plan be received and noted.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor Rhoda Bailey (Chairman)

REPORT TO: Health and Wellbeing Board

Date of Meeting: 26th January 2016
Report of: Director of Public Health
Subject/Title: 0-19 Healthy Child Programme

1 Report Summary

- 1.1 The purpose of this report is to inform Members of the Health and Wellbeing Board of progress in implementing a 0-19 Healthy Child Programme service for Cheshire East.

2 Recommendations

- 2.1 That Members note the content of the report

3 Reasons for Recommendations

- 3.1 This report is for information only.

4 Impact on Health and Wellbeing Strategy Priorities

- 4.1 The 0-19 Healthy Child Programme makes a vital contribution to Outcome One of the Health and Wellbeing Strategy (Starting and Developing Well) by ensuring that children have the best start in life and that they and their families and carers are supported to feel healthy and safe and reach their full potential.
- 4.2 The 0-19 Health Child Programme also makes a vital contribution to the council's outcomes. In particular it contributes to: outcome 1: our communities are strong and supported; outcome 3: people have the life skills and education they need to thrive; and outcome 5: people live well and for longer.

5 Background and Options

- 5.1 The Healthy Child Programme is the main universal health programme for improving the health and wellbeing of children. It comprises services for

children aged 0 to 5 (Health Visiting and Family Nurse Partnership) and 5 to 19 (School Nursing).

5.2 Prior to October 2015 NHS England was responsible for commissioning Health Visiting and Family Nurse Partnership while local authority Public Health Departments were responsible for commissioning School Nursing services including the mandatory National Child Measurement Programme (NCMP). Responsibility for commissioning Health Visiting and Family Nurse Partnership services transferred to local authorities on 1st October 2015.

5.2 In March 2015 Cheshire East Council commenced a competitive tender process to seek a suitably qualified and experienced provider to deliver 0-19 Healthy Child Services for the Borough. The tender was split into four lots as follows.

Lot 1 – 0-5 Years Health Visitor and Family Nurse Partnership

Lot 2 – School Health 5-19 Healthy Child Programme including the National Child Measurement Programme

Lot 3 – Targeted Breastfeeding Support Service

Lot 4 – Vaccinations and Immunisations Programme (this element of the tender was commissioned on behalf of NHS England who are the funders for this service.)

5.3 A key element of the tender specifications was the need to work in conjunction with the Council to bring about transformational change to the services leading to improved outcomes for Cheshire East children, their families and carers. The main aims of this change are to maximise service delivery integration with Children's services and make best use of the School Nurses time.

5.4 It is anticipated that integration with Children's services will lead to a more streamlined, holistic and efficient service for children and their families/carers as a result of:

- Common and consistent assessments;
- Putting children and their families at the centre of service delivery;
- Enabling interventions to be made at the earliest possible stage;
- Only having to tell story once;
- Holistic and comprehensive service delivery that delivers the most appropriate support to meet the needs of children and families;

- Single approach to goal setting and delivery;
- Value for money in delivery of public services.

5.5 The contract was awarded to Wirral Community NHS Trust who were able to demonstrate extensive experience of and aptitude for delivering 0-19 services in Wirral and a commitment to collaborate with the Council to transform the services.

5.6 The new contract commenced on 1st October 2015 at which point eligible staff transferred from the incumbent provider East Cheshire NHS Trust to Wirral Community NHS Trust under TUPE regulations. At the time of writing the report the service employs 125.71 full time equivalents and has a vacancy rate of 5.9% equating to 7.42 fte vacancies. As the service is in a consultation period with staff over the structure of the service it is unable to recruit to these vacancies at the present time, however, where possible these are being back-filled by bank staff or extended contract hours. It is anticipated that recruitment to any remaining vacancies following the consultation period can commence in early January 2016.

5.7 Contract management for the service will be carried out via Quarterly Contract Management meetings with Council Commissioners. Appendix A describes the contract management arrangements in detail. These form part of the signed contract with Wirral Community NHS Trust. In summary, contract management has three elements:

- A suite of performance indicators for both the 0-5 and 5-19 elements of the service;
- A quarterly monitoring report framework containing qualitative information on, for example, compliments and complaints; service development activities; partnership working; service quality; staffing; communication and engagement etc
- A schedule of Incentivised payments showing the targets that the service must achieve in order to receive service credits.

These documents are embedded in the attached Appendix A.

5.8 A 0-19 Healthy Child Programme Transformation Board has been established consisting of representatives from Cheshire East Council Children's and Public Health Departments and Wirral Community NHS Trust and chaired by Councillor Rachel Bailey. The aim of the Board is to jointly identify and

implement opportunities to integrate service delivery and deliver transformational service change, to contribute to the development of the Emotionally Healthy Schools and Parent Journey programmes and ensure that non specialist practitioners are appropriately trained.

- 5.9 To date the Board has held three formal meetings. Progress in delivering transformation will be measured by a joint action plan and key performance indicators which will continue to be co-produced as the work of the Board progresses however progress to date includes:
- 5.9.1 Plans are being put in place to co-locate the 0-19 service within Children's Centres from April 2016. This work needs to consider allocation of resources according to need. The Estates Plan has been timed to coincide with the introduction of a new IT system SystmOne.
- 5.9.2 Templates for the new system are in the process of being co-produced by Officers from Cheshire East Council and Wirral Community NHS Trust with the aim that the templates link with the stops along the Parent Journey the outcomes for which are set out at Appendix B. The Parent Journey is an integrated pathway which includes 8 stages of assessment including the 2 yr old integrated review which will be jointly delivered by CEFS staff and Health Visitors. There are 14 stops some that will be delivered in the children's centres and some completed by Health staff in the parents own homes for children pre- birth to starting school. This will improve data collection and over time develop an improved understanding of need. It will also improve appropriate data sharing.
- 5.9.3 An improved understanding of need will support the development of key pathways for families with identified need. In the short term this is likely to focus on parental mental health, speech and language development and child mental health.
- 5.9.4 Commitment has been secured for a jointly funded post to support further development and implementation of the shared Parent Journey which will be introduced for families of all babies born from April 2016. Training on the Parent Journey will be rolled out to relevant staff in the New Year.
- 5.9.5 Representation from the services has been secured for the Local Children's Safeguarding Board (LSCB). The Board endorsed a paper which was presented to the LSCB on 12 November 2015 which proposed that the LSCB

Early Help sub group be tasked with exploring options relating to the role of the 0-19 service in safeguarding and reporting back to the LCSB within 6 months. The aim of this piece of work is to achieve a balance between providing an appropriate level of input into Safeguarding meetings and case conferences and early intervention work.

- 5.9.6 Representation from the service has been secured for the Emotionally Healthy Schools steering group. School nurses are involved in the developing virtual teams in each of our six pilot secondary schools and will attend national CAMHS School Link training in January and March 2016.
- 5.9.7 Work to explore opportunities to integrate various Children's assessments e.g. school readiness checks, 2-2½ year checks and EYFS profiles is underway. The aim of this work is to compare the tools used for these checks, what needs they can identify and who sees the assessments with a view to agreeing an appropriate set of measures to support these checks.
- 5.10 In conclusion the Board is making reasonable progress given the relatively early stage, however, there is still much work to do to complete the transformation of the service. It is proposed that a further progress report be presented to the Health and Wellbeing Board in 6 months.

6 Access to Information

- 6.1 The background papers relating to this report can be inspected by contacting the report writer:
Name: Joanne Sutton
Designation: Commissioning Manager
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Email: joanne.sutton@cheshireeast.gov.uk

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Appendix A – 0-19 Healthy Child Programme Contract Management arrangements

Context

Formal performance and quality monitoring between WCT and Cheshire East Council Public Health will form an integral element of our working relationship.

The KPIs for both the 0-5 and 5-19 Services within the Contract are initial indicators for the first Contract year and it is expected that the detail of and targets for these will develop over time once the service becomes established and baseline information can be obtained.

In particular a set of meaningful outcome focused indicators will be co-produced for the 0-5 service which will maximise opportunities to integrate with the Early Years service offered by Cheshire East Council Children and Families Department.

Contract/performance management meetings will occur quarterly. The parties expect to invite service user representatives where they have undertaken review of services on behalf of the Authority.

The information within this Schedule 2 and in the supporting Performance Monitoring Framework [PMF] tables provides a starting position for performance and outcome monitoring work. This will be developed in line with a consistent approach across all contracts. The final performance and quality framework will develop and contain these elements

- Measurement and Feedback: including KPIs and service users
- Reporting: including reporting options to residents
- Learning and Technical Assistance: including an audit programme in relation to the delivery of the service
- Incentives and Benefit Designs: in relation to the deliver of the service
- Payment: includes the incentivisation scheme
- Health Information Technology: including the use and development of technology in the delivery of the service
- Innovation and Diffusion: including new pathways and evaluation of change
- Workforce Development: including workforce competence and skill mix

Part 1 - KPIs

1.1 The KPIs contained in the embedded table (and attached hereto) together with the Incentivised KPIs provide a starting point for the measurement of the performance of the Services in the first Contract Year. In many cases baseline data is not currently available due to present collection methods.

1.2 Following the collection of baseline data in accordance with the commitment in this contract by the Supplier to purchase and roll out an integrated IT system, that data

will then inform the ongoing development of the PMF. The Authority is keen to ensure that a set of meaningful outcome focused KPIs are agreed with the Supplier and that opportunities to integrate the service with the Authority's Children's services are explored and implemented. In relation to the Health Visiting element of the service the following have been identified as key areas for the development of outcome targets:

- Healthy Birth Weight (Breastfeeding)
- Healthy weight at 4-5 years
- School readiness
- Smoking status at time of delivery
- Percentage of women abusing alcohol or nonprescription drugs at the time of booking with maternity services
- Domestic Abuse
- Proportion of mothers with mental health problems including postnatal depression
- Parent – child attachment
- Parent self-efficacy
- Child development at 2-2.5 years

1.3 The KPIs for the 0-5 and 5-19 service in relation to the first Contract Year are embedded below and attached to this Schedule 2.



0-19 service KPI
spreadsheet Contract

1.4 In addition to the KPIs the Supplier will be expected to provide qualitative information regarding service developments, service user engagement, service delivery, staffing, compliments and complaints etc. For the first Contract Year this will be collected via the PMF set out below and attached hereto. It is intended that this PMF will be reviewed as above, as part of the transformational work to integrate the service with Children's services and develop an outcome focused approach and as part of the ongoing development of the Authority's wider approach to quality assurance of commissioned services.



0-19 Healthy Child
Programme Quarterly

1.5 The Supplier's performance will be monitored against each Target KPI and, together with the qualitative information and the information detailing those KPIs which are Achieved KPIs (or otherwise) contained in the Quarterly Monitoring Report above. This will form the basis of discussion at quarterly contract management meetings described in Schedule 5.

1.6 The KPIs in the tables above will be subject to Part 4 of this Schedule 2. (For the avoidance of doubt the KPIs in this part 1 will not be subject to Part 3 of this Schedule 2).

Part 2 Incentivised KPIs

2.1 Incentive payments will be applied on the achievement of these elements of service delivery and improvement targets as set out in the attached document. These Incentivised KPIs relate to the first Contract Year only with Incentivised KPIs for future years to be determined prior to the start of each Contract year.



0-19 service
Incentivised KPIs con

2.2 The Incentivised KPIs will be subject to the price adjustment mechanism set out in Part 3 and Part 4 of this Schedule 2.

Part 3. Price Adjustment Mechanism

1. CALCULATION OF PRICE ADJUSTMENTS

The Supplier shall monitor their performance against each Incentivised KPI and shall send the Authority a report detailing the Achieved KPIs in accordance with Schedule 5.

Part 4. Consistent failure

In this agreement, consistent failure shall mean:

- (a) A failure to meet
 - (i) 5 or more of the Target KPIs coloured red in the table at 1.3 in a rolling 3 month period subject to mitigation; and/or
 - (ii) 7 or more Target KPIs coloured green in the table at 1.3 in a rolling 6 month period subject to mitigation.

AND/OR

- (b) A failure to meet the requirements set out in the Incentivised KPIs set out at Schedule 2 Part 2 in respect of the first Contract Year and any revised Incentivised KPIs for subsequent contract years;

AND/OR

- (c) The Authority serving 5 Remediation Notices in a rolling 3 month period or 3 Default Notices in a rolling 6 month period;

AND/OR

- (d) The Supplier breaching any of the terms of this agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this Contract.

Appendix B - Parenting Journey outcomes

- Parents are prepared for the birth of their new baby and changes to family life
- Parents are aware of local services to support themselves and their family
- Parents know what's available in their local children's centres and are able to access these services if wishes
- Ready for learning at two and ready for school at age 5
- Raising attainment for all children and narrowing the gap of the bottom 20%
- Early identification of children at risk of delay and the provision of appropriate support
- Improved outcomes of Looked after Children age 0-5 supported
- Reduced numbers of child protection age 0-5
- Reduced infant mortality rate
- Improved breast feeding prevalence
- Reduce the numbers attending A and E 0-5
- Reduction in tooth decay
- Increased take up of childcare by disadvantaged and vulnerable groups
- Increased take up of 3 and 4 year old early learning places
- Healthy eating and increased activity leading to a reduction in obesity

How do we measure progress against our outcomes?

- Health Visitor questionnaire
- Baseline/evaluations at each stop
- Attendance at the stops
- Increased engagement in Children Centre services
- Children showing age appropriate growth and development
- LA 2 Year Old data
- EYFSP data
- Early help referrals via the Parenting Journey Early years Pathways
- Number of mothers breastfeeding beyond 6 weeks
- Number of 2 year old integrated reviews
- Number of CAFs initiated
- Number of children accessing 2/3/4 year old provision



Children & Families Overview and Scrutiny Committee

Date of Meeting: 25 January 2016

Report of: Nigel Moorhouse, Director of Children's Social Care

Subject/Title: Children's Social Care Recruitment and Retention

Portfolio Holder: Cllr Rachel Bailey, Children and Families Portfolio Holder

1. Report Summary

1.1 The recruitment and retention of social workers and practice managers is a critical element of our Ofsted improvement plan, and extensive efforts are being made to increase stability in the children's social work teams. Consequently there has been a significant improvement in the recruitment of permanent staff and an associated reduction in the use of agency workers. The current Recruitment & Retention Strategy for 2015-17 has four priorities:

- to recruit sufficient permanent high quality staff with suitable qualifications and experience
- to retain existing employees by ensuring they have the right skills, equipment and support to carry out their roles effectively
- achieve manageable social worker caseloads
- increase engagement and communication with social work staff

1.2 Recruitment and retention activity is planned and monitored by the Recruitment & Retention Task Group under the leadership of the Children and Families Social Care senior management team. Membership of the group includes senior managers from across the service, representatives from Workforce Development, HR and the Communications Team.

2. Recommendation

Scrutiny Committee is recommended to:

2.1 Note the contents of this report and the workforce data in **Appendix 1**

2.2 Endorse the Recruitment & Retention activity that has already taken place to improve stability in the workforce.

2.3 Propose any additional recruitment and retention activity.



3 Background

3.1 The recruitment and retention of high quality social workers and managers, particularly for front-line posts in Child Protection Teams is a challenge for all local authorities. However, the significant efforts that have been made to address these issues in Cheshire East are bearing fruit and were recognised by the Ofsted Inspection Team in the summer; their report states:

The local authority has introduced an ambitious and thoughtful range of recruitment and retention initiatives. Elected members are fully supporting this approach and sustainability is secured through increased funding for the children's social care workforce, such as the provision of supernumerary social workers to minimise the impact of less experienced staff. The involvement of senior managers, including the Director of Children's Services (DCS), in shortlisting and interviewing social workers and managers at all levels demonstrates the strong commitment of leaders to ensuring the right staff are in place. As a result of these efforts agency appointments are declining and permanent appointments are steadily rising. In the 15 months preceding this inspection there were 59 new permanent appointments in children's social care as opposed to just eight in the preceding two years. In 2013–14, 49 agency staff were appointed. This reduced to 39 in 2014–15, and just three agency staff have been appointed so far in 2015–16, demonstrating improving stability.

3.2 Following the inspection, recruitment activity continued throughout the latter months of 2015 and therefore the position at the start of our new social work recruitment campaign for this year is more encouraging:

- In CHECS there is one agency social worker covering maternity leave
- The CiN/CP Team in Macclesfield has 5.5 agency workers, two of whom are covering maternity leave, two sick leave ; there are no agency managers
- In the Permanence and Throughcare Team at Cledford House, there are three social worker vacancies, one of which is currently filled by an agency worker; by the end of January, there will only be one remaining agency Practice Manager and this post has recently been advertised
- In the Crewe CiN/CP Team, five social worker vacancies are currently being covered by agency staff and two agency Practice Managers remain.
- We retain some agency social workers to reflect the high number of newly qualified social workers

3.3 Activity to recruit to these vacancies includes:

- A new social media campaign to support refreshed social worker advertisements on the website; interviews are scheduled to take place in February
- An updated Jobs Microsite including a 'Working in Crewe' video has been produced with social workers and managers appearing in.
- Additional payments for experienced social workers and managers who join the authority under the Recruitment & Retention Market Supplements Policy 2015-17.



- The successful trial of a 'Register Interest' button on the website which means that any candidate who makes an enquiry is called for an informal discussion within 24 hours by a Group Manager
- Renewed engagement with the Universities of Keele, Staffordshire and Manchester Metropolitan by senior managers and Workforce Development so that Cheshire East is automatically considered to be an 'employer of choice' for people within travelling distance of Crewe
- Young People's Panels for all social worker and practice manager roles to reinforce the authority's commitment to young people and their involvement in key decisions to prospective employees
- A comprehensive newly qualified social worker programme

4 Wards Affected and Local Ward Members

4.1 It remains the case that it is more difficult to recruit to vacancies in the Crewe Team; we believe that this is largely for geographic reasons which makes the targeting of the larger centres of population in North Staffordshire all the more essential.

5 Legal Implications

5.1 The Council has statutory obligations in relation to the provision of children social work services and it is therefore imperative that we are able to recruit and retain high quality social workers and managers.

6 Financial Implications

6.1 There are always significant costs associated with high turnover of staff in terms of recruitment, induction and training. There are also direct consequences for the quality of practice and in turn, the outcomes for children and families who are in need. Therefore our reduced dependence on agency staffing is to be welcomed in both financial and qualitative terms. It is also to be hoped that a new agreement between Local Authorities across the North-West to limit rates of pay for agency social workers and managers will assist in controlling costs, and reduce the attractiveness of this as a potential career path to existing employees.

7 Equality Implications

7.1 The recruitment and retention strategy will ensure that the Council continues to improve outcomes for its most vulnerable and disadvantaged children and their families.

8 Rural Community Implications

8.1 There are none identified at this stage



9 Human Resources Implications

9.1 The recruitment and retention of high quality social workers and managers will continue to be a challenge for the local authority and will require the support from HR colleagues to deliver the strategy in relation to this.

10 Public Health Implications

10.1 The strategy will support positive public health outcomes.

11 Risk Management

11.1 The recruitment of high quality social workers and managers is a business-critical objective and should remain on the corporate risk register for the time being. However, the Council is in a considerably better position than even a short time ago and there is every reason to be optimistic that progress will continue. We know that many practitioners are reluctant to move into Councils rated inadequate for safeguarding. Therefore now that Ofsted have recognised our significant improvement in safeguarding and our good adoption service, this will only serve to make Cheshire East an increasingly attractive proposition for new and experienced social work staff.

Contact Information

Contact details for this report are as follows:

Name: Nigel Moorhouse

Designation: Director of Children's Social Care

Tel No: 07896 268589

E-mail: Nigel.Moorhouse@cheshireeast.gov.uk

Appendix 1: Workforce Profile

Post Qualifying Experience

| | | April 14 | April 15 | June 15 | CIN/CP June 15 | Sept 15 | Dec 15 | Optimum Profile |
|-------------------------|--|----------|----------|---------|-------------------|-----------|-----------|--------------------|
| Grade 8 | Newly qualified, less than 1 years' experience, completing ASYE. | 17% | 18% (22) | 18%(21) | 31%(18.8) | 16%(19.5) | 13%(16.5) | 10% |
| Grade 8 | More than 1 years' experience completed ASYE. | | 11% (13) | 14%(17) | 14%(8.5) | 18%(21) | 20%(25) | |
| Grade 9 & 10 | Grade 9 – have 2 years or more experience Grade 10 – have Specialist Awards | 58% | 52% (62) | 49%(60) | 27%(16.2) | 50%(60) | 52%(64) | 85% |
| Agency staff | All agency staff have 2 years or more experience. | 25% | 18% (22) | 18%(22) | 28%(16.5) | 16%(19.5) | 14%(17.5) | 5% |

Staff Turnover

4 permanent members of staff have left the authority this quarter (from 1st October 2015 to 31st December 2015), 3 were Social Workers. In this quarter there have been 5 permanent new starters including 4 Social Workers and 1 Personal Advisor. We have been trying to recruit permanent Social Workers and Practice Managers and 2 new Practice Managers are due to start in January along with 3 new Social

Workers. All Practice Managers posts which are not held by permanent staff are filled by experienced agency staff who are committed to seeing through improvement in Cheshire East.

| Duration with Cheshire East | Less than 1 year | Between 1 and 2 years | Between 2 and 5 years | Between 5 and 10 years | Over 10 years |
|------------------------------------|-------------------------|------------------------------|------------------------------|-------------------------------|----------------------|
| % staff | 19% | 19% | 18% | 13% | 31% |

| Time in Current Role | Less than 1 year | Between 1 and 2 years | Between 2 and 5 years | Between 5 and 10 years | Over 10 years |
|-----------------------------|-------------------------|------------------------------|------------------------------|-------------------------------|----------------------|
| % staff | 30% | 23% | 25% | 14% | 9% |

Average Caseloads of Staff

| Team | Average Caseload |
|------------------------------------|-------------------------|
| CIN/CP Team - Crewe | 23 |
| CIN/CP Team – Macclesfield | 20 |
| Adoption | 16 |
| Permanence & Throughcare | 17 |
| Children and Families Support Team | 18 |
| Fostering | 22 |



Scrutiny Committee Report

Date of Meeting: 13 January 2016

Report of: Pete Lambert, Head of Service Cared for Children

Subject/Title: Care Leavers – Response to task and finish report 2012

Portfolio Holder: Cllr Rachel Bailey, Children and Families Portfolio Holder

1.0 Report Summary

- 1.1 The Children and Families Scrutiny Committee established a Task and Finish Review in 2012 to examine the 16+ service for cared for children. The review considered assessment and planning for care leavers, personal support, financial arrangements and current and historical outcomes for Cheshire East care leavers.
- 1.2 Subsequently an update of the 2012 review and action plan was presented to Scrutiny Committee in December 2014 to outline the progress made to date and highlight areas for further action.
- 1.3 This report provides a further progress report as requested by Scrutiny Committee
- 1.4 The Task and Finish Review action plan (updated following the 2014 review) is contained in Appendix 1. The original action plan (2012) contained over 60 actions and the majority were completed ahead of the report back to Scrutiny Committee in 2014. As of today only one action remains open and this is due for final completion in February 2016 (Appendix 1, Point 13.3.9).
- 1.5 The Corporate Parenting Board will continue to monitor and scrutinise the progress being made against actions. This will ensure that services continue to improve outcomes for care leavers.

2.0 Recommendation

- 2.1 The previously outstanding actions from the 2012 Task and Finish Review (Appendix 1) have been provided for information.

3.0 Background

- 3.1 Children in the care of the local authority are one of the most vulnerable groups in society. The majority of children in care have suffered abuse or neglect and at any one time around 60,000 children are cared for in England; currently 396 children are in the care of Cheshire East.
- 3.2 Research continually tells us that care leavers show significantly lower academic achievement, are more likely to be unemployed, to have mental health needs, be homeless and be disproportionately represented in prison.



- 3.3 With this in mind the aim of the initial Task and Finish Review in 2012 was to explore how best to help care leavers make a successful and adjusted transition from care into sustainable independence and adulthood.
- 3.4 Local authorities have clear legal responsibilities towards the support of care leavers which is encapsulated in the role and responsibilities of being a corporate parent.
- 3.5 A care leaver is defined as a person who has been in the care of the local authority (looked after) for at least 13 weeks since the age of 14 and who was in care on their 16th birthday. As of October 2015 there were 154 young people who had left care and were defined as Cheshire East care leavers (Relevant or Former Relevant). There were also 63 young people defined as eligible (aged 16-17 and still in care).
- 3.6 Since September 2013 services to care leavers in Cheshire East have been driven by Cheshire East's involvement in the New Belongings project. Cheshire East has been part of a North West cluster of local authorities working alongside Stockport, Trafford, Lancashire, Bury and Blackpool. New Belongings looks at how local authorities can create better services which are fully integrated, easily accessed and which respect care leavers as individuals, developing young adults and full members of community and society.
- 3.7 New Belongings aims to create a 'Gold Standard' in relation to services which support care leavers, sharing learning and best practice across local authorities. The Cheshire East New Belongings action plan is scrutinised and challenged by peers across the region and via the Cheshire East Corporate Parenting Board.
- 3.8 New Belongings has progressed a number of actions during 2015 supporting the emotional wellbeing of care leavers in Cheshire East together with improving their education, employment and training opportunities. Key achievements, which significantly overlap with the Task and Finish Review can be summarised as follows:

| |
|--|
| Transitional operational group set up in May 2015 to improve transition to adult. The appointment of a transitional worker. |
| Mental Health training delivered to professionals by care leavers |
| Care to be different programme supporting 38 care leavers with life skills, education and training (care to be different commenced during 2015) |
| Fortnightly drop in sessions – 'one stop shop'. |
| DWP protocol established to support access to benefits. Monthly link with lead Personal Advisor re; employment opportunities |



| |
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| |
| Take up of the Cygnet programme to get young people ready for work – currently 3 care leavers involved in work placements |
| Ring fenced properties secured for care leavers to support tenancy readiness and develop independence skills |
| Tenancy readiness packs to be launched in January/February 2016 |
| Credit union established for care leavers |
| Appointment of a Cared for Nurse 16-25 in early 2016 |
| New financial support for care leaver's policy being rolled out by February 2016. This improves incentives and support for care leavers attending further and higher education. |
| Ignition group established to improve coordination of accommodation resources for care leavers ensuring improved matching of need. Care leavers are encouraged to be actively involved in the group |
| Offer of support extended to care leavers up to the age of 25 |
| Development of a Health App for care leavers which contains key information on health related issues such as sexual health, drugs and alcohol and arranging appointments (available via Apple store and Android) |

- 3.9 Currently 98% of care leavers are deemed to be in suitable accommodation.
- 3.10 Staying Put arrangements are beginning to embed with 14 care leavers currently in 'Staying Put' arrangements with long term foster carers beyond the age of 18; this includes 5 who are part time and at University / residential college.
- 3.11 The Care Leavers Council continues to be an active group and led with the publication of the Easy Pleasy Cookbook in the summer of 2015. The book provides inspiration and ideas for care leavers to cook healthily for themselves on a tight budget.
- 3.12 In total 59% of care leavers (aged 19-21) are in employment, education or training. This includes 15 care leavers currently attending University, 15 on apprenticeships and 2 have started their own business.
- 3.12 Considering the low number of NEET in the wider Cheshire East population; this is an area which requires continued focus for care leavers. NEET amongst care leavers is a challenge for all local authorities and New Belongings will continue to drive work within this area.



4.0 Wards Affected and Local Ward Members

4.1 Care leavers may reside in all wards.

5.0 Legal Implications

5.1 Levels of risk if there are failures to meet statutory legal requirements

6.0 Financial Implications

6.1 No further financial implications outside of the current remit of the care leaver's service

7.0 Risk Management

7.1 Risks relate to failure to provide a good service to care leavers

Contact details for this report are as follows:

Name: Pete Lambert

Designation: Head of Service Cared for Children

Tel No: 07870 896895

E-mail: Peter.Lambert@cheshireeast.gov.uk



Appendix A

| Recommendations from Care Leavers Review 2012: outstanding actions following 2014 review (December 2014) | | | COMPLETED ON |
|--|---|---|--------------|
| NO | RECOMMENDATION | RESPONSE | |
| 13.2 | <i>Changes to how the support the Council provides to care leavers is structured</i> | | |
| 13.2.6 | That the Council explore the appointment of a funding co-ordinator to have a strategic and practical lead in maximising income for children and adults coming through social care and health systems, including GPs and hospitals. (p28 – para 8.16). | <p>Personal Advisors have been working with CWP and are extremely knowledgeable around income maximisation. PA's have a named link worker within each benefit office for care leavers and priority is given to care leavers turning 18.</p> <p>To support this further a welfare rights advisor is now placed within children's services with their role to extend to working with care leavers</p> | Completed. |
| 13.3 | <i>Training and support</i> | | |
| 13.3.3 | That the Council provide budget management training for cared for children. (p29 – para 8.16). | <p>Independence Packs help to identify budgeting needs.</p> <p>PA's are undertaking 1-1 budgeting work with care leavers.</p> <p>Credit Union membership is now established and growing</p> | Completed |
| 13.3.4 | That the Council explorer initiating a mentoring scheme which would pair care leavers/young people with cared for children (p33 para 9.23). | Schemes have been explored and initial steps taken to develop proposals most relevant to Cheshire East.. | Completed |
| 13.3.7 | That training events be made available for agency foster carers for a small charge. (p38 – para 9.41). | The LSCB training programme is available to the private sector subject to a small charge | completed |

| | | | |
|-------------|--|---|-----------|
| 13.3.8 | That the Council provide a range of tenancy workshops for those care leavers due to move into social housing – focusing on developing life skills, budgeting skills and information on good neighbour behaviour. (p44 – para 10.31). | Taster flats are available and form part of Pathway Planning Ignition panel (joint panel between CE and providers) provides overview of need and informs service provision. Also ensures better matching of services to support care leavers | Completed |
| 13.3.9 | That the Council provide ‘practical’ life skills training for cared for children e.g., cooking, cleaning, minor DIY tasks, prior to the pathway plan process. (p44 – para 10.33). | 2 Personal Advisors lead on this work Independence skills training packs have been produced and will go out in February 2016. One stop shop drop in operates on a regular basis | Feb 2016 |
| 13.4 | Benefits | | |
| 13.4.2 | That the Council explore paying landlords directly for those care leavers who are deemed unable to manage their budgets. (p28 – para 8.16). | Guarantors scheme in place Budget management emphasised in work with care leavers. No evidence of care leavers currently losing tenancy due to rent arrears. | Completed |
| 13.4.3 | That the Council encourage the Department for Work and Pensions to enable ‘jam jar’ accounts for Universal Credit Payments in order to help facilitate budget management. | Jam Jar accounts are up and running for care leavers | Completed |

| | | | |
|--------|---|--|-----------|
| | (p29 – para 8.16). | | |
| 13.4.4 | That the Council work with the Department of Work and Pensions to enable young people to register for social housing at 17 years 6 months of age rather than at 18 to reduce pressure on the pathway planning process and double payment. (p28 – para 8.16). | Joint protocol in place with DWP and housing | Completed |
| 13.5 | <i>Housing</i> | | |
| 13.5.4 | <p>That the Council explore providing semi-independent accommodation options for care leavers based on the following two models. (p43 – para 10.24):</p> <ul style="list-style-type: none"> • Small 3-4 bed units (staffed) with support available 24 hours a day. • In agreement with social housing associations, a small number of single bed tenancies be provided to accommodate 16 – 18 year old cared for young people with floating support being | 16+ accommodation options provide for a good range of provision. Planning and support is managed via the Ignition Panel (joint CE / providers panel) | completed |



| | | | |
|--------|---|---|-----------|
| | provided by Residential Service Care Staff. | | |
| 13.5.6 | That the Council ensure that care leavers in university can return to a foster/supported lodging placement during the vacation period. (p43 – para 10.27). | This has been revised in line with the recent Staying Put Policy. | Completed |
| 13.5.7 | That the Council open discussions with the three housing associations that operate in the Borough with the aim of re-establishing a joint protocol to prioritise a quota of social housing for care leavers. (p44 – para 10.30). | Confidence is improving between partners and Ignition is working with a number of providers to develop improved approaches to support to care leavers housing need. | completed |
| 13.5.9 | That the Council take steps to reduce the chance of loneliness for when a young person moves into independent accommodation, e.g., ensuring that housing placements are close to friends when appropriate and that social networks are facilitated. (p44 – para 10.34). | This will be taken account of during the development of the pathway plan. Improved matching of need via Ignition Panel | Completed |
| 13.6 | <i>Education, Employment and Training</i> | | |



| | | | |
|--------|--|---|-----------|
| 13.6.5 | That the Council extend the remit of the Virtual School from 19 to 25. (p33 – para 9.24). | | Completed |
| 13.6.6 | That the Council encourage secondary schools to retain a link with a young person in care once they enter further education. (p34 – para 9.24). | Virtual School undertake this role and link to secondary school as appropriate | completed |
| 13.6.7 | That the Council encourage secondary schools and sites of further education to apply for the Buttle UK Quality Mark. (p34) | This is discontinued | |
| 13.6.8 | <p>That the Council initiate a programme of support to better prepare cared for children for the demands of work. That this include (p34 – 35):</p> <ul style="list-style-type: none"> An incremental approach to work experience – beginning with taster days and ending with increasingly tailored and intensive work experience placements. Working with | <p>Cygnet Project established and is currently providing apprenticeships for 6 young people (including care leavers)</p> <p>Care to be Different has also been established and provides work experience for care leavers supported by mentors</p> <p>A number of Care Leavers embark upon the Prince's Trust.</p> | Completed |



| | | | |
|---------|---|---|------------------|
| | <p>the Government's 'From Care2Work' programme to support this.</p> <ul style="list-style-type: none"> • The Council adopting a policy in which a work experience placement would be available to a cared for child every week of the year. • The Council strongly encouraging cared for children to participate and complete life skill development courses with existing (Prince's Trust) and newly developed partnerships. | | |
| 13.6.10 | <p>That the Council ensure that Personal Advisors are provided with sufficient training so that there is a consistency of service across the team. That this includes training on care leavers' entitlements and need. (p22 – para 7.8).</p> | <p>Training provided through the Staff Development Service.</p> <p>Group Manager leads the New Belongings Project which is pursuing a good standard service for care leavers. Training events and workshops form key part of the work</p> | <p>completed</p> |

| Recommendations from Health and Cared for Children Review 2012 | | | |
|---|--|--|--------------|
| NO | RECOMMENDATION | RESPONSE | COMPLETED ON |
| 3. Health Booklet | | | |
| 3. (a) | That any reprint of the booklet includes information about the availability of free prescriptions for 16 – 18 year olds who are in full time education. | Link provided to explain free prescriptions for care leavers and 16-18 year olds in full time education | Completed |
| 5. Leisure Passes and Sport Fitness | | | |
| 5. (a) | That some form of provision be made for Cared for Children who are placed out of borough to still access free leisure facilities in the same way as C4Cs who are placed in borough. The Group suggests this could be done by way of a small personal budget for each C4C to follow them around in their out of area placement(s). The Group feels this would ensure that C4Cs who are out of area are able to continue to participate in sport/activities they enjoy; promotes health and wellbeing and ensures they receive the same provision as an in-borough C4C | Practical solutions for individual care leavers has been provided and is the most pragmatic solution to managing potentially complex arrangements across LA boundaries | Completed |
| 5. (c) | That consideration be given to enabling a C4C's friend who is attending to participate in sport with them to receive a reduced price entry where the activity requires more than one person, for example, a badminton game which cannot be played alone | Practical solutions have been provided to individual care leavers. Leisure Services are currently considering options within an overall pricing review. | Completed |
| 7. Cared for Children who are Parents | | | |



| | | | |
|--------|---|--|-----------|
| 7. (a) | That priority be given to investigating how mum and baby foster care is best provided in Cheshire East; | Mum and baby foster care has been researched within the fostering service and continues to inform training for foster carers and service development | Completed |
|--------|---|--|-----------|

.CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY COMMITTEE

Date of Meeting: 25 January 2016
Report of: Head of Corporate Resources and Stewardship
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2015/2016 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2015/2016 work programme be reviewed.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Carbon reduction - Health

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

9.1 There are no identifiable risks.

10.0 Background and Options

10.1 The schedule attached has been updated following an informal meeting of the committee held on 21 December 2015.

10.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

The following questions should be asked in respect of each potential work programme item:

- Does the issue fall within a corporate priority;
- Is the issue of key interest to the public;
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

10.3 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

11 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Nedderman
Designation: Senior Scrutiny Officer
Tel No: 01270 686459
Email: mark.nedderman@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee 2015/16 Amended 12.01.16

| | | | | |
|---|---|---|---|---|
| Formal meeting | Informal meeting | Formal meeting | Informal meeting | Formal meeting |
| Date:25.01.2016 Time: 2.00pm Venue: Committee Suite, Westfields | Date:29.02.2016 Time: 2.00pm Venue: Committee Suite, Westfields | Date: 4.04.2016 Time: 2.00pm Venue: Committee Suite, Westfields | Date: 27.06.2016 Time: 2.00pm Venue: Committee Suite, Westfields | Date: 25.07.2016 Time: 2.00pm Venue: Committee Suite, Westfields |

Essential items

| Item | Description/purpose of report/comments | Outcome | Lead Officer/organisation/Portfolio Holder | Suggested by | Current position | Key Dates/Deadlines |
|---------------------------|---|---|---|---------------|--|---------------------|
| Child Sexual Exploitation | Task and Finish group set up in December 2014 which produced Interim report on 10 February 2015. following informal workshop held with partner organisations in Autumn 2014 to ascertain the current situation in Cheshire East | Our local communities are strong and supportive | Director of Children's Services, Children and Families Portfolio Holder | The Committee | Task and Finish group in final stages of the review | TBA |
| Mental Health | To review mental health arrangements in Cheshire East for young people. | People live well and for longer | Director of Children's Services, Director of Public Health | The Committee | New item from September 2015.Possible joint item with Health and Adult Social care | TBA |

Children and Families Overview and Scrutiny Committee 2015/16 Amended 12.01.16

| | | | | | | |
|--|--|--|---|--|--|--|
| | | | Children and Families Portfolio Holder and Adults health and Leisure Portfolio Holder | | | |
|--|--|--|---|--|--|--|

Monitoring Items

| Item | Description/purpose of report/comments | Outcome | Lead Officer/organisation/Portfolio Holder | Suggested by | Current position | Key Dates/Deadlines |
|------------------------|--|--|--|--------------|------------------|---------------------|
| Performance Monitoring | Quarterly performance reports | A responsible effective and efficient organisation | Director of Children's Services, Children and Families Portfolio | Ofsted | Quarterly | 29 /02/2016 |

Children and Families Overview and Scrutiny Committee 2015/16 Amended 12.01.16

| | | | Holder | | | |
|---|--|---|---|---------------------------------------|---|---|
| Ofsted Inspection/ Safeguarding – update/ Recruitment & retention of Staff. Social Workers/Review of HR Policies | Involvement in the action plan to respond to the 2015 Ofsted report | Our local communities are strong and supportive | Director of Children’s Services, Children and Families Portfolio Holder | Chairman | New arrangements to be considered when the committee has considered the inspection report on the July 2015 unannounced inspection | Progress report on agency numbers 25/01/16 Update on improvement plan 4/04/16 |
| Care Leavers | Formal Cabinet response to the Task and Finish report reported to Committee on 1 December 2014. Further progress report required in December 2015 | Our local communities are strong and supportive | Director of Children’s Services, Children and Families Portfolio Holder | The Committee | | 25/01/16 |
| Public Health – responsibility for 0- 19 year olds | Presentation received on 1 December 2014 relating to how the Council implements public health responsibilities and influences children’s lifestyles. This came out of Corporate Scrutiny’s review of the Ofsted inspection report in March 2013 | People live well and for longer | Director of Children’s Services, Children and Families Portfolio Holder | Corporate Scrutiny Committee | Further progress report required in 2016 | 25/01/16 |
| Emotional Health and Wellbeing Strategy | | People live well and for longer | Director of Children’s Services, | Director of Children’s Services | | 29/02/2016 |

Children and Families Overview and Scrutiny Committee 2015/16 Amended 12.01.16

| | | | | | | |
|--|---|--|---|---------------------------------|--|------------|
| | | | Children and Families Portfolio Holder | | | |
| School Improvement/ School capacity | | People have the life skills and education they need in order to thrive | Director of Children's Services, Children and Families Portfolio Holder | The Committee | Validated results expected in February 2016. | 4/04/16 |
| Local Children's Safeguarding Board (LSCB) Annual report | To consider the annual report of the Chair of the LSCB as part of measure in place to strengthen the relationship between the committee and Board | Our local communities are strong and supportive | Director of Children's Services, Children and Families Portfolio Holder | The Committee | | 26/09/2016 |
| Special Education Needs | Possible joint work with Health and Adult Social care and engagement with parent groups on the implications of the SEN policy | People have the life skills and education they need in order to thrive | Director of Children's Services, Children and Families Portfolio Holder | Director of Children's Services | Progress report required | TBA |

Possible Future/ desirable items

Neglect/Innovation Fund

Corporate parenting

Independent Review Officer annual report

Early Years - Develop policies for engaging with the third sector; and the Council's new commissioning role

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FORWARD PLAN FOR THE PERIOD ENDING 30TH APRIL 2016

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

“an executive decision which is likely –

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

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

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Democratic Services Team
Cheshire East Council
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained.

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

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

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

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

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

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

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

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

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

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

Forward Plan

| Key Decision and Private Non-Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|--|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-17 Print and Post Hybrid Strategy | To seek authority to proceed with a hybrid print and post strategy. | Cabinet | 19 Jan 2016 | | | No |
| CE 15/16-19 Peter Mason Leisure Centre (Congleton) | To consider the outcome of a condition survey on the integrity of the pool and whether or not the refurbishment of the pool is feasible and economically viable. In the event that the refurbishment of the pool is not feasible and economically viable, to consider a proposal to deliver a new pool and enhanced dry side leisure offer within the agreed budget. | Cabinet | 9 Feb 2016 | | Mark Wheelton | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-23 Voluntary, Community and Faith Sector Commissioning Strategy and Framework 2016-2021 | To agree the draft strategy and framework and authorise officers to take all necessary actions to implement it. | Cabinet | 9 Feb 2016 | | Stephanie Cordon, Head of Communities | No |
| CE 15/16-24 Middlewich Eastern Bypass - Options Development and Pre-planning Activity | To take all necessary actions to complete preliminary design and appraisal tasks to progress planning for delivery of the Middlewich Eastern Bypass. | Cabinet | 9 Feb 2016 | | Andrew Ross | No |
| CE 15/16-25 Progressing the Community Infrastructure Levy | To approve all necessary actions to introduce a Community Infrastructure Levy charge for the local planning authority area administered by Cheshire East Council. | Cabinet | 9 Feb 2016 | | Adrian Fisher, Head of Planning and Policy | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-26 Low Value Construction Services Framework | To approve the establishment of a framework agreement through which to commission low value construction services. To delegate authority to the Executive Director of Economic Growth and Prosperity, in consultation with the Portfolio Holder, to take all necessary actions to implement the proposal, including the awarding of contracts to the providers meeting the requirements of the framework. | Cabinet | 9 Feb 2016 | | | No |
| CE 15/16-27 Determination of Local Authority Co-ordinated Scheme and Admission Arrangements 2017/18 | To approve the Local Authority's Co-ordinated Scheme and Admission Arrangements for 2017/18. | Cabinet | 9 Feb 2016 | | Barbara Dale | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-29 Environmental Services Operating Contract | To extend the operating contract of Ansa Environmental Services, a company owned by Cheshire East Council, to deliver future benefits in waste and environmental services. | Cabinet | 9 Feb 2016 | | Ralph Kemp | No |
| CE 15/16-30 Crewe Bus Interchange Facility | To consider recommendations as to the location for a new bus interchange facility in Crewe to replace the current bus station, and how this facility will be delivered and funded. | Cabinet | 9 Feb 2016 | | Andrew Ross | Appendix exempt - para 3 |
| CE 15/16-31 Care Act - Phase 2 | To approve the procurement of the LiquidLogic Children's and Adults Social Care Case Management System at an estimated cost of £2.4M over a five year contract period, via the Crown Commercial Service RM1059 Local Authority Software Applications Framework in accordance with the Public Contracts Regulations 2015 and Cheshire East Council's Contract Regulations. | Cabinet | 9 Feb 2016 | | Gareth Pawlett, ICT Manager | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|--|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-9 Medium Term Financial Strategy 2016-19 | To approve the Medium Term Financial Strategy for 2016-19, incorporating the Council's priorities, Budget, Policy Proposals and Capital Programme. | Council | 25 Feb 2016 | | Alex Thompson | No |
| CE 14/15-42 Cheshire East Indoor Facility Strategy | To adopt the Indoor Facility Strategy in support of the Council's Local Plan. | Cabinet | 8 Mar 2016 | | Mark Wheelton | No |
| CE 15/16-8 Poynton Relief Road - Procurement Strategy | The Poynton Relief Road forms an important part of the Council's strategy of enabling job creation, delivering housing growth and addressing long standing traffic congestion and environmental issues in the town, as well as delivering an important part of the wider SEMMMS Strategy. The report will outline the work undertaken to identify the procurement process to appoint a contractor in order to construct the scheme. The report will also seek authority for the officers to undertake all necessary actions to implement the proposal. | Cabinet | 8 Mar 2016 | | Paul Griffiths | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 15/16-10 Cheshire East Playing Pitch Strategy | The primary purpose of the Playing Pitch Strategy (PPS) is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet the local needs of existing and future residents within Cheshire East. The required decision is for the Strategy to be adopted by the Council and to authorise Officers to take all necessary actions to implement the strategy. | Cabinet | 8 Mar 2016 | | | No |
| CE 15/16-28 Cheshire Science Corridor Enterprise Zone | To note the application of business rates relief to companies locating at Alderley Park within the identified Enterprise Zone Area and to pool business rates income from Alderley Park to the Cheshire and Warrington Local Enterprise Partnership for reinvestment in the Enterprise Zone. To authorise the officers to implement these proposals. | Cabinet | 8 Mar 2016 | | Caroline Simpson, Executive Director of Economic Growth and Prosperity | No |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|---|---|
| CE 15/16-7 Congleton Link Road - Approval to Proceed with the Compulsory Purchase of Land and Agreement to the Procurement Strategy | To authorise officers to proceed with the steps required to compulsorily purchase land for Congleton Link Road, and to seek approval of the procurement strategy. | Cabinet | 12 Apr 2016 | | Paul Griffiths | No |
| CE 15/16-18 Bentley Development Framework | To approve the development framework as a consultation draft document; and to agree to review the development framework following public consultation with a view to considering endorsing the final version of the document as a material consideration when determining future planning applications on the site. | Cabinet | 12 Apr 2016 | | Caroline Simpson, Executive Director of Economic Growth and Prosperity | No |

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