

Children and Families Overview and Scrutiny Committee

Agenda

Date:	Monday, 25th September, 2017
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 in the report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 5 - 8)

To approve the minutes of the meeting held on 26 June 2017

3. **Declarations of Interest**

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

4. **Whipping Declarations**

For requests for further information

Contact Katie Small

Tel: 01270 686465

E-Mail: katie.small@cheshireeast.gov.uk with any apologies

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

5. **Public Speaking/Open Session**

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. **LSCB Annual Report 2016-17** (Pages 9 - 60)

To give consideration to the annual report for 2016-17 and business plan priorities for 2016-18

7. **Transport Update**

To receive a presentation on the review of transport across Children's Services and specifically oversight of proposed consultation of transport policies.

8. **Corporate Parenting Committee Annual Report 2016-17** (Pages 61 - 82)

To give considerations to the Corporate Parenting Annual Report

9. **2016-17 Annual Report of Member Frontline Visits** (Pages 83 - 96)

To give consideration to the themes and issues raised through member frontline visits to the Child in Need and Child Protection Teams.

10. **Children and Families Performance Scorecard - Quarter 1, 2017-18** (Pages 97 - 104)

To give consideration to the performance across the Children and Families Service for quarter 1 of 2017-18.

11. **Forward Plan** (Pages 105 - 116)

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

12. **Work Programme** (Pages 117 - 126)

To give consideration to the work programme

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b CHESHIRE EAST COUNCIL

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

held on Monday, 26th June, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rhoda Bailey (Chairman)
Councillor S Pochin (Vice-Chairman)

Councillors M Beanland, B Burkhill, M Deakin, B Dooley, I Faseyi, D Flude,
M Grant, G Merry and M Parsons

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J Nicholas and J Saunders.

2 MINUTES OF PREVIOUS MEETING

Consideration was give to the minutes of the meeting held on 27 March 2017

RESOLVED

That the minutes be approved as a correct record and signed by the Chairman.

3 DECLARATIONS OF INTEREST

Councillor B Dooley declared a personal interest in minute 7 - Educational Travel due to being a director of TSS. In accordance with the code of conduct she remained in the meeting during consideration of this item.

4 WHIPPING DECLARATIONS

There were no whipping declarations

5 PUBLIC SPEAKING/OPEN SESSION

There were no members of the public present wishing to speak

6 CAMHS - TIER 3 AND 4

Dr M Howard, Consultant Child Psychiatrist and Clinical Director for Central and East Cheshire CAMHS attended the meeting to answer a series of questions which had previously been agreed by the Committee.

In regard to question 5, it was noted that gender identity disorder, eating disorders and significant self harm had all increased. Mild cases of self harm

needed to be dealt with in the appropriate manner by partners as these cases could take up capacity at the risk of missing those in serious need. It was agreed that data needed to be gathered from A&E to understand why patients were being admitted and schools needed to be provided with the appropriate training and tools to deal with these issues.

It was noted that approximately 35-40% of referrals to CAHMS did not go on to receive a service, Dr Howard suggested that quality of data was not adequate and the figures for the east of the borough were lower than they should be. It was agreed that this data would be circulated to the Committee.

In regard to question 14, it was highlighted that the average time to receive a service once a referral had been made was 10 weeks in Macclesfield due to workers being on maternity leave and there being no available resources or difficulty in appointing to backfill positions. Members were concerned that the figures were far higher than in the south and agreed to monitor this.

The Future in Mind report published in 2015 identified 5 key themes to support the emotional wellbeing and mental health of children and young people, Dr Howard reported that to meet these objectives, 3 times the amount of staff would need to be appointed, a broader out of hours service was required and the 24/7 crisis resolution would be difficult to achieve. The Committee was concerned that there was currently very little CAHMS services available out of hours to support young people discharged from tier 4 provision.

The waiting time for neurodevelopment assessments had gone down to 18 months from 4 years. However referrals had increased from 144 in 2015/2016 to 409 in 2016/17, there had been additional permanent investment to help tackle this.

RESOLVED

That the Committee receive further information on:

- The waiting times for CAHMS appointments in the Macclesfield area
- How the improvements required to the out of hours service would be met.
- The waiting times for neurodevelopment assessments
- Delayed transfer of care

7 EDUCATION TRAVEL

Consideration was given to a presentation on the Children's Services Transport Policy review which had three strategic priorities:

1. To ensure the Educational Travel Policy meets strategic requirements, provided for the assessed needs of children and offered sustainable solutions.
2. ensured travel arrangements were delivered efficiently
3. ensured organisational management review, structure and processes operated efficiently.

It was noted that rather than implementing one large convoluted policy, several separate easy to understand policies would be brought back to the Committee,

prior to consultation in September with the final policies being considered in January 2018.

In regard to phase 1 available walking routes to schools, it was noted that phase 1A (Wheelock Primary School and Poynton High School) was now in place and funding would be removed from September 2017. Phase 1B (Brine Leas, Malbank High School and Tytherington High School) had not yet been implemented and the conditions would be reviewed in due course.

In regard to Phase 2, the route between Mobberley and Knutsford Academy/The Studio a new pavement had now been laid. The Committee agreed to walk the route prior to any proposals being submitted to Cabinet. There would be improved communication and engagement prior to any decisions being made.

Strategic objective 2 aimed to equip more young people with EHCP, where appropriate, the necessary skills to travel independently, thereby increasing their choices, working towards being independent adults in society and reducing transport costs over time.

RESOLVED

That the Committee walk the route between Mobberley and Knutsford Academy/the studio to assess whether or not it could be considered an available walking route to school.

8 **RESPONSE REPORT ON CHILD SEXUAL EXPLOITATION (CSE) TASK & FINISH GROUP RECOMMENDATIONS**

Consideration was given to an update on progress in respect of the task and finish group on Child Sexual Exploitation (CSE) and outlined how Cheshire East Council was addressing the recommendations of the Overview and Scrutiny Committee Report presented to Cabinet in January 2017.

RESOLVED

That those recommendations completed be signed off and an update on the incomplete actions be received in due course.

9 **CHILDREN AND FAMILIES PERFORMANCE SCORECARD - QUARTER 4, 2016-17**

Consideration was given to an overview of performance across the Children and Families Service for quarter 4 of 2016/17.

Members requested to receive information on the number of adoption breakdowns. It was noted that as most adoption breakdowns occurred in the teenage years, the Council would not know if they had remained with their adopters for many years to come. All but one of the adoption breakdowns in the last three years were children placed by other local authorities but with adopters living in Cheshire East. Equally if the Council had placed a child with adopters in another local authority any breakdown would be managed by the authority where the adopters lived.

In regard to 2.10 and 2.11 relating to initial health assessments, members agreed that mixed progress had been made and the Committee needed to closely

monitor this issue to ensure that it continued to improve. It was agreed that as well as the information being reported in percentage terms, it should also include the actual number of children involved.

RESOLVED

1. That information relating to the number of adoption breakdowns be circulated to the Committee.
2. That as well as being shown as a percentage, the performance scorecard indicated the number of children involved.

10 WORK PROGRAMME

Consideration was given to the work programme. As part of the Committees ongoing work to monitor the de designation of children's centres, It was agreed that a visit to a children's centre, de-designated centre and the mobile centre would be arranged.

RESOLVED

That the work programme be agreed and a visit to children's centres be arranged.

The meeting commenced at 2.00 pm and concluded at 4.30 pm

Councillor Rhoda Bailey (Chairman)

Children and Families Overview and Scrutiny Committee

Date of Meeting: 25 September 2017

Report of: Gill Frame, LSCB Independent Chair

Subject/Title: LSCB Annual Report 2016-17

Portfolio Holder: Cllr George Hayes

1. Report Summary

- 1.1. This report provides information on the work of the Local Safeguarding Children Board (LSCB) in 2016-17. The full annual report can be found at Appendix 1.

2. Recommendation

- 2.1. Scrutiny is recommended to:

- a) Note the contents of the report.

3. Reasons for Recommendation

- 3.1 To keep the Committee apprised of the progress and impact of the LSCB.

4. Background

- 4.1. The LSCB has a statutory duty to prepare and publish an Annual Report which describes how our partners safeguard vulnerable children and young people in Cheshire East. The report gives an account of the Board's work over the past year to improve the safety and wellbeing of children and young people. The report describes the local governance arrangements and structure of the LSCB, the linkages to other strategic partnerships across the borough and the work undertaken against the 2016-17 priorities. The report also sets out the agreed priorities for 2017-18.

5. Wards Affected and Local Ward Members

- 5.1. All wards.

6. Implications of Recommendation

6.1. Policy Implications

- 6.1.1 There are no direct policy implications.

6.2. Legal Implications

6.2.1 There are a no direct legal implications.

6.3. Financial Implications

6.3.1 There are a no direct financial implications.

6.4 Equality Implications

6.4.1 There are a no direct equality implications.

7. Access to Information

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

Name: Alistair Jordan
Designation: LSCB Business Manager
Tel. No: 07584 206942
Email: alistair.jordan@cheshireeast.gov.uk

LSCB Annual Report 2016-17 & Business Plan Priorities 2016-18

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Cheshire East Local
Safeguarding Children Board



investing in children

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7. 1. Cheshire East Safeguarding Board Structure

2. Board Membership and Attendance

3. Financial Arrangements 2016-17

4. Financial Arrangements 2017-18

Foreword from the Independent Chair

I am pleased to present the 2016-17 Annual Report on behalf of all the agencies represented on the Cheshire East Local Safeguarding Children Board (CELSCB). The reports shows that in Cheshire East we have continued to build on the strong partnership foundation to meet the many challenges facing agencies in ensuring that we are not only keeping children and young people safe but also improving the outcomes for our most vulnerable children.

We hope that you will find that the report helps you to better understand how organisations and people work together and the contribution the Safeguarding Board has made to this. It sets out how these arrangements can continue to improve on the basis of the Safeguarding Board and partners being able to objectively and critically learn from what works well and act to improve what may not work as well as was intended.

Firstly I would like to thank my predecessor Ian Rush who retired as Independent Chair at the end of July 2017; for his leadership and support across the partnership and continuing the improvement journey.

The continuing challenge will be maintaining the progress of the last few years, through a time of policy change and new national priorities that include changes to Safeguarding Boards; without losing sight of what matters – the safeguarding of children in Cheshire East.

In January 2016 the Government commissioned Alan Wood to review the future of LSCBs, and our Board submitted thoughts to

this process. The report, and the Government's response, came out early in 2016-17; which made a number of recommendations for the future of LSCB arrangements. With the publication of the Children and Social Work Act in April 2017 the Board and its wider partnership will need to engage in work to determine what the future multi agency safeguarding arrangements will need to look like in order to continually improve the local safeguarding system.

While we have yet to receive any detail there is the potential for real change and with this, both opportunities and the risk of instability. My intention is to ensure that, here in Cheshire East, we do not let ourselves be distracted from the job we need to do while we manage whatever changes are to come.



This report covers 1 April 2016 to 31 March 2017 and highlights the activity, progress and challenges faced by Cheshire East LSCB with a particular focus on the journey of the child; the refresh of both the Neglect and Early Help Strategies; Project Crewe and the impact this initiative has had on engagement with families, improvements in relation to number of families being supported through early help and the reduction in size of caseloads for social workers in one of the more challenging localities in Cheshire East. We have set out the achievements made in 2016-17 and the areas where we need to continue to make improvements.

As you read through the pages of this report you will gain an insight into the work of the Board, how we audit, review, learn and invest in partnerships with the ultimate aim of improving the lives of our children. There is no doubt that there is much to celebrate in our work, but much more that we can do. We are committed to continuous improvement and strive to improve the lives of children who are neglected or in need of early help, those who live with the toxic trio of parental domestic abuse, substance misuse or poor mental health and those who are at risk of child sexual exploitation. We are determined to tackle these issues from every possible angle, to improve practice, to better engage with children and communities and to build stronger partnerships.

As Independent Chair I am committed to ensuring our children, young people and their families have a voice and are heard. This is an area of strength for the partnership and in the report you will be able to see that we have actively engaged with children and young people through direct reporting to the Board; undertaking a safeguarding survey through our schools with a number of 'calls for

action' being incorporated in to the 2017-18 Business Plan; accumulating in annual celebration event of children and young people's contribution to safeguarding. In 2016-17 CELSCB was proud to be awarded 'Investors in Children' for the imaginative work it has done in relation to engagement.

To conclude, I would like to thank members of the Board, across the partnership of our voluntary, community and statutory services and all the frontline practitioners and managers for their commitment, hard work and effort in keeping children and young people safe in Cheshire East. We will continue to seek out what we can do better, to support the community we serve and ensure that children and young people are safer as a result.

If you have any questions about the report or the information contained in it, please contact me at LSCBEast@cheshireeast.gov.uk

Gill Frame,

Independent Chair, Cheshire East Safeguarding Board

1. Cheshire East Local Safeguarding Children Board

Background

[Working Together, 2015](#) (WT15), the statutory guidance for Local Safeguarding Children Boards (LCSBs), requires each area to produce and publish an Annual Report on the effectiveness of the arrangements to safeguard and promote the welfare of children and young people in their local area. This report sets out what we have done over the past year and also what we plan to do next year to make Cheshire East a safer place for children and young people.

This report is aimed at everyone involved in safeguarding children, including members of the local community as well as professionals and volunteers who work with children, young people and families.

A copy of this Annual Report will be sent to senior leaders and stakeholders in our area, including the Chief Executive of the Council, the Leader of the Council and the Executive Director of Children's Services. The report will also be sent to the Health and Well-being Board, Children and Young People's Trust Board, Community Safety Partnership, Corporate Parenting Board and the Council's Children and Families Scrutiny and Overview Committee. Individual agencies will also be encouraged to present this report through their internal Boards and scrutiny arrangements.

The Board

Cheshire East Safeguarding Children Board (CESCB) is made up of senior representatives from agencies who work with children and young people from the local authority, schools, health, the police

and others. The Board members work together to keep children and young people safe from harm.

CESCB is responsible for scrutinising the work of its partners to ensure that services provided to children and young people actually make a difference.



In order to provide effective scrutiny, CESCB is independent from other local structures and has an independent chair that can hold all agencies to account. The main role of the CESCB are set out in its constitution and are to co-ordinate and ensure the effectiveness of what is done by each agency on the Board for the purposes of safeguarding and promoting the welfare of children in Cheshire East.

Board Members Front Line visits observations

All staff had an awareness of the board and most knew who their agency rep was.

Governance

CESCB has three tiers of activity (see Appendix 1):

Main Board – this is made up of representatives of the partner agencies as set out in WT15. Board members must be sufficiently senior to ensure they are able to speak confidently and have the authority to sign up to agreements on behalf of their agency.

Executive – is made up of representatives from key statutory member agencies and has strategic oversight of all Board activity. The Executive takes the lead on developing and driving the implementation of the CESCB's Business Plan. It is also responsible for holding to account the work of the sub-groups and their chairs.

Sub-groups and Task and Finish Groups (Cheshire East) – these groups work on the board's priority areas on a more targeted and thematic basis. They report to the Executive and are ultimately accountable to the Main Board.

The sub-groups operating at March 2017 were:

- Quality and Outcomes
- Audit and Case Review
- Learning and Improvement
- Safeguarding Children Operational Group
- Policy & Procedures

The Task and Finish Groups operating at March 2017 were:

- Private Fostering
- Neglect

- Child Sexual Exploitation, Missing from Home & Care and Trafficking
- Early Help

Sub groups (Pan-Cheshire) – Cheshire East works closely with the other Cheshire LSCBs on certain areas to maximise the opportunity for streamlined processes across our boundaries. The following pan-Cheshire sub-groups are currently in operation:

- Pan-Cheshire Child Death Overview Panel
- Pan-Cheshire Policies and Procedures
- Pan-Cheshire CSE, Missing from Home and Care and Trafficking

There are a number of other- Domestic Abuse Partnership Board, Harmful Practice and Youth Detention. The responsibility of the Pan Cheshire Groups are to set the Strategy for the county with local group implementing and quality assuring the delivery of the strategy



Key Roles

Independent Chair – The Independent Chair for Cheshire East is Gill Frame. Gill joined the Board in August 2016 when we said goodbye and a big thank you to the previous chair Ian Rush as he retired.

The Independent Chair is accountable to the Chief Executive of the local authority. During 2016/17 the Chief Executive of Cheshire East was Michael Suarez. It is his role to appoint or remove the LSCB chair. The Chief Executive meets regularly with the Independent Chair through the Safeguarding Review Meeting to maintain an overview of the effectiveness of the board, to hear any safeguarding concerns and to challenge the performance of the Board.

The Director of People's Services was **Kath O'Dwyer**, who holds the role of Director of Children's Services and is a member of the main Board. She had responsibility to ensure that the CESC B functions effectively and liaised closely with the Independent Chair and also attends the Safeguarding Review Meetings.

Lead Member – the Lead member for Children's Services has responsibility for making sure that the local authority fulfils its legal duties to safeguard children and young people. **Councillor Liz Durham** held the role during the year. The Lead Member contributes to the CESC B as a 'participating observer', i.e. she takes part in the discussion, but is not part of the decision making process.

Lay Members – During the year the Board said goodbye and thank you to two Lay Members, **Sam Haworth** and **Alana Eden**. The Board also welcomed **Luchvinder Kaur**.

Children and Young People's Challenge Champions – a strength the Board is its commitment to ensure that the voice of children and young people is a key focus of the Board. **Voice for Children** are care leavers and Members of the Board. They work with young people in Cheshire East to represent their voices on the Board. During the year **Jodie Morris**, one of the Directors left and the Board thank her for her contribution. **Liam Hill** continues to carry out this role on behalf of the Board.

Key Relationships

CESC B has a number of key relationships with other Strategic Partnership Boards. The Chairs of these boards meet quarterly in the **Partnership Chairs Board** to discuss themes and issues, risks and sub-regional developments across the boards. A Memorandum of Understanding is in place that sets out safeguarding arrangements between these key strategic partnerships in Cheshire East.

Children and Young People's Trust Board (CYPT) – this is a partnership Board that aims to improve outcomes for all children and young people in Cheshire East. The Children and Young People's Plan is a key mechanism to provide strategic leadership, determining joint priorities, joint planning, and ensuring integrated working. Priority 2 of the plan, 'Children and young people feel and are safe', is largely delivered by CESC B through its business plan. The Chair of CESC B is also a member of the Trust.

Corporate Parenting Committee (CPC) – When children and young people are brought into the care of the Local Authority, Cheshire East Council becomes their 'Corporate Parent'. Since May 2016, Corporate Parenting has been coordinated by the Corporate Parenting Committee, which works as an advisory committee to the

Cabinet of Cheshire East Council. The committee is made up of cross-party representation. The purpose of the committee is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in care and care leavers from age 0-25 year's old, as well as holding partners to account for the discharge of their responsibilities in this area.

Health and Wellbeing Board (HWBB) – CESC links with the Health and Wellbeing Board and is held to account for key safeguarding issues for children in Cheshire East. This annual report and business plan will be presented to the Health and Wellbeing Board.

Cheshire East Safeguarding Adults Board (CESAB) - The CESAB carries out the safeguarding functions in relation to adults 18 years and over. A number of members of the CECSCB also sit on CESAB.

Safer Cheshire East Partnership (SCEP) – SCEP is responsible for the commissioning of Domestic Homicide Reviews (DHR's), which are undertaken on its behalf by the CESAB. It receives reports on domestic abuse and sexual violence. SCEP is the lead partnership for 'Prevent' (the approach to tackling extremism and radicalisation) in Cheshire East and works with the other partnership boards to ensure that the Prevent strategy is being implemented across all agencies and in the community.



Partnership Key Lead Areas

Key partnerships agreed the following leads for shared priority areas:

Shared priority area	Strategic governance lead
Domestic Abuse	Cheshire East Domestic and sexual abuse partnership board (CEDSAP)
Prevent	Safe Cheshire East Partnership (SCEP)
Reducing Offending	SCEP Youth Justice Board
Anti-social Behaviour	SCEP
Organised crime	SCEP
Hate Crime	SCEP
Child Sexual exploitation (CSE)	CESCB
Trafficking and Modern Slavery	Local Safeguarding Adults Board (CESAB)
Hate crime	CESAB
Substance misuse	Health & Wellbeing board (HWBB)
Mental Health	HWBB
Improving outcomes for children and young people	Children and Young People's Trust (CYPT)

Member Agency Management Boards – CESCB members are senior officers within their own agencies providing a direct link between the CESCB and their own single agency management boards to ensure that high quality multi-agency practice is embedded.

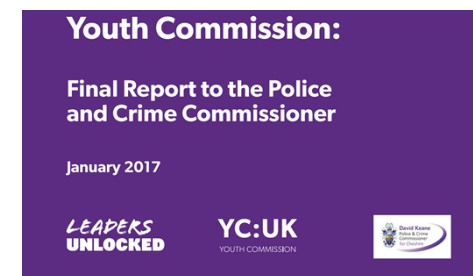
Police and Crime Commissioner – The Police and Crime Commissioner (PCC) funded the Cheshire Youth Commission. This project aimed to enable young people aged 14-25 to inform decisions about policing and crime reduction in Cheshire, working in partnership with the Police & Crime Commissioner (PCC) and Cheshire Constabulary.

The Youth Commission ran an event called the 'Big Conversation' which was able to talk to over 1,500 other young people about their priority topics. The Youth Commission hosted their own conference at Cheshire Constabulary Headquarters where they presented their final conclusions and recommendations for change on their six priorities

1. Hate Crime
2. Abusive Relationships
3. The Relationship between Young People and the Police
4. Drug and Alcohol Abuse
5. Mental Health and Vulnerable Young People
6. Cyber-bullying and Safety Online

Full details can be found by following this [link](#).

The Participation Network is a multi-agency group that brings together engagement and participation workers across the partnership to share and develop good practice and to join up



services in engaging with children and young people. The CESC is represented on this Network.

Board Membership and Attendance

The Board is well attended by key partners. A summary of Board membership and attendance for 2016-17 is in Appendix 2.

Financial Arrangements 2016-17

The finances of the Board for 2016-17, including member contributions are at Appendix 3 and 4.



2. Children and Young People in Cheshire East

Our Child Population

Cheshire East is a generally affluent area and, for the vast majority of children and young people, it is a good place to grow up. However, there are pockets of deprivation in Cheshire East where we know that children and young people do not enjoy the same outcomes, and the gap in attainment between more vulnerable groups and their peers, although reducing, remains too great.

There are approximately 75,100 children and young people under the age of 18 in Cheshire East, 51% are male and 49% are female. Children and young people make up approximately 20% of the total population.

9% of primary pupils are entitled to free school meals (an indicator of deprivation), compared to 16% nationally and 7% of secondary pupils compared to 14% nationally.

Overall 92% of individuals are of British ethnicity. The biggest minority groups in Cheshire East are 'white other' (2.5%), Asian/ Asian British (2%), and mixed/ multiple ethnicities (2.6%).

The vast majority of pupils' ethnic backgrounds are reported to be White British (88% of primary pupils and 91% of secondary pupils).

There are just under 100 different first languages recorded for primary and secondary pupils, although only 6% of primary pupils and 4% of secondary pupils have a first language other than English, compared to national figures of 19% and 15%, respectively.

The number on a child protection plan has reduced from 279 on 31st March 2016 to 275 on 31st March 2017.

There were 7 disabled children on a child protection plan in 2016-17; an increase of 2 from March 2016.

As at 31st March 2017 428 children and young people were cared for by Cheshire East; 28.7% of these live outside Cheshire East.

3. The Child's Journey in Cheshire East

Cheshire East Consultation Service (ChECS)

ChECS is the 'front door' to access services, support and advice for children, young people and their families; from early help and support through to safeguarding and child protection. All referrers are required to have a telephone discussion with a qualified social worker and are advised on the level of need for the child and family and the appropriate next steps. Co-location of the police, the multi-agency missing from home service, the Child Sexual Exploitation (CSE) service, and domestic abuse hub within the front door arrangements at ChECS 'front door' team has been achieved through close collaboration, and is improving multi-agency responses.

	Consultation activity	No. converted to referral
2013-14	6788	2444 (36%)
2014-15	7493	2783 (37%)
2015-16	9843	3687 (37%)
2016/17	10,432	3438 (33%)

Table 1: Number of consultations over the past four years and the percentage that resulted in a referral to children's social care

There has been a 54% increase in consultation activity in the last 2 years and a 6% increase from last year. However, conversion to referral has reduced by 4%.

There has been an average of 890 consultations and 287 referrals a month over the past year.

Board Members Front Line visits - staff comments

The front door is constantly changing, so it's about embracing the change

Early Help

Early help is about getting additional, timely and effective support to children, young people and their families, to help them as early as possible before issues become more serious. Over the past year there has been an improved understanding and support from agencies in providing children and families with early help. This is

also better coordinated, mainly through the use of the common assessment framework (CAF).

The Early Help Brokerage Service is a service with a dedicated team whose aim is the swift allocation of early help cases. This will provide timely referrals to early help, and identification of the best service to meet the needs of the child or young person and their family.

During 2016-17 ChECS received 10,432 contacts of which 3,328 were passed to Early Help Brokerage Service. Overall this was 32% of ChECS contacts, which is similar to the 30% during the first 6 months of Early Help Brokerage operation in the second half of 2015-16.

CESCB will continue to scrutinise the effectiveness of the front door and responses to early help in 2017-18.



Board Members Front Line visits - observations

Most agencies reported to have a clear understanding of thresholds and feel supported through training, advice and close working relationships with other agencies.

Agencies also agree that through CAF, CPP and CIN processes agency thresholds are made clear.

Another agency reported they are unclear of the threshold guidance but acknowledged they can seek guidance, support and clarity from their managers and through supervision to rectify this.

All staff interviewed understood their agencies role in safeguarding and were confident in carrying out their own safeguarding responsibilities.

North Yorkshire	91%	95%	
Solihull	57%	83%	
Warwickshire	85%	84%	
Central Bedfordshire	97%	95%	
Hampshire	79%	88%	
West Berkshire	71%	86%	
North Somerset	56%	57%	

Children in Need and Child Protection

Table 2: *Percentage of assessments completed within 45 days nationally, regionally and for our statistical neighbours. 2016-17 data will not be released until October 2017.*

Assessment timescales

4102 social care assessments were completed in 2016–17. 88% of these were completed within 45 days. 1697 of these were ended following assessment with the individual not being in need of social care support.

Children in Need

A child in need (CIN) is defined as; a child who is unlikely to reach or maintain a satisfactory level of health or development, or whose health or development is likely to be significantly impaired without provision of services from the local authority, or he/she has a disability. As at 31st March 2017 we reported 1974 open episodes to the Department for Education as per the CIN census guidance. This compares with 2183 at the end of March 2016. This equates to a rate of 263.2 per 10,000 of the 0-17 population compared to 291.1 in 2016. Last year our statistical neighbour average was 289.7 so we sit in the mid range of the group and we were substantially lower than the national and northwest figs of 337.7 and 380.1 respectively.



Child Protection

When the local authority receives a referral and information has been gathered during an assessment (which may have been very brief), in the course of which a concern arises that a child maybe suffering, or likely to suffer, significant harm, the local authority is required by Section 47 (S47) of the Children Act 1989 to make enquiries.

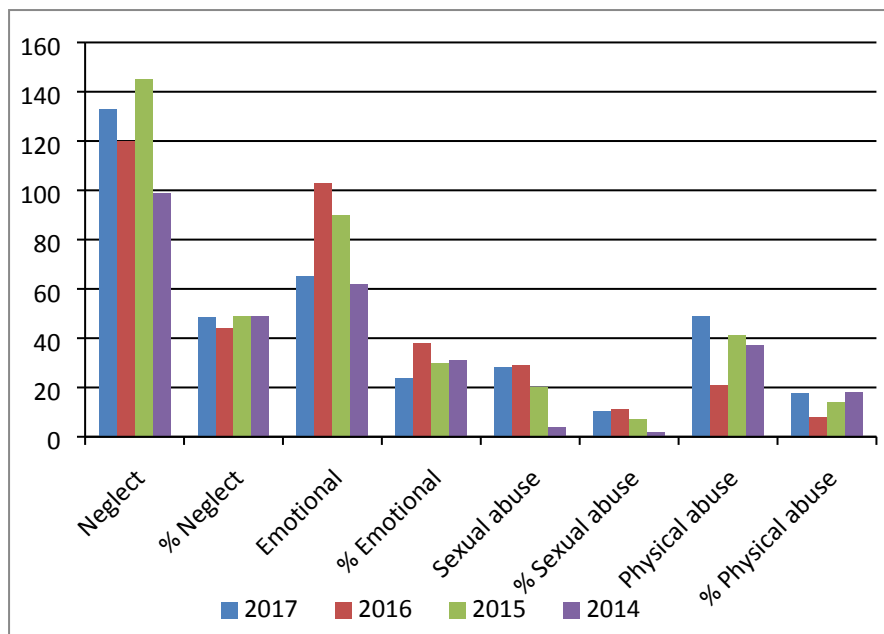
- The number of S47's initiated within the year was 786, a small increase of 2.5% from the previous year (767) but substantially less than the 2014/15 figure of 914.
- The number of Initial Child Protection Conferences (ICPC) undertaken in the year was 397, an increase of 13.4% from last year (350) and similar to the 2014/15 figure of 426. The percentage of S47's going onto ICPC has increased to 51% from 46% in the previous 2 years.
- The number of Child Protection Plans (CPP) started during the year was 362 which is an increase of 11% from the previous year (327), but still slightly less than 2014/15 figure of 394.

Key Indicators	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
CPP lasting 2 years or more	2.6%	2.1%	5.7%	0%	0%	0.5%
Children becoming the subject of CPP for a second or subsequent time	13%	15.1%	15.9%	13.9%	22.9%	17.4%
Child protection	99.3%	97.9%	91.3%	89.1%	99.5%	99.0%

cases which were reviewed within required timescales						
ICPC within 15 days	91.3%	85.4%	87.9%	41.7%	69.7%	80.4%

Table 3: *Child protection numbers 2011-17*

- The number of children becoming subject to a CPP for a second or subsequent time has reduced from 22.9% in the previous year to 17.4%.
- ICPCs taking place within 15 days has increased to 80.4% from 69.7% in 2015/16.



Graph 1: *Child protection categories 2014-17*

Cared for Children

Cared for children are those that are looked after by the local authority either voluntarily or through a statutory order. As at 31st March 2017, 428 children and young people were being cared for by the local authority, an increase of 10.6% from the previous year.

This equates to a rate of 57 per 10,000 and puts us in line with our statistical neighbour average from last year. Discussions at the Northwest information group suggest there has been a rise in the number of children coming into care across the region so it is likely

that once the information is released nationally we will be in a similar place within our statistical neighbour cohort.

Of this number:

- 123 (28.7%) live outside the local authority area;
- 50 live in residential children's homes;
- 7 live in residential specialist school as at March 2017;
- 310 children and young people in foster placements; of these 123 (39.7%) live out of the local authority area;
- We also supported a number of individuals who presented as unaccompanied asylum seeker children (UASC) with support and advice including accommodation, where appropriate.

The figures show a high number of young people live out of the area; in reality many of these live nearby but across Cheshire East's border. Extensive work is underway to ensure there are enough local foster carers in Cheshire East to ensure where possible local placements are made and that children stay in the area.

In the last 12 months a total of 141 children have ceased to be cared for by the Local Authority. Of these, 26 children have been adopted; 24 children became subject of special guardianship orders; 34 individuals have left care due to turning 18.

The table overleaf is a comparison of cared for children based on the 2014-15 statutory returns (which is the latest data available for all comparators).

Cheshire East's proportion of cared for children is lower than the England average, North West average and our statistical neighbour average, and although we have increased slightly to 57, our performance is still at the lower end of our comparator group.

As at 31st March 2016, Rate of Cared for Children per 10,000	
England	60
North West	82
Statistical neighbour Average	56.3
Solihull	79
Warrington	78
Cheshire West & Chester	71
Warwickshire	68
North Somerset	52
Cheshire East	51
Central Bedfordshire	48
Hampshire	46
West Berkshire	44
East Riding of Yorkshire	42
North Yorkshire	35

Table 4: *Rate of Cared for Children per 10,000 at the end of 2016*

CECSB has increased its scrutiny and challenge around cared for children in 2016-17 and will continue to do so in 2017-18.

Initial health assessments for cared for children are not being consistently carried out within the required statutory time frame. Work continues with the Local Authority and Health to improve communication around notification and consent when children are taken into care and to ensure sufficient dedicated clinic capacity for children to receive health assessments within the statutory time frame. The detail is regularly monitored at the CECSB Quality/Outcomes group and has continued to be challenged appropriately at both CECSB Executive and Board.

Care Leavers

As at 31st March 2017 there were 199 care leavers in Cheshire East. This has decreased slightly over the last 12 months and is marginally lower than the 225 in March 2016.

Child Death Overview Panel

The death of any child is a tragedy. It is vital that all child deaths are carefully reviewed. The death of any child under the age of 18 is reviewed by a Child Death Overview Panel on behalf of the Local Safeguarding Children Board. The pan-Cheshire Child Death Overview Panel is made up of a group of professionals who met six times in 2016-17 to review all the child deaths in their area. There were a total of 49 child deaths across Cheshire during 2016-2017 notified to the panel; of these 25 were from Cheshire East.

The Panel has a role to identify any trends or themes and to make recommendations to the CECSB on learning from the reviews and how to prevent and reduce child deaths. The panel has an independent chair who provides regular updates to the CECSB and produces an [annual report](#) that summarises the key themes arising from child deaths, progress against actions and priorities for the coming year.

Project Crewe

Project Crewe was established in August 2015 as a result of a successful Innovation Bid by Cheshire East to the Department of Education (DfE). This service aims to achieve positive sustainable outcomes for families with children in need aged 0 to 19 years old. Catch 22 delivers this service in partnership with Cheshire East

Council. CESCOB continues to monitor and challenge the impact of this service on vulnerable children and young people.

The project has worked with 390 children (186 families) with a 97% engagement rate overall. There has been a reduction in child in need cases in Crewe by 12.4% and Social Worker caseloads have reduced by 30%.

The project was part of a Randomised Control Trial (RCT) undertaken by the Behavioural Insights Team. Some findings from this have been;

- More child in need (CIN) cases closed than the cases which remained with Cheshire East Council (CEC)
- Families were visited 3x more frequently and offered personalised flexible support. This was seen to develop stronger more trusting relationships between the staff and their cases more quickly
- The Solutions Focused Approach (SFA) was valued by Project Crewe families. They felt empowered through being given ownership over their problems. Using feedback tools in conjunction enabled families to visualise their progress
- SFA suited some cases more than others – it appeared to resolve acute issues more than on-going or particularly chaotic ones, and also required the CIN case parents to acknowledge their situation is problematic.

The success of this in achieving better outcomes, earlier, for our children and young people has meant that Project Crewe will be extended into Project Macclesfield from April 2017, helping more children and families across the borough.

Emotionally Healthy Schools Programme

Phase 2 of the Emotionally Healthy Schools (EHS) programme is now well under development with five components:

1. Access to specialist mental health advice (single point of access) and a brokerage model to support professionals working with Children and Young people (CYPMH Link Programme), which is now delivered by CWP;
2. Access to tools and support to schools to implement the tools (Tools for Schools) which is now delivered by Visyon;
3. Educational specialist Leadership Programme, led by Middlewich High School;
4. Systems and processes to identify and support vulnerable children and young people to thrive;
5. Development of 'Getting Advice' including on-line platform.

This programme of work is now a key element of the Cheshire East Clinical Commissioning Group Local Transformation Plan for Young People's Mental Health, which is governed via the Children and Young People's Strategy Group which reports to the Health and Wellbeing Board.

Board Members Front Line visits – staff comments

The 'emotionally healthy schools' is an exciting project and gives CAMHS a great opportunity to work with schools. The focus is on early intervention and funding is coming through Phase 2.

4. Review of Priorities for 2016-17

Review of Priorities

The following three partnership objectives underpin the key plans for children and young people; the children and young people's plan, the children and young people's improvement plan and the CECSB business plan:

- **Frontline Practice is consistently good, effective and outcome focused**
- **Listening to and acting on the voice of children and young people**
- **The partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East.**

CECSB agreed the following priorities to deliver these objectives in 2015-17:

We will improve frontline multi-agency practice through:

- Improving Board engagement direct with frontline staff
- Continuing to drive developments around key safeguarding areas including children at risk of CSE, missing from home, female genital mutilation, radicalisation and extremism, forced marriage/honour based abuse and privately fostered children and young people
- Embedding strengthening families
- Implementing our neglect strategy
- Implementing changes around the integrated front door

- Improving safeguarding arrangements for disabled children
- Improving identification and response around children and young people with mental health issues, including self-harming

We will continue to improve the participation of young people in CECSB business through:

- Ensuring that the voice of children and young people is central to CECSB business
- A Challenge and Evidence Panel of children and young people
- Engaging children and young people in co-producing information and support relevant to them
- Ensuring that the CECSB celebrates children's rights and participation and the contribution of children and young people to safeguarding
- Ensuring the voice of children and young people is central to the CECSB's training programme

We will strengthen the partnerships through:

- Engaging the community through links with voluntary and faith sector
- Improving the board's role and traction in relation to developing early help

Improvements against the Priorities

Improving Frontline Practice

Improving CECSCB's engagement with frontline staff

CECSB e-bulletins

CECSB has continued to publish its e-bulletin, Newsflash and Frontline Bulletin. These have covered a variety of topics including

- FGM new statutory guidance
- Cheshire East Neglect Strategy Group
- Disrespect NoBody Campaign
- SMART planning
- Private Fostering Awareness week
- Violence Against Women and Girls
- New Pan Cheshire Online Procedures
- Keeping Kids Safe Online

Feedback from Board members has been that this method of communication is effective in supporting them in promoting CECSB and in disseminating safeguarding information within their services.

Board Members Front Line Visits observations

Staff were made aware of the latest safeguarding news through their managers via team meeting, supervision and the dissemination of the LSCB e-bulletin.

The Safeguarding Children Operational Group (SCOG), a multi-agency group of first line managers, has continued to provide opportunities to disseminate key messages to frontline staff, discuss

implementation of new policies, and agree good practice models. SCOG has carried out a number of pieces of work in 2016-17:

- Guidance on tackling the toxic trio developed to support all practitioners across the partnership to identify level of need.
- Work to improve the quality of strategy discussions and ensuring that these are multi-agency meetings. This included exploring the use of technology and improving systems to alert partners to a forthcoming strategy discussion. Health partners are reporting that they are being invited to contribute to these meetings.
- Moving from a multi-agency report to child protection conferences to a single agency report to improve the focus and quality of agency evidence and planning. Early indications from Independent Reviewing officers are that the quality of the information provided is improving.
- Multi-Agency Practice Standards Survey to establish if the level of awareness is sufficient and if not what should the next steps be.

Continuing to drive developments around Child Sexual Exploitation

The CECSB's CSE Operational group is multi-agency and considers all children for whom there are concerns in respect of CSE who fall below the threshold for a CSE child protection plan. The group also considers persons of interest and potential locations that present a CSE risk. The CSE screening tool informs referral into the group and the completing professional is invited to attend the multi-agency forum to share information and agree a plan of intervention that will safeguard, manage and minimise the risk, promote welfare and prevent future harm.

During 2016-2017 this operational group held 12 meetings, and considered 71 referrals (a reduction from 93 in 2015-16); 56 of which were concerning young people at risk, and 15 concerning potential perpetrators or persons of interest. Referrals were received from the Police, Cheshire East Council (ChECS, Social Workers, Family Support Workers, Youth Engagement Service, and Youth Prevention Service), schools, commissioned services, Health and non-Local Authority Fostering Services.

The evidence from the group in 2016/2017 indicates that practitioners who use the tool generally have a good understanding of CSE and are recognising and responding to the indicators. Six locations where children and young people are thought to be particularly at risk were identified; these were managed on a joint agency basis and the risks reduced.

Positively, 86% of those identified in 2016-2017 have subsequently been closed to the group, following a re-submitted screening tool which gave evidence that the risk has been managed and reduced. 7% of cases were escalated as requiring consideration for a child protection plan, most often with neglect as the underlying concern and risk to the child, which demonstrates that the group is effectively safeguarding young people and ensuring the risks are responded to appropriately.

Work in these key areas is regularly reported into the CECSB to ensure focus.

Continuing to drive developments around children missing from home

Most children who go missing in Cheshire East go missing once and go missing from their home. Some children go missing many times

and this includes children who have moved between care and home/semi-independent living and those who are cared for.

Board Members Front Line visits - observations

The team spoke in detail about their return interviews, peer mentor sessions, child feedback surveys, quarterly reporting and child focussed case studies and how they champion child views in meetings and ensure that other professionals are listening to their voice. They gave examples of how they are regularly sharing the voice of children and how the roles of case workers adapt and how the delivery of work changes based on feedback that they receive in their service from young people

During 2016-17 Cheshire East Local authority received a total of 1056 missing notifications from the Police pertaining to children and young people reported missing in the Cheshire East area. 495 of these notifications related to 104 children who were cared for either by CE as a local authority or who had been placed in Cheshire East by another local authority.

Local authority	Number of children/Young people	Number of episodes	Average per individual
Cheshire East	72	312	4
Other local authority	32	183	6

Table 5: *Missing notifications*

In addition we received 564 notifications relating to 314 individuals who were living at home when reported missing. The vast majority of these are 1 off incidents with no cause for concern and 171 episodes (30%) related to only 16 individuals. All of these individuals were known to social care and were being actively supported either through CIN or CP. A small cohort of these were subsequently taken into care.

Board Members Front Line visits – staff comments

Further development of Missing and CSE in the local authority- there are changes to policy around Missing and CSE and we are heavily involved in influencing changes to protocols and will then work to ensure frontline agencies are aware of the changes to definitions and Working Together Guidance

Trafficking

The Pan Cheshire Child Modern Slavery Strategy was developed during 2016/17. This sets out the commitment of the PAN Cheshire Safeguarding Children Boards to do everything possible to prevent, and detect the trafficking of children and to respond and support the victims when identified. We recognise that to achieve this, a multi-agency response is required.

The purpose of this strategy is to ensure a clear, co-ordinated response to trafficked Children across Cheshire in line with the five key priority areas

1. Strategic commitment across all areas
2. Identify, improve awareness, understanding and recognition
3. Prevent Trafficking
4. Protect and develop positive interventions and support for victims

5. Prosecution of perpetrators

Full details of the strategy can be found by following this [link](#).

Continuing to drive developments around children in a home with domestic abuse

Cheshire East Domestic and Sexual Abuse Partnership (CEDSAP) had four priorities last year directly addressing Children and Young People's work. Below is a summary of what we achieved against these ambitions:

PRIORITY	ACHIEVEMENT
Further develop the role of the Hub in relation to the 'One Front Door'	- Hub increasingly integrated with opportunities to systematise processes
Improve the quality of practice in Children's Services for assessing, analysing and responding and reviewing effectiveness where domestic abuse is an issue for the family, and ensuring that specialist sector provision supports this work with effective services and participation in multi-agency arenas	- Children's Risk and Needs Tool developed and use promoted and monitored at ChECS, Case Conferences - Specialist services systematically reporting to and attending ICPCs
Improve awareness of and increase referrals to specialist sexual violence provision, particularly for children and young people	- Awareness sessions provided and referrals for CYP doubled, albeit from a low base
Embed the newly commissioned 'Whole Family Service' and ensure outcomes are delivered and shared	- CEDAS well established, significant number of referrals for CYP received, challenges re timeliness of assessment and provision

CEDAH – Single Point of Contact for domestic abuse

*I didn't realise how helpful this sort of support can be.
Having someone else saying that this isn't OK*

Hub referrals increased by 22% to 1592, with an almost doubling of self-referrals. Referrals were received from a wide sector but they would welcome more from GPs in particular who are often in a position to act as a bridge to support at earlier stages.

The Hub also receives and routes direct programme referrals. In the last year there were 256 of which 186 were Children's Programme referrals and 60 Adults Change Programme.

Independent Domestic Violence Advocacy Team and Multi-agency Risk Assessment Conferences

'My teacher referred me but I don't think that all young people would go to a teacher.'

Teachers need to know who they can refer to. I was very lucky.'

Multi-agency Risk Assessment Conferences (MARAC) continue to provide an effective process for information sharing and action planning in high risk cases. The number of cases has fallen in the last year by 6% to 537 adults with 663 children. 48% referrals came from the Police.

The Independent Domestic Violence Advocacy Team (IDVA) team is a short term to medium, crisis lead intervention aimed at high risk victims of domestic abuse. They had 493 referrals into the core services, 159 into Macclesfield Hospital provision and 176 into Leighton IDVA service.



IDVAs are now attending Initial Child Protection Conferences more consistently to ensure the conference is informed about risk to children and support clients in working with the agreed plan. They are also increasingly co-located with CIN/CIP teams and both IDVAs and social workers report increased and improved joint work to deliver good outcomes for families.

CEDAS (Barnardo's and Cheshire Without Abuse) –the end year report from Commissioned Providers will be available on the CEDSAP website and will include fuller data on the work with those who harm as well as with victims and their children.

Sexual Assault Referral Centres and Rape and Sexual Abuse Support Centre

"I feel my son has become calmer, sleeps better, eats better and has become a better person. His understanding of the world around him has been more given to him in depth and he understands more. He can now evaluate situations a lot more clearly and risk assess himself in those situations." – Father

Following increased awareness raising through LSCB administered workshops, we have seen a doubling of referrals for children and young people, which means that more families and practitioners are benefitting from the specialist services provided and from increased and co-ordinated multi-agency work.

CEDSAP remain very concerned about Crown Court delays which cause huge distress to victim/witnesses and are now impacting trial outcomes. These matters have been escalated but they are yet to see a clear improvement.

Workforce Development

Excellent training, got everyone involved and very engaging

This course was very useful – lots of useful tools and programmes to take forward in my work

CEDSAP continue to provide a wide range of training with and for the LSCB:

- Levels 1 and 2 Domestic Abuse
- 'Toxic Trio'
- Responding to sexual violence
- Creating a Culture of Change – responding to those who harm
- Teen Relationship Abuse

In addition IDVAs in hospitals train staff to identify and refer appropriately and we run workshops for the Adults sector to inform their risk management including the safeguarding of children in the families of their clients.

CEDSAP have developed a key risk and needs assessment tool for practitioners involved in supporting children and families affected by domestic abuse. This is increasingly used in referrals and at case conferences/core groups to inform planning.

Board Members Front Line visits observations

Most teams had access to LSCB training and were sent the LSCB newsletters.

All agencies received safeguarding training, in house or through the LSCB. It was clear that safeguarding is embedded into practice.

All agencies agreed that LSCB training content was of high quality and well publicised

An agency requested that confirmation of places is made at the

time of booking.

It suggested that managers should do the same training as frontline staff to ensure the support is there if required.

One agency also asked if there could be more training on

- Toxic Trio Training
- Self-harm and emotional behaviour

In most agencies, supervisions are held regularly and in line with policy. For the police however supervisions are not always available but the use of management oversight is continuously available at a number of levels including peer to peer support and challenge.

Most agencies felt supervisions are seen as being a really effective support tool for staff at all levels to air concerns and raise challenges if necessary.

Continuing to drive developments around Female genital mutilation (FGM)

The Local Safeguarding Children and Adults Boards across Cheshire agreed and implemented a pan-Cheshire practice guidance for FGM. This covers female children under the age of 18 and adult females including those who come under the Care Act 2014 definition of an Adult at risk.

To prevent FGM in the future, agencies need to work closer with practising communities and foster stronger links so together we are able to break the taboo and silence surrounding the harmful practice of FGM.

Continuing to drive developments around Radicalisation and extremism

The Prevent strategic work has evolved into a pan-Cheshire group, to ensure all agencies are kept up to date with latest developments. This will monitor that the Cheshire East Prevent action plan is completed. Partner agencies been asked to ensure they follow the Prevent training strategy by ensuring their staff and volunteers receive appropriate training. The CECSB website has a [Prevent page](#) where information on resources and training is available.

A Channel Panel has continued to meet throughout the year to safeguard individuals at risk from being radicalised or being groomed into becoming involved in acts of violent extremism. Channel is a cross-Cheshire initiative, led by Cheshire Police through community safety. The multi-agency Channel Panel manages risks on a 'case by case' basis through meetings. The panel is chaired by a senior manager from the Safer Communities Partnership. The overall number of cases considered has reduced due to nationally mandated changes from July 2016. 46% of referrals were for young people under 25, a small number of which had a prevalence of mental health issues.

Private Fostering

There has been positive progress around Private Fostering activity in Cheshire East during 2016/17:

Children's Social Care has been notified of 10 new private fostering arrangements. Following assessment, all of these notifications were confirmed as being private arrangements and came to the attention of Children's Social Care via the expected routes, indicating that

there is awareness in the community and across the partnership about what constitutes a private fostering arrangement.

- We continue to seek feedback from young people who attend their meetings to shape and develop the service.
- Young People feel listened to and they have access to independent advocacy.
- There are excellent links between Health, Education and Children's Social Care and work is underway to improve training and inductions to include private fostering.
- A clear communications and marketing strategy is in place which targets awareness raising across Cheshire East and a detailed log is being kept of who we are reaching.
- We have improved our data collection and use this effectively to target future activity
- Referrals are being made in a timely manner.



What young people said about Private Fostering:

"Don't mind meetings but not too often",

"Form needs to be changed for 2nd and other meetings",

"Change the ratings on feedback forms - Outstanding (fab, brilliant) Good (good enough) Requires Improvement (could do better) and Inadequate (not good enough)",

"Don't want Mum there at meeting",

"Done very well, don't need to change".

All of the above will be used to develop the feedback forms and the private review meeting in the coming year.

Child Protection Case Strategy meetings

There is an active task and finish group working on improving the quality of strategy discussions and ensuring that these are multi-agency meetings. This includes exploring the use of technology and improving systems to alert partners to a forthcoming strategy discussion.

The desired impact of this work is that strategy discussions will in the majority of cases be planned, multi-agency meetings. Although this work is not yet complete the activity from the group has already increased focus on multi-agency participation in strategy meetings across the partnership.

Embedding strengthening families

The new model for child protection conferences continued to be used during the year. This focuses on the strengths of the family as well as the areas that need to improve, which helps to engage children, young people and families in the planning process. It also helps families to understand why the plan is in place and what needs to happen to achieve it. Improved understanding and engagement with the plan and agencies delivering it should lead to improved outcomes for children, young people and families. A

review of the model was conducted which evidenced that has been well received as an improvement in addressing the issue of drift and improving planning. This will complement the implementation of Signs of Safety in 2017-2018.

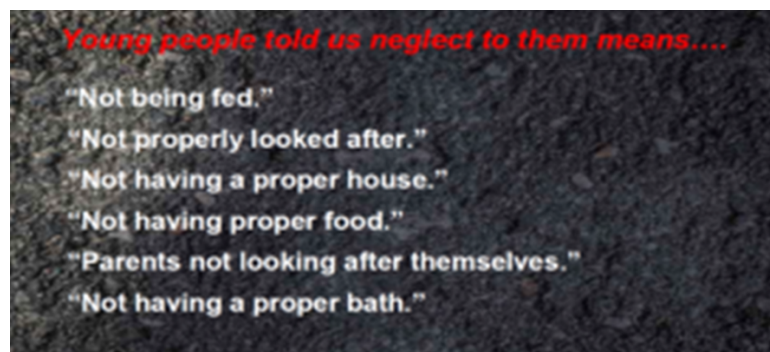
Implementing our neglect strategy

During 2016-2017 CECSB has revised its [neglect strategy](#) and developed [campaign resources](#) to highlight the issue of neglect, how to spot the signs, and what to do next. The toolkit contains visual templates, digital assets, messaging, and local information about neglect and campaign management advice.

Board Members Front Line visits observations

All agencies

- Commented that looking for and identifying neglect was common practice within their area of work.
- Detailed that if Neglect was identified that they would report this to ChECS, agencies were aware that this was an LSCB priority.
- Some said they found the Graded Care Profile helpful in identifying neglect and found it's used more and more by staff.



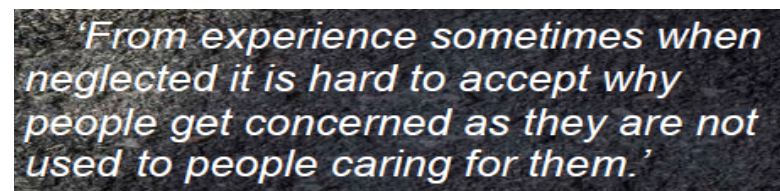
The campaign is one element of the new Neglect Strategy 2017-2019. This is a multi-agency approach to tackle the priorities for safeguarding the borough's children and young people.



The campaign's key messages are:

- What is neglect?
- How do we spot it?
- Where do I find more information?
- Who do I talk to?
- 1 in 10 children suffer neglect

The CECSB was fortunate to work with students from Eaton Bank Academy in Congleton in developing the campaign. To support workforce development on Neglect in the region of 300 practitioners have been training in the use of the Graded Care profile 2. Neglect will continue to be a focus for the Board in 2017-18.



Developing our Early Help Strategy

Having a strong early help offer is extremely important in ensuring we provide families with the support they need as soon as they need it, and we prevent problems from escalating. Serious problems can cause serious harm to children and young people in the long term, are detrimental to everyone in the family, and are more difficult to address.

A range of agencies are involved in identifying where families need additional support, and in providing early help. This strategy will support us to have a consistent and coordinated approach across the partnership, so all families can expect the same support and good quality service no matter what their needs are and where they live.

This strategy evaluates the needs of children, young people and families in Cheshire East, ensuring that our resources are targeted where they are most needed and will have the most impact.

The Strategy and action plan was endorsed by the Board for implementation in 2017-18.



Board Members Front Line visits - observations

Services were able to provide the rationale and importance of Early Help and working with parents for 'early intervention and early onset of support to avoid escalation'.

Most agencies commented they have a 'close' working relationship with the Early Help Brokerage service with 'direct' contact to them. Another agency identified that the '360' approach allows good information collecting from the wider agencies providing a better picture of the family and potential risks where previously barriers to information collecting have caused challenges.

Learning and Development

The Learning and Development sub-group have:

- Developed the GCP-2 training that forms part of the Neglect Strategy and are monitoring attendance
- Continued the development of topics and promotion of the 7 minute briefings to partner agencies
- Conducted a review of the CECSB multi-agency training to ensure that the local three houses model is embedded and that agencies role in child protection conferences is clear.
- Provided assurance that the voice of the child is central in all multi-agency training and have continued to work with "Voice of the child" to deliver "World through our eyes" workshops as part of the CECSB training offer.

A Toxic Trio toolkit was developed by SCOG to support all

practitioners across the partnership to identify level of need. The expected impact of the framework is:

- Greater consistency across the partnership in respect of thresholds supported further by an increase in common language.
- Adult practitioners will have an increased focus on the impact on children of parental issues/factors.
- Children's practitioners will have increased ability to identify the right support for parents at the right time

Listening to Children and Young People

Voice for Children (VfC)

The voice of the child has continued to influence the work of the board in 2016-17; each board meeting begins with an item from a representative of Voice for Children to focus that brings a child centred approach. VfC also lead on many of the participation activities on behalf of the board. Liam Hill from VfC also brings with him his experiences from a number of other activities with vulnerable young people in Cheshire East, including visits to young people in placements. During 2016-17 Liam also co-chaired the Youth Justice Board National Convention.

The Children's Society is also a member of the board and influences our work through feedback from children and young people.



Board Members Front Line visits - observations

The majority of staff evidenced a positive commitment to engage and listen to children and young people.

Many services also evidenced a proactive approach to engaging and listening to children.

Voice of the child is included, for example, in the reception area children and young people have a suggestion box and comment 'tree';

In each of the meeting rooms the layout of chairs, tables etc. is designed to be inclusive. Initiatives such as the 'listen up groups' are aimed at supporting the child/young person and improving practice.

The colours and resources in meeting rooms are age and gender related; the art room appeals to all; the ambiance in each room is again aimed to encourage children and young people to communicate.

Young people can be trained to be part of a 'young adviser' group; they are paid through Cheshire East for providing peer support, advice and guidance.

Investors in Children

In 2016-17, CECSCB was proud to be awarded 'Investors in Children'.

The Investing in Children Membership Award™ recognises and celebrates examples of imaginative practice with children and young people. Investing in Children members are those services that can demonstrate a commitment to dialogue with young people that leads to change. An assessment was made on the work of the board on those areas that young people helped the board to identify to hear their voices:

- Establish a 'Scrutiny' Panel of young people.
- Improve the Cheshire East Safeguarding Children's Board (CECSB) website.
- Young people's survey of safeguarding.
- Annual celebration of children and young people's contribution to safeguarding.
- Look at the CECSB's training from a young person's perspective.
- Start each board meeting with the voice of the child.

Survey of Safeguarding

In 2016-17 the CECSB survey consulted with over 900 children and young people aged between 5 and 19, compared with 26 young people in the previous year's pilot. This identified some of the areas where young people had concerns and wanted more to be done by the CECSB as follows:

- Substance misuse
- Child Sexual Exploitation
- LGBTQ



- On-line safety
- Neglect
- Radicalisation and Extremism

These have been integrated into the CECSB Business Plan for 2017-18. This use of a survey will be repeated on a bi-yearly basis and consideration given to a variety of cohorts, including colleges and this work is underway.

"Challenge and Evidence" Panel of young people

A Challenge and Evidence Panel took place in October 2016 with a pupil Safeguarding group at a Cheshire East High School.

A 'you said, we did' approach had been adopted and the CECSB fed back to the young people on the progress made. The young people put a number of challenges to board members. The key areas challenged were:

- Wider participation with cared for children, e.g. foster carer recruitment
- Confusion between CSE and sexual abuse
- Domestic abuse – more info for young people
- Legal highs – lack of understanding
- Young people's access to safeguarding advice
- Availability of school based policing in Cheshire East

Annual celebration of children & young people's contribution to safeguarding

The annual 'Act Now' conference is a good example of participation. Young people organise, plan and lead the conference, supported by the Safeguarding Children in Education and Settings (SCiES) Team. This was called 'Act Now 16' and showcased and celebrated the peer led work in schools around safeguarding.

The young people presented on key safeguarding issues relevant to them including:

- Body Image
- Resilience
- Pupil Safeguarding group
- Staying safe on Social Media

The audience included staff from all member agencies, including social workers, health, police, voluntary sector, and councillors. The presentations from the young people have been used to raise awareness and promote issues across partner agencies via email, the website and key documents. More information on the conference is available on the CECSCB website, including the presentations and a video of the day.

CESCB and the SCiES Team held a follow up event with the young people to thank them for their involvement.



November Children's Rights Month (NCRM)

November Children's Rights Month is an annual celebration of children's rights across the borough. CESC members took part in a range of activities including the 'takeover takeaway' developed by young people for adults to experience life for them. This included being bullied, getting arrested, becoming a care leaver by either setting up home on a budget or getting by on just £21 for a week. LSCB members also took part in Hands Up (for Children's Rights) where across Cheshire East everyone shows their support for Children's Rights synchronising this to a key moment where we will try to get as many hands up as possible. This year the theme was 'get creative', so members decorated their hands ready for Hands Up.



Strengthening Partnerships

We will strengthen relationships with other key partnerships to improve the reporting, accountability and sharing of good practice

Key updates from Children's services have been scheduled on the forward plan for the Health and Wellbeing Board to ensure they have strategic oversight and scrutiny of the quality of children's services and the key issues for children and young people in Cheshire East.

The Partnership Chairs Group has continued to meet during the year. It has been exploring cross cutting issues within Business Plans and identifying shared risks.



Performance, Scrutiny and Challenge

CESCB has a comprehensive quality assurance framework, which can be found on our website. In 2016-17 this has provided CESCB with a range of quantitative and qualitative information in relation to the effectiveness of safeguarding in Cheshire East.

Performance A quarterly picture, showing a clear trajectory of progress. Allowing us to set targets and evaluate our performance against our statistical neighbours.	Feedback from Children and Young People, Parents and Carers What children, young people and their families want and is important to them, what their experience is of our services.
Qualitative Information Detailed information on what is working well and areas for improvement for specific services, including what the causes of issues are.	Feedback from Staff What staff know would help them to work with families, what is working well, and what could work better.

Performance Monitoring

The CESCB scorecard has covers a range of measures from all partners and has been aligned with the areas of focus for the CECSB. It provides a robust oversight of safeguarding practice across the partnership. The CESCB Quality and Outcomes Sub Group is effectively scrutinising and challenging partnership performance and is driving improvements to partnership working.

This includes identifying risks to improving outcomes across the partnership that are subsequently added to the CESC's risk register where they are monitored and challenged until progress is made. An example of improvement has been the % GP reports submitted to initial case conference which stood at 34% in quarter 4 2015/16 and had increased to 83% by quarter 3 2016/7.

A range of quality assurance activity supports performance monitoring. Arrangements for this are robust and support and supplement partnership performance monitoring. This includes the CESC multi-agency audit programme, LSCB frontline visits, and the annual CESC Children and Young People's Challenge and Evidence Panel.

The Audit and Case Review subgroup has:

- Conducted a number of audits to inform multi-agency practice.
- Overseen reflective reviews
- Remodelled the audit and case review methodology and process
- Scrutinised single agency safeguarding audits

Areas of continued challenge in 2017-18 include:

- GP input to CP conferences – this has improved significantly through the work of the Designated GP, but will remain a focus in 2017-18
- Initial health assessments for cared for children – has been variable over the year, it has been challenged by CESC remains an areas for further improvement and scrutiny
- No. of disabled children on a plan – (7 in Q4)

Multi- Agency Audits

'Toxic trio'

The 'toxic trio', Domestic Abuse, Substance Misuse and Parental Mental Illness, are very often characteristics of the families involved with safeguarding services and are factors in many of the serious case reviews carried out after a child has died or been seriously injured and abuse or neglect is thought to be involved .

To consider we do this, a "live" case discussion model was trailed involving a family scenario. Agencies were invited to consider their real life responses to the incidents, how they would work with the family and the other agencies following each incident. The aim was to identify any potential improvements in the way that agencies organise their services to make it easy for families who have multiple complex problems to access help and support.

The exercise exposed a gap between Strategic leads and Practitioners views on in the reality of response and level of need of the situation. There were also differing postcode defined resources which impact on response.

It also indicated that whilst appropriate tools are available, i.e. GCP, orange sheet, CAF, these are not being routinely used and that caseload pressure was seen as the hurdle to some of this.

There was recognition of the importance of information sharing and the need for multi-agency working. However the issue of services clarifying which others are involved with a family remains a challenge

Domestic Abuse

This audit was undertaken to assess the quality of our support to children and young people at risk from domestic abuse. It identified areas for improvement specific to work around domestic abuse:

1. Ensure pathways between ChECS, the Domestic Abuse Hub, and specialist domestic abuse services are robust and information is routinely shared to effectively protect children and young people.
2. Ensure that there is sufficient capacity within commissioned domestic abuse services.
3. Ensure guidance is available for professionals on what domestic abuse programmes are appropriate for parents to undertake
4. A case list of domestic abuse cases at early help to be sampled in order to establish whether the right cases are being classified as domestic abuse.
5. Review whether schools could receive copies of the MARAC minutes.

Domestic abuse has been a feature of most LSCB reviews including a current Serious Case Review. There has been evidence of good practice including information sharing, risk management and multi-agency co-ordination as well as learning that has resulted in SMART action planning.

Core Group Audit

CECSB audits have shown that collective reports to child protection conferences were not routinely providing appropriate depth of information. This was due insufficient multi-agency contributions to the collective report which meant that multi-agency working was

not identifiable from the collective report. A single agency report has been introduced and rolled out via SCOG and the CECSB newsletter.

There is a task and finish group currently developing a quality assurance framework for single agency reports to identify standards and how these will be monitored and reviewed. This group are also developing a quality assurance framework for wider core group activity to improve of the functioning of these.

The prediction made at the referral stage that a s47 enquiry was likely to be necessary was incorrect for 62.5% of the cases. We know anecdotally from our work in other LA's that the figure for CE is high. The decision to hold a strategy discussion was often made with limited information.

In relation to Domestic Abuse a multi-agency audit found the following strengths:

- Children and young people are protected and were found to be experiencing good outcomes
- Identification of risk and response from agencies was swift and appropriate
- Information from other agencies is appropriately gathered within ChECS, resulting in families receiving the right level of support.
- All cases were found to be supported at the right level of need
- Families understood the purpose of plans and why services were involved
- Evidence of good multi-agency working, and information sharing between the core agencies
- MARAC was shown to be effective in supporting good information sharing and identification of risks for children

- Examples of good direct work and support to children and young people and their families
- Examples of appropriate challenge between agencies driving good outcomes for children
- Operation of the Domestic Abuse Hub as a central point of contact for agencies for support and information sharing

It also identified areas for improvement relating to the quality of practice within the wider system:

- Assessments and plans addressed the key presenting risks from domestic abuse, but did not always evaluate or address all the risks within the family, such as disguised compliance and parental substance misuse.
- Permanency for children and young people needs to be a key consideration in planning from a much earlier stage.
- Still have more to do to ensure the lived experience of children and young people is fully understood and reflected in all our work.
- Wider family members need to be more involved in planning.
- Involvement from wider agencies, such as Housing, alcohol and substance misuse services, was not always sought
- All agencies need to be proactive in ensuring they have the full context for the family and understand the risks involved.
- Plans still need to be SMARTer, and the use of contingency plans needs to be improved.
- Quality of case recording overall needs to be improved.

Serious Case Reviews (SCR):

This year we have had a child that has required a Serious Case Review. This review has not been completed within this year due to an ongoing investigation.

Reflective Reviews:

This year the LSCB received two notifications of cases that required Reflective Reviews. The outcomes of these will report to the CECSB in 2017-18.

Single Agency Audits

The Audit and Case Review sub-group has a rolling programme of considering single agency audits and reviews. The audits are presented by the relevant agency and provide additional opportunities to share learning and to scrutinise the work of partners. In the last year audits have been received from Eastern and South Cheshire CCGs; these covered Safeguarding Children – Health Visiting, Maternity - Annual Safeguarding Audit and Climbe Compliance – Paediatrics.

Examples of risks identified in these audits are

- No Designated Doctor for safeguarding children in post in South Cheshire CCG. Designated Doctor in post in Eastern Cheshire CCG who is able to provide advice to the CESC. Firm plan agreed to provide 5 sessions for an appropriately qualified Paediatrician to carry out the Designated Doctor role across the Cheshire East footprint as from June 2016.
- Initial health assessments for Cared for Children are not being routinely carried out within required statutory time frame. Work being carried out with the LA and NHS providers to

improve communication regarding notification and consent when children are taken into care and to ensure sufficient capacity within providers to provide clinics where health assessments are undertaken.

The National Probation Service have not undertaken any recent audits in respect of safeguarding children, however they have one planned for August 2017.

Frontline visits

Member visits to frontline services are a key part of the LSCB quality assurance framework they provide a connection between the Board and frontline practice. The agencies requested to host during this round were:

- Cheshire & Wirral Partnership Trust (CAMHS Crewe)
- Cheshire East Council Frontline Line Social Work
- Styal Prison
- Cheshire Police
- Cheshire East Council Principal Manager, Family Services
- Catch 22
- CAFCASS

Each visit was underpinned by a questionnaire on the following key areas:

- Understanding the role of The Board
- Evidencing the voice of the child
- Understanding the agency role in safeguarding
- Support from managers/colleagues / Challenge and escalation
- Agencies response to Neglect
- Graded Care Profile

- Early Help
- Forward Planning
- Thresholds of intervention
- Suggestions for the board

There were some key themes from the reports received and these are distributed around this report.

Section 11 Audits

Section 11 (4) of the Children Act 2004 requires each person or body to which the duties apply to ensure they have arrangements in place to safeguard and promote the welfare of children. During 2016-17 agencies continued to focus on the priorities identified in their S11 audits from the previous year. The Board will be carrying out Section 11 Audits again in 2017-18.

Section 175/157 Audits

Schools complete an annual S175/157 audit, this covers all the key areas of S11; findings from this audit are reported during the autumn to the CECSB.

Challenge Log

The CECSB has made a number of challenges to single agencies during 2015-2016. These are collated in a challenge log that track and monitor the responses ensuring that issues are addressed.

This included raising concerns with a care provider on the quality of their responses to risk taking behaviours.

Board Members Frontline visits - observations

Staff felt confident in raising a challenge and some have experienced their service challenging another agency or partner

agency challenging them.

Examples of challenge were evidenced by multiple agencies and those challenges had positive outcomes. This provided good reassurance that staff are comfortable in escalating as required to their managers.

Local Authority Designated Officer (LADO)

The Local Authority Designated Officer (LADO) oversees investigations into allegations against staff and volunteers who work with children and young people. Cheshire East's LADO sits within the Council's Safeguarding Unit. The Board oversees the work of the LADO through scrutiny of its annual report and activity reports to the Quality and Outcomes sub group.

During 2016/17 there were 233 referrals to the Cheshire East LADO, which is a reduction of 89 from 2015/16.

- Of these: 91 (40%) were categorised as Consultations; 85 (36%) as No Further Action after Initial Consideration; and 57 (24%) met the threshold for a LADO strategy meeting.
- Most referrals were from professionals working in the Education Sector (30%) which is a 10% increase from last year.
- There were a total number of 56 contacts from education professionals of which 17 (30%) met the threshold for a LADO strategy meeting; 28 (50%) were consultations only and did not need any preliminary investigation to determine whether the threshold was met.
- There was no clear distinction between types of schools making referrals to LADO.

- 21% of referrals came from social care, which is consistent with last year when 24% of referrals came from social care. It should be noted that only 1 (8) % of these referrals related to a social care employee. The remaining 98% related to Education staff (67%); Foster Carers (17%) and transport (8%).
- 14% of referrals were from the police, an increase of 10% from last year. 7 out of the 8 referrals came from Cheshire Police, the other came from GMP. None of the referrals related to police officers. Cheshire Police have confirmed that they are fully aware of their obligations regarding referrals to LADO and confident that any case that would require a referral to LADO will be made.
- Referrals from and about those working in the voluntary and faith sectors remain low. LADO's throughout the country have reported similarly low levels from these sectors, however it is reported that relationships with safeguarding leads in the respective diocese is largely positive.

The LADO has continued to ensure that allegations are managed in a timely way: 76% of referrals were concluded within 3 months, a reduction from 88% in 2015/16. There have been several cases which have incurred significant delay (more than 12 months) once they reach the court arena. The delay appears to be a result of judiciary capacity and beyond the involved agencies control.

CECSB Training and Development

[CESCB training](#) continues to develop, deliver and evaluate a robust needs led multi-agency training package.

During the year 65 multi-agency courses were delivered to 1652 participants with an overall attendance figure of 100% which are the highest recorded in 13 years. No courses were cancelled or postponed.

Organisation	15-16	16-17
Children & Families	22%	19%
Social Care	18%	22%
Early Years	5%	8%
Primary Schools	11%	9%
Secondary/Colleges	4%	2%
Special Schools	1.5%	1%
Independent Schools	0.5%	0.5%
NHS	13%	13%
Adult Health	0	0
CWP	5%	5%
Housing	0.5%	2%
Justice & Crime Prevention	5%	3%
Voluntary	13.5%	15%
Adults	1%	0.5%

Table 6: *Training attendance percentages*

Attendance is from across all areas of the children's workforce. However there are notable exceptions including Cheshire fire service, northwest regional ambulance service and Styal prison: work is being progress with these organisations to promote LSCB training with promising networks created with Styal prison.

Courses were deliberately over subscribed to maximise attendance. The average attendance was 25 which is the planned number per course. Work continues to review courses where numbers drop below 20. Attendance on multi-agency training increased for social care, early years and housing and has decreased for children and families, primary schools, secondary schools/colleges and justice/crime prevention.

In addition to the existing training program a suite of E-Learning courses was developed and accessed by 400 staff.

140 multi-agency staff attended "Working Together" lunch time seminars in Crewe and Macclesfield. These covered topics requested by the attendees, home schooled children and safeguarding, C.S.E and the changes to the Youth Engagement Service.

Learner feedback:

Feel better equipped to take protective steps especially when we have a hunch.

Cheshire East LSCB provides excellent training.

Course had enabled me to be confident in the use of GCP2 I can think of a family I want to use it with straight away.

Extremely well presented, speaker passionate and clearly knew the topic well.

The trainer engaged the group throughout the day, on a very sensitive subject, amazing to be able to share her story. This will definitely change my practice.

I have looked at some families I am working with in a different way and planned certain sessions differently

As a student Health Visitor this session gave me a great overview of my role in safeguarding children, observing such things as family dynamics, predisposing factors, disguised compliance and the importance of working within a multi-disciplinary framework.

I have encouraged practitioners to refer children to SARC when a referral had not previously been considered

During this year's Frontline visits all agencies agreed that CECSB training content was of high quality and well publicised.

Bespoke events, new courses and development activity:

- As part of the neglect strategy the GCP2 has been launched as the evidence based assessment tool to support practitioners to identify neglect and prioritise need. 300 practitioners were trained within 4 months.
- 209 staff attended Rape and Sexual assault workshops from adult and children services.
- Collaboration with the Councils Workforce Development Team and Children's Social Care has resulted in the sharing and development of training processes such as building e-learning capacity and refining evaluation methods.
- Developed an e-learning portal and produced Introductory courses on Child Sexual Exploitation and "What to do when you are worried about a child" for partners across the workforce.
- Assisted with the promotion and development of the "Working Together" seminars. Attendees have requested future seminars to include; Signs of Safety, Substance Misuse and a better understanding of certain practitioner roles and responsibilities.

- Developments of both monthly training bulletins and 7 minute briefings have facilitated timely communication to all partners of current safeguarding issues. Both have been received well and are reported to be useful.



5. 2015-16 Annual Reports

Summary of reports

Each partner agency is expected to meet their safeguarding responsibilities as described in the member compact and under Section 11. All agencies are expected to ensure their staff and volunteers undertake appropriate single and multi-agency training.

Partner agencies are expected to provide an annual update for scrutiny to the board, setting out any key achievements in the previous year.

Extracts are included below from some of the reports on activities that have taken place over the last year by our partners.

CAFCASS

The **Children and Family Court Advisory and Support Service** (Cafcass) main priorities in 2016-17 were to continue to improve the quality of their work, and to support family justice reform. An example of this is support to their child exploitation and diversity ambassadors/champions who collate learning from inside and outside the organisation on these subjects and promote it to colleagues.

The demand on Cafcass services grew once again in 2016/17, by around 13% in public law (involving the local authority) and 9% in private law (involving arrangements for children following parental separation). Demand is now approximately 30% higher in public law, and 20% higher in private law, than it was three years ago, putting the family justice system under considerable pressure. Nonetheless, each of Cafcass' key performance indicators has been met.

The Cafcass research programme undertook a small-scale internal research into: domestic abuse in spend-time-with (contact) applications (this has been in collaboration with Women's Aid); trafficking and radicalisation cases known to us; and high conflict (rule 16.4) cases.

Health

In June 2016 The Care Quality Commission (CQC) undertook a review of Safeguarding and Looked after Children Services across the **Cheshire East health economy**. A full report was published in [October 2016](#).

The CQC identified a strong culture of safeguarding across the health economy as well as strong and visible leadership. They identified many areas of good practice as well as some areas requiring further development.

Action plans have been developed by the Clinical Commissioning Group (CCG) and all providers. Progress on action plans are



monitored through Safeguarding Assurance Meetings with providers and the Clinical Quality and Performance Committee.

The work of the CCGs is aligned to the CECSB priorities of improving practice, listening to children and young people and strengthening partnership working.

The CCGs have contributed to partnership working through the work of the Health and Well-Being Board and to the CECSB Board and all of its sub groups. This has included the work of Child Death Overview Panel, the multi-agency case audit process, neglect strategy and Practice Learning Reviews as well as the newly established Quality and Outcomes sub group. They have worked with the LA commissioners to develop joint safeguarding standards and quality assurance processes for providers. They have strengthened their links to the Corporate Parenting Board and worked jointly with the LA to improve the timeliness and quality of initial health assessments for cared for children. They are working with partners in developing an integrated and co-located front door.

The CCGs are committed to listening to and acting on the experiences and views of services users. This commitment is reflected in the provider safeguarding standards and in the quality assurance processes. The work of the CCG in promoting 'the voice of the child' this year is outlined in more detail later in this report.

The CCGs have a responsibility to promote quality in health care. This year we have focussed on GP practice in safeguarding and the Quality of health assessments for Cared for Children. There is improved information sharing processes between GPs, other health professionals and other agencies. There has been a significant increase in the number of reports provided by GPs for child

protection case conferences. More robust information sharing processes have been developed in respect of the primary health care team and information sharing in the arena of child sexual exploitation.

There has been good multi- agency work undertaken between health and the LA to establish timelier and better quality health assessments for Cared for Children. There has been a significant improvement and the work will continue.

The CCGs are committed to listening to the voice of young people when commissioning health care services. They work closely with youth advisors drawn together from Local schools, local employers and organisations representing young people.

They engage young people in describing how services work for them and how they could be improved e.g. there has been consultation with young people during the development of Cared for Children's health booklet and in relation to their own health as they leave care.

Cheshire and Wirral Partnership (CWP) have strengthened the governance arrangements surrounding and responding to notification of case conferences. Cheshire East safeguarding unit notify CWP of all initial child protection case conferences. CWP safeguarding team identify if CWP are involved with a case and invite the relevant staff to the conference, ensuring they can access safeguarding supervision and that the relevant paperwork necessary for conference is completed. In addition for those cases where CWP has had previous involvement but are not currently open to CWP, a summary of CWPs involvement and potential risks associated with this is routinely forwarded to the conference chairs.

CWP has ensured that all staff who may be involved in safeguarding children have been made aware of all the relevant safeguarding children tools (for example, graded care profile, Home Conditions etc.) used for assessing risks to family's and the child protection process. It is an integral part of CWP safeguarding children training programme.

Safeguarding practice links (SPLs) have been identified in East Cheshire clinical teams who are supporting and signposting their teams on safeguarding matters as well as championing safeguarding. Group supervision is provided for these SPLs every two months.

CWP have refreshed their Safeguarding strategy to ensure Safeguarding continues to be a priority across the organisation. Objectives are set to reflect those of the LSCBs. The CWP safeguarding strategy is underpinned by the "Think Family" approach.

CWP have a single agency safeguarding audit programme focusing on outcomes for children and young people as well as focusing on the engagement of adult services within the safeguarding children agenda.

CWP continue to strive to capture the voice of the child and have a participation programme. Within the CAMHS programme the voice of the child and the engagement of their views is central. Supervision records evidence that the voice of the child is at the centre of the case.

Probation

The **National Probation Service** (NPS) have a Divisional

safeguarding leads structure embedded and has put in place an action plan in relation to safeguarding children. They have increased the number of staff who have completed NPS mandatory training as well as CECSB training. All new staff have a pathway in terms of learning and development. There is a protocol and additional focus on home visiting and requirements to observe relevant factors, which links to neglect referral. They have captured the voice of the child in their OASys assessments, MAPPA meetings and through home visiting protocol and ensuring direct contact with children is recorded in agency records.

Schools

Education settings including schools, colleges and early year's providers have continued to develop their knowledge and response to safeguarding. They are supported in this work by the Safeguarding Children in Education Settings (SCiES) team.

Education settings continue to respond to expectations placed upon them, around Safeguarding, from the government; for example, during this year "Keeping Children Safe in Education" statutory guidance has been updated, as a result of which, they have to have one policy document for "Safeguarding and Child Protection"; education settings have implemented this with many using the exemplar policy provided by SCiES. There is now an expectation that there is an annual Safeguarding update for all education staff; settings have facilitated this; the update has included information on Trafficking, Breast Ironing, and radicalisation. In every education setting there now has to be an identified Deputy Designated Safeguarding Lead in addition to the Designated Safeguarding Lead. What is very positive to note is that, with this expectation, as well as with other expectations of the updated "Keeping Children

Safe” guidance many Cheshire East education settings were already doing those things as it had been promoted as good practice by the SCiES team.

Sexualised behaviour in children has emerged as a concern this year; as a result education settings have accessed advice and practical support. Wide use is made of the Brook Traffic Light Tool to support an understanding of what is normal, what is a concern and to offer practical ways of managing this. SCiES have run Harmful Sexualised Behaviour training; collaborating closely with partner agencies; supporting education settings in developing a proactive approach as well as supporting specific plans where identified risk is high.

Education settings have continued to develop their approach to, and resources for, evidencing the Voice of the Child. Many have accessed SCiES training and implemented their templates to support this. A multiagency working party has developed materials to support with gaining the voice of the child where there may be communication difficulties. As a result of all this work there are specific examples of where it has impacted on decisions made in multi-agency meetings.

Many education settings have set up Safeguarding groups with their pupils or have had a focus on safeguarding with their existing school council; there are many examples of the difference they have made e.g. changing the way parking outside the school takes place, changing practice/behaviour on line, influencing positive changes in the school environment, impacting on school policy development.

Schools are consistently identified as effective in their safeguarding practice by Ofsted.

Police

The Police have now fully digitalised the process of recording and managing cases of people reported missing from home (MfH). They have revised the policy to take into account the requirements of the College of Policing Authorised Professional Practice which has also removed the absent category. These improvements have already reaped benefits in the efficiency of managing missing from home cases ensuring that people are returned home safe and well as well as reducing future missing incidents.

The number of MfH cases continues to rise which has an impact of vulnerable young people who are often the repeat MfH cases. Work is ongoing to provide oversight on this issue in order that it can be understood and addressed. The number of children in care who are MfH continues to rise. Particular issues are experienced with some privately run homes. Work is ongoing with the care homes problem solving group in order to address these issues.

Child exploitation remains a priority for the force and a great deal of effort goes into the identification of potential victims and perpetrators of Child Sexual Abuse. Officers and staff are trained to identify and flag cases to ensure they are thoroughly investigated and that safeguarding can be put into place. Officers are in place in each policing area to act as Single Points of Contact specialising in CSE. They have oversight of all cases in each area and ensure an effective response is provided to cases where CSE has been identified.

Cyber enabled crime is an increasing crime type that presents challenges to law enforcement. This is a rapidly evolving area of policing where new tactics are being developed to neutralise the threat posed by offenders with a sexual interest in children.

6. Key Priorities for 2016-18

Key Partnership Priorities

The three overarching objectives remain for 2016-18;

- **Frontline practice is consistently good, effective and outcome focused**
- **Listening to and acting on the voice of children and young people**
- **The partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East**

At a Board workshop members worked together to agree the following key priorities and actions that will sit under the objectives;

- Implementation of the [neglect strategy](#)
- Improving the effectiveness of multi-agency child protection/child in need planning
 - Improve the quality of the Child in Need meetings
 - A task & finish group to be established to determine the scope of work.
 - A suite of evidence based practice tools for assessments, direct work and planning to be agreed
 - Implementation of the Signs of Safety
- Oversee the deliver and engagement with the Early Help strategy
- Strengthen our response to Complex Safeguarding and Safeguarding vulnerable groups

- Develop local implementation plans for vulnerable groups and on-line safety based on the PAN Cheshire strategies.
- Ensure that Young Carers are identified early and services become more 'joined up'.
- Collaborate with LSAB, to improve the way that agencies work together to respond to the whole family.
- Provide assurance to the Board that agencies respond and link LGBTQ young people into support services as appropriate.
- Effectiveness of partnership response to child sexual abuse to ensure good outcomes.
- Dedicated consistent approach to new emerging issues i.e. Trafficking. Child Sexual Exploitation, On-line safety

Budget for 2017-18

An outline budget for CESC's work in 2017-18 is set out at Appendix 4.

Risks and Issues

It is essential to identify, analyse and prioritise risks to ensure that these are managed effectively and do not impact adversely on the Board's plans. The Board maintains a risk register which is reviewed and updated bi-monthly at the Executive Group.

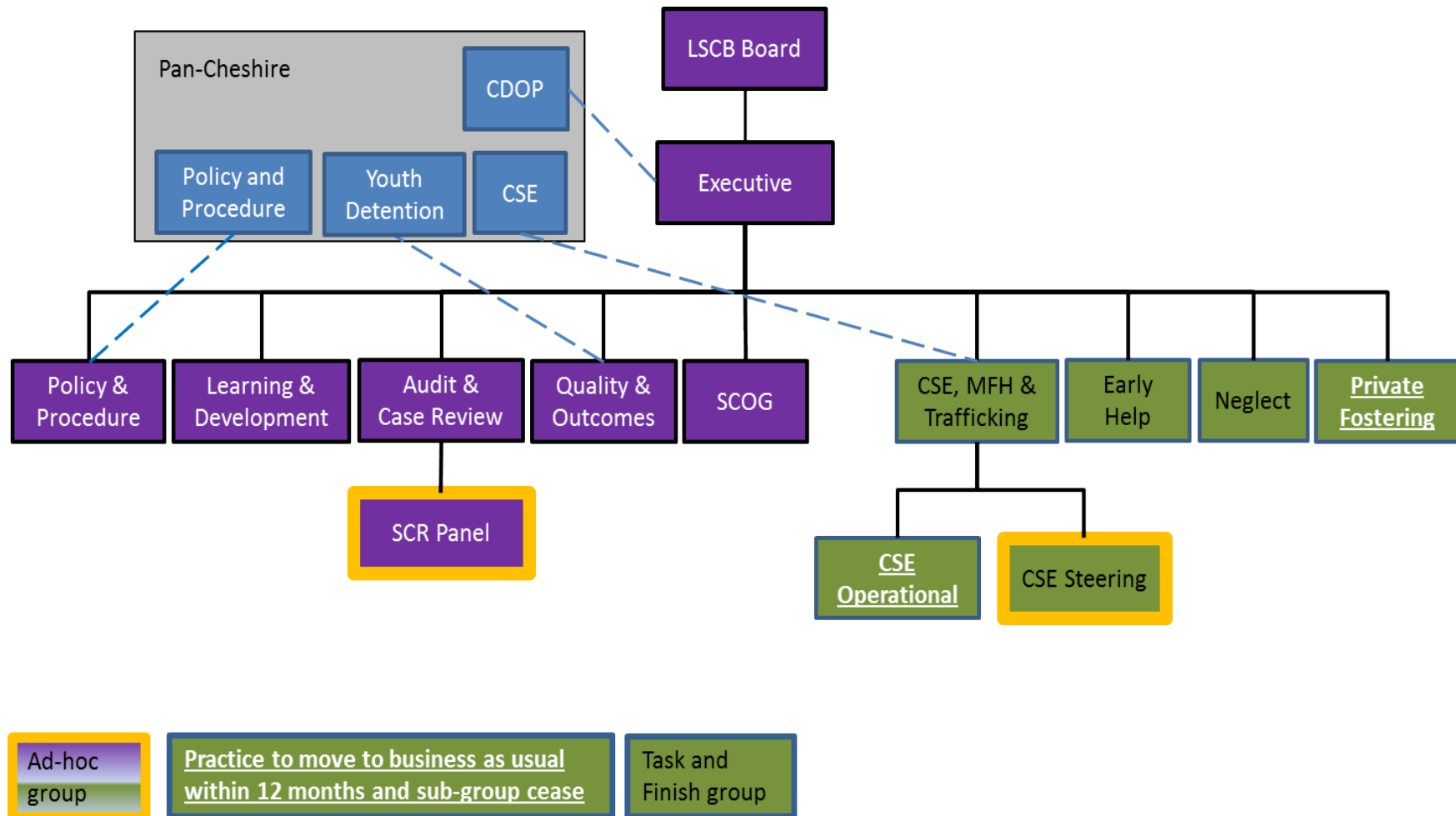
During the year the following risks were closed as the LSCB were assured by the actions taken to address each risk.

- Recruitment and retention of Social Workers, Team Managers and Independent Review Officers

- Lack of Designated Doctor for South Cheshire CCG area as part of Cheshire East Council footprint
- GP's attendance/reporting for Child Protection Plans/Conferences
- Disbandment of the Improvement Board
- CCG Recruitment to the vacant cared for nurse for 16-25

The LSCB Budget was added to the risk register as partners budgets are under pressure and this impacts upon their ability to contribute.

Appendix 1: Cheshire East Safeguarding Board Structure



Appendix 2: Board Membership and Attendance

	26.05.16	28.07.16	22.09.16	24.11.16	31.01.17	30.03.17	25.05.17
Independent Chair							
Voice for Children						A	
The Children's Society				A	A	A	A
South Cheshire CCG				A	A		A
East Cheshire CCG							
South and Eastern Cheshire CCG Designated Nurse							A
CWP NHS Foundation Trust							
East Cheshire NHS Trust						A	
Mid Cheshire Hospital NHS Foundation Trust		A	A			A	
Wirral Community NHS Trust		A					
NHS England	A	A		A			A
Public Health		A					
Executive Director of People		A		A			
Lead Member for Children's Services		A		A			A
Head of Children's Safeguarding							
Director of Children's Social Care							A
Head of Youth Engagement Service		A	A	A			
Head of Service - Children in Need and Child Protection					A		
Principle Manager for Early Help				A	A		
Safeguarding Adults Strategic Manager							
Cheshire East Domestic Abuse Partnership (CEDAP)			A	A	A		
Cheshire Police							
Head of Service - Youth Justice							A
Cheshire Fire Service						A	A
Primary School Heads Representative		A	A	A		A	
Secondary Schools Head Representative		A	A	A			A
Representative for Colleges and Further Education		A		A			
Independent Schools Representative	A	A	A	A			
HMP Styal Head of Residence and Services							
Probation - CRC			A		A	A	A
Probation - NPS			A				A
Lay Member	A	A	A			A	
Lay Member	A	A					
NSPCC							
Voluntary Sector Representative	A	A					A
Voluntary Sector Representative							
Cheshire CAFCASS							

Appendix 3: Financial Arrangements – 2016-17

The tables below sets out the CECSB's outline budget and outturn expenditure for 2016-17, along with the financial contributions from partners.

Area of Expenditure	2016-17 Actuals (£)
Direct Employee Exps	£161,187
Safeguarding Project Manager (0.70 fte)	
Performance Officer (0.50 fte)	
Training Manager (0.81 fte)	
Training Officer (0.91 fte)	
CECSB Admin (2 fte)	
Indirect Employee Exps	£0
Employee training	
Conferences and seminars	
Transport	£2,196
Mileage and car parking	
Premises	£7,554
Hire of rooms for training, CECSB meetings	
Supplies and Services	£72,268
Independent Chair	
Agency staffing to cover Safeguarding Project Manager post prior to appointment	
Training costs - printing, tutor and course costs	
CDOP Pan-Cheshire Chair (CE contribution)	
Peer challenge costs	
Auditor costs	
LADO funding (0.5 fte)	
Phone and mobile phone charges	
Lay member expenses	
Refreshments for meetings	
Competition prizes	
TOTAL EXPENDITURE	£243,205
Carry forward reserves from 2015-16	£76,303
Income in 2016-17	£240,409
Total available spend 2016-17	£316,712
Expenditure 2016-17	£243,205
Reserve carry forward to 2017-18	£73,507

Appendix 3: Partner Contributions

	CESCB Partners	2016-17 contributions
Health	Eastern Cheshire NHS	£5,000
	Mid Cheshire Hospitals	£6,772
	South Cheshire CCG	£18,778
	Eastern Cheshire CCG	£18,778
	Cheshire and Wirral Partnership	£4,093
	Wirral Community NHS Trust	£5,500
Criminal Justice	Probation Service (NRC)	£1,700
	Probation Service (NPS)	£992
	Police	£25,000
	HMP STYAL	£2,000
	CAFCASS	£550
LA	Local Authority	£41,000
	YOS (to be included in above from 2017-18)	£3,300
Education	Schools	£92,950
	Independent Schools	£5,500
	Cheshire FE Consortium	£4,500
	Total	£236,413

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**Corporate Parenting
Committee**

**Annual Report
2016-17**

Foreword

It has been a pleasure working alongside both member and officer colleagues to coordinate Corporate Parenting arrangements in Cheshire East for the 2016-17 year; the first year of the Corporate Parenting Committee.

The first year of the committee has seen enhanced member involvement in their roles as corporate parents through the committee where we have covered a number of key elements which impact on the daily lives of our Cared for Children and Care Leavers.

Throughout the course of the year, the committee has covered;

- An overview of Corporate Parenting in Cheshire East
- An overview of the Cheshire East Corporate Parenting Strategy
- The role, purpose and outcomes of the Virtual School
- The Health and Wellbeing of Children in Care
- The Fostering Panel Annual Report
- The Adoption Panel Annual Report
- Five Priority Areas from Children and Young People
- The provision and outcomes for Care Leavers
- The wider Children and Families Improvement Plan

Most importantly, amongst all of the above key themes and topics, the voice of the child and outcomes for children has been at the centre of the committee's discussions and I hope that this is something which continues in years to come.

Working with our partners is key to our success to ensure a holistically improved service and outcomes for our Cared for Children and Care Leavers. I am grateful too for the contributions which they have made during the course of the last 12 months and look forward to continuing to share accountability and performance together.

I am resolute, that although improvements continue to be identified, we are never to be complacent in our work in this important area and will always commit to striving for the best possible outcomes for our Cared for Children and Care Leavers.

I hope that this report suitably outlines the ever-improving work which Cheshire East Council continues to deliver for Cared for Children and Care Leavers. It has been heartening to see the genuine care and concern for our children from officers and members alike and I truly believe that with this ethos, we are well-positioned to continue improving our performance and in turn our OFSTED outcomes in this critical area.



Cllr George Hayes

Chair of the Corporate Parenting Committee

Context

Corporate Parenting is commonly used to describe the collective responsibility of the council, its members and partner organisations to provide the best possible care for children and young people who are “looked after” – those who are in the care of the local authority. In Cheshire East, children and young people have requested that their preference is to be known as “Cared for” or “Care Leavers” as opposed to “Looked After Children” – therefore this terminology will be used consistently throughout this report.

The most effective examples of Corporate Parenting take an authority-wide approach whereby all Council members and employees have an active commitment to ensuring the best possible outcomes for Cared for Children and Care Leavers.

Statutory responsibilities relating to Local Authorities duties in relation to Corporate Parenting were first outlined in the Children Act 1989. This outlines that Councillors should have a lead role in ensuring that their Council acts as an effective corporate parent for every child in care, actively supporting standards of care and seeking high quality outcomes that every good parent would want for their child. This extends to ensuring that children are not just cared for in terms of their essential needs, but cared about and nurtured as individuals to grow into successful and independent adulthood.

The ongoing commitment of being an excellent parent extends to all partner agencies providing services used by Cared for Children and Care Leavers.

Corporate Parenting in Cheshire East

Since May 2016, Corporate Parenting has been coordinated by the Corporate Parenting Committee, which works as an advisory committee to the Cabinet of Cheshire East Council. The committee is made up of cross-party representation. The purpose of the committee is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in care and care leavers from age 0-25 years old, as well as holding partners to account for the discharge of their responsibilities in this area.

The Corporate Parenting Committee undertakes its duties within the realm of the following Terms of Reference;

1. Act as advocates for cared for children and care leavers, ensuring that their needs are addressed through key plans, policies and strategies throughout the Council and its commissioned services.
2. Ensure key strategic plans and reports relating to children in care and care leavers including the Children’s Improvement Plan, Corporate Parenting Strategy and Sufficiency Statement.

3. Oversee the implementation of Cheshire East's Corporate Parenting Strategy and action plan and monitor the quality and effectiveness of services to ensure they fulfil the council's responsibilities.
4. Monitor the quality of care delivered by Cheshire East's residential children's homes via the provision of regular reposts including summary reports of Regulation 44 visits and Ofsted inspections.
5. Review the performance of the Council in relation to outcomes for children and young people in care via the scrutiny of both quarterly performance reports and the annual reports of the Cared for Children Service, the Independent Reviewing Service and the Virtual School.
6. Establish an environment whereby Elected Members and young people work together to address the needs and aspirations of Cheshire East's children and young people in care and empower children and young people to participate in decision making with adults.
7. Oversee, with the Children and Families Overview and Scrutiny Committee, the implementation of best practice principles in all aspects of service delivery, with the aim of producing positive outcomes for children and young people in care.
8. Support the work of foster carers and adopters in making a difference to the care and support they provide to children and young people in care and those adopted.
9. Make sure that staff and partners follow Cheshire East's pledge for cared for children and young people and the care leaver's charter.
10. Receive and scrutinise the Independent Review Officers' Annual Report

In addition to the Corporate Parenting Committee, the Council also has a Corporate Parenting Operational Group (CPOG). This group is officer led with membership drawn from across agencies. CPOG provides an officer led mechanism for identifying key issues for the corporate parenting committee whilst also ensuring that actions highlighted by the committee are effectively followed up.

Governance

The role of the Corporate Parenting Committee is to oversee the corporate parenting function of Cheshire East Council and its partners. It works to ensure that the Director of Children's Services and Cabinet Member for Children and Families meet their statutory responsibilities for providing professional and political leadership respectively to all children within the Borough, particularly those from identified vulnerable groups. The work undertaken by the Committee is also scrutinised in part by the Children and Families Overview and Scrutiny Panel and the Cheshire East Health and Wellbeing Board, which is the accountable body for the Cheshire East Improvement Plan in Children's Services.

Frequency of Meetings and Attendance

The Corporate Parenting Committee meets six times throughout the municipal year. During the 16/17 Municipal Year, these meetings have been in June, September, November, January, March and May. Meetings have been held at 5.00pm in order to try and accommodate including the input from Children and Young People who are in care or are care leavers.

On the whole attendance at meetings has been strong with many of the elected members serving on the committee also holding roles in other areas of the Children and Families Directorate including Children and Families Scrutiny Committee, The Fostering Panel, The Adoption Panel and responsibilities as school governors in a variety of schools across the Borough.

Cheshire East Profile¹

The following is key data relating to cared for children and care leavers:

- At the end of March 2017 there were 422 children and young people being cared for by the local authority. This is an increase of 36 (9%) from March 2016. This equates to 56 children for every 10,000 in the general population of Cheshire East, which is substantially lower than the England and North West averages, and in line with last year's statistical neighbour group average. Over the last 3 years Cheshire East has sat in the mid range of its statistical neighbour group in terms of the rate of cared for children.
- 145 individuals left care in 2016-17, compared to 141 in 2015-16.
- Cheshire East supported 11 unaccompanied asylum seekers children (UASC) with placements in 2016-17, including those supported through the national strategy.
- The gender profile of children and young people in care is split 51% male and 49% female. 41% of the children and young people in care are between the ages of 11 and 15. More females than males are aged 16+ are in care, whereas more males than females are aged 11-15.
- The average age of children and young people entering care has been age 8 for the past 3 years.
- A total of 181 children and young people have entered care in 2016-17, which is up from 166 in 2015-16.
- As at the end of March 2017, 84% of all children and young people in care live in a family situation. Every effort is made to support children and young people within Cheshire East provision and currently 82% of Cheshire East fostering provision (excluding respite) is occupied.

¹ Note that some figures may not correspond with published national data due to reporting arrangements, eg, rounding up and down.

- There has been a very small increase in the number of children and young people in residential care - up from 36 last year to 38 at year end.
- As at 31st March 2017 the ethnic profile of cared for children is predominantly white British (88%), with the biggest other ethnicities of white other and other mixed background. This is a very similar picture to last year when 87% of the cohort were white British.
- 26 children and young people were adopted over 2016-17, which is a 44% increase from the 18 children and young people adopted in 2015-16.

Progress within the 2016/17 Municipal Year

Given that the committee was only constituted in May 2016 as an advisory committee to the Council's Cabinet, this report will outline initially how progress has been made towards each of the terms of reference. Thereafter, the report will become thematic, looking at the key areas which have been scrutinised by the committee this year and how we seek to continue our work in the next municipal year.

Act as advocates for cared for children and care leavers, ensuring that their needs are addressed through key plans, policies and strategies throughout the Council and its commissioned services.

The committee has;

- Revisited a number of key strategic and plans which directly impact on our Cared for Children and Care Leavers, ensuring that they are fit for purpose and being delivered well

The committee's continued work will focus on;

- Holding commissioned partners (The Children's Society & Voice for Children) to account for the outcomes of their commissioned work in relation to advocacy and engagement in initiatives such as the Cared for Children's Council
- Ensuring that the Voice of the Child plays a more active role in the committee's work, so that we can quality assure how policies, plans and strategies are being implemented and the impact this has to the everyday lives of our Cared for Children and Young People

Ensure key strategic plans and reports relating to children in care and care leavers including the Children's Improvement Plan, Corporate Parenting Strategy and Sufficiency Statement.

The committee has;

- Been consulted on the revised Children's Improvement Plan.
- Received updates on the Corporate Parenting Strategy
- Received the Annual Sufficiency Statement

The committee's continued work will focus on;

- Ensuring that the newly revised Children's Improvement Plan is delivered both effectively and efficiently, meeting key targets and deadlines to improve practice and performance
- Being part of the process of updating our Corporate Parenting Strategy which is due to be refreshed in the forthcoming Municipal Year
- Ensuring that there continues to be sufficient and suitable accommodation for our Cared for Children and Care Leaver population

Oversee the implementation of Cheshire East's Corporate Parenting Strategy and action plan and monitor the quality and effectiveness of services to ensure they fulfil the council's responsibilities.

The committee has;

- Considered the current Corporate Parenting Strategy in detail
- Considered the Quarterly Performance Reports to ensure that the strategy is being successfully implemented

The committee's continued work will focus on;

- Updating the Corporate Parenting Strategy which is due to be refreshed in the forthcoming Municipal Year
- Rigorously monitoring and quality assuring relevant elements of the Quarterly Performance Reports to ensure that the Council and its partners are fulfilling their responsibilities effectively and efficiently

Monitor the quality of care delivered by Cheshire East's residential children's homes via the provision of regular reports including summary reports of Regulation 44 visits and Ofsted inspections.

The committee has;

- Received and scrutinised the OFSTED inspection report relating to Claremont, a children's home currently run by Cheshire East Council
- Received and scrutinised reports relating to Regulation 44 Visits

The committee's continued work will focus on;

- Ensuring that "Good" OFSTED outcomes are sustained across children's homes
- Overseeing the move from "in-house" provision to this moving to a commissioned arrangement
- Getting better consistency for member involvement in Regulation 44 Visits

Review the performance of the Council in relation to outcomes for children and young people in care via the scrutiny of both quarterly performance reports and the annual reports of the Cared for Children Service, the Independent Reviewing Service and the Virtual School.

The committee has;

- Rigorously reviewed the outcomes for children and young people in care by scrutinising quarterly performance reports, the Annual Report for Cared for Children, The Annual Report for the Independent Reviewing Service and the Virtual School

The committee's continued work will focus on;

- Holding the Council and associated partners to continued account where identified performance is not at a satisfactory standard
- Ensuring that the Annual Reports for both Cared for Children and the Independent Reviewing Service continue to reflect a true picture of service provision in Cheshire East
- Ensuring that the Virtual School continues to hold all schools across the Borough to account for the performance of Cared for Children and Care Leavers
- Ensuring that the Virtual School promotes the best possible outcomes and opportunities for Cared for Children and Care Leavers across the Borough

Establish an environment whereby Elected Members and young people work together to address the needs and aspirations of Cheshire East's children and young people in care and empower children and young people to participate in decision making with adults.

The committee has;

- Held meetings at times which are appropriate to enable young people to attend
- Promoted the attendance of children and young people in care at their meetings
- Some members have met children and young people in care at one of their meetings in their own surroundings and environment
- A group of young people have attended one meeting of the committee, made valuable contributions and asked insightful questions regarding elements of provision

The committee's continued work will focus on;

- Ensuring that the Voice of the Child continues to be at the heart of it's work and decision making processes
- Enabling young people to access more opportunities to engage with the committee both through formal meetings and other informal opportunities.
- Ensuring that commissioned partners provide suitable opportunities for children and young people to contribute to the work of the committee
- Ensuring that all members of the committee have the opportunity to meet and engage with children and young people to directly quality assure how provision is perceived by service users.

Oversee, with the Children and Families Overview and Scrutiny Committee, the implementation of best practice principles in all aspects of service delivery, with the aim of producing positive outcomes for children and young people in care.

The committee has;

- Provided a relentless focus on achieving the highest possible standards across the Council and it's partners

- Promoted the best possible outcomes for cared for children and care leavers throughout the various themes covered within the year

The committee's continued work will focus on;

- Ensuring a better interface with the Children and Families Overview and Scrutiny Committee to avoid any duplication in work and to share findings of work undertaken by each respective committee
- Continue to provide a relentless pursuit of excellence across all areas of work undertaken by the Council and it's partners

Support the work of foster carers and adopters in making a difference to the care and support they provide to children and young people in care and those adopted.

The committee has;

- Scrutinised the cared for children sufficiency strategy to ensure the effective recruitment of foster carers and adopters.
- Received and scrutinised the Annual Reports of the fostering and adoption Panels.
- Received and scrutinised the move in to regional adoption arrangements (Adoption Counts)

The committee's continued work will focus on;

- Ensuring there is oversight of the progress made by Adoption Counts following its launch in July 2017.
- Ensuring there is oversight of the development and growth of the Fostering Service.

Make sure that staff and partners follow Cheshire East's pledge for cared for children and young people and the care leaver's charter.

The committee has;

- Continued to deliver the commitments identified in the pledge for Cared for Children and Care Leavers and the Care Leavers Charter
- Dedicated deep-focus areas of it's meetings to ensure that key elements of the pledge are given specific time to be discussed, in order to quality assure and improve outcomes.

The committee's continued work will focus on;

- Ensuring that the Cared for Children and Care Leaver's Pledges and Charters remain up to date and relevant in the view of all stakeholders
- Ensuring that all staff and elected members have a clear oversight of the Pledge Commitments outlined in the Cared for Children and Care Leaver's Pledges

Receive and scrutinise the Independent Review Officers' Annual Report

The committee has;

- Received and scrutinised the Independent Review Officers' Annual Report

The committee's continued work will focus on;

- Ensuring that the work of the Independent Review Officers' service remains appropriate and receive the next annual report for this service

Thematic Focuses for the 2016/17 Municipal Year

As mentioned earlier, there have been a number of key themes and documents which the committee has scrutinised in particular depth. This section of the report outlines these areas; identifying key strengths and areas for development, which will also inform the committee's continued work programme in the forthcoming municipal year.

Education and the Virtual School

Health and Wellbeing of Children in Care

The Health of Cared for Children and Young People Annual Report 2015-16

The Fostering Panel Annual Report

The Adoption Panel Annual Report

Sufficiency Statement 2016/17

Claremont Residential Home Report

Regulation 44 Independent Inspections of Children's Homes Annual Report 2015 – 2016

Provision and Outcomes for Care Leavers

Children's Social Care Service Improvement Plan

Corporate Parenting Strategy Progress in 2016-17

Progress against the Corporate Parenting Strategy priorities for 2016-17 is set out at Appendix 1.

Corporate Parenting Strategy Priorities 2016-17 – Annual Progress

Involve Me

- Children and young people are at the heart of decision making in relation to all aspects of their lives and are supported to make their views and wishes heard.
- There are a range of opportunities for children and young people to influence and shape service planning and delivery.
- All staff have the knowledge and skills to engage with children and young people and encourage, promote and support their active participation.

The Children's Society currently delivers the Children's Rights and Participation Service on behalf of Cheshire East. This includes facilitating the Children in Care Council and Care Leavers Forum. During 2016-17 these important forums for our cared for children and care leavers have been established on a more regular basis and work has taken place in increase membership and engagement.

Work has continued in 2016-17 to put children and young people at the heart of decision making. This includes the establishment of a 'Shadow Corporate Parenting Committee', made up from children and young people from the Children in Care Council and Care Leavers Forum. The Chair and Deputy Chair of the Corporate Parenting Committee have met with the Shadow Committee to discuss issues relevant to them.

Staff from the Children's Society have worked closer with Cheshire East staff during this year to build better relationships. This includes working regularly from the Cheshire East office base, input to team meetings and links with social workers, Personal Assistants (PAs) and Independent Reviewing Officers (IROs).

The Participation Network continues to operate on a bi-monthly basis to support 'champions' from within services to undertake training, share good practice and develop tools for promoting participation of children and young people.

For the third year running Cheshire East celebrated November Children's Right's Month (NCRM). NCRM is where everyone working with children and young people in Cheshire East can celebrate and raise awareness of children's rights in a variety of different ways. This year, young people came up with the idea of a takeaway takeover menu, where adults can chose from a range of options to see what it feels like to be a young person today. Some of the options relating to cared for children and care leavers included:

- The £21 challenge – to experience what it feels like for a care leaver to try and purchase a weekly shop for only £21.

- A day at a children's home – a commitment to spend a day with those in children's homes, and understand the difficulties they face daily.
- Setting up home - for care leavers, setting up home is a difficult job. The challenge was to try and set up your own home, but on the budget of a care leaver.

One of the main celebrations in November was the 'Star Awards'. This is a celebration event and awards ceremony for cared for children and young people and care leavers in Cheshire East. The event is co-organised by young people. This year's event took place on Saturday 20th November 2016.

In 2016-17 Cheshire East care leavers took part in a north west event around looking at issues that affect them. The group decided on the 10 key things that would improve the help and support they receive. Regionally care leavers said that they wanted:

- To feel listened to by everyone who is supporting us
- For our friendships to be valued
- To have accurate information about our rights
- Council tax exemption for care leavers up to 25
- Help to get into work
- To have our life choices respected
- Improved multi-agency working for care leavers
- To be able to remain in care homes until we're 21, if we ask to
- To be encouraged and supported to pursue our interests and form our own identities
- Better mental health provision for care leavers

Provide me with a good, safe home

- Improve the availability, quality and stability of local placements
- Ensure that children and young people are fully engaged in decisions relating to their placement choice
- Ensure that only those children who have no alternative placement will reside in care

Improving the availability, quality and stability of local placements is key to ensuring that children and young people feel safe and settled when they are in care. This revolves around the ability to maximise the internal accommodation capacity via fostering and residential

homes. It is good to see that Cheshire East Council has the highest percentage of cared for children in a family setting (78%) when compared to all local authorities across the North West.

September 2016 saw the launch of the regional foster carer recruitment campaign called 'You Can Foster'. The theme of the campaign was 'Ambition' focussing on the important role foster carers play in supporting children and young people and helping them to realise their dreams. The campaign featured on regional TV and radio as well as online via social media channels such as Facebook.

The recruitment and retention of high quality Cheshire East Foster Carers continues to be a priority for the service. A survey in 2016-17 provided some key feedback on what is important to our Foster Carers. The service is working on an action plan to address these issues.

Cheshire East is currently undertaking work on a shared fostering service alongside Cheshire West, Warrington and Halton. The aim of this work is to share best practice in relation to marketing, recruiting and the training of foster carers and strengthen our market position thus ensuring more local foster carers can be recruited.

In 2016-17, the commissioning process for the redesign of the borough's residential homes for children in care was completed. A contract was awarded to BetterCare Keys, a national children home provider, to run from 1 April 2017. The aim is to provide a more flexible range of children homes and to increase the capacity to care for more of our children within the borough.

The 16+ accommodation and support at Watermill House, Macclesfield has been re-tendered and P3 were successful in maintaining their contract to operate this provision from April 2017. The opportunity was taken to improve the staffing model supporting the young people within the provision and increase the number of places commissioned from 5 to 6 (including the ability to access a placement on an emergency basis).

Crewe YMCA was successful in their tender submission for the Housing Related Support contract for the South of the borough (led by our Strategic Housing team). The provision in the South also includes accommodation and support at Hungerford Road which was previously operated by Plus Dane. Children's Commissioning have taken the opportunity to propose a different model of support for our 16 and 17 year olds that have accessed Crewe YMCA in the past and suggested consolidating all our placements in Hungerford Road as far as possible. This proposal will require a small increase in staffing support at Hungerford Road, but should reduce the risks inherent when utilising a large YMCA for our 16 and 17 year olds.

The ability to place our cared for children locally is sometimes hindered by the lack of Special School/Resource Provision capacity within the borough. A significant amount of

work has been undertaken during 2016 to analyse and map the sufficiency position in respect of Special Educational Needs capacity and work up options to improve our position. Cheshire East submitted an expression of interest to establish a Special Free School in the Crewe area to cater for pupils with a primary need of Social Emotional and Mental Health (SEMH) and on the 13th April 2017 received notification from the DFE that we were one of 20 Local Authority's to be successful.

The innovative approach of improving the local offer for 16+ accommodation and inclusion of the direct input of young people in the decisions about their next steps via a new Ignition Panel continues to work well.

Quality Assurance visits to residential homes continue to form an important part of ensuring a good and safe home. A programme of visits has been set again for 2017-18 and the enhancement to visits via the attendance of Voice for Children, applying their lived experience, will also continue as Voice for Children were successful in the re-commission of the Participation and User Engagement service from April 2017.

Cheshire East has joined an innovation bid with Stoke to run the 'House Project'. This involves setting up a company with children in care and care leavers to recycle derelict houses. This is intended to develop the ownership and participation skills of these children and young people.

By the end of 2016-17 final plans were completed for the launch of our Regional Adoption Agency, called Adoption Counts. This is a partnership with Stockport, Trafford, Salford and Manchester Councils, which will be one of the first new adoption agencies to open for business in July 2017. The aim of 'Adoption Counts' will be to maximise the economies of scale and expertise so that more children are matched with adopters much sooner and locally within the geographical boundary of the agency. There will be a particular focus on placing more children for adoption who; have complex needs, are part of a sibling group, and are from black and ethnic minority backgrounds. Adopters and children will also benefit from a regional approach to post adoption support.

Keep me healthy

- Ensure that all Cheshire East cared for children have an initial health assessment within 20 working days of entering care, and statutory review assessment and a robust health care plan agreed (6 monthly for under- fives, annually thereafter).
- Improve the emotional health and wellbeing of cared for children, young people and care leavers
- Promote healthy lifestyles amongst all cared for children.
- Ensure effective health transition planning

The timeliness of initial health assessments (IHAs) continues to be an area of focus as performance in this area is below expectations. In response to this poor performance, a

root cause analysis has been undertaken across four Cheshire CCGs and recommendations made to improve the compliance with completion of IHAs within 20 working days. It has been agreed that dedicated admin support and dedicated IHA clinics will take place in Cheshire East and are becoming established. The pathways for IHA and escalation have been updated and a draft strengths and difficulties questionnaire pathway on entry into care has been developed. Further improvements around this will be ongoing in 2017-18.

Systems are in place for recording review health assessment data on the case management system. Any missing data has been tracked in preparation for end of year returns.

There is further work to be developed to improve the emotional health and wellbeing of cared for children, young people and care leavers. An initial meeting has taken place with the Adoption Team Manager to take this work forward.

Work to ensure the opportunity for self-completion of mental health screening using strengths and difficulties questionnaires for 16 & 17 year olds is underway and progressing via joint work between the Nurse Specialist 16+ and Transition with the care leavers team.

The cared for children's health team has recently transferred to the same provider as the 0-19 service which gives potential for improved working together.

To promote healthy lifestyles amongst all cared for children, the following activity has taken place in 2016-18:

- A session to promote teenagers health and transition has been delivered to foster carers.
- A session to promote the health of babies and toddlers has been delivered to foster carers.
- A joint session promoting the health and development of children in early years is planned for September 2017.
- The 16+ Nurse has been working with the Personal Advisors to develop their understanding of the health needs of care leavers. More formal training workshops will be arranged in 2017-18.
- Leisure passes continue to be available and will continue to be promoted.

Information has been updated to the 'Your Health' information. The leaflet is ready for reprint. Suggestions have been made regarding updating the electronic version which may be presented in a different manner.

This process of providing health information to young people as they leave care is developing but not yet embedded in practice.

A new PA Champion for Health was appointed on the 1st April to focus on a number of work areas including pregnant care leavers, work around parenting, health passports, sexual identity and sexual health work. This is a target priority area for 2017-18.

From October 2016 the care leavers service has been working closely with the 16+ nurse and the IRO service to develop an assessment tool around emotional well-being and this was piloted in January/February 2017. A work group is evaluating this and will finalise the tool based on feedback with the young people who took part. A dedicated PA is working closely with a task work group who meets fortnightly to develop resources, strengthen working relationships and offer increased support to care leavers in this area. The council has also commissioned Kooth to support emotional well-being.

18 young people have completed the health tool and this will aim to improve the support offer to them. Those care leavers who were NEET due to poor emotional well-being and health issues have decreased and are now engaging in positive activities or re-engaged with EET.

Help me to achieve

- Ensure that schools are challenged and supported to help all children progress and achieve to their full potential
- Improve the way that children move between schools so that this is timely, smooth and well supported
- Increase the number of children with excellent attendance and reduce the number of days lost through exclusions
- Increase the number of young people who sustain transition from school to training and employment

The summer network event for Designated Teachers focussed on making sure that teachers understood their responsibilities regarding cared for children and how the Virtual School can assist in these. There was a focus on the quality of target setting within personal education plans (PEPs) and the group produced a revised framework for assessing the level of support needed and the rating of the PEP quality. Schools have also been supported with bespoke training and this has taken place in more than ten schools or colleges with individual teachers or groups of staff who support particular children.

The main focus for training in 2016-17 has been to develop attachment awareness amongst primary schools so that they are better able to understand and respond to the needs of children who have experienced trauma or insecure attachment. Two conferences were held in Autumn 2016, attended by over 100 delegates in total which were very well received. Schools were then invited to take this further by carrying out action research projects and becoming attachment aware schools. Thirteen schools have asked to be involved and the initial findings should be known by the autumn term.

The PEP process was reviewed with the Designated Teachers and the expectations around completion and return have been increased. This raising of the threshold for a 'good or better' PEP has caused an inevitable decrease in the number rated in the higher category but with ongoing support there is now an improvement again.

Schools have been supported to help children reach their potential in tests and exams through an increased focus on the predicted outcomes and rate of progress. Additional funding for interventions and boosters has been made available and this has resulted in more children having 1:1 tuition.

The SDQ score has been included on the PEP form and social workers are asked to complete this so that school are aware of any interventions or the need for them to provide additional mentoring/support.

The previous monitoring of PEPs was for those who had a PEP within the past 6 months. From 2016 this has changed to number with PEP within the term. As the terms are only three or four months long this has proved a considerable challenge but in the autumn term there was a return of over 90% within the term.

The Virtual School Council, which was due to expand the quality assurance process to include young people, has not met since September while the structure of the Children in Care Council was being revised. It is intended that this will start again from September 2017 but the 'My Voice' section of the PEP has been modified to allow the young person to give feedback to the Virtual School on how they are supported and what they feel needs to change about the way this support works. So far the feedback has been generally positive or no feedback given.

The Reference Group for headteachers met in the summer of 2016 and discussed the way the Virtual School works and how this can be improved. Issues raised, such as increase in Educational Psychology support, have been acted upon and there is currently a vacancy for this post advertised with the intention that the increased capacity will be available from September 2017.

There is improved working with special educational needs and disabilities (SEND) and PEPs are now aligned with SEN review meetings. The system for supporting children with SEN who are placed out of Cheshire East remains cumbersome at times and meetings are currently looking at how this can be made more efficient.

Foster carer training has been expanded to include a session on raising aspirations and an understanding of the new curriculum and assessment systems for primary and secondary children. These were very well received with excellent feedback and will be offered again next year.

52 children had a change of school during the academic year. The most common reasons were change of carer or to provide the additional support for SEN required. All except two were made with the agreement of the school – in these cases on appeal and one direction were used. Transfer between primary schools has proved to be easier with children moving very quickly. Transfers between secondary schools have taken longer, particularly if the child has behavioural difficulties although all children were allocated a place.

There were few cases of children moving between or into Cheshire East schools last year but experience during 2016/17 shows that this is still an area of concern in some cases which is being addressed by Senior Officers within the Education and Skills Service.

Integration into new schools has been a key focus this year and schools have been able to request funding to put into place a practical plan to ensure a successful start. This has been successful and a number of children with troubled educational histories have been able to move into their new schools.

The Virtual School Council was asked for thoughts on school moves and their ideas have been incorporated into practice. Ongoing work with SEN will ensure that moves involving children with EHCP are given a high priority and are made in good time.

A monitoring system is now in place and certificates issued for children who have full attendance for each term. When a child's attendance falls below the 90% minimum threshold the carer is contacted by phone or letter to identify any issues and offer advice. School are also involved in any plans put in place to improve attendance. The overall number of days lost through exclusion fell in 2015/16. Work is ongoing to reduce this further, particularly for those children who experience repeated exclusions. The increased educational psychology support will be used to further support schools to reduce exclusions through observations and advice.

Exclusions for children in special schools remain low and when these do take place we follow up with telephone calls and visits. Schools have been made aware of their responsibilities to find alternative provision if they feel there is no option but to exclude and to start this from day 1 to avoid pressure on the placement.

The post-16 advisor post has been expanded to include liaison with all Year 11 pupils during the summer term to ensure that here is a details post-16 plan in place. A new Key Stage 4 advisor has been appointed in July 2016 to support pupils in Year 10/11. As well as supporting through PEPs, this advisor arranged a series of engagement activities for young people at risk of becoming not in education, employment or training (NEET) and also revision sessions for young people and carers to prepare for GCSEs.

A post-16 tutor has been employed via the Innovation fund to work predominately with young people who are NEET or at risk of leaving a post-16 course but who can also support Year 11, where needed.

The Virtual School has been given management over the Cygnet programme which is a commissioned service to provide bespoke traineeships with enhanced 1:1 support. Following a tender process, the contract was awarded to Total People from March 2017.

The reporting of NEET levels are monitored monthly and the system has been refined to consider cared for and care leavers separately which allows more targeted support. The levels of NEET in both groups has currently fallen.

Support me to move to adult life

- Increase the number of young people aged 18-21 who are education, employment or training
- Prepare young people for independent living, to ensure young people have suitable accommodation and are able to live independently with limited support, and experience greater stability
- Young people have the skills and knowledge they need and can protect themselves from risk

In October 2016 Cheshire East appointed an Education, Employment and Training (EET) champion to oversee work with our young people 18-21 who are NEET. The NEET figure has reduced from 52% (July 2015) to 31% (March 2017). This is largely through a targeted approach to each of our young people, and building links with providers.

The targeted approach to improving 16+ destinations for care leavers includes funding from the Innovation Fund Bid and employment of 2 full time staff members who will focus on NEET status of care leavers to support the work with 16-18 year olds and 18+. There is a sub-group called SPEED, which focuses on 16+ Education, Employment Destinations, which is a work group from across the services and focuses on tracking 16-18 year olds and also 18-21 year olds.

Improved data reporting and reliance on the case management system as a central point for data collection has been a central feature over this past year. There is a tracker and monthly challenge meetings now measure EET.

An EET PA Champion has liaised closely with all potential providers, agencies and resources within Cheshire East and providing more offers and choice of job, training or apprenticeship to care leavers. Three young people have progressed and completed apprenticeships in August 2016. During 2016-17 we updated our EET reports to improved tracking of these young people.

NEET figures for 18-21 year olds have been reduced through a targeted approach; there is an expectation on staff that all young people who are NEET have an updated CV and care leavers have been supported by their PA's to have CV's and work ready programmes such as

'Just drop in', Youth Support Team drop in, EET champion and improved funding to support this.

There are a number of developments across 'readiness for independence' and a new PA Champion for this has been appointed from 1st April 2017 to continue to drive forward the work in this area. In 2016-17 there were 4 workshops that took place with 18 young people taking part in these.

In addition to the focus on developing work around the strategy and work streams, there has been a drive to improve the quality of pathway plans and the tools used with care leavers. A task group worked on a new look pathway plan and this 'went live' on the children's system on the 10th January 2017. Service Manager's thematic audits and challenge meetings have explored a range of topics including; adoption breakdowns in adolescence (13 to date over 16+), university attendees (10), apprenticeships (7-9), Pregnant and Parents (24), foyer accommodation, 'staying put' arrangements (16), EEA nationals and unaccompanied asylum seeking children (UASC) support as part of a deeper dive into our work.

Independence packs (bronze, silver and gold) have been designed by the PA's to use as a tools to work with young people in thinking about the work needing done to support their independent skills. A number of social workers are using this tool to assess their young people's independence skills. In the past year, 18 young people have completed independence packs in total; some completing all three.

The tenancy readiness programme offers care leavers the opportunity to think about the merits of having their own property and the responsibilities that may come with this. Four programmes were set up over 2016 and 13 young people engaged in this work over a 4-6 week period, with 4-6 care leavers participating at any one time. 7 have successfully moved to independent living, 2 have moved into supported lodgings, 3 have taken part in a trial at a taster flat and one has a moving on plan for semi independence from residential care in the coming months. One care leaver fed back "The course reiterated to him that he is not yet ready for independent living and requires further support from his host."

We now have improved knowledge of our data, better oversight and understanding of our service and a 16/17 year old tracker to think about next steps accommodation options. There is also better data tracking on numbers in staying put arrangements, semi-independent provisions and forum housing. These are reviewed by the Team Manager in monthly challenge sessions.

Last year 25 young people were referred to the 'Ignition panel', which is an innovative project that has been established to support young people to have the best, most appropriate transition for when they leave care. Ignition is for young people aged 15½ plus who are thinking about where and how they would like to live when they leave care. Making

sure our young people start independence at the right time and in the right place provides the best chance for a positive journey to adulthood and will support the best possible life chances. The panel shares ideas, suggestions, good practice etc. to develop an action plan that will support each young person to achieve their future living goals. This may be accessing a taster house, supported lodging or being supported through a semi-independent setting with a phased transition to young people being in their own property. Three young people who attended panel availed themselves of the taster flat over a 6 month period. Others obtained advice, more options to consider while others moved on to semi-independent provisions.

There are better 16+ options with ring fenced properties and even closer working with commissioning services and input into the Sufficiency Statement. Having the training flat aids the work in supporting care leavers make up their minds on their next steps.

We are working hard to try and reduce the experiences of care leavers facing homelessness and debt issues; with work being developed by the Team Manager and housing providers to prevent debts accruing and threat of eviction so there's a warning bell ringing out to our service long before this is considered an option. Council Tax exemption to care leavers who are the liable payer is up to 25 years old.

Risks to care leavers are now being captured when in semi-independent provisions through risk assessment tools (this was an Ofsted recommendation). This is tracked and reviewed in the care leavers challenge meetings.

The child sexual exploitation (CSE) tool being used in the service and training opportunities for all new staff is mandatory.

A good number of our care leavers now have their own bank accounts. Those who are unable to because of poor credit history or debts have access to a Credit Union account and several of our care leavers have accessed this.

PEPs are set up for all young people over 16 and these include the long term goals and aspirations. When a young person does not wish to have PEP, the support plan is still recorded and it is made clear that this is accessible when the young person requires it. All Y10 and Y11 are registered on the apprentice website unless they have a firm offer and plans to going to FE.

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	25 th September 2017
Report of:	Jacquie Sims, Head of Service, Children in Need & Child Protection
Subject/Title:	2016-17 Annual Report of Member Frontline Visits
Portfolio Holder:	Cllr George Hayes

1.0 Report Summary

- 1.1 This report provides an update to Committee on the themes and issues raised through member frontline visits to the Child in Need and Child Protection Teams.

2.0 Recommendations

- 2.1 Members are asked to note the content of the report.
- 2.2 Members to receive six monthly reports going forward on the previous month's visits and response.

3.0 Reasons for Recommendations

- 3.1 It is important for Members to have an overview of issues affecting frontline Social Work Teams.

4.0 Wards Affected

- 4.1 Not applicable.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 None.

7.0 Implications for Rural Communities

- 7.1 None.

8.0 Financial Implications

- 8.1 There continues to be a pressure on frontline social work teams as a result of the increase in consultations and referrals locally, that reflects the national picture. The financial implications of this have been reported separately.

9.0 Legal Implications

- 9.1 None identified.

10.0 Risk Management

- 10.1 If frontline social work teams are not staffed and equipped to deal with the demand on their services, there is a risk of death or serious harm to children and young people that are not effectively safeguarded.

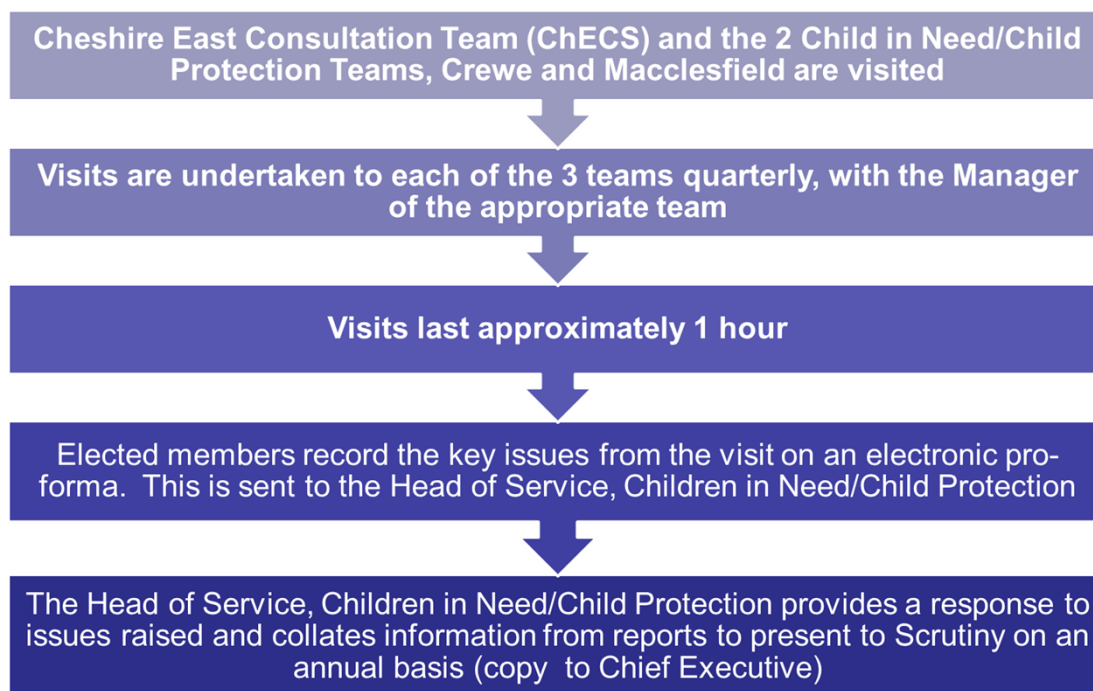
11.0 Background and Options

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

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

- 11.2 This recommendation remains 'best practice' and still considered as part of any Ofsted Inspection. In Cheshire East it has been agreed that the Cheshire East Consultation Team (ChECS) and the two Child in Need / Child Protection Teams Crewe and Macclesfield will be deemed 'intake teams' for these purposes as they are the teams dealing with new referrals.

- 11.3 A number of elected members have been trained to carry out visits to frontline teams. A rota of these members is drawn up a year in advance and scheduled in with the teams. The current process is as follows:



11.3 During their visits Members meet with Managers and team members (as available) to discuss the following:

- Staffing situation (vacancies/experience/skills/attendance levels)
- Workloads and performance monitoring (outcomes for children)
- Referral, monitoring and management systems
- Staff support systems, eg IT, office accommodation, communication

11.4 The template completed by members is attached at Appendix 1. The following visits took place in 2016-17. Meetings did not take place in November and December 2016 due to sickness.

2016			
April	27th	ChECS	Jos Saunders & Janet Jackson
May	27th	Crewe	Gill Merry & Rhoda Bailey, Jill Rhodes
June	05.07.16	Macc	Lesley Smetham & Laura Jeuda (moved to 05.07.16)
July	14th	ChECS	Rhoda Bailey & Gill Merry
August	11th	Crewe	Laura Jeuda & Jill Rhodes
September	20th	Macc	Rhoda Bailey
October	14th	ChECS	Gill Merry
2017			
January	18th	Crewe	Jill Rhodes
February	15th	Macc	Jos Saunders & Steven Edgar
March	15th	ChECS	Lesley Smetham

11.5 The rota for future meetings is attached at Appendix 2.

12.0 Issues and Head of Service Response

- 12.1 A summary of the issues raised by frontline teams are set out at Appendix 3, along with a response from the Head of Service.

13.0 Access to Information

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

Name: Jacquie Sims
Designation: Head of Service, Children in Need & Child Protection
Tel No: 01606 271719
Email: Jacquie.sims@cheshireeast.gov.uk



ELECTED MEMBERS SAFEGUARDING VISITS TO FRONTLINE CHILD CARE TEAMS

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

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

Local Procedure

1. Within Cheshire East it has been agreed that the Cheshire East Consultation Team (ChECS) and the two Child in Need / Child Protection Teams Crewe and Macclesfield will be deemed 'intake teams' for these purposes as they are the teams dealing with new referrals.
2. Visits will be undertaken to each team quarterly, with the Group Manager of the appropriate team.
3. Visits will last approximately 1 hour and consist of: -
 - i) Discussion with Service Managers (s) / Team Manager (s)
 - ii) Discussion with team members (as available)

Within the above discussions the following issues will be considered:-

- iii) Staffing situation (vacancies/experience/skills/attendance levels)
 - iv) Workloads and performance monitoring (Outcomes for children)
 - v) Referral monitoring and management systems
 - vi) Staff support systems, eg IT, office accommodation, communication
4. Elected members will record the key issues from the visit on the attached electronic proforma and send to the Head of Service, Children in Need and Child Protection who will provide a response to issues raised.
5. The Local Safeguarding Children Board/Head of Service, Children in Need / Child Protection will collate the information from these reports and present them to Scrutiny on a 6 monthly basis (copy to Chief Executive).



ELECTED MEMBER SAFEGUARDING VISITS TO CHILDREN'S FRONTLINE TEAMS

1	DETAILS OF VISIT
	<p>Team Name: ChECs/CIN/CIP</p> <p>Team Location :</p> <p>Service Managers:</p> <p>Visit Completed by:</p> <p>Date:</p> <p>Accompanied by:</p>

2	Details of Staff involved in visit
	<p>People spoken with: -</p> <p>Managers:</p>

3	Areas Discussed during visit and issues arising

i)	Workload issues/Performance
ii)	Referral monitoring & Management Systems:
iii)	Staffing Issues (Experience/Skills/Attendance levels):
iv)	Staff Support issues (e.g. IT, office environment, communication)
v)	Any Other Issues:

Signature of Elected Member :

Date:

4	Response of Head of Service – Child in Need & Child Protection Manager

Signature Head of Service, Child in Need & Child Protection:

Date:

Please forward the completed form to Jacquie Sims, Head of Service – Child in Need/Child Protection Jacquie.sims@cheshireeast.gov.uk

Rota for Future Visits

2017			
September	13th	ChECS	Rhoda Bailey & Laura Jeuda
October	16th	Crewe	Steven Edgar & George Hayes
November	15th	Macc	Jill Rhodes & Paul Bates
December	13th	ChECS	Jos Saunders & George Hayes
2018			
January		Crewe	Jill Rhodes & George Hayes
February		Macc	Jos Saunders & Steven Edgar
March		ChECS	Lesley Smetham & Paul Bates
April		Crewe	Rhoda Bailey & Gill Merry
May		Macc	Laura Jeuda & George Hayes
June		ChECS	Jill Rhodes & Steven Edgar
July		Crewe	Jos Saunders & Paul Bates
August		Macc	Lesley Smetham & Gill Merry
September		ChECS	Rhoda Bailey & Laura Jeuda

SUMMARY OF ISSUES AND HEAD OF SERVICE RESPONSE

Team	What staff said	Head of Service Response
CHECS	<p>Workload issues/Performance</p> <ul style="list-style-type: none"> • No major workload issues over the year • No concerns re caseloads. • Staff talked about some sickness early on in the year • Limited use of agency staff • Some concern expressed around timeliness in dealing with cases earlier in the year. 	<p>The review of ChECS was completed and a redesign of the front door has taken place. The service has recruited to vacant positions with staff due to commence in the new roles in September 2017.</p> <p>In terms of performance, there has been some impact over the last quarter due to staff vacancies, however, more recently timeliness for processing referrals through to Children's Social Care and through to the Early Help Brokerage Service have improved.</p>
	<p>Referral monitoring & Management Systems</p> <ul style="list-style-type: none"> • Staff felt that the Family Information Service (FIS) were effective in filtering calls appropriately. • Felt that ChECS was sometimes being used as a default system when the issue could have been dealt with by the contacting agency/organisation. • Staff felt that a new system, introduced in January 2017, had impacted on performance; there is now more management oversight into ChECS as information can be seen sooner by managers and there is evidence of clear management decisions, resulting in support. • Team feels that it can sometimes be waiting for information from other agencies, including schools, in order to process cases. • Team felt that sometimes parents with home educated children are not engaged. • Staff reported an improvement in the number of CAFs instigated. 	<p>The team has now moved to Delamere House in Crewe and this has addressed the issues around the office environment. This has also resolved some of the IT issues as there is sufficient server capacity in the new office accommodation.</p> <p>As part of the redesign of the front door, multi-agency representation at the front door has been improved, including health, housing, police, the Child Sexual Exploitation (CSE) team and the Domestic Abuse hub. There has also been some input from Adult Social Care.</p> <p>The Health representative has now been sitting in the front door for over 6 months and is making a valuable contribution through timely provision of health information to inform referrals to children's social care and 360 assessments in early help. Work is taking place to secure this resource on a permanent basis. Currently 2.5 days are confirmed. The next step is also to extend the multi-agency input to make sure we are working together in a more integrated way.</p> <p>The development of a demand management strategy is intended to address the need for partner agencies to own referrals and to manage cases at the right level of need. The levels of need document has been reviewed and will be the focus of a session with the LSCB in September. This is</p>

	<p>Staffing Issues (Experience/Skills/Attendance levels)</p> <ul style="list-style-type: none"> • Retention of staff is good. • Ideally team would like to see a core team of practitioners who would do the lower level CAFs - would then use existing staff to carry out more complex CAFs. • Team would benefit from further multi-agency involvement, including an education worker based within the team. This person would be able to pick up the home educated children and those at risk of CSE. • The team reported some problems in terms of health information. They felt a Health Safeguarding Practitioner at the front door would help in gaining information about children earlier to avoid delays. Would also like health partners to input information into liquid logic which would then mean that CHECS could make more meaningful decisions. The Domestic Abuse Hub is piloting a study which includes Health inputting data into liquid logic. 	<p>linked to the launch of the multi-agency Early Help Strategy that sets out a number of ways to improve early help for families to prevent the need for specialist services at a later date. The service now has an additional resource to support partner agencies in leading on CAFs and there is an increased number of CAFs being led by other agencies.</p> <p>The Early Help module of liquid logic has been implemented - this integrates CAF with Liquid Logic, so social workers will be able to see if there is a CAF in place or who is working with a family, ultimately professionals will be able to enter the CAF straight into the system, via a 'Professionals' Portal. The professional portal is currently being piloted with plans to roll out more widely later this year.</p> <p>The service trialled a new performance system for prioritising referrals which has led to better management oversight on cases. This has been further refined to reduce the time it was taking to do this and the system is now working much better.</p>
	<p>Staff Support issues (e.g. IT, office environment, communication)</p> <ul style="list-style-type: none"> • Liquid Logic much improved from previous system, but still lots of issues, possibly due to high usage, particularly early in the year. • Some issues re the layout of the building in terms of the site of the teams for ChECS base in Sandbach • Proposals in place for restructuring in terms of staffing and relocation from the building. 	<p>The service is doing lots of work with other agencies to improve processes, including the police around improving the quality of vulnerable person assessments (VPAs), to make sure that thresholds are right and to reduce duplication with the Domestic Abuse Hub.</p> <p>The services has reviewed the introduction of the new telephony system but have delayed introducing a call being directed straight to social worker without initial screening due to the high number of inappropriate calls still being received within ChECS. There has been a reduction over the last few</p>

	<p>Other Issues</p> <ul style="list-style-type: none"> • One visit spoke with police rep on the team - extremely informative and helpful, describing the process from the police's view. • Process carried out within the team can save time, offering instant attention compared with the old system of form completion which delayed paperwork getting to social workers. • Reported that the number of live cases has significantly reduced due to new process. Decisions can be taken for low level incident processing. • Bottle necks are no longer occurring due to completion of form that are disseminated and assessed by others who look at the history and risk by accessing records and distribute accordingly. 	<p>months and work remains ongoing in this area.</p>
CIN/CP CREWE	<p>Workload issues/Performance</p> <ul style="list-style-type: none"> • Team members felt that Cheshire East was well resourced and that staff morale was high. • Team member commented on clear processes, good support and the opportunity to be creative. • Some members felt that had been some impact as Service Manager was on long term sick leave for some of the year. • In August 2016 average caseload was considered high, but had reduced to an average of 12-15 cases by January 2017. Though it was felt that they were more complex cases and require more time and skill. • There was close cooperation between the teams and management were approachable. One team member felt his Manager was very supportive and he felt valued and supported. Supervision was good. • ASYE appreciated the opportunity to work with a more experienced worker on five complex child protection cases. • Positives and negatives to the PODS systems; one team member felt that they could be quite isolating. She felt that a 'Pod Shuffle' 	<p>A decision was made not to increase to 6 pods and so there remain 5 teams in Crewe CIN/CP. This was due to the reduction in the number of open cases that took place through 2016-17, which was in part due to the positive impact of Project Crewe. This remains under review as the number of cases that can be stepped across to FACT 22 has reduced and the complexity of cases open to CIN/CP has increased with significantly more care proceedings.</p> <p>An increase in the number of social workers within the teams has led to an increase the number of desks required within the team room. Crewe CIN/CP has been reorganised and additional desks provided. This means that all social workers can sit within their own teams. Fact 22 (formerly Project Crewe) are also co-located with the team. This has led to improvements in communication and joint working.</p> <p>Over the last 12 months the stability of our teams within Crewe CIN/CP has continued to improve. We now have grade 9 social workers in each of the teams and are growing</p>

	<p>could create different working styles. Plans to increase from five to six pods.</p> <ul style="list-style-type: none"> • Some posts were being covered by agency staff. Some of the vacancies are the result of staff moving to different posts but within Cheshire East. By January 2017 there were 9 agency staff, but this was due to reduce as there were some permanent staff due to start. • 9 students were due to join the team early in 2017, so the policy of “growing our own” social workers seems to be working. 	<p>the number of Advanced Practitioners with the aim of an Advanced Practitioner within each team within 12 months.</p> <p>We continue to focus relentlessly on our recruitment and retention of social workers and were finalists in the national Children & Young People Now awards for recruitment and professional development. A number of new staff have taken up positions over the year and are settling in well.</p>
	<p>Referral monitoring & Management Systems</p> <ul style="list-style-type: none"> • All referrals to the service are screened by ChECS before being passed to the team. Discussion takes place between the teams, on average 50+ referrals for a child protection assessment every week. • Performance clinics are held fortnightly with Service Managers. Performance is considered good and comparable standard with statistical neighbours. • Staff have dedicated admin time, regular team meetings and monitoring. 	<p>We continue to attract a small number of experienced social workers to Crewe CIN/CP and also have an increasing number of social workers that we have developed from newly qualified through to Grade 9.</p> <p>The recruitment of social workers in Crewe CIN/CP continues to improve and we have reduced the number of agency social workers in the team. We have also permanently recruited to the 5 team manager positions and the fifth Team Manager joined us in March 2017.</p>
	<p>Staffing Issues (Experience/Skills/Attendance levels)</p> <ul style="list-style-type: none"> • Considered good level of experience in the team. • Staff retention is better and staff are progressing on to Grade 9 and 10. There are the required numbers of Social Workers for 5 Pods. • LA proposing social worker grade 10 progression and designation to more supervisory. There are two grade 10s and two grade 9s. • Some sick leave, but staff levels are adequate. One social worker who was on long term sick leave due back at end of March 2017. • A freeze on posts due to consultation. • Social workers only move on to grades 9 and 10 after meeting strict performance criteria. A scheme is being developed to allow Grade 10 social workers to further develop their skills and to assist newer colleagues. 	<p>Within the last quarter there has been an increase in caseloads within Crewe CIN/CP. We are monitoring this closely and currently undertaking work within the front door and with partner agencies to look at thresholds and re-referrals.</p> <p>We are currently looking at a workload demand strategy due to the increasing number of referrals we have been experiencing. Caseloads of individual social workers are scrutinised in our monthly performance challenge meetings and team managers will work with individual social workers to support them to manage their caseload where numbers have increased. In response to the increasing demand funding has been made available to increase the establishment of social workers which will have a positive impact on caseloads.</p> <p>It is positive staff report good morale. Our Practice and</p>

	Staff Support issues (e.g. IT, office environment, communication) <ul style="list-style-type: none"> • Travel time and congestion around Crewe are still issues but the current workers are happy with their travel times. • The team felt they needed more desks and the shortage of meeting rooms creates problems. It was flagged with building support, who were looking at options, but no firm solution. Issue with meeting rooms reported to be resolved towards the end of the year. • It was felt that hot desking does not work for Social workers and leads to the workers wasting valuable time. • Was felt that if a 6th Pod is created this will make the problem worse. Urgent action is needed to find a solution. • It was felt that the Liquid Logic system was good but could be improved and that the Signs of Safety model would be a good way forward. 	Performance Workshops for social workers now have a significant part dedicated to celebrating good practice and the progress that we are making.
	Any Other Issues <ul style="list-style-type: none"> • A recent staff survey said that staff want to feel valued. • Recruitment has been difficult with a disappointing response to recent adverts with only two of eighteen applicants being interviewed for vacant posts. Golden Hellos' have been offered. • A number of the staff were newly qualified - 5 ASYEs due to qualify. • Permanent social workers due to start. 	
CIN/CP MACC	Workload issues/Performance <ul style="list-style-type: none"> • Staff felt it would be helpful to have more experienced social workers as a number of the team are newly qualified/ASYE. • Increase in workload over the year means newly qualified and ASYE social workers having a heavier caseload than was desirable. 	Macclesfield CIN/CP continues to have a number of newly qualified social workers at ASYE stage, however there has also been a welcome increase in the number of more experienced social workers. This is a combination of new recruits from neighbouring local authorities and the development and retention of our own social workers. There are no current vacancies within the Macclesfield CIN/CP team, however there have been a number of social workers who have been on maternity leave. This has had some impact on the continuity of social worker for children and young people. Similar to Crewe CIN/CP the aim is to have an Advanced Practitioner within each team over the next 12

	Referral monitoring & Management Systems <ul style="list-style-type: none"> • Social worker spoken to felt that a return to duty teams would make for more efficient working as that system, in her experience, produced more timely assessments. • The type of cases being referred was felt to be at too high a level and, once referred, the team had to do an assessment; they did not feel they had the freedom to step down cases they thought appropriate. • The service manager thought that having early help at the front door service would help to channel cases more accurately, and an 'early warning' system to inform the teams what was on its way to them, ie to the Early Help brokerage and the Permanence and Throughcare Team, would be helpful. 	<p>months. There are currently two based in Macclesfield CIN/CP.</p> <p>Many of the developments mentioned above re Crewe apply to the Macclesfield area, including the demand management strategy, early help and review of levels of need.</p> <p>We have responded to concerns within the team re duty teams; the process has been reviewed and now teams are on duty for a day, not a week, which removes some of the issues around 'peak' weeks. This seems to be working well.</p> <p>Travel is more of an issue for Macclesfield staff as this office covers a large geographical area. We are encouraging flexible and mobile working and video conferencing, where possible, to address this.</p> <p>In terms of IT, there are still issues around the timely provision of lap tops and phones for staff on occasions and this has been flagged with ICT. The Safeguarding Unit is currently piloting the use of IPADs with young people and, subject to the evaluation of this pilot, this is something that we will look for future service development.</p>
	Staffing Issues (Experience/Skills/Attendance levels) <ul style="list-style-type: none"> • Social workers said they felt well supported. • The distances they had to travel could be very time-consuming, and one wondered if the possibility of satellite offices, eg Congleton, might be raised again. 	
	Staff Support issues (e.g. IT, office environment, communication) <ul style="list-style-type: none"> • Technology – it was said that it would be helpful if technology could be available that can be used while the social workers are out and about, eg Ipads or Notebooks, so that they can update records immediately. This would help to speed up the system, as sufficient time to record can be an issue. 	

Children and Families Overview and Scrutiny Committee

Date of Meeting: 25 September 2017

Report of: Mark Palethorpe, Acting Executive Director of People

Subject/Title: Children and Families Performance Scorecard – Quarter 1, 2017-18

Portfolio Holder: Cllr George Hayes

1. Report Summary

1.1. This report and the attached performance scorecard provide an overview of

2. Recommendation

2.1. Scrutiny is recommended to:

- a) Note the contents of the report and scorecard; and
- b) Scrutinise areas where expected levels of performance are not being met.

3. Other Options Considered

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

4. Reasons for Recommendation

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

5. Background

5.1. This quarterly report provides the Children and Families Overview and Scrutiny Committee of performance across Children's Services. This report and scorecard relates to quarter 1 of 2017-18 (1st April – 30th June 2017).

5.2. The performance scorecard details the following:

- Measure – details of each performance measure
- Polarity – whether it is good to have the measure high or low

- Statistical neighbour average – gives a comparator against local authorities with similar characteristics to Cheshire East. Cheshire East's statistical neighbours in rank order are:
 - Cheshire West and Chester
 - Warwickshire
 - Central Bedfordshire
 - Warrington
 - Hampshire
 - North Yorkshire
 - East Riding of Yorkshire
 - Solihull
 - North Somerset
 - West Berkshire
- National average – gives a national comparator figure
- Target – this is either a national target, eg, adoption timeliness, or a local one set by the service to provide a 'good/outstanding' service
- Year end 2015-16 – enables Members to compare existing performance to that in the previous year
- Quarterly performance – enables Members to compare performance from quarter to quarter
- RAG – this is a rating of red, amber, green based on current performance against the expected level of performance
- Direction of travel – this provides the direction of travel this quarter and whether this is positively or negatively in an upward/downward trajectory or static
- Comments – this provides a general commentary on the information presented
- C&YP Plan Priority – links the measure to the relevant priority within the Children and Young People's Plan
- Corporate Priority – links the measure to the relevant priority within the Council's Corporate Plan

5.3. Throughout 2016-17 considerable work took place to devise and develop comprehensive detailed scorecards for the Special Educational Needs Service, the Education and 14-19 specialist services, and the Prevention and Support services. This overarching Children and Families Service scorecard for 2017-18 has been revised in line with the key indicators recorded in these for consistency. This includes changes in terms of reporting some figures half termly in line with the school year.

6. Performance Overview

6.1. The performance scorecard at Appendix 1 includes 74 separate measures covering all areas of the service. Some of these measures are non-performance related, eg those that relate to population cohorts. In total, 52 of these measures relate to performance and have been RAG rated. A

breakdown summary is set out follows (it is not possible to compare to the previous quarter due to the change in measures:

Performance Measures	Red	Amber	Green	n/a	Total
This quarter	4	9	39	22	74

- 6.2. The measures rated red in the scorecard include the numbers and rates of cared for children, which have continued to rise. This rise is reflected locally and nationally, including our statistical neighbours CWAC and Warrington.
- 6.3. The percentage of initial health assessments completed by paediatricians within 20 days also has performance significantly below target. In quarter 1 a total of 58 assessments were required to be completed within 20 days. Currently a total of 40 of these have been completed; 24 within timescales, 16 out of timescales and 18 not yet completed. This indicator remains subject to detailed scrutiny and challenge through the Corporate Parenting Committee and Local Safeguarding Children Board.
- 6.4. Lastly, there has been a dip in performance around the percentage of new education, health and care plans (EHCP) completed with 20 weeks. Whilst quarter 1 has seen a reduction in timeliness from quarter 4, this is still a considerable improvement on the performance at the same point last year. Actions are underway to address this performance.
- 6.5. Whilst it is important to look at the current performance around particular measures, it is equally important to look at the direction of travel and to RAG rate this in relation to performance, ie, whether this is improving (green), staying broadly the same (amber) or getting worse (red). A summary of the direction of travel of performance across the service is detailed below.

Direction of Travel	Red	Amber	Green	n/a	Total
This quarter	6	20	48	0	74

7. Wards Affected and Local Ward Members

- 7.1. The performance measures relate to all ward areas.

8. Implications of Recommendation

8.1. Policy Implications

- 7.1.1 There are no direct policy implications, although low or high performance in a certain area may lead to suggest changes in policy to address them.

8.2. Legal Implications

7.2.1 There are a no direct legal implications.

8.3. Financial Implications

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

7.4 Equality Implications

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

9. Access to Information

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

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Children's Services Scorecard - Quarter 1, 2017-18

PI Ref	Measure	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 4 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority
Safeguarding																
1.1	Number of contacts				2600-2800 per Qu	10,681	2600	2809					↑	A similar increase in contacts was evident in quarter 1 last year and reflected a spike in contacts and referrals from schools prior to the summer holidays.	2 Feel & Be Safe	Outcome 5
1.2	Number of referrals				850-950 per Qu	3432	758	952					↑	A similar increase in contacts was evident in Q1 last year and reflected a spike in contacts and referrals from schools prior to the summer holidays.	2 Feel & Be Safe	Outcome 5
1.3	% contacts to referrals				35-40%	32%	29%	34%					↑	An increase in the percentage of contacts resulting in referral suggests that the appropriate cases are being referred to ChECs.	2 Feel & Be Safe	Outcome 5
1.4	Number of repeat referrals					875	227	232					↓	There has been a positive reduction in repeat referrals in quarter 1 which suggests that work with closed cases has resulted in long term positive changes being maintained.	2 Feel & Be Safe	Outcome 5
1.5	% repeat referrals	Low is good	20.8%	22.3%	<20%	25%	30%	24%					↓	There has been a positive reduction in repeat referrals in quarter 1 which suggests that work with closed cases has resulted in long term positive changes being maintained.	2 Feel & Be Safe	Outcome 5
1.6	Number of children that went missing 5 times or more from home (quarterly figure is 5 or more times in any quarter)	Low is good				11	supressed	supressed					↓	Year end position is the number of children that went missing from home more than 5 times in the reporting year 2016-17. The quarterly figures has been amended to reflect the number of individuals that went missing 5 or more times in the quarter. This is monitored closely on a monthly basis and scrutinised for emerging patterns together with ensuring plans are revised to reflect needs and the reasons for missing episodes fully understood and Performance against the timeliness of assessments is being maintained.	2 Feel & Be Safe	Outcome 5
1.7	% of assessments completed within 45 days	High is good	84%	83%	85%	88%	87%	88%					→		2 Feel & Be Safe	Outcome 5
1.8	Number of children in need (CIN) - local definition					880	880	985					↑	Whilst around 100 higher than the end of quarter 4, this is not unusual for the time of year. There is often a spike in June prior to schools breaking up for the summer term which is also reflected in the increase in contacts and	2 Feel & Be Safe	Outcome 5
1.9	Rate of children in need (CIN) per 10,000 - local definition				130-155	117.3	117.3	131.3					→	See above.	2 Feel & Be Safe	Outcome 5
1.10	% initial child protection conference (ICPC) within 15 days of Section 47 enquiry (S47)	High is good	88%	77%	90%	80%	91%	92%					↑	Six initial conference pertaining to 11 children were not held within 15 days of the S47 enquiry. However 94% were held within 20 days of the S47. Where the conference is delayed due to late notifications the Chairs discuss with the worker the interim safety plan in place for the child so the identified risk	2 Feel & Be Safe	Outcome 5
1.11	Number of children subject to child protection (CP) plan [includes child sex exploitation (CSE) Plans]				260-300	275	275	288					→	Whilst there has been a small increase in numbers, Cheshire East remains lower that the England and statistical neighbour averages which is where we would expect to be. Latest nearest neighbour data for CWAC and Warrington shows rates of 38.1 and 52.1 respectively.	2 Feel & Be Safe	Outcome 5
1.12	Rate of children subject to child protection (CP) plan per 10,000		41.5	43.1	35-40	36.7	36.7	38.4					→	Whilst there has been a small increase in numbers, Cheshire East remains lower that the England and statistical neighbour averages which is where we would expect to be. Latest nearest neighbour data for CWAC and Warrington shows rates of 38.1 and 52.1 respectively.	2 Feel & Be Safe	Outcome 5
1.13	% children becoming subject to a child protection (CP) plan for 2 nd / subsequent time	Low is good	17.3%	17.9%	<15%	17.4%	14.8%	17.1%					↑	This relates to 11 families, 3 of which were previously subject to a plan a number of years ago.	2 Feel & Be Safe	Outcome 5
1.14	Number of child protection (CP) plans over 2yrs	Low is good	supressed	2.1%	0%	0.5%	2.9%	0%					↑	As at the end of quarter 1 no plans closed had been in place for over 2 years at point of closure. All children where they are on a plan for longer than 9 months are being actively tracked to prevent delay	2 Feel & Be Safe	Outcome 5
1.15	Number of children on a child sexual exploitation (CSE) plan					10	10	6					↓	Individuals on a CSE plan are monitored closely at the CSE ops group together with those individuals who whilst not meeting the threshold for a formal CSE plan present with issues that may put them at risk of CSE.	2 Feel & Be Safe	Outcome 5
1.16	% child protection (CP) children reviewed in timescales (year to date fig)	High is good	95.8%	93.7%	100%	99.0%	100%	99.0%					→	90 out of 91 conferences were held in timescales - the one out of timescale referred to 1 family of 4. This has been consistently excellent practice despite the increase in demand.	1 Having A Voice	Outcome 5
Cared for Children																
2.1	Number of cared for children				380-430	422	422	438					↑	We are continuing to see a rise in the number of children entering care and a detailed report has been prepared highlighting implications. This rise is reflected locally and nationally; statistical neighbours CWAC and Warrington are reporting rates per 10,000 of 73 and 85 respectively for quarter 4.	2 Feel & Be Safe	Outcome 5
2.2	Rate per 10,000 cared for children		56	60	50.7-57.3	56.3	56.3	58.4					↑	We are continuing to see a rise in the number of children entering care and a detailed report has been prepared highlighting implications. This rise is reflected locally and nationally; statistical neighbours CWAC and Warrington are reporting rates per 10,000 of 73 and 85 respectively for quarter 4.	2 Feel & Be Safe	Outcome 5
2.3	% cared for children with 3 or more placements in year	Low is good	data not yet released	10%	<12%	13.6%	This data will be presented annually. See comments for quarterly							Since the start of April 2017 we have 5 individuals who experienced 3 or more moves in the first quarter of the year.	2 Feel & Be Safe	Outcome 5
2.4	% cared for children in long term stability placement	High is good	data not yet released	68%	75%	69.0%	This data will be presented annually. See comments for quarterly							This indicator is very difficult to predict in year as the cohort of individuals relevant fluctuates. In quarter 1 however there were 10 individuals aged 16 or under that moved placement who had previously been in care for 2.5 years and in the same place for 2 years.	2 Feel & Be Safe	Outcome 5

PI Ref	Measure	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 4 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority
2.5	% cared for children reviews in timescales	High is good			95%	90%	98%	95%					➡	Of the 238 individuals subject to a review in quarter 1 there were 225 reviews held within timescales. Those out of timescale are scrutinised at challenge sessions to ensure that the reasons for delay did not adversely affect the young person, and that systems support timely reviews. There are always instances where a delay may occur due to young person or carer	1 Having A Voice	Outcome 5
2.6	Number of cared for children in internal foster care (including friends and family placements)	High is good			215	209	209	210					⬆	This is an improving figure quarter to quarter. When we exclude CE foster carers who have been approved for respite provision only, the current CE foster care bed occupancy rate is 82% which is consistent with last quarter.	2 Feel & Be Safe	Outcome 5
2.7	Number of cared for children in external foster care	Low is good			85	95	95	102					⬆	Due to the increase in numbers of individuals entering care we have needed to utilise external foster carers to a greater degree. Internal foster care occupancy remains high at 82% (excluding respite placements).	2 Feel & Be Safe	Outcome 5
2.8	Number cared for children placed over 20 miles from home address (Cheshire East and out of borough)	Low is good				91	91	105					⬆	Whilst we would want more of our cared for children living locally a number are living in long term placements due to increased demand.	2 Feel & Be Safe	Outcome 5
2.9	Number of cared for children that went missing 5 times or more (quarterly figure is 5 or more times in quarter)	Low is good				30	9	13					⬆	Year end position is the number of cared for children that went missing more than 5 times in the reporting year 2016-17. The quarterly figures has been amended to reflect the number of individuals that went missing 5 or more times in the quarter. This includes CE children who are placed in CE and those placed in other local authorities. This is monitored closely on a monthly basis and scrutinised for emerging patterns together with ensuring plans are revised to reflect needs and the reasons for missing episodes fully	2 Feel & Be Safe	Outcome 5
2.10	% of initial health assessments requested within 48 hours of coming into care	High is good			70%	71%	64%	78%					⬆	In quarter 1 a total of 59 initial health assessments (IHAs) were requested. Of these, 46 were within 48 hours and 13 were outside of timescales. Of these, 1 subsequently left care before 20 days were completed so the assessment was no longer required.	4 Being Healthy	Outcome 5
2.11	% of initial health assessments completed by paediatricians within 20 days	High is good			100%	39%	58%	41%					⬇	In quarter 1 a total of 58 assessments were required to be completed within 20 days. Currently a total of 40 of these have been completed; 24 within timescales, 16 out of timescales and 18 not yet completed.	4 Being Healthy	Outcome 5
2.12	% of children in care over 12 months with a health check in the last year	High is good	84%	90%	100%	91%	91%	87%					⬇	Of the 300 individuals who have been in care for longer than 12 months as at 30/6/17 there are 39 individuals whose last health check recorded is over 12 months old. However 17 of these are only just over 12 months old and for the number over 14 mths old it drops to only 17 individuals and 14 of these are aged 16/17.	4 Being Healthy	Outcome 5
Care Leavers																
3.1	Number of care leavers					199	199	202					➡	This represents all eligible, relevant and former relevant care leavers who are supported with access to a Personal Advisor (PA) to offer help and guidance as they move to independence together with financial support as appropriate to individual needs.	5 Best Skills & Quals	Outcome 3
3.2	% NOT In education, employment or training (NEET)	Low is good			38%	43%	43%	43%					➡	This relates to 22 in the 18th birthday cohort, 35 in 19th birthday cohort, 42 in 20th birthday cohort and 42 in 21st birthday cohort. The indicator for quarter 1 reports the latest known activity so may differ from year end as that captures what an individual was doing on or around their actual birth date. If you include those engaging in positive activities in order to progress towards education, employment and training then this % drops to 25%.	5 Best Skills & Quals	Outcome 3
3.3	% in suitable accommodation	High is good			96%	94%	94%	96%					⬆	There are 5 individuals considered to be in unsuitable accommodation - 3 are in custody, one we are unable to contact and whereabouts are unknown and one has no fixed abode.	2 Feel & Be Safe	Outcome 5
Adoption																
4.1	% of children ceased to be looked after due to adoption - year to date fig	High is good			20%	18%	18%	18%					➡	A cumulative figure of 8 out of 45 children in 2017-18 ceased to be cared for due to granting of adoption order.	2 Feel & Be Safe	Outcome 5
4.2	% of children ceased to be looked after due to granting of special guardianship order (SGO) - year to date fig	High is good			12%	17%	17%	20%					⬆	A cumulative figure of 9 out of 45 children in 2017-18 ceased to be cared for due to granting of SGO.	2 Feel & Be Safe	Outcome 5
4.3	Number of children adopted (ytd)	High is good			30	26	26	8					⬆	The total number of children adopted by the end of quarter 1 of 2017-18 was 8. In addition, there are 27 individuals with an adoption plan, 9 of which are living with their adoptive family/ foster to adopt placement.	2 Feel & Be Safe	Outcome 5
4.4	% children who wait less than 14 months between entering care and moving in with adoptive family	High is good			59%	62%	62%	74%					⬆	Please note that this indicator has reduced to being monitored at 14 month rather than 16 months in previous scorecards. There has been a substantial improvement in the first quarter of 2017/18. The target is based on the England average that was provided by DfE on the unpublished Adoption	2 Feel & Be Safe	Outcome 5
4.5	Average number of days between entering care and moving in with adoptive family (A1 national indicator)	Low is good		558	426	541	541	383					⬇	Cheshire East performance has improved steadily year on year since this became monitored through the Adoption data set, from an initial position of over 700 days down to 383 in the latest quarter	2 Feel & Be Safe	Outcome 5
4.6	Average number of days between placement order and match with adoptive family (A2 national indicator)	Low is good		226	121	66	66	62					⬇	We continue to out-perform the England average of 226 days and the national target of 121 days	2 Feel & Be Safe	Outcome 5
4.7	Average number of days between entering care and moving in with adoptive family/ foster carer who becomes adoptive family	Low is good			426	284	284	373					⬆	Whilst the number of days between a placement order and match with an adoptive family has increased, it remains well within the national target of 426.	2 Feel & Be Safe	Outcome 5

PI Ref	Measure	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 4 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority
Education and 14-19 Skills																
Virtual School - NB attendance will be reported by academic year NOT financial year. Year end fig 2016-17 will be last academic year																
5.1	% of Primary pupils with less than 90% attendance (ytd)	Low is good				9%	12%	9%					↓	Attendance is monitored monthly and carers contacted when there are concerns. Stability of schools has increased for primary children over school year, hence the reduced number of those with persistent absence.	5 Best Skills & Quals	Outcome 3
5.2	% of Secondary pupils with less than 90% attendance (ytd)	Low is good				21%	17%	21%					↑	Attendance will drop in the final school term due to Year 11 pupils who were taking exams and not in school through whole month. Lessons ended as courses completed and exams taken but pupils are marked absent as per DfE	5 Best Skills & Quals	Outcome 3
5.3	% attendance for Primary pupils (ytd)					96%	95%	96%					↑	Attendance of primary pupils has become stable throughout the school year with a slight increase.	5 Best Skills & Quals	Outcome 3
5.4	% attendance for Secondary pupils (ytd)					92%	93%	92%					↓	Attendance will drop in the final school term due to Year 11 pupils who were taking exams and not in school through whole month and so marked absent.	5 Best Skills & Quals	Outcome 3
5.5	Percentage of completed PEPs (Termly)	High is good				93% (July fig)	81%	93% (July fig)					↑	Quarter 1 end is mid term when 66% were completed. As at July term end the position was 93%. There will be a similar issue at September end. Current completion rate (end of July) is 93% but next reported data (Sept) will be very low again as there will be only a small number of PEPs which	5 Best Skills & Quals	Outcome 3
Schools - NB data reported on a 1/2 termly basis - commentary will indicate which 1/2 term latest figures relate to. Year end 16-17 will be last academic year end																
6.1	Number of Academies	N/A				70	65	70					↑	5 Primary schools converted to Academies between April and June 2017, Bunbury Aldersey CofE, Offley Primary, St Oswald Worleston CofE, Warrington CofE and Wybunbury Delves CofE	5 Best Skills & Quals	Outcome 3
6.2	Number of maintained schools	N/A				85	90	85					↓	See above.	5 Best Skills & Quals	Outcome 3
6.3	% good or outstanding primary schools	High is good		87%		92.8%	92.8%	91.2%					→	Despite the slight dip in quarter 1, the profile for primary schools remains strong.	5 Best Skills & Quals	Outcome 3
6.4	% good or outstanding secondary schools	High is good				80.0%	76.0%	80.0%					↑	A report was published in April 2017 for Knutsford Academy, The Studio – current judgment is good, the school had not been previously inspected. 8% of schools have not yet been inspected.	5 Best Skills & Quals	Outcome 3
6.5	Number of fixed term exclusions 1/2 termly - primary	Low is good	61	49650			33	33					→	A lower trend remains in fixed term exclusions at primary this half term. Training has been provided to Head Teachers and Chairs of Governors on exclusions law.	5 Best Skills & Quals	Outcome 3
6.6	Number of fixed term exclusions 1/2 termly - secondary	Low is good	297	239240			284	286					→	Although a slight increase, a steady trend in fixed term exclusions is maintained.	5 Best Skills & Quals	Outcome 3
6.7	Number of permanent exclusions 1/2 termly - primary	Low is good	1	920			1	0					↓	It is positive that there have been no permanent exclusions in primary schools this quarter.	5 Best Skills & Quals	Outcome 3
6.8	Number of permanent exclusions 1/2 termly - secondary	Low is good	5	4790			2	9					↑	The figures for secondary permanent exclusions are comparative to our neighbours in Cheshire West.	5 Best Skills & Quals	Outcome 3
6.9	Number of children missing from education - Active cases 12 weeks or less (latest fig at quarter end)	Low is good				25	10	25					↑	Current increase in caseload, some sibling groups but figure remain largely in line with normal parameters with an year average of 23.7 children per month (this figure was as high as 51 in October 2016) . We are changing our children missing education (CME) form to include more information so that this enables us to trace children more quickly. We hold weekly meetings to discuss CME and we discuss these children at the 6 weekly children missing out on education multi-agency meeting.	5 Best Skills & Quals	Outcome 3
6.10	Number of children missing from education - Active cases 12 weeks or more (latest fig at quarter end)	Low is good				31	31	31					→	Progress with some long term, stubborn cases has been made this half term. Effective multi-agency working has supported this. A number of these cases were found earlier than this data suggests, however the children were not removed from the list as quickly as they should have been. We are aware that this is an issue, and are looking at ways to tighten up this problem. 5 children, who were difficult to place, are being held on this list as they have school places for September and we are waiting to check that they have started before removing from the children missing education (CME) list.	5 Best Skills & Quals	Outcome 3
6.11	% of pupils with less than 90% attendance Primary school year to date	Low is good	7.6	8.9			8%	7%					→	This percentage remains consistent, below national averages but slightly higher than statistical neighbours.	5 Best Skills & Quals	Outcome 3
6.12	% of pupils with less than 90% attendance Secondary School year to date	Low is good	13.5	14.3			12%	11%					→	This percentage remains consistent and below both national and statistical neighbour figures.	5 Best Skills & Quals	Outcome 3
6.13	Current number of pupils being educated at home (year fig is position at yr end i.e July)	Low is good				323	299	323					↑	The trend for deregistration continues to increase for electively home educated (EHE) families. There are a variety of reasons for this including; Year 10/11 who may be having attendance issues and may not achieve high grades, families who feel their children's needs can be better met at home, some Year 10's who intend to attend college early from Sept 2017, families having greater awareness of EHE either through their own research or being informed by schools that it is an option. There are also some families where they struggle to find school places and choose EHE as a hopefully short term option. Some established EHE families who have young children (becoming school age) are also being added to the total following visits.	5 Best Skills & Quals	Outcome 3
6.14	Number of meals delivered (per day)	High is good					15348	14416					↓	Quarter 1 figure will always be slightly less due to exam period where Years 11 and 13 are no longer in school, together with more school outings.	5 Best Skills & Quals	Outcome 3

PI Ref	Measure	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 4 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority
Prevention and Support																
Prevention and Early Intervention																
7.1	Number of cases through Early Help Brokerage					3536	877	889					↑	An increased number of cases through Early Help Brokerage suggests that individuals are being referred and supported earlier, thus reducing the long term need for statutory intervention.	2 Feel & Be Safe	Outcome 5
7.2	Number of CAF's open					946	946	935					→	The higher the number of individuals supported through a CAF suggests that we are supporting individuals at the early stage of issues being identified thus reducing the likelihood of escalation to statutory services.	2 Feel & Be Safe	Outcome 5
7.3	% of all open CAFs led by Cheshire East Prevention service staff					47%	47%	53%					↑	Increasing numbers of CAF's led by other agencies suggest stronger engagement of partners in meeting overall need.	2 Feel & Be Safe	Outcome 5
7.4	% 0-2 yrs engaged at children centres (most vulnerable i.e CIN/CP/LAC that have attended 3 or more times in the last 12 months)	High is good						49%						Of the 260 children aged two and under who were CiN/CP/LAC on June 30th 2017: 192 (74%) are registered at a children's centre 127 (49%) were seen three or more times in the 12 month period 01/07/2016 to 30/06/2017 25 of these children were born in May and June 2017 so are less likely to have had the opportunity to register at a children's centre.	2 Feel & Be Safe	Outcome 5
7.5	% eligible children taking up 2 year old offer (termly figure only)	High is good		72%		76%	76%	75%					→	Take up of the two year old offer has plateaued at around 85% as most families who want the offer are accessing it.	5 Best Skills & Quals	Outcome 3
7.6	% children taking up 3 and 4 year old offer (termly figure only)	High is good			97%-99%	97%-99%	97%-99%	97%-99%					→	The percentage of children taking up the 3 and 4 year old offer remains between 97-99%. This figure may become more turbulent as the offer for 30 hours comes online.	5 Best Skills & Quals	Outcome 3
7.7	Number of families turned around (family focus) - claims made at agreed points in the year	High is good				153	153 (full yr)	45					↑	In the first quarter of 2017-18 a total of 45 claims were made. Based on this, the annualised figure is projected to result in an increase on the previous year.	2 Feel & Be Safe	Outcome 6
Youth Support																
8.1	Number of young people accessing the youth support service						1536	1424					↓	Despite the slight decrease over the summer, numbers have been steadily increasing over the year.	5 Best Skills & Quals	Outcome 2
8.2	Number of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Low is good				167	167	177					↑	This now purely relates to those in age Years 12-13 (i.e 17 and 18 year olds). Of the 177 who are NEET, 49 are not available to the labour market due to a combination of caring/parenting duties, pregnancy or illness. Of the remaining 128, 114 are actively seeking work and 9 have agreed start dates for employment/ training.	5 Best Skills & Quals	Outcome 2
8.3	% of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Low is good				2.4%	2.4%	2.3%					↓	This now purely relates to those in Years 12-13 (i.e 17 and 18 year olds).	5 Best Skills & Quals	Outcome 2
8.4	Number of individuals where education, employment or training (EET) status not known [yr 12-13]	Low is good				1	1	1					→	This measure is under review as it is no longer a nationally reported figure.	5 Best Skills & Quals	Outcome 2
Special Educational Need (SEN)																
10.1	% good or outstanding special school	High is good				80%	80%	80%					→	There has been no change in the percentage of good/outstanding special schools in quarter 1.	5 Best Skills & Quals	Outcome 3
10.2	Number of new education, health and care needs assessments requests in quarter					313	86	73					↓	Quarter 1 saw a decrease in the number of new EHCPs.	6 Additional Needs Additional Chances	Outcome 3
10.3	% of new education, health and care plans (EHCP) completed with 20 weeks	High is good	43.4	55.5		41% (Jan 17 SEN return)	84.0%	60.0%					↓	Whilst quarter 1 has seen a reduction in timeliness from quarter 4, this is still a considerable improvement on the performance at the same point last year.	6 Additional Needs Additional Chances	Outcome 3
10.4	Number of ongoing transfers from statements of educational need/learning difficulty assessments (LDA) to education, health and care plans (EHCP)				0 by end of March 2018	0 by end of March 2018	467	378					↓	The proportion is moving rapidly as transfers are being completed and statements which will not be transferred are ceased. All SEN Statements must be transferred or ceased by 31 March 2018 and the current target is to complete that by 31 December 2017.	6 Additional Needs Additional Chances	Outcome 3
10.5	Total number with an education, health and care plan (EHCP) [accumulative]					1412	1412	1513					↑	The proportion is moving rapidly as transfers are being completed and statements which will not be transferred are ceased. All SEN Statements must be transferred or ceased by 31 March 2018 and the current target is to complete that by 31 December 2017.	6 Additional Needs Additional Chances	Outcome 3
10.6	Total number with an education, health and care plan (EHCP) or statement of educational need					1879	1879	1891					→	The total number with an EHCP in quarter 1 is broadly in line with quarter 4.	6 Additional Needs Additional Chances	Outcome 3



FORWARD PLAN FOR THE PERIOD ENDING 31ST DECEMBER 2017

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

"an executive decision which is likely –

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-1 Award of Contract to Preferred Bidder for the Organic Waste Treatment Solution	At its meeting on 9 th May 2017, the Cabinet authorised the Corporate Manager for Waste and Environment Services as the Senior Responsible Officer for the Organic Waste Treatment Procurement in consultation with the Chief Operating Officer and the Director of Legal Services to clarify, specify and optimise the Preferred Bidder's final tender to enable the Council to enter into a legally binding contract with the Preferred Bidder. Upon completion of the above clarification, specification and optimisation stage, Cabinet delegated to the Portfolio Holder for Regeneration the final decision to award the contract to the preferred bidder.	Cabinet Member for Regeneration	September 2017		Ralph Kemp	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-34 Crewe Town Centre Regeneration Programme: Major Investment Decisions	To consider a report recommending that Cabinet agrees: subject to a formal decision by Cheshire and Warrington LEP, to accept a grant of £10M Local Growth Funding to support the town centre regeneration projects; to enter into a development agreement with a named development partner, and to agree to fund the associated costs of a new bus station and new car park to be retained in the Council's ownership; to consider the options for the future for Crewe's markets, agree to fund the costs of the preferred model, subject to formal consultation, and delegate authority for a final decision; to note the development of a draft public realm strategy for Crewe town centre, and to consult with key stakeholders prior to a final approval; and to agree to fund the implementation of the first phase of the public realm improvements and agree the mechanism by which that will be delivered.	Cabinet	12 Sep 2017		Jez Goodman	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-52 People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan	To endorse the People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan.	Cabinet	12 Sep 2017		Mark Palethorpe	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-8 Macclesfield Regeneration - Vision and Strategy	That Cabinet approve the consultation draft of the Vision, Strategy and Action Plan for the revitalisation of Macclesfield for public consultation, and authorise the Executive Director of Place in consultation with the Cabinet Member with responsibility for Macclesfield Town Centre to approve the final version of the document, having regard to the representations received. That the Executive Director of Place be authorised to make modifications to the action plans within the document post finalisation, subject to any further business cases being made for the allocation of finances. That Cabinet authorise the spend of up to a further £400,000 from the existing Regeneration and Development Capital Budget to supplement the £1M already approved to enhance the public realm in the core of the town centre.	Cabinet	12 Sep 2017		Jo Wise	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-9 Available Walking Routes to School Programme Phase 2	To authorise the officers to take all necessary actions to implement the proposed community engagement on the removal of free transport between Mobberley and Knutsford Academy on the basis that the route is now assessed as an available walking route.	Cabinet	12 Sep 2017		Jackie Forster	N/A
CE 17/18-10 Archives Project	The report will recommend a site to be selected as the future home of a history centre in Crewe and will seek approval to seek, accept and spend external funding to support the proposal. The report will also recommend a project governance framework to enable officers to take all necessary actions to implement the proposal. The project is shared with Cheshire West and Chester Council and as such will also be subject to the shared service governance framework.	Cabinet	12 Sep 2017		Brendan Flanagan	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-44 Conditional Sale of Land at Longridge, Knutsford	To authorise officers to advertise the intention to dispose of the land identified as open space in accordance with the Local Government Act, the consultations to be considered by the Portfolio Holder for Regeneration, and approve the freehold disposal of the Land at Longridge, Knutsford.	Cabinet	10 Oct 2017		Lee Beckett	Exempt - para 5
CE 16/17-48 Asylum Seeker Dispersal	The report will set out the steps towards delivering asylum seeker dispersal within Cheshire East. The report will seek authority for officers to consider further with the Home Office asylum seeker delivery in the Borough over a three year period.	Cabinet	10 Oct 2017		Lucia Scally, Manager of strategic Commissioning	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-12 Apprenticeship Levy Procurement	To approve the development of a preferred supplier list in partnership with Stockport MBC and potentially Cheshire West and Chester Borough Council for the delivery of apprenticeship levy funded training across three councils, any ASDVs and maintained schools via a formal OJEU tendering process. The intention is that Cheshire East Council will act as the lead authority. Cabinet will be asked to delegate authority to the Head of Strategic HR in consultation with the Cabinet Member for Corporate Policy and Legal Services to award and enter into contracts with the successful providers for contract periods covering an initial three years with the option to extend for a further one year.	Cabinet	10 Oct 2017		Sara Barker, Head of Strategic HR	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-11 Public Space Protection Order - Dog Fouling and Dog Control across Cheshire East Borough - A Consistent Approach	To set out the circumstances in which a public spaces protection order covering the whole of Cheshire East Borough should be considered in relation to dog fouling and dog control, and to authorise the officers to take all necessary actions to implement the proposal.	Cabinet Member for Finance and Communities	October 2017		Fiona Reynolds, Director of Public Health	N/A
CE 17/18-7 Community Equipment Service Section 75 Memorandum of Understanding	That the Section 75 partnership between Cheshire East Council, Eastern Cheshire CCG, South Cheshire CCG and Vale Royal CCG be renewed for four years in line with the new Cheshire community equipment framework. This will be a continuation of the existing memorandum of understanding.	Council	19 Oct 2017		Mark Palethorpe	N/A
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	7 Nov 2017		Andrew Ross	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 16/17-47 Medium Term Financial Strategy 2018-21	To approve the Medium Term Financial Strategy for 2018-21, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	22 Feb 2018		Alex Thompson	N/A
CE 17/18-5 Cheshire East Council Housing Strategy 2018-2023	To consider and adopt the Cheshire East Council Housing Strategy.	Cabinet	13 Mar 2018		Karen Carsberg	N/A

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CHESHIRE EAST COUNCIL

REPORT TO: CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 25 September 2017
Report of: Director of Legal Services
Subject/Title: Work Programme update

1.0 Report Summary

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

2.0 Recommendations

- 2.1 That the work programme be reviewed.
2.2 That Councillors Rhoda Bailey, M Beanland, M Deakin, D Flude, M Grant and G Merry sit on the SEND Reforms Task and Finish Group.

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 the last meeting of the committee.

10.2 It has previously been agreed that a Task and Finish Group on SEND Reforms would be established, Members are now asked to approve the membership of that group.

10.3 Members are also 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;

10.4 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: Katie Small
Designation: Scrutiny Officer
Tel No: 01270 686465
Email: katie.small@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee 2017/18 – June 2017

Date: 25 September 2017 Time:2.00pm Venue: Committee suite, Westfields	Date: 27 November 2017 Time:2.00pm Venue: Committee suite, Westfields	Date: 29 Jan 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 26 March 2018 Time:2.00pm Venue: Committee suite, Westfields
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Essential items

Item	Description/purpose of report/comments	Outcome	Lead Officer/ organisation/ Portfolio Holder	Suggested by	Current position	Key Dates/ Deadlines
Emotional Health and Wellbeing - CAHMS	<p>To scrutinise tier 3 and 4 of the service. partners to be invited and answer a series of questions</p> <p>Additional information required in due course:</p> <ul style="list-style-type: none"> • The waiting times for CAHMS appointments in the Macclesfield area • How the improvements required to the out of hours service would be met. • The waiting times for neurodevelopment assessments • Delayed transfer of care 	People live well and for longer	Deputy Chief Executive and Executive Director People , Director of Public Health Children and Families Portfolio Holder and Adults health and Leisure Portfolio Holder	The Committee	Spot light review Further information required	TBA
Member's visits to	To scrutinise the annual report	People live	Children and	Portfolio	Committee report	25 September

Children and Families Overview and Scrutiny Committee 2017/18 – June 2017

frontline Children's Social Care Teams		well and for longer	Families Portfolio Holder	Holder		2017
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Monitoring Items

Item	Description/purpose of report/comments	Outcome	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
Performance Monitoring – C&F Scorecard	Quarterly performance reports	A responsible effective and efficient organisation	Deputy Chief Executive and Executive Director People Children and Families Portfolio Holder	Ofsted	Quarterly performance report	27.11.17
SEND Reforms	To scrutinise the implementation of SEND Reforms. Membership to be agreed in June	People have the life skills and education they need in order to thrive	Deputy Chief Executive and Executive Director People Children and Families Portfolio Holder	Director of Children's Services	Task and Finish Review	25 September 2017
Local Safeguarding Children's Board – Annual Report	To review the annual report for 2016/17	People live well and for longer	Deputy Chief Executive and Executive Director People Children and Families Portfolio Holder	Scrutiny Liaison Meeting	Progress report	25 September 2017

Children and Families Overview and Scrutiny Committee 2017/18 – June 2017

Transport Policy Review including AWR	To scrutinise the children's services transport policy review	People live well and for longer	Deputy Chief Executive and Executive Director People Children and Families Portfolio Holder	The Committee	Consultation.	25 September 2017. 27 November 2017 29 January 2018
Children's Centres	To review the February 2016 Council decision to de-designate 4 children's centres, following an informal briefing on 23 June 2016. On 27 March the Committee agreed to continue to monitor this item.	People have the life skills and education they need in order to thrive	Deputy Chief Executive and Executive Director People Children and Families Portfolio Holder	The Committee	Progress report	TBA
Corporate Parenting	To review the annual report of the newly established Corporate Parenting Committee	People live well and for longer	Deputy Chief Executive and Executive Director People , Children and Families Portfolio Holder	The Committee	Annual report	25 September 2017
Summer Born Children	To review the performance (education) of summer born children	People have the life skills and education they need in order to thrive	Deputy Chief Executive and Executive Director People , Children and Families Portfolio Holder	Scrutiny Liaison Meeting	Committee Report	27 November 2017
Multi Academy	Update, including role of Cheshire	People have	Deputy Chief	Scrutiny	Committee Report	27 November

Children and Families Overview and Scrutiny Committee 2017/18 – June 2017

Trusts (MATs)	East Council and how work together with partners.	the life skills and education they need in order to thrive	Executive and Executive Director People , Children and Families Portfolio Holder	Liaison Meeting		2017
LADO Annual report	To review the annual report for 2016/17	People live well and for longer	Deputy Chief Executive and Executive Director People , Children and Families Portfolio Holder		Committee Report	27 November 2017
Annual Education Report	To review the annual report for 2016/17	People have the life skills and education they need in order to thrive	Deputy Chief Executive and Executive Director People , Children and Families Portfolio Holder		Committee Report	26 March 2018

Possible Future/ desirable items

Neglect/Innovation Fund (project Crewe) (Jan 2017) and potential Review of Neglect (possibly through a task and finish group) – April 2017. To be considered on 30 January to allow time for the evaluation report to be produced – Evaluation report to be submitted in due course and expansion of project Crewe be monitored.

Children and Families Overview and Scrutiny Committee 2017/18 – June 2017

Task and Finish Group on the transition process for care leavers (if required following a report to the Corporate parenting committee) – Agenda/minutes of Corporate Parenting Committee and Care Leavers Task and Finish Report to be circulated

Safeguarding Board Report – Reflective and Serious Case Review – date TBC
Alignment of School Support

Annual Fostering and adoption reports.

Signs of safety

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