

Children and Families Overview and Scrutiny Committee

Agenda

Date: Monday, 16th July, 2018
Time: 1.30 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 10 May 2018 as a correct record.

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. **Written Statement of Action for Special Educational Needs and/or Disabilities (SEND) (Pages 9 - 36)**

To give consideration to the draft written statement, prior to consideration by the Health and Well Being Board.

7. **SEND Reforms Task and Finish Group - Final Report (Pages 37 - 58)**

To consider a report on the recommendations of the SEND Reforms Task and Finish Group.

8. **FACT22 - Impact Progress Report (Pages 59 - 68)**

To receive a summary of the impact and progress of FACT22

9. **2017-18 Annual Report of Member Frontline Visits (Pages 69 - 88)**

To consider a report updating Members on 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 4, 2017-18 (Pages 89 - 100)**

To give consideration to the performance across the Children and Families Service for quarter 4 of 2017-18.

11. **Forward Plan (Pages 101 - 110)**

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

12. **Work Programme** (Pages 111 - 118)

To give consideration to the work programme

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

held on Thursday, 10th May, 2018 at Committee Suite 2/3 - Westfields,
Middlewich Road, Sandbach, CW11 1HZ

PRESENT

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

Councillors M Beanland, Bratherton, M Deakin, D Flude, M Grant, G Merry,
B Walmsley and M Warren

In Attendance

Councillor J Saunders – Portfolio Holder
J Forster - Director of Education and 14-19 Skills
R Hibbert – Head of Transport (Interim)
N Moorhouse - Director of Children's Social Care and Deputy DCS
M Palethorpe - Acting Executive Director of People
T Ryan - Director of Children's Prevention & Support
L Seal - Senior Communications Officer

54 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors B Burkhill and J Nicholas.

55 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 23 March 2018.

RESOLVED

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

56 DECLARATIONS OF INTEREST

There were no declarations of interest

57 WHIPPING DECLARATIONS

There were no whipping declarations

58 PUBLIC SPEAKING/OPEN SESSION

There were no members of the public present wishing to speak

59 NEGLECT STRATEGY - IMPACT PROGRESS REPORT

Consideration was given to a report and presentation on the neglect strategy. The presentation detailed the current campaign aimed at raising awareness of neglect. The Local Children's Safeguarding Board revised its neglect strategy in 2017 to better address the impact of neglect and launched a campaign called 'user busy'. The report provided a summary of the impact of the strategy and identified areas of focus and improvement.

The Committee was pleased to hear that the campaign had been shortlisted for the Local Government Chronicle 2018 and Municipal Journal Awards 2018.

It was agreed that the Council and partners needed to identify families earlier and tackle the causes of neglect to avoid escalation. The campaign marketing materials such as posters, needed to be placed in locations where children frequented such as shops, bus stops and schools. It was also agreed that Councillors could help to distribute materials and that social media should also be used.

RESOLVED

That officers ensure that the marketing material is placed in suitable locations to ensure it reached as many children as possible and that Councillors be requested to help with the distribution.

60 SIGNS OF SAFETY BRIEFING AND PROGRESS UPDATE

The Committee received an update including a one minute guide on signs of safety, a widely recognised leading approach to child protection casework. Cheshire East would be adopting the approach within early help and prevention services and children's social care to achieve:

- better outcomes for children, young people and families
- child focused services
- practice that was respectful and inclusive
- empowered professionals.

It was agreed that the Committee would complete the signs of safety e learning module.

RESOLVED

That the Committee complete the signs of safety e learning module.

61 SUSTAINABLE MODES OF TRAVEL STRATEGY (SMOTS)

Consideration was given to a presentation on the outcomes of the consultation of the draft SMOTS Strategy as part of the wider suite of home to school travel policies. The Council must maintain a SMOTS strategy under the Education and Inspection Regulations. In summary;

- the consultation period ran from 15 February to 29 March 2018
- the target audience was schools, school managers, parents, transport providers and residents
- publicised through direct mailing, online, school bulletin, press and social media releases
- 289 responses had been received, more than half were supportive of the draft strategy.
- Cheshire East Council would be funding the Modeshift STARS online system to help schools produce a School Travel Plan and sustainable travel activities.
- A Safer Routes to School programme would be introduced, with available funding in FY18/19 to enable schools to submit requests to fund walking and cycling infrastructure measures.
- The strategy would be considered by Cabinet in July 2019.

The Committee noted that Local Highways Groups could receive joint funding from the Safer Routes to Schools Programme for school relate projects. It was agreed that the Committee would receive a progress report in due course.

RESOLVED

That a progress report be considered by the Committee in due course.

62 **SEND INSPECTION**

The Director of Children's Prevention & Support provided an update on the recent SEND Ofsted Inspection following the introduction of new legislation in 2014. The inspection included, a webinar, presentations, focus groups and visits. The inspectors recognised that the Council knew its strengths and weaknesses and recognised the pace of change. The SEND toolkit was commended, however there was still work to do as parents were not yet seeing the benefits. It was noted that a strategy was being developed in relation to diagnosing autism.

An improvement plan was underway, which, along with the SEND Task and Finish Group final report would be brought to Committee on 16 July 2018.

The director and her team were thanked for all their hard work.

RESOLVED

That the improvement plan and SEND Task and Finish Group final report be considered by the Committee on 16 July 2018.

63 **FORWARD PLAN**

Consideration was given to the areas of the forward plan which fell within the remit of the Committee.

RESOLVED

That the forward plan be received

64 **WORK PROGRAMME**


Consideration was given to the work programme. It was reported that St Johns Wood Academy had gone into special measures and the Council was working closely with the School. It was agreed that an update would be brought back to the Committee in due course.

RESOLVED

That an update report on St Johns Wood Academy and Sustainable Modes of Travel Strategy be considered by the Committee in due course.

The meeting commenced at 10.00 am and concluded at 12.00 pm

Councillor Rhoda Bailey (Chairman)



Cheshire East Written Statement of Action for Special Educational Needs and/or Disabilities (SEND)

August 2018

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Cheshire East
SEND Partnership



Agenda Item 6

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1. Introduction

As a partnership, agencies in Cheshire East are committed to providing the best quality education, care and support for all children and young people with special educational needs and disabilities (SEND). This joint Written Statement of Action (WSOA) underpins Cheshire East's Local Area approach to improving support, pathways and provision for children and young people with SEND and also ensuring that the SEND reforms arising from the *Children and Families Act 2014* have been effectively and consistently implemented within Cheshire East.

Cheshire East has developed a number of documents that set out our vision and implementation plans for improving. This document should be read alongside the following key documents:

- **SEND Strategy**
- **SEND Joint Strategic Needs Assessment (JSNA)**
- **SEND Sufficiency Statement**
- **SEND Provision Plan**
- **SEND Scorecard**
- **SEND Toolkit**
- **Joint Commissioning Strategy**

This is an ambitious programme which cannot be achieved without the full commitment from all the key partners at every level, from strategic

directors to frontline practitioners within social care, education, and health across both children's and adult services. We have taken a whole system approach to improving support for children and young people with SEND across Cheshire East. This work is being driven by the **0-25 SEND Partnership**, which was established in 2016. This multi-agency partnership arrangement includes representatives from the local authority, primary, secondary and special schools, further education providers, health, early years, and the Cheshire East Parent Carers' Forum, along with other key stakeholders.



In March 2018, Ofsted and the Care Quality Commission (CQC) carried out a joint local area inspection of Special Educational Needs and Disabilities (SEND) in Cheshire East. This inspection looked at how effectively partners in Cheshire East work together to identify, assess and meet the needs of children and young people aged 0-25 with SEND to improve their outcomes.

A copy of the Cheshire East SEND Inspection letter is available on the **Ofsted website**. This WSoA, along with progress updates and information on SEND developments delivered by the 0-25 SEND Partnership, can be found on the **Cheshire East Local Offer for SEND** available at www.cheshireeast.gov.uk/localoffer

The inspection highlighted both strengths and areas for development in the work carried out by all agencies in Cheshire East.

Highlighted strengths included well-established and strong relationships between leaders that facilitate joint working, and a shared vision to improve outcomes for children and young people in Cheshire East. The Cheshire East Toolkit for SEND and a number of local services, such as the Early Years Complex Care Team, the Children with Disabilities Team and the Cheshire East Autism Team, were also identified as strengths.

The inspection outcome letter also highlighted a number of areas for development and as a result of the inspection, the area of Cheshire East is required to produce and submit a WSoA to Ofsted that explains how the local area will tackle the following areas:

- the timeliness, process and quality of EHC plans
- the lack of an effective ASD pathway and unreasonable waiting times

The local authority and both of the area's clinical commissioning groups (CCGs) are jointly responsible for submitting the WSoA to Ofsted. This outlines what we in Cheshire East are currently doing, and plan to do, in order to improve the above two areas of development.

This document has been co-produced by partners within the 0-25 SEND Partnership and has been amended following feedback from elected members and senior leaders within Cheshire East Council, NHS Eastern

Cheshire CCG and NHS South Cheshire CCG. Final sign-off of the document was provided by the multi-agency Cheshire East Health and Wellbeing Board. More information of the governance and reporting structures for the SEND Partnership can be found in **section 4 – Governance**.

2. Our Vision

Cheshire East has a clear vision for its children and young people with SEND, which was co-produced by members of the 0-25 SEND Partnership.

Our vision

We want all our children and young people with special educational needs and/or disabilities (SEND) to be **HAPI**:

Happy and healthy

Achieving their potential

Part of their communities

Independent as possible, making choices about their future

3. Our Priorities

Our **SEND Strategy** outlines 5 priority areas for SEND in Cheshire East over the period 2017–19, based on the experiences of our key

stakeholders: children and young people with SEND, their parents and carers, and professionals across education, health and care.

Following the SEND Inspection, we reviewed our improvement plans. Whilst the majority of previously identified priority areas are in line with the findings of the Ofsted/CQC Inspection, we have refreshed the order of our priorities and moved improvements relating to Autism pathways into a new workstream in recognition of the extent of the improvement work that we have planned in this area.

All agencies within the 0-25 SEND Partnership are therefore working towards improvements in the following **6 priority areas for SEND**:

Our priorities

- **Timely Child and Young Person-Centred Assessments and Plans of high quality**
- **Efficient, consistent and timely pathways of assessment and support for Autism**
- **Co-production with Families, and Improving Communication**
- **Preparing for Adulthood**
- **Joint Commissioning, Sufficient SEN Provision and Effective use of Resources**
- **Effective and Supported Workforce**

4. Governance

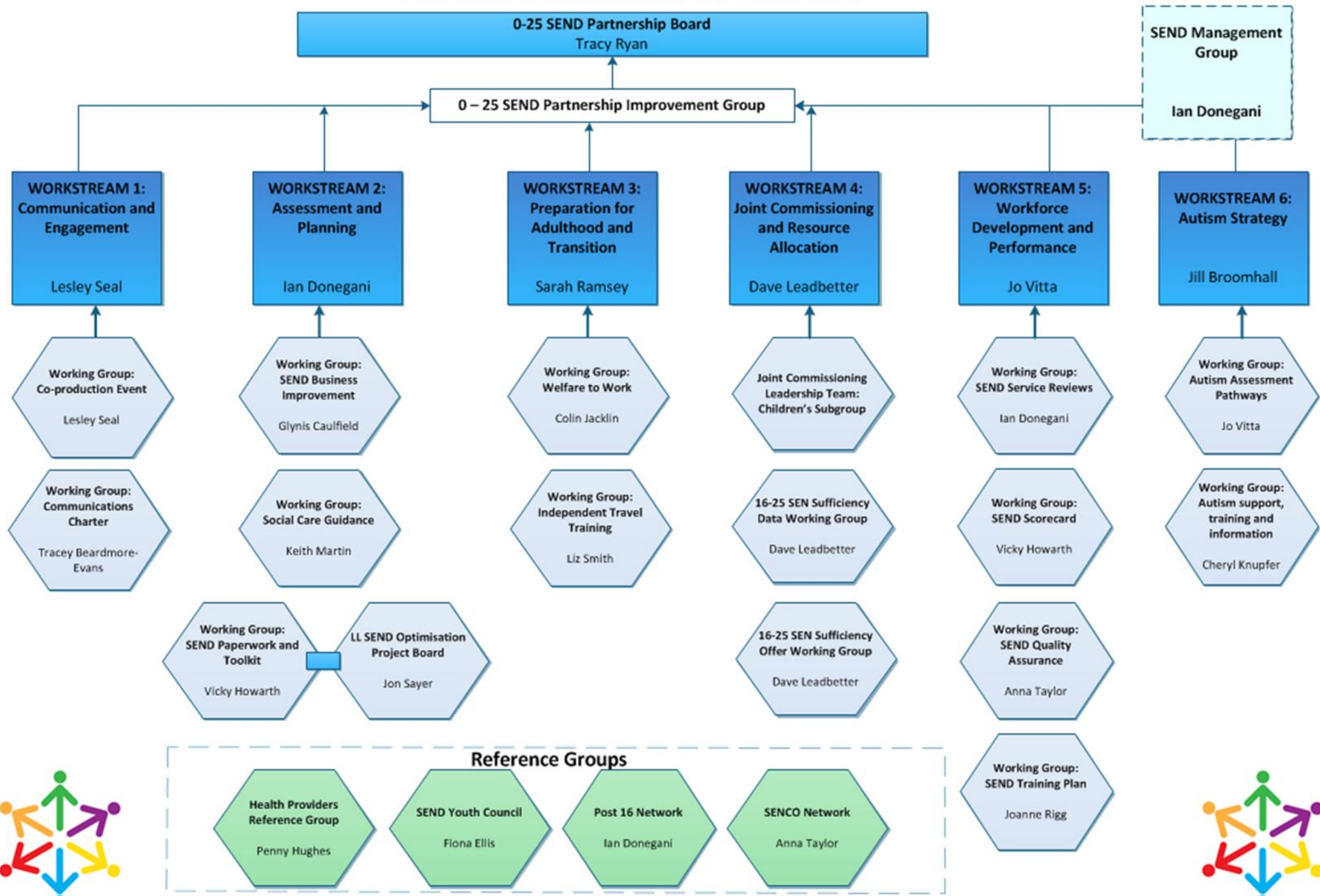
All relevant partners in Cheshire East are committed to providing the best quality education and support for all children and young people; this includes a commitment to work together in order to improve outcomes and support for Cheshire East children and young people with SEND and ensure that we achieve our shared vision.

The **0-25 SEND Partnership** has an established structure which has been specifically designed to deliver improvements in the 6 priority areas described above in order to maximise life opportunities and positive outcomes for children and young people with SEND and their families.

A governance chart outlining the structure of our 0-25 SEND Partnership is overleaf.



0-25 SEND PARTNERSHIP GOVERNANCE



The 0-25 SEND Partnership structure includes:

- **The SEND Partnership Board** which is made up of senior representatives that drive and monitor the work of the Partnership in line with our joint SEND strategy and this WSoA. The 0-25 SEND Partnership Board meets on a termly basis to review progress against our SEND Strategy and the action plan outlined within this WSoA.

The full list of members of the SEND Partnership Board can be found in **Appendix 1** of this document.

- **6 multi-agency workstreams** which each have a specific, dedicated focus on one of the priority areas listed above. The workstreams carry out the work of the Partnership; this includes delivering the actions within our action plan in order to address our areas for development. The workstreams form small, temporary working groups in order to deliver specific objectives within their priority area. The working groups are in place until the specific objective has been achieved to an agreed standard. All 6 workstreams report to the SEND Partnership Board and provide information on progress via regular highlight reports.
- **An improvement group** which provides the workstream chairs and key stakeholders with the opportunity to meet and share information and developments across the workstreams, thereby facilitating joint working and reducing duplication. This group is

responsible for maintaining and updating this document and the progress ratings within our action plan.

Parent carer representatives are members of the 0-25 SEND Partnership Board and all workstreams, and we are developing a strong partnership through which we can deliver significant improvements in the experiences of children and young people with SEND.

The Cheshire East Health and Wellbeing Board is the overarching board for the SEND Partnership and they receive regular reports on progress made by the SEND Partnership.

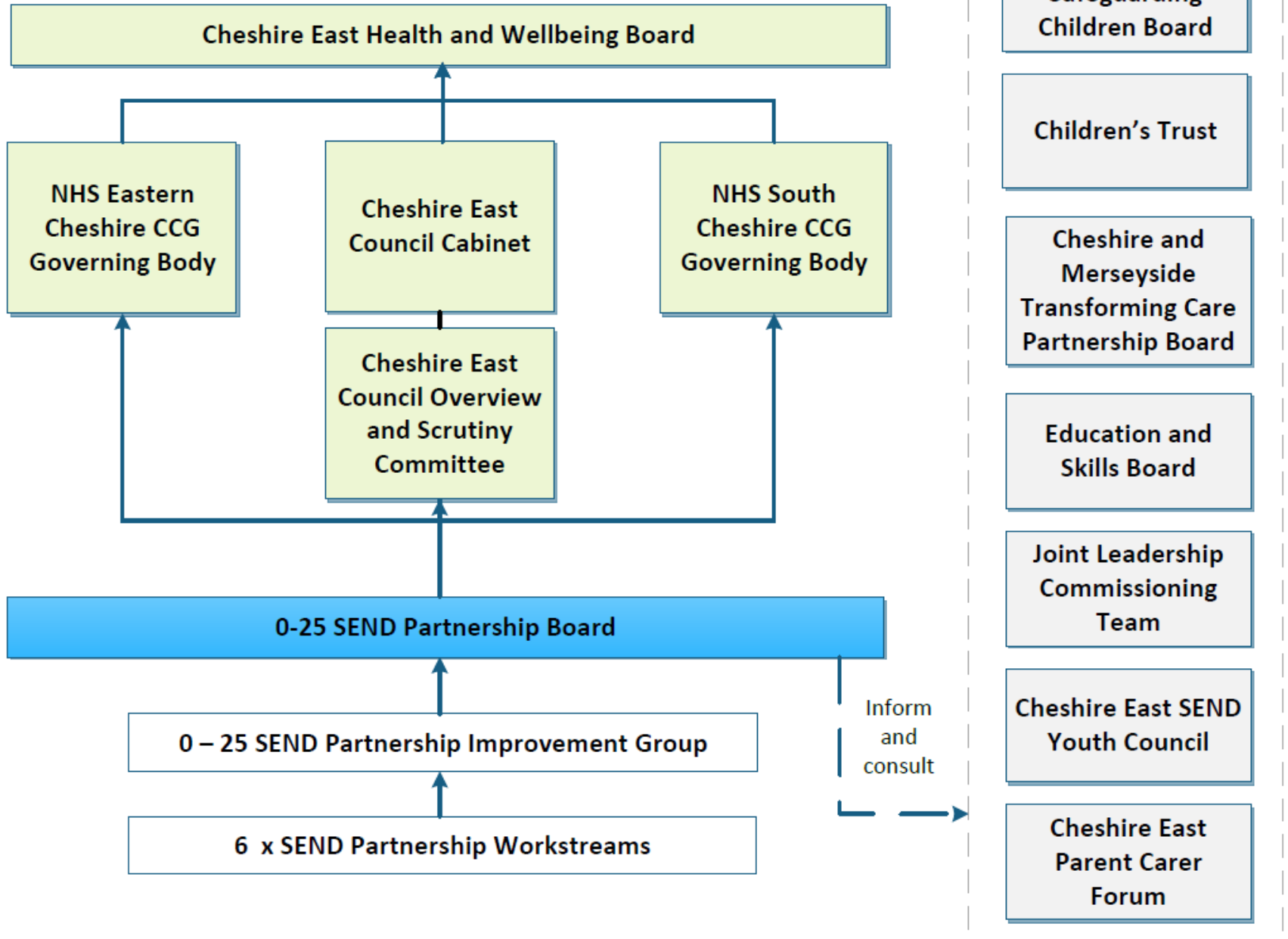
We will seek to inform and consult all other relevant boards and programmes when progressing actions wherever possible and required. A diagram showing reporting and governance arrangements for the SEND Partnership Board is provided overleaf.

5. Communication

Existing communication arrangements will be maintained and strengthened. In order to keep all stakeholders updated, we will provide regular updates on progress on the actions detailed within this document, along with other local SEND developments delivered by the 0-25 SEND Partnership, via the **Cheshire East Local Offer for SEND** available at www.cheshireeast.gov.uk/localoffer

General queries about the content of this document can be sent to SENDpartnerships@cheshireeast.gov.uk. Any service specific queries or issues should continue to be raised with the relevant service.

Reporting and Governance Arrangements for the 0-25 SEND Partnership Board



6. Measuring impact and success

Progress against the Action Plan laid out within this WSoA will be monitored and scrutinised by the 0-25 SEND Partnership Board on a termly basis. Actions will be RAG rated and any risks or issues in achieving improvements will be highlighted to the Board.



Progress against the Action Plan within this WSoA will also be shared with NHS England and DfE advisers through meetings which will initially be scheduled to take place every three months.

Progress will be rated based on the following RAG rating:

RAG RATING KEY	
<div></div>	Action completed
<div></div>	Action not yet completed, but on track and scheduled for completion within projected timeframe
<div></div>	Action not on track, risk to implementation
<div></div>	Longer-term action, not yet started. No risk to implementation currently anticipated

Regular updates will also be provided through the internal governance routes of the CCGs and the local authority. A six monthly update will also be provided to the Health and Wellbeing Board for scrutiny and to the other partnership boards for information.

To assess the impact of our improvements on children and young people and their families, we will use information from four different sources as set out overleaf.

Quality Assurance Framework – information sources

What children, young people and parents/carers tell us	What the qualitative data tells us
<ul style="list-style-type: none"> • Feedback from Cheshire East Parent Carer Forum • Health Visiting and School Nursing Friends and Family Feedback • Feedback at 'Parenting Journey' stops by parents • Parent/carers feedback through schools • CAMHS Young Advisors • Parental satisfaction surveys/engagement events • Young people's satisfaction surveys (under development) • SEND Youth Council 	<ul style="list-style-type: none"> • Peer Reviews • Peer Challenges (North West Peer Challenge) • Care Quality Commission (CQC) Audits • Individual school SEFs/Inspection Reports • Audits of Education, Health and Care Plans (EHCPs) and assessments (<i>planned</i>) • Early Years Case Studies – Raising Attainment • Early Years Inspection Reports
What staff across the Partnership tell us	What quantitative data tells us
<ul style="list-style-type: none"> • Staff surveys • SENCO conference and forums • Consultation events • Training evaluations • Team meetings • Supervision 	<ul style="list-style-type: none"> • 0-25 SEND scorecards, including: <ul style="list-style-type: none"> ➤ Local Authority monthly operational scorecard ➤ Health monthly operational scorecard ➤ Multi-agency quarterly strategic scorecard • 2/3/4 year old data (collected termly) via tracking children • Healthy Child Programme • School based data /SEFs /internal tracking systems • Annual Education Report

7. Our Action Plan

A. The timeliness, process and quality of Education, Health and Care (EHC) Plans

Our overall aim for this priority area:

As a partnership, we want to provide timely child and young person-centred assessments and plans of high quality

i. How we plan to improve our areas for development

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
<p>Improved timeliness of the EHC needs assessment process and EHC Plans, meaning that children and young people benefit from having timely assessments of their needs and earlier plans to improve their outcomes</p> <ul style="list-style-type: none"> EHC needs assessments and EHC plans are completed within the 20 week legislative timescale There is a person-centred approach in place to identify and meet the needs of children, young people and their families. Professionals with the right skills and experience work together and have sufficient capacity to support families through the assessment and planning process Issues around timeliness are quickly addressed and arrangements are in place to ensure that support is still available so that families are not disadvantaged Children and young people with SEND and their parents/carers report high levels of satisfaction in the timeliness of EHC needs assessments and plans 	A – 1	Implement the specific multi-agency action plan focusing on improvement of 20 week timeliness, including improvement of timeliness and efficacy of admin processes relating to the EHC Needs assessment process, e.g. introduction of a triage process etc. (see Appendix 2).	March 2019	Assessment and Planning	Head of Service: SEND and Inclusion, Cheshire East Council	In progress
	A – 2	Undertake peer reviews of the Educational Psychology Service, Cheshire East Autism Team and Sensory Inclusion Service in order to improve timeliness of access to these services and increase efficiency of working methods	November 2018	Workforce Development and Performance	Head of Service: SEND and Inclusion, Cheshire East Council	In progress
	A – 3	Review effectiveness of SEND team re-structure	September 2018	Assessment and Planning	Head of Service: SEND and Inclusion, Cheshire East Council	In progress
	A – 4	Bring in short-term additional capacity to process ongoing annual reviews and EHC needs assessments	September 2018	Assessment and Planning		In progress
	A – 5	Establish robust contract monitoring with commissioned health providers which picks up issues with timeliness and quality	September 2018	Workforce Development and Performance	Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	In progress
	A – 6	Track all requests for health advice as part of EHC needs assessments and establish root causes in instances of failure to meet the required timescales for provision of advice	September 2018			In progress
	A – 7	CCGs to follow up contract queries to relevant Trusts to ensure services not meeting the timescales for health advice are highlighted to Trust executives and mitigating strategies are put in place	September 2018			In progress
Children, young people and their parent/carers experience a consistent, clear and effective EHC needs assessment and annual	A – 8	Co-produce and publish clear information on our Local Offer on requesting an EHC needs assessment for young people and parent carers, including roles and responsibilities for all involved	October 2018	Assessment and Planning	Project Manager (SEND), Cheshire East Council	In progress

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
review process <ul style="list-style-type: none"> Young people, parents and carers, and all professionals experience a consistent EHC needs assessment pathway and are clear about: <ul style="list-style-type: none"> ✓ who can request an Education, Health and Care (EHC) needs assessment ✓ how requests can be made ✓ the responsibilities of everyone involved in the EHC needs assessment process and how different services will work together ✓ the steps of the assessment process and how decisions are made ✓ where their individual assessment is up to Assessment and plans are informed through high levels of involvement from children and young people and their families Annual Reviews and subsequent changes to EHC Plans are completed within expected timescales The Local Offer is effective in making sure that children, young people and families can access the right information at the right time and are able to make informed choices Parents/carers, children and young people report high levels of satisfaction in the EHC needs assessment and planning process 	A – 9	Publish clear information on our Local Offer regarding how other professionals (not educational settings) can bring individuals to the attention of the LA on our Local Offer	October 2018	Assessment and Planning	Project Manager (SEND), Cheshire East Council	In progress
	A – 10	Publish clear pathway on our Local Offer for children and young people brought to the attention of the LA by other professionals	October 2018	Assessment and Planning	Project Manager (SEND), Cheshire East Council	Not started
	A – 11	Review and update the Cheshire East Toolkit for SEND in line with feedback and to reference, link and align with all information and guidance relating to the EHC needs assessment process	October 2018	Assessment and Planning (SEND Paperwork and Toolkit Working Group)	Project Manager (SEND), Cheshire East Council	In progress
	A – 12	Continue to further develop, improve and standardise paperwork associated with an EHC needs assessment request (knowledge and agreement form and provision map)	October 2018	Assessment and Planning (SEND Paperwork and Toolkit Working Group)	Project Manager (SEND), Cheshire East Council	In progress
	A – 13	Embed improved EHC needs assessment process which: <ul style="list-style-type: none"> • incorporates recommendations from parents and young people regarding coproduction, including initial meeting and information pack within 2 weeks of decision to assess • standardises process for all ages and areas • captures and evidences coproduction has taken place 	July 2018	Assessment and Planning	Senior Business Improvement Analyst, Cheshire East Council	In progress
	A – 14	Refresh and roll-out young people and parent carer feedback surveys following involvement in the EHC needs assessment process and annual reviews of EHC Plans	September 2018	Communication and Engagement	SEND Service Manager, Cheshire East Council	In progress
	A – 15	Assess and report results from a survey of the Statutory Assessment Panel members regarding efficacy of the panel process	May 2018	Assessment and Planning	Head of Service: SEND and Inclusion, Cheshire East Council	Completed
	A – 16	Refresh membership, plus decision making and accountability process of the multi-agency EHC needs assessment panel	September 2018	Assessment and Planning	Head of Service: SEND and Inclusion, Cheshire East Council	In progress
	A – 17	Refresh Early Years Forum, including <ul style="list-style-type: none"> • Terms of Reference and detailed purpose • Membership • Meeting and information sharing arrangements 	September 2018	Assessment and Planning	Early Years and Childcare Manager, Cheshire East Council	In progress
	A – 18	Refresh Post-16 Panel to become Preparing for Adulthood (PfA) Transition Forum, including: <ul style="list-style-type: none"> • Terms of Reference and detailed purpose • Membership • Meeting and information sharing arrangements 	July 2018	Assessment and Planning	Area Delivery Manager, Youth Support Service, Cheshire East Council	In progress
	A – 19	Refresh and publish annual review paperwork for EHC Plans	December 2018	Assessment and Planning	Project Manager (SEND), Cheshire East Council	In progress

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
	A – 20	Revise and implement a streamlined annual review process which: <ul style="list-style-type: none"> is standardised across all ages incorporates a clear forecast for upcoming reviews is focused on issuing high quality revised plans within legal timescales 	December 2018	Assessment and Planning	Project Manager (SEND), Cheshire East Council	In progress
	A – 21	Optimise an electronic Annual Review workflow in the local authority's IT case management system and roll this out to schools and post-16 providers in first instance	December 2018	Assessment and Planning	Project Manager, ICT Services, Cheshire East Council	In progress
	A – 22	Optimise an electronic SEN Support workflow in the local authority's IT case management system and roll this out to schools and post-16 providers in first instance	December 2019	Assessment and Planning	Project Manager, ICT Services, Cheshire East Council	Not started
	A – 23	Ensure Dynamic Support Database (which rates individuals for risk of admission and/or increase of behaviours of concern) links with the EHC needs assessment process in order to embed the new Care Education and Treatment Review (CETR) policy and align this with EHCP annual reviews where appropriate.	December 2018	Assessment and Planning	Commissioning Manager, NHS South Cheshire CCG and NHS Vale Royal CCG	Not started
High quality EHC plans are effective in improving outcomes for children and young people <ul style="list-style-type: none"> High quality Education, Health and Care (EHC) Plans which: <ul style="list-style-type: none"> are holistic and capture the individual child or young person's health and social care needs, in addition to their educational needs, in line with the SEND Code of Practice are outcome focused and contain SMART meaningful outcomes are ambitious for children and young people, preparing them for adulthood from the earliest age contain clear intended outcomes and are accessible to the children and young people for whom they were intended or 	A – 24	Develop a multi-agency SEND Quality Assurance Framework outlining how different quality assurance and performance activities will be carried out and by whom, along with how learning will be reported and shared	September 2018	Workforce Development and Performance	Quality Inclusion Officer, Cheshire East Council	In progress
	A – 25	Develop a calendar outlining when quality assurance activities (e.g. case audits) will take place	September 2018			Not started
	A – 26	Develop Practice Standards for EHC Plans	December 2018			Not started
	A – 27	Develop Practice Standards for advice/reports from professionals across education, health and care	December 2018			Not started
	A – 28	Develop and embed Practice Standards to assess quality/inclusivity of mainstream provision	December 2019			In progress
	A – 29	Develop Quality Assurance and moderation processes (based on agreed Practice Standards) for EHC Plans	February 2019			Not started
	A – 30	Develop Quality Assurance and moderation processes (based on agreed Practice Standards) for advice/reports from professionals across education, health and care	February 2019			Not started
	A – 31	Develop Quality Assurance and moderation processes (based on agreed Practice Standards) to assess quality/inclusivity of mainstream provision	February 2019			Not started
	A – 32	Seconded SENCOs to work with educational settings to ensure they are following and implementing the	July 2019			In progress

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
their parents/carers. ● Parents/carers, children and young people report high levels of satisfaction with their EHC Plan		SEND Toolkit effectively				
	A – 33	Identify and appoint practice Auditors and Champions	February 2019			Not started
	A – 34	Commission and deliver multi-agency training from the Council for Disabled Children (CDC) on producing EHC plans which are outcome-focused, holistic and include SMART outcomes and provision	December 2018	Workforce Development and Performance	Workforce Development Project Manager, Cheshire East Council	In progress
	A – 35	Deliver the following NDTi training sessions to health professionals: <ul style="list-style-type: none"> Education, Health and Care Planning – linking aspirations to outcomes and provision – the importance of professional/clinical advice in this process (July 2018) Joint working, holistic planning and writing outcomes for children and young people with special educational needs and disabilities (October 2018) 	October 2018	Workforce Development and Performance	Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	In progress
	A – 36	Develop and publish guidance relating to Social Care input into EHC needs assessments and EHC Plans	June 2018	Assessment and Planning	Service Manager – Children with Disabilities, Cheshire East Council	In progress
	A – 37	Train all early help and social care professionals across children's and adults' services on the EHC needs assessment process and input into EHC needs assessments and EHC Plans	September 2018	Assessment and Planning	Service Manager – Children with Disabilities, Cheshire East Council	In progress
	A – 38	Carry out an audit of health professionals' knowledge and skills around the EHC assessment process, followed by bespoke training to services/individuals by the DCO to address any specific areas of development	September 2018	Workforce Development and Performance	Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	In progress
	A – 39	Produce and publish guidance for health providers on the EHC needs assessment process and input into EHC needs assessments and EHC Plans (incorporating learning from national guidance and areas which have received 'good' or 'outstanding' for this area of assessment)	July 2018	Assessment and Planning	Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	In progress
	A – 40	Train all health professionals on processes for requesting an EHC needs assessment and input into EHC needs assessments and EHC Plans via the SEND Health Providers Reference Group	December 2018	Assessment and Planning	Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	In progress
	A – 41	Review format of the EHC Plan template to ensure it is outcome focused across education, health and care	December 2018	Assessment and Planning	SEND Service Manager, Cheshire East Council	Not started
	A – 42	Review templates for advice provided by professionals across education, health and care as part of the EHC needs assessment to ensure advice is of high quality and focused on outcomes.	December 2018	Assessment and Planning	SEND Service Manager, Cheshire East Council and Designated Clinical Officer, NHS Eastern Cheshire and South Cheshire CCGs	Not started

ii. How will we know if we have made a difference?

As mentioned in section 6 of this document (“**Measuring Impact and Success**”), we collect information from a range of sources in order to measure the success and impact of our improvement work. This includes a range of performance measures on 0-25 SEND Scorecards. As an area, we currently have two monthly operational scorecards which cover performance measures within a) the local authority and b) health. We are also developing targets for key performance areas and a joint multi-agency strategic scorecard that will be produced on a quarterly basis. The below performance measures are extracts from our 0-25 SEND Scorecards.

Performance Measure	Current performance – May 2018	Cumulative Target for September 2018 (since May 2018)	Cumulative Target for January 2019 (since May 2018)	Cumulative Target for May 2019 (since May 2018)
Increase in percentage of full EHC needs assessments (with final EHCP issued) completed within 20 weeks (performance for individual months)	16%	Percentage increase of 15%	Percentage increase of 30%	Percentage increase of 40%
Increase in percentage of full EHC needs assessments (with final EHCP issued) completed within 20 weeks (cumulative for year since January 2018)	19%	Percentage increase of 10%	Percentage increase of 30%	Percentage increase of 40%
Reduction in average number of weeks taken for EHC plans to be issued (performance for individual months)	32.8 weeks	Percentage decrease of 10%	Percentage decrease of 20%	Percentage decrease of 30%
Increase in percentage of annual reviews of EHC Plans completed within 12 months of EHC Plan issued or previous review (performance for individual months)	49.4%	Percentage increase of 6%	Percentage increase of 20%	Percentage increase of 40%
Evidence of variation in source of request for EHC needs assessment (performance for individual months)	Establishment Request	91%	Evidence that EHC needs assessments result from more than one source	Evidence that EHC needs assessments result from more than one source
	Parental Request	9%		
	Young Person Request	0%		
	Notification from Professional	0%		
Significant number of staff attend commissioned training from the Council for Disabled Children on EHC Plans	n/a	> 45 people have attended training	> 90 people have attended training	n/a
Reduction in number of complaints received relating to EHC needs assessments and EHC Plans (performance for individual months)	TBC	Percentage decrease of 10%	Percentage decrease of 30%	Percentage decrease of 50%
Reduction in number of appeals registered with the First-tier Tribunal (performance for 12 months prior to 1 st of specified month)	30	Percentage decrease of 10%	Percentage decrease of 20%	Percentage decrease of 30%

Using feedback and audits to measure our performance			
Children and young people with SEND	Parents and Carers	Professionals	Audits
Feedback collected during and after the EHC needs assessment shows that children and young people with SEND feel that: <ul style="list-style-type: none"> - they had a positive and timely experience during the EHC needs assessment - the assessment process was clear - they were included in the process and had opportunities to clearly share their views 	Feedback collected during and after the EHC needs assessment shows that parents feel that: <ul style="list-style-type: none"> - they had a positive and timely experience during the EHC needs assessment - the assessment process was clear - they were included in the process and had opportunities to clearly share their views - EHC Plans contained all relevant 	Professionals report that, as a result of guidance, training and clear paperwork, they are confident that they are able to contribute to the EHC needs assessments and EHC Plans in a timely and effective manner. <p>Professionals are confident that the established quality assurance processes are appropriately supportive and challenging and will increase the quality of EHC Plans.</p>	Audits show that EHC Plans: <ul style="list-style-type: none"> - contain relevant, holistic information across education, health and care - reflect high quality input from professionals - are focused on meaningful SMART outcomes - describe provision which is specific and reflects the needs of the child or young person

<ul style="list-style-type: none"> - EHC Plans contained all relevant information - the support detailed within their EHC plans is meeting their needs and helping them to achieve positive outcomes 	information		
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B. The lack of an effective Autistic Spectrum Disorder (ASD) pathway and unreasonable waiting times

Our overall aim for this priority area:

As a partnership, we want to provide efficient, consistent and timely pathways of assessment and support for Autism

i. How we plan to improve our areas for development

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
<p>Improved Autistic Spectrum Disorder/Condition (ASD/ASC) pathways and waiting times, meaning that children and young people benefit from having timely assessments of their needs</p> <ul style="list-style-type: none">● Autism diagnostic pathways which are:<ul style="list-style-type: none">✓ effective and of high quality✓ timely✓ consistent across all areas of Cheshire East✓ compliant with NICE guidance✓ available and suitable for all ages within the 0-25 age✓ ensure children, young people and their families are able to access appropriate information and support at the right time	B – 1	Undertake an external review of Cheshire East Autism and ADHD assessment and support practice and processes to identify areas for development	August 2018	Autism Strategy	Autism Team Manager, Stockport Metropolitan Borough Council	In progress
	B – 2	Establish a multi-agency and all-age working group to drive improvements and focus on: <ul style="list-style-type: none">• developing an Autism strategy• refreshing the Autism JSNA	July 2018	Autism Strategy	Director of Adult Social Care Operations, Cheshire East Council	In progress
	B – 3	Refresh the Cheshire East Autism JSNA	September 2018	Autism Strategy	Director of Adult Social Care Operations, Cheshire East Council	Not started
	B – 4	Review, refresh and publish an all-age Autism Strategy for Cheshire East	September 2018	Autism Strategy		Not started
	B – 5	Establish a multi-agency and all-age working group to focus on improving Autism assessment pathways	June 2018	Autism Strategy	Commissioning Manager, Women, Children and Young People, NHS South Cheshire CCG & NHS Vale Royal CCG	Completed
	B – 6	Establish multi-agency and all-age working groups to drive improvements around Autism support, training and information	June 2018	Autism Strategy	Autism Team Manager, Stockport Metropolitan Borough Council	Completed
	B – 7	To finalise the mapping/baseline of the current service pathways commissioned by the two CCGs and the LA and any gaps and associated risks are identified. This will also include demand and prevalence across Cheshire East. All service providers to complete the current service provision narrative	August 2018	Autism Strategy (Assessment Pathways Working Group)	Autism Team Manager, Stockport Metropolitan Borough Council	In progress
	B – 8	Complete the Baseline Assessment Tool for Autism Spectrum Disorder in Under 19s: recognition, referral and diagnosis (NICE Clinical Guidelines CG128).	August 2018	Autism Strategy (Assessment Pathways Working Group)	Commissioning Manager, Women, Children and Young People, NHS South Cheshire CCG & NHS Vale Royal CCG	In progress

What outcomes are we aiming for?	Action Ref.	Actions – what are we doing about this?	When will this be completed?	Which workstream will deliver this?	Who is leading on this?	Progress rating
	B – 9	Review the pool of staff trained in using diagnostic assessment tools to ensure we have a sufficient number of appropriate staff trained to contribute to the assessment process.	August 2018	Autism Strategy (Assessment Pathways Working Group)	Commissioning Manager, Women, Children and Young People, NHS South Cheshire CCG & NHS Vale Royal CCG	In progress
	B – 10	Coproduce a specification for a single ASD assessment and diagnosis pathway for 0-25 across Cheshire East, including any additional costs and impacts on the system this may have. Developing a standardised referral process will support the single pathway.	September 2018			In progress
	B – 11	Carry out consultation and engagement on the specification for a single ASD assessment and diagnosis pathway for 0-25 across Cheshire East, resulting in sign off from all relevant governance (see Governance section above)	November 2018			Not started
	B – 12	Set up and launch ASD single pathway and service for 0-25 across Cheshire East in line with specification	April 2019			Not started
	B – 13	Map current training offer relating to Autism across all education, health and care organisations and identify gaps and/or duplication	August 2018	Autism Strategy (Support, information and training working group)	Autism Team Manager, Stockport Metropolitan Borough Council	Not started
	B – 14	Map current pre- and post-diagnostic support offer for children, young people and their families in relation to Autism and identify gaps and/or duplication	August 2018			Not started
	B – 15	Produce a post-diagnostic information pack for families	September 2018			Not started
	B – 16	Improve access to information on Autism within Cheshire East Local Offer for SEND	October 2018			Not started

ii. How will we know if we have made a difference?

As mentioned in section 6 of this document (“**Measuring Impact and Success**”), we collect information from a range of sources in order to measure the success and impact of our improvement work. This includes a range of performance measures on 0-25 SEND Scorecards. As an area, we currently have two monthly operational scorecards which cover performance measures within a) the local authority and b) health. We are also developing targets for key performance areas and a joint multi-agency strategic scorecard that will be produced on a quarterly basis. The below performance measures are extracts from our 0-25 SEND Scorecards.

Performance Measure	Current performance – May 2018		Cumulative Target for September 2018 (since May 2018)		Cumulative Target for January 2019 (since May 2018)		Cumulative Target for May 2019 (since May 2018)	
	NHS South Cheshire CCG	NHS East Cheshire CCG	NHS South Cheshire CCG	NHS East Cheshire CCG	NHS South Cheshire CCG	NHS East Cheshire CCG	NHS South Cheshire CCG	NHS East Cheshire CCG
Reduction in average length of wait (by CCG) for an Autism assessment (and therefore improved access to the ASD diagnostic pathway across Cheshire East)	14 weeks	TBC	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%
Increase in percentage of the children and young people who are referred for a diagnostic assessment that have the diagnostic assessment started within 3 months of their referral	TBC	TBC	Percentage increase of x%	Percentage increase of x%	Percentage increase of x%	Percentage increase of x%	Percentage increase of x%	Percentage decrease of x%
Reduction in rejected referrals due to improved quality of referral tools and awareness	TBC	TBC	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%
Reduction in missed appointments ('do not attends') for diagnostic appointments	9%	TBC	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%	Percentage decrease of x%

Using feedback and audits to measure our performance			
Children and young people with SEND	Parents and Carers	Professionals	Audits
Feedback collected from engagement events, SEND youth groups/participation groups, and special school councils shows that children and young people with Autism know who their key worker is (who helps coordinate their care and the support detailed in their personalised plan).	Feedback collected during the revision of ASD assessment and diagnostic pathways, and from pre-and post-diagnostic surveys, shows that parents: <ul style="list-style-type: none"> - feel engaged with, and fully involved in, the process to review the diagnostic pathway - sign up to revised pathway - report a clear and consistent assessment and diagnostic experience across Cheshire East 	Professionals across the SEND Partnership report that the ASD assessment and diagnosis pathway is clear and consistent across Cheshire East, and they are confident about roles and responsibilities within the pathway. Professionals also report that, following assessments, children and young people with Autism have a personalised plan that has been developed and implemented in partnership with the child and young person, their family and carers (if appropriate) and the Autism team.	Audits show that the referral and assessment pathway: <ul style="list-style-type: none"> - is consistent across Cheshire East - complies with NICE Guideline - is clear and easy to follow - results in children and young people with Autism having person centred plans and/or being signposted to appropriate support

Appendix 1: Membership of the Cheshire East 0-25 SEND Partnership Board

Name	Role	Organisation
Tracy Ryan	Director of Prevention and Support (Chair of the SEND Partnership Board)	Cheshire East Council
Ian Donegani	Head of Service: SEND and Inclusion	Cheshire East Council
Andy Hodgkinson	eCAPH Chair	East Cheshire Association of Primary Heads (eCAPH)
Mark Bayley	Head of Service: Education Infrastructure and Outcomes	Cheshire East Council
Tracey Beardmore-Evans	SEND Service Manager	Cheshire East Council
Gill Betton	Head of Service: Children's Development and Partnerships	Cheshire East Council
Kerry Birtles	Head of Service: Cared for Children	Cheshire East Council
Chris Jaydeokar	Co-Chair of Cheshire East Parent Carer Forum	Cheshire East Parent Carer Forum
Anne Casey	Child and Adolescent Mental Health Service (CAMHS) lead	NHS Cheshire and Wirral Partnership Trust
Chris Chapman	School Governor	Middlewich High School and Cheshire East Association of Governing Boards
Chris Baggs	Director of Learning and Learner Services	Cheshire College - South & West
Curtis Vickers	0-19 Contract Manager, Adult Social Care and Public Health	Cheshire East Council
Keith Evans	Head of Service: Mental Health and Learning Disability	Cheshire East Council
Fleur Blakeman	Director of Strategy and Transformation	NHS Eastern Cheshire Clinical Commissioning Group
Councillor Dorothy Flude	Councillor – Crewe South	Cheshire East Council
Councillor Jos Saunders	Children and Families Portfolio Holder	Cheshire East Council
Jacky Forster	Director of Education and 14 -19 Skills	Cheshire East Council

Name	Role	Organisation
Sarah Gill	Headteacher	Ivy Bank Primary School
Jamaila Tausif	Associate Director of Commissioning	NHS South Cheshire and Vale Royal Clinical Commissioning Groups
Jo Vitta	Commissioning Manager: Women, Children and Young People	NHS South Cheshire and Vale Royal Clinical Commissioning Groups
Tracey Shewan	Director of Quality and Safeguarding	NHS South Cheshire and Vale Royal Clinical Commissioning Groups
Dave Leadbetter	Head of Service: Children's Commissioning	Cheshire East Council
Sandie Isherwood	Headteacher	Marlfields Primary School
Keith Martin	Service Manager: Children with Disabilities	Cheshire East Council
Nigel Moorhouse	Deputy Director of Children's Services & Director of Children's Social Care	Cheshire East Council
Lorraine Warmer	Headteacher	Park Lane School
Penny Hughes	Designated Clinical Officer	NHS Eastern Cheshire and South Cheshire Clinical Commissioning Groups
Richard Hedge	Headteacher	Macclesfield Academy
Carol Sharples	Early Years and Childcare Manager	Cheshire East Council
Tom Dooks	Senior Manager: Partnerships, Prevention and Business Development	Youth Justice Services
Nicola West	Principal Educational Psychologist	Cheshire East Council
Claire Williamson	Head of Service: Education Participation and Pupil Support	Cheshire East Council
James Pullé	Headteacher	Wilmslow High School
Vicky Howarth	Project Manager	Cheshire East Council
Karen Morrey	PA to Director of Prevention and Support	Cheshire East Council

Appendix 2: Action Plan to improve 20 week EHC needs assessment timeliness

Action Ref.	Action	Responsible Lead	Progress
1. SEND Team - Process improvements			
1.1	Undertake a Business Improvement Review of the EHC needs assessment process including associated internal admin tasks and implement an action plan to deliver the improvements identified which include the following:	Senior Business Improvement Analyst	Completed Oct 17
1.2	Implementation of a triage system to ensure requests for EHC needs assessments are processed as appropriate without delay. Process also identifies schools which require support in creating robust referrals.	SEND Service Manager	Completed and in place – Jan 18
1.3	Implementation of category recording of all client concerns raised (phone calls and emails) to enable repetitive process issues to be identified and resolved	SEND Service Manager	Completed and in place – Jan 18
1.4	Introduction of standard agendas for all parental contact and co-production points throughout the process to ensure that consistency of service is delivered across the SEND Team and information sharing is optimised.	SEND Service Manager	In progress Implement in June
1.5	Review all standard letters and templates to ensure that we are giving parents the right level of information in the right way	SEND Service Manager	In progress Commence in April
1.6	Review of management of the panels to improve efficiency and ensure decision making is structured and evidenced in local authority IT case management system	Head of Service: SEND and Inclusion	In progress Complete by September
1.7	Streamlining of consultation process (with schools/settings) to improve efficiency and evidence decision making. Reporting process also highlights schools which require support on Cheshire East inclusion strategy	SEND Service Manager	In progress Complete by September
1.8	Appoint SEND Team leaders to co-ordinate and oversee the workload of the 0-25 SEND Officers and related processes	Head of Service: SEND and Inclusion	Completed and in place Jan 18
1.9	Review undertaken on how internal communications are managed and revised communication	SEND Service Manager	Completed May 18

	structure implemented at all levels for managing both day to day communications and project change		
1.10	Implement a proactive tracking and reporting structure to ensure that every stage of the 20 week process is monitored. This will include early warning flags to ensure that delays are highlighted proactively and can be investigated and managed appropriately	SEND Service Manager	In progress Complete by Aug 18
1.11	Create checklist and specification for settings to guide/train them towards the level of quality expected when sending in Needs Assessment requests.	SEND Service Manager	Completed June 18
1.12	Revise the annual review process to proactively manage review dates and the associated paperwork, ensuring that reviews are managed within a coproduced, timely and consistent manner which optimises the case system functionality	SEND Service Manager	Complete by Dec 18
1.13	Develop timeliness, consistency and quality assurance around the consultations process optimising the case management system functionality in order to track and record all stages of the process with dates and outcomes	SEND Service Manager	In progress Complete by Aug 18
1.15	Identify and reduce the non-value added activity within the Tribunals process to create a more timely and efficient process, creating feedback and learning loops to reduce the future number of cases going to tribunal	SEND Service Manager	Complete by Mar 2019

2. Educational Psychology Service – Process Improvements

2.1	Introduction of a weekly meeting between the Principal Educational Psychologist and the SEND Service Manager to discuss cases approaching 16 weeks in order to facilitate introduction of support at an earlier stage if child or young person is likely to require additional support in line with an EHC Plan	Principal Educational Psychologist and SEND Service Manager	Completed and in place
2.2	Review format and content of Educational Psychologists' reports in order to maximise efficiency	Head of Service: SEND and Inclusion	Pending
2.3	Agreement in place with schools to highlight priority cases to Educational Psychology Service.	Principal Educational Psychologist and Head of Service: SEND and Inclusion	Completed and in place

2.5	Develop full set of criteria to facilitate prioritisation of cases awaiting an Educational Psychologist assessment.	Principal Educational Psychologist and Head of Service: SEND and Inclusion	Ongoing
2.6	Principal Educational Psychologist to manage and use a tracking spreadsheet to list the required number of hours for a particular assessment and to assign cases to individual Educational Psychologists, thereby ensuring team members share an equal caseload of more complex cases.	Principal Educational Psychologist	Completed and in place
2.7	Principal Educational Psychologist to monitor full-time equivalent capacity in the service and report this to Head of Service: SEND and Inclusion, and Director of Prevention and Support, on a weekly basis	Principal Educational Psychologist	Completed and in place
2.8	Undertake a full, independent service review of the Educational Psychology Service (along with the Cheshire East Autism Team and the Sensory Improvement Service) to ensure team structures, practice and processes are fit for purpose and as efficient as possible	Head of Service: SEND and Inclusion	Pending
3. Educational Psychology Service – Recruitment and Retention			
3.1	Recruit a Trainee Educational Psychologist	Principal Educational Psychologist	Completed and in post
3.2	Introduction of a sponsored bursary placement with Manchester University to ensure trainee Educational Psychologists spend Year 2 and Year 3 placed within Cheshire East Council, and later work for Cheshire East Council	Head of Service: SEND and Inclusion	Pending
3.3	Ensure a suitable recruitment and retention policy is in place and implemented.	Head of Service: SEND and Inclusion	Completed November 2017
3.4	Undertake a comparative assessment of salaries for Educational Psychologists across the North West region	Head of Service: SEND and Inclusion	Pending
3.5	Advertise and recruit 2 permanent members of staff to Educational Psychology service	Principal Educational Psychologist and Head of Service:	Ongoing

		SEND and Inclusion	
3.7	Gain approval from Director of People and senior management team for additional, temporary funding for 3 x agency posts to alleviate capacity issues during recruitment of permanent staff	Director of Prevention and Support	Completed and in place
3.8	Recruit 3 x agency staff to increase capacity temporarily during ongoing recruitment of permanent staff	Principal Educational Psychologist and Head of Service: SEND and Inclusion	Completed and in place (plus 1 locum officer, and 1 part-time officer)
4. Health – process improvements			
4.1	Fully embed data on EHC needs assessments into NHS Standard Contract monitoring arrangements by both Clinical Commissioning Groups. To include: a) how many requests for EHC needs assessment the service has received in the last month b) the percentage of requests for advice that were completed within the 6 week timescale	Lana Davidson, Contract Manager NHS Eastern Cheshire CCG and Steve Evans Contract Manager NHS South Cheshire CCG	In progress
4.2	Report data on performance of relevant health services on the monthly operational health scorecard (which covers both CCGs) to Quality and Performance Committees and Governing Bodies at both CCGs. Data to include measures of outcomes as well as waiting times for first and follow up appointments, caseload size and discharges.	Jo Vitta, Commissioning Manager, Women, Children and Young People, NHS South Cheshire CCG & NHS Vale Royal CCG	In progress
4.3	Addition of a provider portal to the local authority's IT case management system, thereby allowing health providers to submit health advice directly into the system. This will also facilitate management oversight of advice requests by the Designated Clinical Officer (DCO)	Project Manager – EHM Liquid Logic Phase 2 and DCO	Completed and in place
4.4	Increase capacity of Designated Clinical Officer role by increasing post to full time (from 3 days/week). Review arrangement on a quarterly basis.	Fleur Blakeman NHS Eastern Cheshire CCG and Tracey Shewan	Completed and in place

		NHS South Cheshire CCG	
5. Social Care - process improvements			
5.1	Make improvements to workflows within the local authority's IT case management system for social care advice – in particular, ensure that requests for advice are assigned to individual social worker and family service worker work-trays and management alert system is in place	Project Manager, ICT Services, Cheshire East Council and Interim Service Manager – Children with Disabilities, Cheshire East Council	Completed and in place
6. Miscellaneous			
6.1	Use data and analysis on monthly, operational scorecards within the local authority and health to identify services and processes that are demonstrating delays or bottlenecks which require intervention. Scorecards to be used as means of accountability of partners to one another and to allow for challenge to be provided via the SEND partnership board.	SEND Management Team and SEND Partnership Board	Ongoing
6.2	Second 4 x SENCOs from local schools and settings to embed the ethos and practices outlined in the Cheshire East Toolkit for SEND in order to ensure that requests for EHC needs assessment are appropriate and contain relevant and high-quality information (thereby managing demand and reducing potential delays in the assessment process)	Head of Service: SEND and Inclusion	Completed and in place



Your thoughts matter

If you have any views on this document or how we can improve our services, please do contact us at **SENDPartnerships@cheshireeast.gov.uk**

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Working for a brighter future together

Cabinet

Date of Meeting: 11 September 2018

Report Title: SEND Reforms Task and Finish Group – Final Report

Portfolio Holder: Councillor J Saunders – Children and Families Portfolio Holder

Senior Officer: Mark Palethorpe - Acting Executive Director of People

1. Report Summary

- 1.1. This report introduces the SEND Reforms Task and Finish Groups report on its findings, conclusions and recommendations following its review.

2. Recommendations

- 2.1. That Cabinet receive the Task and Finish Groups report.
- 2.2. That Cabinet notes the following recommendations:
 - 2.2.1 That the shortfall in provision, particularly for those with moderate learning difficulties and autism be addressed.
 - 2.2.2 That all schools be encouraged to welcome children with SEND.
 - 2.2.3 That working relationships between partners and the sharing of information continue to be improved, particularly in the production of EHCPs.
 - 2.2.4 That EHCPs be produced as a word document to enable all partners to amend them.
 - 2.2.5 That EHCPs avoid jargon, be written in plain English and celebrate what the child can do.
 - 2.2.6 That further training and support be given to all partners to ensure that referrals are complete and of a suitable quality.
 - 2.2.7 Systems need to be implemented and support provided to ensure parents are kept fully up to date on the production of an EHCP.
 - 2.2.8 That the Multi Agency Moderation Panel and its processes be reviewed.
 - 2.2.9 That a Cheshire East accredited Educational Psychologist system be introduced to deal with and accept private reports.
 - 2.2.10 That a review of the specialist support services be reviewed to ensure that they are fit for purpose.

- 2.2.11 That a review of the tribunal service be undertaken.
 - 2.2.12 That a further Task and Finish Group be established to investigate the local offer for 16 – 25 year olds.
 - 2.2.13 That Cheshire East explore an equipment store to be used by all schools.
 - 2.2.14 That early year's providers be supported with the right knowledge, training and resources, to identify children with SEN and apply for an EHCP.
 - 2.2.15 That further work be undertaken to promote personal budgets and a policy be introduced.
 - 2.2.16 That the Schools Forum be requested to investigate whether or not the allocation of funding with an EHCP and additional hours per child is adequate.
 - 2.2.17 That the Schools Forum be requested to review the distribution and methodology of funding.
- 2.3 That the Portfolio Holder undertakes to come back to a future meeting of Cabinet with a formal response to each recommendation and that response be submitted to the Children and Families Overview and Scrutiny Committee.

3. Reasons for Recommendation/s

- 3.1. The Children and Families Act 2014 introduced a series of reforms relating to special educational needs and disability (SEND). The reforms aimed to improve the provision of services for children and young people with SEND, as well as giving them and their parents/carers greater control over how their needs are met, up to the age of 25. The Children and Families Overview and Scrutiny Committee considered it appropriate to scrutinise the implementation of those reforms.

4. Other Options Considered

- 4.1. No alternative options were considered.

5. Background

- 5.1. The SEND reforms Task and Finish Group met in September 2017 to scope the review and agreed the following terms of reference:

- To understand the history of SEND.
- To understand the types of provision available.
- To investigate the timeliness of producing new EHC plans and of transferring statements to new plans
- To investigate the staffing and governance arrangements/resources.
- To determine whether or not partnership working could be improved.
- To investigate the child and parents/guardians perspective.
- To investigate the availability and accessibility of the local offer.
- To investigate the take up of personal budgets.

- 5.2 Following completion of the review, at its meeting held on 16 July 2018, the Children and Families Overview and Scrutiny Committee approved the final report, which is now attached for consideration by Cabinet.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. There are no legal implications at this stage, however there may be legal implications associated with the implementation of any approved recommendations.

6.2. Finance Implications

- 6.2.1. The full list of recommendations which are being made to Cabinet by the Task and Finish Group have not yet been fully assessed. If the recommendations are approved further work is required to capture the financial implications.
- 6.2.2. The funding the Council receives via the DSG high needs block which is used to fund SEN expenditure is under significant pressure as a result of rising numbers, increasing complexity and the increase in costs of independent provision.
- 6.2.3. As a result the Schools Forum has created a sub-group entitled the “High Needs Formula Working Group” to undertake further research and consider some of the options. These will consider ways to allocate the funding received by the Council differently and include banding.
- 6.2.4. However, as the funding is under pressure this will be redistribution rather than any increase in funding.
- 6.2.5. The issue of increasing volume etc has been fed back to the relevant Government Departments.

6.3. Policy Implications

- 6.3.1. There are no policy implications at this stage; however approval of the recommendations may result in policy changes.

6.4. Equality Implications

- 6.4.1. The recommendations are intended to create greater equality for children and young people with SEND.

6.5. Human Resources Implications

- 6.5.1. No human resource implications are identified at this stage.

6.6. Risk Management Implications

6.6.1. There are no risk management implications at this stage.

6.7. Rural Communities Implications

6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People

6.8.1. The recommendations are intended to improve the offer to children and young people with SEND.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. No ward members are directly affected.

8. Access to Information

8.1 The following documents were considered during the review and are available for inspection.

- Children and Young People with Special Educational Needs and/or Disabilities Cheshire East Self Evaluation – December 2017.
- Children and Young People with Special Educational Needs and/or Disabilities Joint Strategy 2017/19
- Cheshire East SEN/EHCP scorecard
- LGiU – briefing notes.
- Special Educational Needs and Disability Code of Practice
- Sufficiency statement and Provision Plan

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Katie Small

Job Title: Scrutiny Officer

Email: katie.small@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee



SEND Reforms

Task and Finish Group

Final Report

March 2018

1. Foreword



Chairman – Councillor Flude

In coming to terms with the realisation that a child has a learning difficulty parents and carers need to be reassured that they will receive support from the local authority's that is timely, easily accessible with outcomes that enable their child's prospects to be life enhancing.

With the implementation of the Children and Families Act 2014, the statutory framework for the personalisation of services for children and young people from 0 to 25 years, it was decided at the Children and Families Overview and Scrutiny Committee of Cheshire East Borough Council that there should be an in-depth look at the new system through the setting up of a Task and Finish Group.

We began our Scrutiny in September 2017, we apologise for the delay in publishing this report. The reason for our delay, events somewhat over took the group when Ofsted and the CQC inspected the councils SEND in March 2018. We considered it pertinent to consider the finding of the inspection before publishing.

The Group thank parents, carers and the many staff from Education, Health and Social Care who gave evidence to the Group. Special thanks go to Katie Small, Scrutiny Officer at Cheshire East for all her assistance.

2.0 Introduction

The Children and Families Act 2014 introduced a wide range of reforms to the organisation of Special Education Needs and Disability (SEND) provision. These reforms were aimed at improving the quality and reliability of SEND provision by providing a joined up approach between the relevant agencies and by giving parents

and young people more influence over the provision they received. Major changes include:

- The replacement of Special Education Needs (SEN) Statements with Education, Health and Care Plans (EHCPs).
- Increased support for 19 year olds up to 25 year olds. This includes more support transition to adulthood, improves options around education, vocational and work placements and independent living skills.
- The local offer - SEND services for children and families being made available in a clear easy to read manner via a local online service directory.
- Local areas to involve families and children in discussions and decisions in relation to their SEND care and education.

3.0 Recommendations

- 3.1 That the shortfall in provision, particularly for those with moderate learning difficulties and autism be addressed.
- 3.2 That all schools be encouraged to welcome children with SEN.
- 3.3 That working relationships between partners and the sharing of information continue to be improved, particularly in the production of EHCPs*.
- 3.4 That EHCPs be produced as a word document to enable all partners to amend them*.
- 3.5 That EHCPs avoid jargon, be written in plain English and celebrate what the child can do.
- 3.6 That further training and support be given to all partners to ensure that referrals are complete and of a suitable quality.
- 3.7 Systems need to be implemented and support provided to ensure parents are kept fully up to date on the production of an EHCP.
- 3.8 That the Multi Agency Moderation Panel and its processes be reviewed.
- 3.9 That a Cheshire East accredited Educational Psychologist system be introduced to deal with and accept private reports.
- 3.10 That a review of the specialist support services be reviewed to ensure that they are fit for purpose.
- 3.11 That a review of the tribunal service be undertaken.
- 3.12 That a further Task and Finish Group be established to investigate the local offer for 16 – 25 year olds.
- 3.13 That Cheshire East explore an equipment store to be used by all schools.
- 3.14 That early year's providers be supported with the right knowledge, training and resources, to identify children with SEN and apply for an EHCP.
- 3.15 That further work be undertaken to promote personal budgets and a policy be introduced.
- 3.16 That the Schools Forum be requested to investigate whether or not the allocation of funding with an EHCP and additional hours per child is adequate.

- 3.17 That the Schools Forum be requested to review the distribution and methodology of funding.

*Some of the recommendations have been implemented or progressed during the review.

4.0 Background and Membership

- 4.1 Following a slow response to the implementation of the Children and Families Act 2014, a report was submitted to informal Cabinet outlining the Council's improvement programme to implement all aspects of the SEND reforms. The Schools Forum had concerns regarding the funding for Special Educational Needs (SEN) and alongside this, the Children and Families Overview and Scrutiny Committee recognised the need for an in-depth look at the entire SEN system due to there being considerable delay in transferring existing statements to EHCP. The Committee therefore agreed to set up a Task and Finish Group to review the progress made in implementing the SEND reforms and it was agreed that the following Members would sit on that Group:



Councillor R Bailey



Councillor M Beanland



Councillor D Flude



Councillor Mo Grant



Councillor G Merry

5.0 Terms of Reference

1. To understand the history of SEND.
2. To understand the types of provision available.
3. To investigate the timeliness of producing new EHC plans and of transferring statements to new plans.
4. To investigate the staffing and governance arrangements/resources.
5. To determine whether or not partnership working could be improved.
6. To investigate the child and parents/guardians perspective.
7. To investigate the availability and accessibility of the local offer.
8. To investigate the take up of personal budgets.

6.0 Methodology

6.1 Witnesses

- Focus Group 1 (Staff) – Representatives from SEND Team, Specialist Team, EY, YSS, School improvement, front line staff, legal services.
- Focus Group 2 (partners) – Representatives from DCO, CSC, CAMHS, SALT, 0-19 Service.
- Focus group 3 (Performance and Resources) – I Donegani, B Harding, S Reading
- Focus Group 4 (Parents and Carers).
- Visits to Hermitage Primary School, Springfield Special School, Wilmslow High School, Underwood West Academy, South Cheshire College, Pebblebrook Primary School.
- Portfolio Holder – Councillor J Saunders.

6.2 Timeline

18 September 2017	Review scoped
6 October 2017	Meeting with Director of Children's Support and Prevention to understand the history of SEND and types of provision available
7 November 2017	Visit to Springfield Special School and South Cheshire College.
23 November 2017	Focus group, staff, resources and partners.
30 November 2017	Focus group, parents and carers.
16 January 2018	Visit to Underwood West Primary School.
17 January 2018	Visit to Hermitage Primary School.
23 January 2018	Visit to Wilmslow High School.
5 February 2018	Meeting with Portfolio Holder.
9 February 2018	Meeting with Director of Children's Support and Prevention.
16 February 2018	Visit to Pebblebrook Primary School.
March 2018	Task and Finish Group met to agree final report.

7.0 Findings

7.1 School Provision

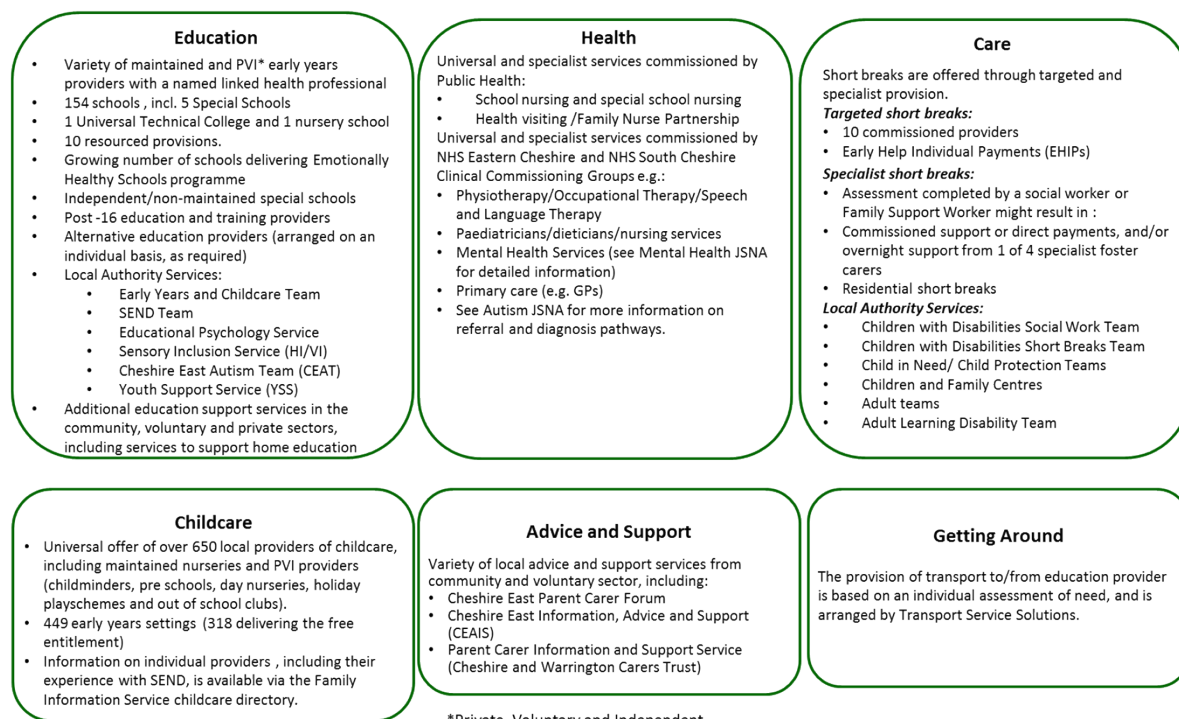
- 7.1.2 Within Cheshire East there are a total of 155 schools, This includes 124 primary schools, 24 secondary schools and 1 nursery. These include 5 special schools and 10 schools with a resource provision. The total population in Cheshire East schools is 52,749, 1885 of the school population have a EHCP/Statement, it is acknowledged that there is a shortfall of in borough specialist provision to meet the needs of Cheshire East Children. Therefore children are travelling long journeys, often in taxis to receive suitable education (448 children are being educated outside of the borough) or being home schooled. In response to this the Council is in the process of establishing a new special free school in Crewe which will accommodate 40 children, to support pupils with social, emotional and mental health needs. Work is also underway with a number of schools to increase their capacity which will creating an additional 270 spaces by 2020, despite this the Task and Finish Group still considered that there to be shortfall in provision particularly for those children with moderate learning difficulties and Autism which is an important part of the Inclusive Education principal. This is resulting in some children being home educated, which needs to be monitored more efficiently.
- 7.1.3 Additionally it would appear that some schools are reluctant to enrol children with SEN as it can be reflect in the performance statistics, which puts extra pressure on those schools that welcome SEN children.
- 7.1.3 In recognising that each child is an individual with individual needs, the curriculum should be adapted to the child's ability; however this does not always appear to be the case.

7.2 SEND Toolkit

- 7.2.1 The Toolkit sets out the partnerships graduated response to identifying and meeting the needs throughout the continuum of need from 0-25 by giving clear consistent guidance about the levels of support and strategies that should be used in educational settings at the different levels of need. It also provides guidance on the SEN funding that is allocated to educational settings and schools, outlines when educational settings should consult with external professionals and also clarify when an EHCP needs assessment or specialist support may be required. Key partners including parents, carers and SENCOs co produced the Toolkit. The Task and Finish Group had received positive feedback and users had found it to be excellent and easy to use, however it may be challenging for some schools to follow. The Toolkit has also been nominated for a national award.

7.3 The Local Offer

- 7.3.1 Every Council is required to publish details of the local support available for young people with SEND. The local offer provides clear and accurate information about local education, health and care services. The Local Offer for Cheshire East is detailed below:



*Private, Voluntary and Independent

7.4 Services Working Together

- 7.4.1 Children and young people need well-coordinated, coherent support across education, health and social care to help them achieve their agreed outcomes. Local Authorities and key agencies are required to coordinate and jointly plan services. The Task and Finish Group met with partners and was pleased with the high level of turnout and the enthusiasm of partners. It was acknowledged that in the past partnership working had required improvement. However, with the introduction of the SEND Partnership Board, the group agreed that improvements were being made and partners and Cheshire East staff were both positive and eager to work together. Working relationships between schools and health partners still needed to be improved, particularly in the production of EHCP's and sharing of information.
- 7.4.2 The provision in Macclesfield and Crewe health services are not consistent, the CAMH service is overstretched and referrals into the system can take a significant amount of time. However the Emotionally Healthy Schools Programme is having a positive impact on this.

7.5 Education Health and Care Plans

- 7.5.1 EHCPs replace SEN Statements. A plan is a legally binding summary of the provision that is to be made for an individual aged 0-25 in response to their needs and aspirations covering education, health and social care. They are based on a single assessment process, involving all the relevant agencies, and include input from the young person who is the subject of the proposed plan, and their parent/carer. All pre existing SEN statements are required to be transferred to EHCPs by the end of March 2018. There is a 20 week statutory timeline for agreeing a EHCP, whilst there have been considerable delays in transferring statements to EHCPs, Cheshire East is on target to meet the March 2018 deadline. The process is attached at appendix A.
- 7.5.2 The Task and Finish Group discovered draft EHCPs are sent to schools in a PDF format; therefore schools are unable to amend the documents, currently any amendments are sent back to the Council offices to be processed. The Task and Finish Group felt that this caused unnecessary and considerable delays, putting an overstretched service under additional pressure. Schools considered the process for applying for an EHCP to be lengthy and time consuming, requiring too much evidence, rather than trusting the expertise of SENCOs.
- 7.5.3 In the past there also appeared to be a delay in producing EHCP's due to a lack of joint working between partners, with a lot of the work and coordination being done by the schools and partners not responding in a timely manner. As Education, Health and Care are all equal parts of the EHCP; all agencies must share responsibility and information in a timely manner. The Group agreed that the quality of referrals needed to be improved, as poor or incomplete referrals, from any partner, can only add to the workload of the SEND Team.
- 7.5.4 The transfer from Statements to EHCPs has been required to meet Government deadlines and in some instances mistakes have been made. It is important that the plans are kept up to date particularly when transitioning from primary to secondary school. The EHCP should avoid jargon and use plain English wherever possible. The EHCP does not celebrate enough what the child can do; this can be an important positive aspect to the report.

7.6 Engaging Parents, Children and Young People.

- 7.6.1 Local Authorities must ensure that parents, children and young people are involved in discussions and decisions about every aspect of their care and support, planning outcomes and agreeing services and activities to meet those outcomes. They must also take steps to ensure that parents/young people are actively involved (co-production) in contributing to assessments, planning and reviewing EHCP's. Early years providers, schools and colleges should fully engage parents when drawing up the plans and policies that affect them.
- 7.6.2 The Task and Finish Group met with carers and parents to hear their experiences of the SEND Reforms. Generally the process had been confusing and distressing which was having a negative impact on family life. They did not understand the processes, were not guided through the system or kept up to date on progress. Several parents struggled due to waiting for an Educational Psychologist assessment, there was a lack of school places for SEN and some schools did not have the experience or knowledge to meet their children's needs.
- 7.6.3 The Task and Finish Group agreed that there needed to be a system and support in place for guiding parents through the process, ensuring they are kept fully up to date and feel part of their child's EHCP. The parents view may not align with the children's need which is why good communication is essential.

7.7 Educational Psychologist and Cluster Meetings

- 7.7.1 Educational Psychologists are one of the professional groups who must provide advice to contribute to the assessment and planning EHCPs for those children or young people with particularly complex needs. There is a significant shortage of Educational Psychologists in Cheshire East which is delaying the assessments, children are being held on a waiting list for a considerable amount of time and therefore may not be receiving the immediate help and support they need. Cheshire East Code of Practice does not allow private Educational Psychologist reports to be submitted as part of evidence when applying for an EHCP as they are not considered to be impartial. The Task and Finish Group felt that allowing this would help alleviate some of the pressures on the service and the possibility of implementing a scheme where private Educational Psychologists could be Cheshire East accredited should be investigated.
- 7.7.2 Cluster meetings have been introduced to facilitate schools meeting with an Educational Psychologist to discuss specific cases. Each school in the cluster group can take 2 cases to a meeting. Often not all cases are heard due to running out of time and are therefore deferred to the next meeting. This not only causes a delay in the child receiving an EHCP/support but also causes a back log of cases, some schools now considered themselves to be at crisis point. The Group considered that the cluster groups were too large and not fit for purpose. There should be fewer

schools in a cluster group and the meetings structured with an agenda for each meeting and every case should be allocated a specific timeslot.

- 7.7.3 Cluster Meetings are often considering children with behavioural issues; however the Task and Finish Group felt that cluster meetings are not the correct forum for dealing with this type of issue, if behaviour is assessed outside of the cluster meetings then this could save time at the meetings. Moreover schools have to prioritise children with behavioural issues as they often cause the most disruption in class and in some cases put other children in danger. It was therefore felt that a behavioural support service should be reintroduced.

7.8 Multi Agency Moderation Panel Meetings

- 7.8.1 EHC needs assessment application forms are taken to the Multi Agency Moderation Panel to determine whether or not an EHCP is required. Parents and SENCOs highlighted to the Group that there was a lack of transparency in the decision making process. They did not understand who sat on the panel and parents did not know when their child's case was being heard. It was agreed that the panel and its processes should be reviewed.

7.9 Tribunal

- 7.9.1 Parents can appeal to the SEN tribunal on the following grounds:

- refusal to access
- refusal to change the EHCP following its annual review
- refusal to make an EHCP following an assessment
- decision to cease to maintain an EHCP

- 7.9.2 It was noted that in 2017 there were 42 appeals lodged, and that less than 25% of tribunals rule in favour of the Local Authority. As legal representation is becoming more common it is important that Cheshire East staff are resourced and trained to an adequate standard. The Task and Finish Group agreed that this area should be reviewed as a reduction in tribunals would indicate a more efficient system with increased parental satisfaction.

7.10 Birth to 25 Year olds

- 7.10.1 The Children and Families Act 2014 extended the SEND system from birth to 25 Years, which will support young people into further education, employment and

independent living. The Task and Finish Group has concerns that post 16, young people are not able to access the jobs market due to other social issues, for those that are unable to work, and there is also a lack of social care. As this was a new requirement of the Council, there were significant improvements to be made. The Task and Finish Group agreed this area should be reviewed at a later date.

7.11 Equipment Store

- 7.11.1 Throughout the review, the issue of funding and cost of equipment consistently arose. The Task and Finish Group agreed that as specialist equipment was so expensive and there were significant budgets pressures on schools, Cheshire East should coordinate an equipment store which could be used by all schools, enabling equipment to be recycled.

7.12 Early Years Providers

- 7.12.1 Schools commented that children were coming through the system from early years providers and starting in reception class without an EHCP, even though it was evident that the child had SEN, which put significant additional pressure on the school. The Task and Finish Group acknowledged the importance of early intervention and agreed that work needed to be done with early years providers ensuring they are provided with the required knowledge and training.

7.13 Personal Budgets

- 7.13.1 Parents of children or young people themselves with an EHCP have the right to request a personal budget for their support. A personal budget is an amount of money provided to the family to enable them to directly purchase all or some of the provision set out in their EHCP. By having a say in the way this budget is used, a parent or young person can control elements of their support. This facility can also help build the independence of the student concerned.
- 7.13.2 The adoption of personal budgets is low in Cheshire East. Some schools and parents are unsure of what personal budgets are and how they can be used. Whilst it is noted that there is information on the Councils website; the Group agreed that there needs to be a media campaign, training available for schools which could be feed through to parents and a policy introduced.

7.14 Funding

7.14.1 7.14.1 Although funding is not part of the remit of the Task and Finish Group, it is an issue that consistently arose throughout the review.

7.14.2 The general funding received by mainstream schools is determined by the number of pupils on roll, the characteristics of the pupils (such as deprivation and attainment levels) and a fixed lump sum element. From 2018/19 the funding provided must equate to at least £3,300 per pupil at primary and £4,600 per pupil at secondary. In Cheshire East all schools receive higher levels of per pupil funding. However, it is acknowledged that Cheshire East receives a lower level of funding than elsewhere due to relatively lower deprivation levels.

Schools are required to fund the first £6,000 of additional costs per child with SEN to deliver the outcomes outlined in the EHCP from that general funding. Top up funding of £514 per hour per annum is provided by the Council if required by the EHCP from high needs funding.

It was highlighted to the Task and Finish Group that the funding per hour had remained the same since 2009 which no longer covered the cost of specialist services. The formula for the £514 is based on an old hourly rate and no longer felt to be in line with neighbouring authorities. This is an area that requires investigating. Additionally the Special Educational Needs and Disability Code of Practice states that EHCP funding should not be awarded in hours, therefore a banding system should be considered. Parents find hourly funding confusing as they expect 1 – 1 tuition which is not always feasible.

The local Schools Forum has created a sub group called the “high needs formula working group” to review how the high needs funding provided to the Council is distributed. The intention is to ensure that use of the funding is transparent, matches needs and is within budget – in the context of the high needs block being under pressure from increasing demand and complexity. The results are intended to be implemented for the 2019/20 budget.

8.0 Conclusion

8.1 The implications of the Children and Families Act 2014 have resulted in a huge shift in the way systems work, which had resulted in national challenge and most authorities had been slow to implement the reforms. Transferring statements to EHCPs has been under resourced, which has led to a backlog and mistakes being made, dedicated staff have worked hard to meet the March 2018 deadline.

8.2 Improvements have continued to be made throughout this review and some of the recommendations contained within this report have already been implemented. However attention still needs to be given to provision, funding, the offer for young

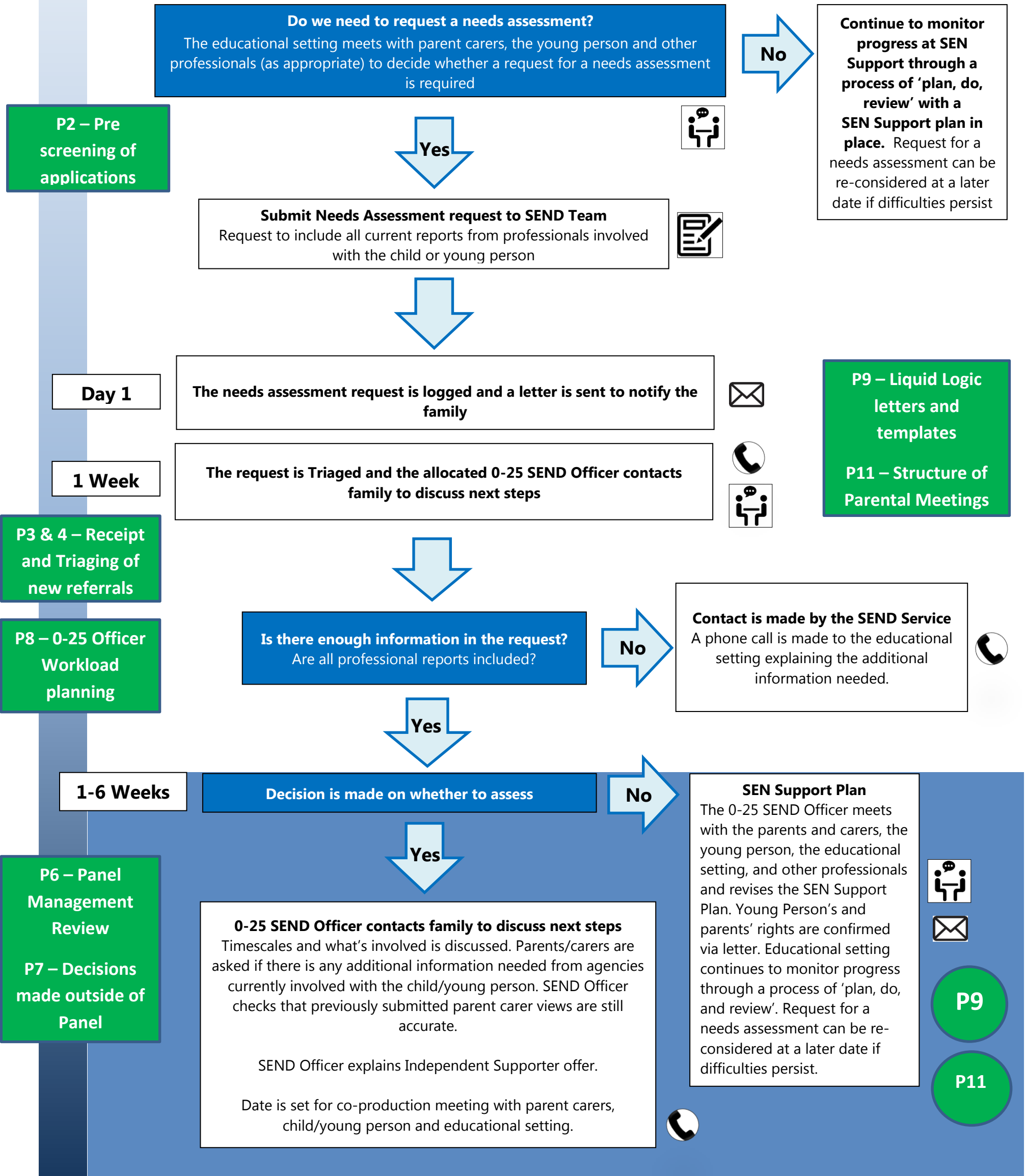
people aged 16-25, the working relationship between partners and early year's settings being equipped to detect SEN.

9.0 Background Documents

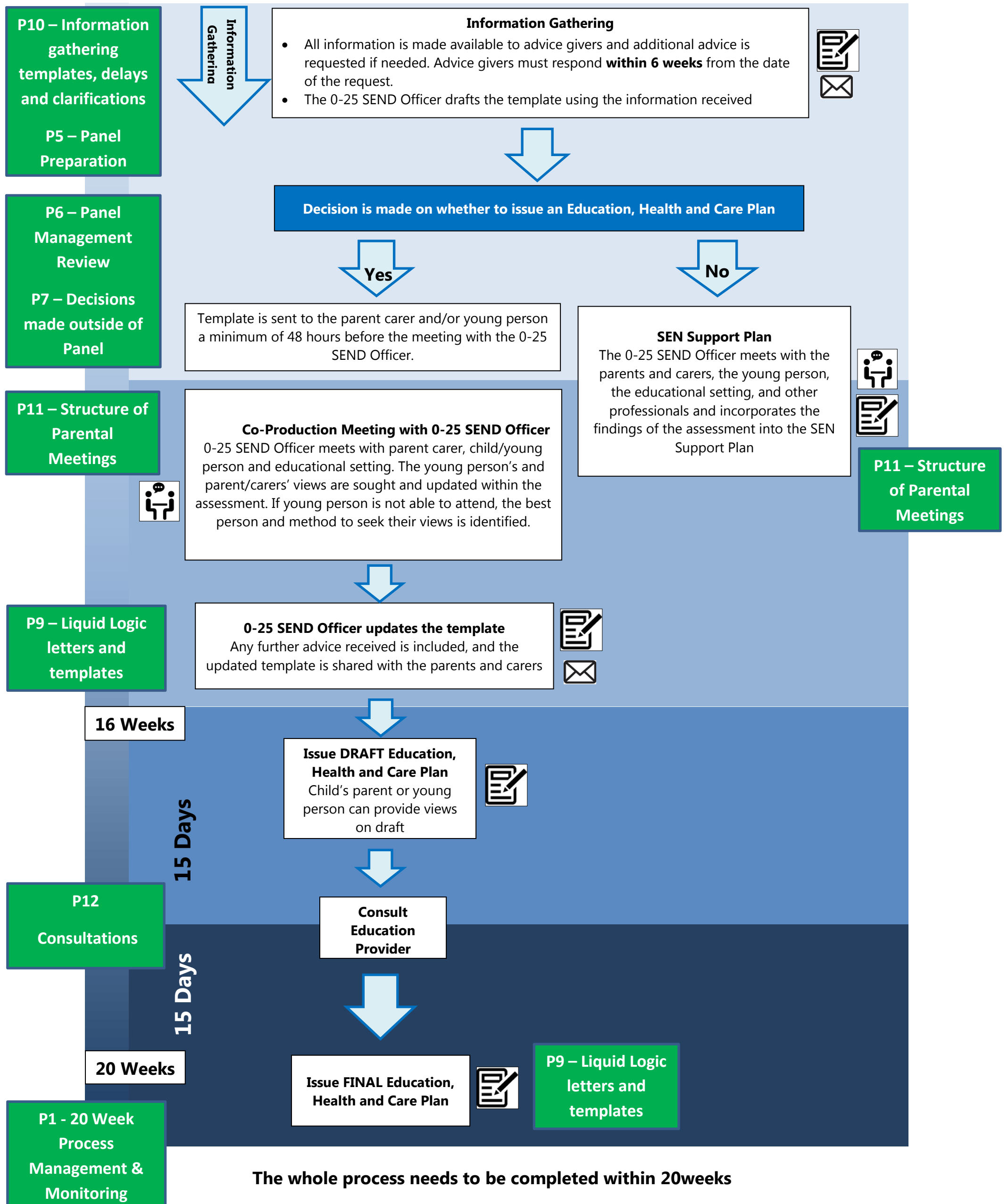
- Children and Young People with Special Educational Needs and/or Disabilities Cheshire East Self Evaluation – December 2017.
- Children and Young People with Special Educational Needs and/or Disabilities Joint Strategy 2017/19
- Cheshire East SEN/EHCP scorecard
- LGiU – briefing notes.
- Special Educational Needs and Disability Code of Practice
- Sufficiency statement and Provision Plan

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Educational Setting requesting an Education, Health and Care Needs Assessment



Completing an Assessment for an Education, Health and Care Plan





Working for a brighter future together

Children and Families Overview and Scrutiny Committee

Date of Meeting: 16 July 2018

Report Title: FACT22 – Impact Progress Report

Portfolio Holder: Cllr Jos Saunders

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1. This report provides a summary of the impact and progress of FACT22. This is an acronym for Families Achieving Change Together, the service was previously known as Project Crewe. FACT22 was established through a successful joint bid with Catch22 for innovation funding from the Department for Education (DfE). It is currently commissioned by Cheshire East to offer intensive support to children in need and their families, using a solution focussed approach.
- 1.2. The service aims to achieve positive and sustainable change for children and families. It has been in place since 2015. Current research indicates that this approach has been successful, with evidence of a reduction in the rate of repeat referrals and escalations to child protection.
- 1.3. The intention of the innovation fund was to stimulate and support improvements in the delivery and structures of children's social care and to help spread proven innovations more rapidly. Due to the significant impact made to children and families in Cheshire East, Catch22 has again been awarded funding from the Innovation Fund to scale the model and good work in Cheshire East. They are currently working in partnership with Coventry City Council to replicate the service.
- 1.4. It has been agreed that between 1st August 2018 – 31st March 2019 FACT22 will replace one of the five social work teams in Crewe CIN/CP as part of a fully integrated and innovative approach to working with children in need. Further planning, informed by research findings will then take place to consider whether this approach should be commissioned on a longer term basis as part of the mainstream offer for children in need.

2. Recommendation/s

- 2.1. Note the contents of this report.
- 2.2. Consider identifying a member to undertake a frontline visit to FACT22.

3. Reasons for Recommendation/s

- 3.1. FACT22 is an innovative project supporting children in need. Early research findings are supportive of the positive impact the service is having in reducing repeat referrals and escalations to child protection. There is significant interest nationally in FACT22 and further research has been commissioned by the DfE to provide a longitudinal study.
- 3.2. FACT22 supports Council objectives 3 and 5, ensuring children grow in supportive family arrangements so they develop the life skills and get the education they need to thrive and above all that they live well and for longer. Children in need often have poorer outcomes in respect of their health, education and life chances.

4. Other Options Considered

- 4.1. The Council has a statutory duty to protect children and young people from significant harm and to provide support so they can do well. If FACT22 or a similar service was not commissioned then the cohort of children identified as in need would be open cases to the Child in Need/Child Protection (Cin/CP) Service, creating additional pressures for Social Workers in this service.

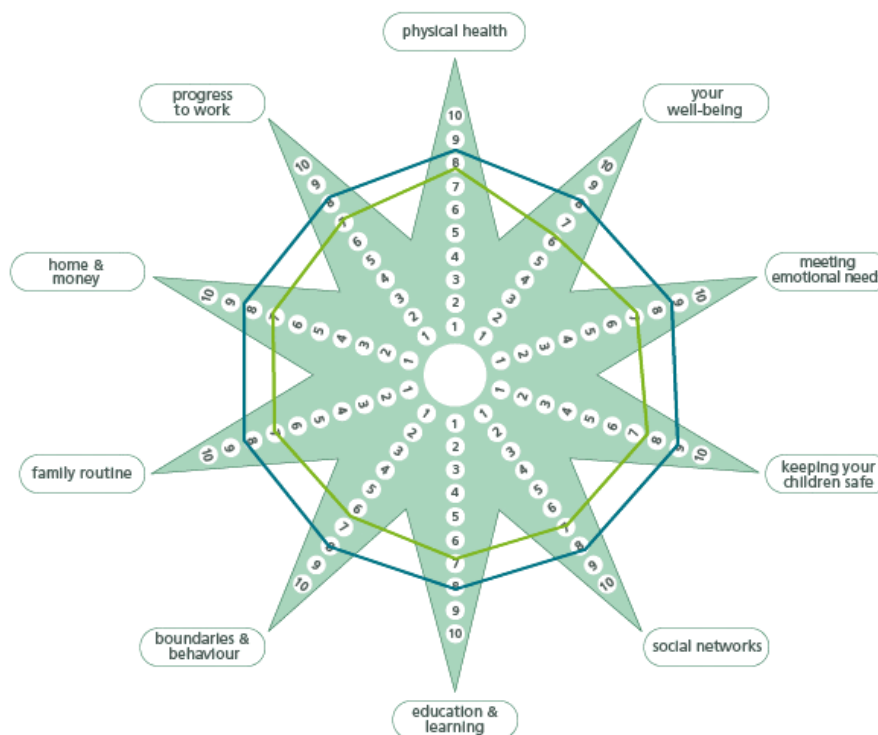
5. Background

- 5.1. The service strives to achieve positive sustainable outcomes for families with children aged 0 to 18 years old who are identified as children in need. Each team is led by a suitably qualified and experienced Social Work Consultant, who is responsible for supervising four Family Service Practitioners and ensuring that statutory requirements, such as visits and completion of child in need plans are met.
- 5.2. Families are provided with a holistic, whole family approach. Family Practitioners have protected caseloads and are able to offer an intensive offer to families.
- 5.3. The team is supported by a cohort of skilled and trained volunteers who are suitably matched to families and children. They can complement a current child in need plan(s) or provide support to families once their plans have closed.

- 5.4. FACT 22 was originally created to provide additional support to the Crewe Cin/CP Service, where there were approximately 1000 open cases. There were also challenges around recruitment and retention of social workers. The project commenced in July 2015 with five pods until March 2017. During this period open cases reduced by approximately 30%. Further funding of £385000 was provided by Cheshire East Council and the model was extended to cover the whole Cheshire East footprint with one pod based in Crewe Cin/CP and one pod based with Macclesfield Cin/CP funded until July 2017.

6. Impact of FACT22 Service

- 6.1. Since August 2015 the service has worked with 610 children from 270 families across Cheshire East. This includes the number of children and families currently open in Crewe and Macclesfield. Of those 610 children, 70% of the support has been successful and children's plans have closed or stepped down to support from early help or universal services.



- 6.2. Family Practitioners aim to complete a Family Star Plus assessment (see above) with all parents at various points during intervention; at the start; as an interim measure (every 3 months); then at closure. This cohort star includes the impact of all parents who have completed 2 or more stars. The Green line represents the average scaling of parents at the start of the intervention and the blue line represents the average scaling of parents at

the interim or end of any intervention. Consistently the service has seen more change in areas of “your wellbeing” and “boundaries and behaviour”.

7. Feedback

7.1. Fact22 capture feedback from children, families and professionals on a regular basis and use this to inform service delivery and change where needed. Some examples of the feedback the service has received are below:

7.2. Parents:

"I'm not looking forward to being transferred to another authority's social care because I've had such a good experience with Project Crewe and all the workers that I have met. Everyone at Project Crewe has a really friendly approach and I did not feel judged at all. They were all friendly and approachable."

"Excellent. Taught me invaluable tools. Provided a solid support system and was always available"

"Brilliant service! Down to earth, understanding, really helpful and approachable. Project Crewe is there to help, not judge. Social workers aren't scary!! Very supportive and helpful!"

7.3. Children:

"I feel like they've made us all as a family see the changes we needed to make. We all communicate a lot better with each other I just feel like I'm in a totally different place now and haven't got the weight of the world on my shoulders"

"I don't think I've ever heard so many positive things about myself"
"Mummy doesn't shout as much. Things at home are good."

7.4. Professionals:

"A father on the lifeline programme had said his Family Practitioner is lovely because she supports the whole family unlike social care who only seem to support the mother and this has really helped him."

I completely agree with him as I have been working with other Family Practitioners at Catch22 and she can see that they have a great approach."

Thanks. I have enjoyed working with you and the team too. A very positive outcome for this family, who have been in limbo for such a long time. Well done and thank you all very much for the hard work you all did to improve things so much for them all.

8. Repeat Referrals

- 8.1. FACT22 data shows a current re-referral rate of 12.7%. This is just under half of the national average. Cheshire East's current re-referral rate is 22%.
- 8.2. A further analysis of data was completed to look at any correlation between how many times children had been on Child In Need before FACT22 involvement and whether they were re-referred. FACT22 was found to have had more of an impact with families who are receiving intervention from services for the first or second time. With families in their first intervention 67% of them have remained sustained and not required any further support. Families where FACT22 is their second intervention has been even more successful - 76% of these families have sustained changes and not required any further support. Children whose families have received repeated intervention from services are less likely to sustain changes made with FACT22. This provides some valuable learning for the cases where FACT22 can have the most impact and a prompt for discussions in the partnership about how FACT22 can be best used.

9. Impact for Cheshire East Children's Social Care

- 9.1. During 2017-18 there was a reduction in referrals to children's social care of 8%. Repeat referrals have reduced from 25% to 22% and we are now in line with the national average. The average open caseload in Crewe CIN/CP has reduced from over 1000 to around 600 during the period that FACT22 has been in place. The cared for children population has risen during this period, similar to other local authority areas, however when it is necessary to make an application to court to safeguard a child, there is significant evidence to demonstrate that the family have been offered support to make the changes required to keep their child safe from the risk of significant harm.
- 9.2. The purpose of the innovation funding was to look at creative and innovative approaches to frontline social work practice with a view to projects ultimately becoming part of the mainstream offer for children and families rather than being based on additional funding. Over the last three years Macclesfield Cin/CP Service has continued to benefit from fully staffed social work teams. FACT22 provided additional capacity and has worked with approximately 105 children from April 2017 to July 2018. FACT22 has focussed on working with a smaller number of families that required intensive support to prevent escalation.
- 9.3. The cohort of children and families that the service works with across the footprint of Cheshire East varies considerably. In the Crewe area it is more likely that children and families will have increasingly complex needs with challenges in contextual safeguarding centred on Crewe town centre and an increasing number of Court cases with an international element.
- 9.4. Crewe Cin/CP Service has continued to experience challenges in respect of the recruitment and retention of social workers in line with the national

picture. This is due to a combination of factors including the geographical location of Crewe and social workers taking up promotions within Crewe Cin/CP Service and across Children's Social Care. The vacancies within the Crewe Cin/CP Service are the equivalent of a social work team of one team manager and six social workers. This has provided an opportunity to pilot FACT22 as part of our mainstream social work offer. From August 2018 to March 2019 there will be two pods based in Crewe Cin/CP with capacity to work with up to 96 children at any point in time. It is envisaged that this will support the workload of social workers in Crewe Cin/CP as this will be an increase in capacity to work with an additional 48 children. Social work case load numbers have increased because of the current vacancies and this additional capacity will ensure that social workers have sufficient capacity to undertake more complex work. FACT22 in Crewe Cin/CP will consist of two Social Work Consultants and 8 Family Practitioners. It will also ensure that there is less reliance on agency social workers. This will positively benefit children and families as they will experience less changes of worker and build stronger relationships in order to achieve better outcomes.

10. Learning from Coventry

- 10.1. Following the success in Cheshire East, Catch22 has been awarded a second round of Innovation Funding from the DfE to work in partnership with Coventry City Council to scale and spread the model addressing some issues of long term drift in their child in need cases. To aid optimum learning across the 2 services, Catch22 restructured their management lines and now the same service manager oversees both services. This means that successful processes can be shared and adopted across both services, where possible.
- 10.2. Coventry made a decision to second 2 members of staff to the team to diversify learning, help build and keep relationships between Catch22 and Coventry. This has proved successful and is something that will be replicated in the Cheshire East model moving forward.

11. Next Steps for Fact22

- 11.1. Due to the impact elicited above, Cheshire East is continuing to fund the service until March 2019 when a competitive tender process will be implemented for future delivery.
- 11.2. As the service in Coventry is currently funded by the Innovation Board of the DfE, the service manager is in monthly discussion with key members who continue to show interest in the model in Cheshire East
- 11.3. FACT22 (Project Crewe) is one of only 9 of the 50+ Round 1 Innovation Programme projects invited to take part in a longitudinal study. This follow up evaluation will track the outcomes for the families involved in the original Randomised Control Trial in order to assess sustained impact and will be a great opportunity for Catch22 and Cheshire East to showcase how their

continued partnership has impacted positively on the areas children and families.

- 11.4. Catch 22 and Cheshire East have also contributed to research conducted by Research in Practice, a national training and development resource that supports evidence informed practice with children and families. This research looks at best practice in effective Commissioner-Provider relationships when commissioning innovative services.

12. Areas for Further Improvement

- 12.1. Over the next six months FACT22 and the CIN/CP service will continue to fine tune the identification of suitable families that can be stepped across to the service.

13. Implications

13.1. Legal Implications

- 13.1.1. The Council has a statutory duty to work with children in need to promote and safeguard their welfare. Cheshire East has delegated its responsibility for children in need that are open to FACT22.

13.2. Finance Implications

- 13.2.1. The current service is being funded from the Children's Social Care budget as an alternative to an additional team of Social Workers. The cost of extending the service from 1st August – 31st March 2018 is £225,000. Whilst there are no savings expected at the current time from the provision of this service, it is expected that longer term savings could result from the reduction in escalations of children in need and a reduction in repeat referrals.

13.3. Equality Implications

- 13.3.1. Members may want to use the performance information to ensure that services are identifying the most vulnerable children, for example children with disabilities.

13.4. Human Resources Implications

- 13.4.1. The Council has a workforce strategy which is designed to recruit and retain qualified Social Workers and Managers. It is important that this is effective so that the Council retains the capacity to respond to children and young people at risk of significant harm. This service provides an innovative alternative to delivering statutory children's social work services with less Social Workers being needed to provide high quality child in need planning. This means that Social Workers can focus on

more complex work such as children subject to child protection planning and court work.

13.5. Risk Management Implications

13.5.1. There are risks associated with the delegation of authority to FACT22 to deliver some statutory services to children as Cheshire East was one of the first Councils to do this. There are clear performance measures in place, alongside a quality assurance framework. There is a joint working protocol that is regularly updated and has evolved over time. In order to mitigate the risk, Children's Social Care have consulted with Ofsted and invited the Chief Social Worker to visit the service.

13.6. Rural Communities Implications

13.6.1. There are no direct implications for rural communities.

13.7. Implications for Children & Young People

13.7.1. This report sets out the progress being made to reduce the impact of harm on children and young people.

13.8. Public Health Implications

13.8.1. There are no direct implications for public health.

13.9. Ward Members Affected

13.9.1. FACT22 is currently based across the Cheshire East footprint. Over the next eight months there will be an increased focus on provision of service within the Crewe area, although for specific families, identified as benefitting from the service there remains the potential to work with FACT22 wherever they reside.

13.10. Consultation & Engagement

13.10.1. The implementation of FACT22 has been scrutinised by the LSCB. Due to the service being innovative, there has been lots of consultation and engagement with partner agencies and the wider community through attendance at meetings and open days.

13.10.2. The development of the service takes place in consultation with children and families. FACT22 has recently recruited their first volunteer who was previously a parent with a child open to the service.

14. Access to Information

14.1. There is no information provided in addition to this report.

15. Contact Information

Any questions relating to this report should be directed to the following officer:

Name: Jacquie Sims

Job Title: Head of Service Child in Need/Child Protection

Email: jacquie.sims@cheshireeast.gov.uk

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Working for a brighter future together

Children and Families Overview and Scrutiny Committee

Date of Meeting: 16 July 2018

Report Title: 2017-18 Annual Report of Member Frontline Visits

Portfolio Holder: Jos Saunders, Portfolio Holder for Children and Families

Senior Officer: Nigel Moorhouse, Director of Children's Social Care

1. 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.
- 1.2. Members continue to be committed to frontline visits and their direct contact and discussions with social workers and managers within CiN/CP is highly appreciated. The findings from frontline visits continue to inform planning and quality assurance within the service.

2. Recommendation/s

- 2.1. Members are asked to note the contents of the report.
- 2.2. Members to endorse the proposed revised process and documentation for future visits set out at para 7.

3. Reasons for Recommendation/s

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

4. Other Options Considered

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

5. Background

- 5.1. Lord Laming's Inquiry into the death of Victoria Climbié resulted in a range of recommendations. One of these (Social Care Recommendation 41) states that:
- 5.2. "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).
- 5.3. 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.
- 5.4. 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:
- 5.5. 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
- 5.6. Following on from the introduction of Signs of safety, a recognised strength based social work practice model it is recommended that the template used for frontline member visits is changed to compliment the signs of safety approach. The proposed template is attached.
- 5.7. The following visits took place in 2017-18. Meetings did not take place in May 2017 due to no replacement being available at short notice and July 2017 when a Special Cabinet meeting was convened.

2017			
April	10 th	Crewe	Rhoda Bailey & Gill Merry / Steven Edgar
May		Macc	
June	14 th	ChECS	Jill Rhodes & Steven Edgar
July		Crewe	
August	1 st	Macc	Lesley Smetham & Gill Merry Rhoda Bailey
September	13 th	ChECS	Rhoda Bailey & Laura Jeuda
October	16 th	Crewe	Steven Edgar & George Hayes
November	28 th	Macc	Jill Rhodes & Paul Bates

2018			
December		ChECS	Jos Saunders & George Hayes
January	3rd	Crewe	Jill Rhodes & George Hayes
February	7th	Macc	Jos Saunders & Steven Edgar
March	9th	ChECS	Lesley Smetham & Paul Bates

5.8. The rota for future meetings is attached at Appendix 1.

6. Issues and Head of Service Response

6.1. A summary of the issues raised by frontline teams are set out at Appendix 2, along with a response from the Head of Service.

7. Proposals for Future Visits

7.1. The proposal is to make the following amendments to the process and documentation for future frontline:

- The form and content of discussion with frontline staff has been amended to align with the signs of safety model, including the 3 key questions of signs of safety and a scaling assessment of the service.
- Categories of discussion have been combined to cover three main areas – staffing, performance and other.
- It is proposed that future presentations to Scrutiny Committee are made by Elected Members who carried out the visits, with support from the Head of Service.
- More Members of scrutiny committee will be encouraged to carry out frontline visits to provide a wider view of service areas and to enhance the knowledge and understanding of Committee members.

7.2. Members are asked to endorse the new approach and documentation set out at Appendix 3 and Appendix 4, respectively.

8. Implications of the Recommendations

8.1. Legal Implications

8.1.1. None identified.

8.2. Finance Implications

8.2.1. There continues to be a pressure on frontline social work teams as a result of the increase in the complexity of cases, particularly court cases with an international element. The financial implications of this have been reported separately.

8.3. Policy Implications

8.3.1. None.

8.4. Equality Implications

8.4.1. There are no equality implications.

8.5. Human Resources Implications

8.5.1. This proposal involves elected members visiting frontline teams. Previous feedback from staff is that this process makes them feel valued.

8.6. Risk Management Implications

8.6.1. 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.

8.7. Rural Communities Implications

8.7.1. There are no direct implications for rural communities.

8.8. Implications for Children & Young People

8.8.1. There are no direct implications for children and young people.

8.9. Public Health Implications

8.9.1. There are no direct implications for public health.

9. Ward Members Affected

9.1. There are no direct implications for individual wards.

10. Consultation & Engagement

10.1. Not applicable.

11. Access to Information

11.1. There is no additional information.

12. Contact Information

12.1. Any questions relating to this report should be directed to the following officer:

Name: Jacquie Sims

Job Title: Head of Service, Children in Need and Child Protection

Email: Jacquie.sims@cheshireeast.gov.uk

Rota for Future Visits

2018			
April	20th	Crewe	Rhoda Bailey & Gill Merry
May	2nd	Macc	Laura Jeuda & George Hayes
June	1st	ChECS	Jill Rhodes & Steven Edgar
July	20th	Crewe	Jos Saunders & Paul Bates
August	8th	Macc	Lesley Smetham & Gill Merry
September	3rd	ChECS	Rhoda Bailey & Laura Jeuda
October	3rd	Crewe	Steven Edgar & George Hayes
November	23rd	Macc	Jill Rhodes & Paul Bates
December	3rd	ChECS	Jos Saunders & George Hayes

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"> • The work load is diverse and interesting. The management is good and the atmosphere is positive. • The structure of the team was clearly visible on the meeting room wall. • The team are meeting expectations in terms of the assessment of calls. • ChECS is efficient in assessing cases and deciding an appropriate response. A member was able to support this as had personal experience of reporting a concern. The service has played an important part in improving the quality of response to reported concerns. 	<p>The review of ChECS was completed and implemented in 2017. As part of the redesign of the front door, multi-agency representation has been improved, including health, police, the Child Sexual Exploitation (CSE) team and the Domestic Abuse hub. There has also been some input from Adult Social Care. The Health representative has now been permanently recruited. The service has an additional resource to support partner agencies in leading CAFs and there is an increased number of CAFs being led by other agencies.</p> <p>The levels of need document has been reviewed and was the focus of a session with the LSCB in September. The number of referrals has reduced by 13% between April 2017/March 2018. This is positive progress and means that Cheshire East compares favourably with statistical neighbours.</p>
	<p>Referral monitoring & Management Systems</p> <ul style="list-style-type: none"> • The service is currently operating a call monitoring survey. • There had been a reduction in managers from 3 to 2 following the redesign but the change was bedding-in. • Some of the managerial responsibility, around signing off cases, has been handed over to an experienced Grade 10 Social 	<p>Call monitoring has taken place to support the reduction in the number of misdirected calls. There have been changes made to where calls are diverted and this has led to a reduction in the number of inappropriate calls received.</p> <p>During this period the number of team managers</p>

	<p>Worker who has management experience. Grade 9 Social Workers are also being encouraged to take on more responsibility to ensure the performance of the department is maintained.</p> <ul style="list-style-type: none"> • Timeliness of referrals had improved. 3 days were allowed for referral of cases requiring social care assessments, and 5 days to Early Help. • A presentation was to be made to the LSCB to encourage partnership agencies to take more responsibility for making their own decisions of whether they needed to make a referral. • Monthly review of cases that had become issues, were held. Naomi audited cases monthly where there had been two referrals within a certain period, to see if the cases were being progressed in the right direction. • The re-referral rate was still too high, the step up/step down process being the issue. Some of the assessments were not dealing with all the issues they needed to. • A high percentage of re-referrals were DV related. Monthly meetings with police taking place to quality assure the notification by the police following a DV incident 	<p>reduced from 3 to 2. This was well managed by the service and has provided an opportunity for Grade 10 Social Workers, our Advanced Practitioners to develop their role and authorise decisions on referrals.</p> <p>The re-referral rate during this period reduced from 25% the previous year to 22%, this is now in line with the national average although the ambition is for this to reduce further as a low re-referral rate is indicative of getting it right first time for children and achieving sustainable change.</p> <p>Regular auditing takes place of referrals and contacts received into the front door to quality assure decision making. Themes and learning from the audits are then shared with the wider team and partner agencies.</p> <p>There has been close working with the police to improve the quality of their information. This has led to a reduction in the number of referrals from the police. The Service Manager has contributed to the training of police officers to support improvement</p>
	<p>Staffing Issues (Experience/Skills/Attendance levels)</p> <ul style="list-style-type: none"> • There is a good mix of staff in the team. There is a number of experienced staff who is able to offer advice to less experienced staff and students. Naomi has only recently joined the team but has 22 years' experience in Staffordshire. Extra staff are 	<p>Over the last six months Signs of Safety has been introduced within Children's Social Care and Early Help with ChECS leading the way with early changes to questions that were asked when referrals called in. This has been positively received by agencies, particularly some of the Primary Schools in Cheshire East.</p>

	<p>planned to ensure of the efficiency of the service. A part-time personal support officer and a part-time Grade 9 Social Worker are due to be employed.</p> <ul style="list-style-type: none"> As well as experienced staff the unit has students who are in training and less experienced social workers. 	<p>ChECS is fully staffed and has an experienced team of social workers and practitioner support officers.</p>
	<p>Staff Support issues (e.g. IT, office environment, communication)</p> <ul style="list-style-type: none"> All staff received monthly supervision sessions recorded on a spreadsheet. The team managers supervised the social workers, and grade 10s had just taken on responsibility for supervising the PSOs. Two social workers were receiving advanced practitioner training. Naomi currently managed the FIS team co-ordinator. Liquid Logic could be problematic by its going down nearly every day; although the issues were generally resolved, it was causing down time. The move from Sandbach House had been a success, giving better accommodation and facilitating easier communication between staff as they were all located on one floor. 	<p>Earlier this year there was a period of time when Liquid Logic was problematic. This was resolved and the system has subsequently been more stable.</p> <p>Regular communication is now in place between the Adult Service's front door and ChECS.</p> <p>Access to the office space has been restricted to staff who work there due to the sensitive nature of the calls being discussed and information shared between the teams that are co-located.</p>

	Other Issues <ul style="list-style-type: none"> • Improving links with adult services • Access to the front door 	
CIN/CP CREWE	Workload Issues/ Performance <ul style="list-style-type: none"> • Caseloads are attempted to be kept at under 25 but allocation depends on the experience of the Social Worker and complexity of the case. Currently the total caseload is about 600. • Project Crewe(FACT 22) has now colocated with Cin/CP • The conversation with 2 team managers elicited that caseloads had increased (in line with the national picture). • The lack of sufficient foster carers was still a difficult issue, for placing children in an emergency, for instance. • The plan is to reduce the casework load for Grade 10 to allow them to mentor and train other staff. There has been an increase in the number of complex cases which are being referred. Performance is clearly being monitored and evaluated on a regular basis and improvements made. 	<p>Caseloads are closely managed by team managers and regularly reviewed by Service Manager / Head of Service Cin/CP. The overall caseload of the service has continued to reduce over the last 12 months but the complexity of families has increased. A specific pressure is complexity in care proceedings with increasing numbers of cases with an international element.</p> <p>There have been some staffing pressures in Crewe Cin/CP over the last 12 months and at times this has placed additional pressures on caseloads. Additional support was offered to workers through the provision of 2 closure Saturdays earlier this year. The service was able to meet together on a Saturday and focus on case</p>

		<p>closures. Workers received overtime and were well supported by senior managers, including the Head of Service and Director of Children's Services. Nigel's support was particularly appreciated as he bought lunch!</p> <p>The co-location of Fact 22 in the Crewe Cin/CP office has been a success, leading to improved relationships and more effective partnership working.</p>
	<p>Referral monitoring & Management Systems</p> <ul style="list-style-type: none"> • A conversation with the social worker revealed that the change in duty rotas from whole weeks to one day per week, was working well. • Cases that had been to court were taking a long time to be transferred on – • There are regular staff meetings (One had just finished when I arrived). Staff have regular mentoring sessions and can seek the advice of more experienced staff when necessary. • Staff are given advice about how best to deal with complex cases, like adoption breakdowns and relinquished children. Support is given to ensure that the best outcomes are achieved. At these meetings tasks are assigned to the individual and the team. • The new ICT systems are all working allowing greater flexibility of working. 	<p>The duty rota was changed from a weekly rota to a daily rota for teams. This was in consultation with Social Workers and had been piloted successfully in Macc Cin/CP.</p> <p>Closer working with Cared for and Care Leavers Service has been a priority this year, with a particular focus on planned transfers to their service from Cin/CP. This means that the new social worker is involved at an earlier point and has a good understanding of the child's permanency plan so there is no delay in this being progressed. There have also been benefits in ensuring that specialist advice from the service when working with</p>

	<ul style="list-style-type: none"> • Signs of Safety training will be complete in February. This system has helped focus staff as well as ensuring a more consistent approach to cases and has given staff better guidelines to work within. This system emphasises the family as the main resource for solving issues and looks to give the family strategies to help them in times of crisis. • Staff are now fully trained in the use of Liquid Logic. • The Department is continually assessing and evaluating the systems so that lessons can be learnt and experience shared. The aim is to reduce repeat referrals. • There is a new initiative to visit the Safeguarding staff in schools and to build a relationship with them. This is in its infancy but has proved popular with schools. <p>Staffing Issues (Experience/Skills/Attendance levels)</p> <ul style="list-style-type: none"> • The proportion of permanent social workers to agency staff – this is an improving area, with only 4 agency staff at present; although there is still a reliance of NQSWs. • We are becoming slightly better at recruiting experienced Social Workers, and our ‘grow your own’ model is coming to an end. • There is now a clear career path for staff and so staff retention is better. The programme to train Social workers has been successful. Staff levels of absence in general are not a cause for concern. There are some staff on maternity leave and 5 staff who plan to leave, one of them is a manager. They are leaving for a variety of reasons. There is a confidence that these positions can be filled with staff with the right level of experience. The decision has been made to reduce the number 	<p>Relinquished Babies and children at risk of adoption disruptions.</p> <p>Signs of Safety training commenced as planned in February 2018 and we are in the process of training all of our staff. We have received positive feedback from trainers about the quality, motivation and enthusiasm of our staff. This was great to hear!</p> <p>As part of the implementation of Signs of Safety we will be introducing Appreciative Inquires, this looks in detail at what has worked well when working with a family so the good practice can be shared.</p> <p>Regular meetings are now in place with Safeguarding Leads from local schools. Reports from a recent Primary School meeting were positive with improving relationships. A number of compliments have recently been received from Primary Schools about ChECS workers.</p> <p>The recruitment and retention of Social Workers within Crewe Cin/CP continues to be a challenge this reflects the national picture. On the positive the level of experience of workers has increased. There are now a number of Advanced Practitioners within the teams. There are still higher numbers than we would like of social workers leaving the service. We now complete exit interviews to assist us in understanding the reasons</p>
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	<p>of teams from 5 to 4 rather than replace this manager.</p> <ul style="list-style-type: none"> • There are less agency and 2 of these are seeking permanent positions with the authority. Agency staff in general feel that they are well supported and the systems in place are better than those in some other authorities. • 	<p>for this. Recent themes have been workers moving to other service areas such as fostering/ adoption or moving to an area that is closer to where they live. We continue to have a strong offer for student social workers and the majority of students remain with us following the completion of their placement.</p>
	<p>Staff Support issues (e.g. IT, office environment, communication)</p> <ul style="list-style-type: none"> • All staff spoken to were generally pleased with the way that the service was progressing, with improvements being seen constantly. In spite of the stressful nature of their work, they seemed happy to be part of a thriving team that was in good heart. • There have been two serious incidents towards social workers. This has made the team re-consider procedures and re-evaluate risk assessments. This has highlighted some procedures as possibly dangerous. It has raised awareness of previous abuse which was tolerated by staff. It has been decided that a no tolerance of abuse policy will be implemented. This review has highlighted the need for a personal alarm system for staff and this is being considered. • The problem of desk space has been resolved by the removal of some cupboards • As stated earlier the IT systems seem to be aiding the team in dealing promptly with cases and achieving better outcomes. 	<p>Agency Staff numbers continue to reduce. We currently have three agency social workers; two have been with us for over two years. One agency worker was recently employed on a permanent basis.</p> <p>The health and safety of social workers has been a key priority for the service following two serious incidents. Lots of work has been completed to ensure social workers are as safe as possible when undertaking their important work to safeguard children.</p> <p>There continues to be challenge in respect of the lack of working facilities for social workers in Court, particularly in the Liverpool Court. There have been some limited improvements with the upgrading of video conferencing and introduction of Wi-Fi. Liverpool Court is due to make a room available where social workers can work. A letter has recently been sent to the Judge highlighting our concerns regarding the number of hearings that continue to be held in Liverpool. For families and Social Workers in Cheshire East this means significant time is spent travelling.</p>
	<p>Any Other Issues</p> <ul style="list-style-type: none"> • Facilities for social workers to work at court are still an issue, but Nigel Moorhouse is in discussion with Judge de Haas about it. WI-FI access is now available at Chester and Liverpool Courts but not at Crewe. A solution maybe to have a 	

	<p>communication system which allows staff to work in the office until their case is due to be heard.</p> <ul style="list-style-type: none"> • Securing appointments with CAMHS is still a big problem – Scrutiny Committee has this on its work programme. • Interpretation costs are an issue for the department. There is some use of Polish family workers to help out but there are so many languages spoken in the area that this costly service is still needed. 	<p>Crewe Cin/CP has recently employed a Polish Family Support Worker and this will reduce the monies spent on interpretation.</p>
CIN/CP MACC	<p>Workload issues/Performance</p> <ul style="list-style-type: none"> • There are usually increases in referrals in May and June as holidays approach with a decrease in July. Highest referrals from the police, then schools. GCSEs can impact in June with teenage referrals. Meetings are held with schools at half-term to discuss issues. Often referrals are made late on Fridays and saved-up at the end of the GCEs. 30% of referrals end up in social care. 70% are managed earlier. It's important to ensure the right cases are opened at the right time. It is very busy just before the summer break. • Performance is good, there are higher numbers going through the courts. 	<p>Macclesfield Cin/CP has a more experienced and stable team. It is easier to recruit social workers in the north of the County and the service has been fully staffed for a number of months. There are currently no agency Social Workers and all Team Managers are permanent.</p> <p>A decision to make an application to Court is overseen by Service Manager or Head of Service. The number of care proceedings has stabilised</p> <p>Performance meetings are currently being reviewed and will have an increased focus on tracking of individual children to ensure that they achieve permanency in a timely way.</p> <p>Similarly to Crewe Cin/CP there are regular meetings in place with school and this ensures that there is a good</p>
	<p>Referral monitoring & Management Systems</p> <ul style="list-style-type: none"> • Management systems with good access to data helps manage performance with regular challenge sessions and work performance plans. There is joint challenge with Jackie Sims, jointly with other departments. Performance challenge has been 	

	done for a while and found to work. Rewarding and complimenting staff is successful too.	level of communication between education and Children's Social Care.
	Staffing Issues (Experience/Skills/Attendance levels) <ul style="list-style-type: none"> There were three agency staff until recently, now two: one newly recruited member of staff and one agency team manager. Interviews being held in the week following this visit. Students who have completed their training also interviewed in the following week. C22 is fully staffed. The experience of improving ASYEs is progressing well, there is one per unit. 2nd year progression on Sept 6th are on the panel to go into the middle grade, so will be able to take on more complex cases. Experienced workers take on work around allegations of sexual abuse, pressure reduces with maturity. There are no staff off sick at present. The highest caseloads are 25. 	
	Staff Support issues (e.g. IT, office environment, communication) Liquid Logic is great. Signs of safety developing, rebranding social workers more focus on families, sharing risks, how we engage with families and looking at different ways of engaging, changing forms, training all staff.	
	Any other issues	



Guidance to Member Frontline Safeguarding Team Visits

Version 2, June 2018

Elected Members Frontline Safeguarding Team Visits

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

"Arrangements must be made for senior managers and councillors to regularly visit intake teams in the children's 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 'intake teams' for these purposes are the teams dealing with new referrals, ie:
 - **Cheshire East Consultation Team (ChECS)**
 - **Child in Need/Child Protection Team in Crewe**
 - **Child in Need/Child Protection Team in Macclesfield**
2. Visits will be undertaken to each team **quarterly**, with the Service Manager of the appropriate team. These visits will be arranged a year in advance.
3. Visits will last approximately **1 hour** and consist of:

- Discussion with **Service Managers(s)/ Team Manager(s)**
- Discussion with **team members** (as available).

4. The visits will be based on the **Signs of Safety model**, which poses the following three questions:

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

5. Members are asked to consider these questions against the following:

Staffing

- ✓ Are there vacancies in the team? If so, are these covered by agency staff?
- ✓ Do staff have the relevant experience and skills?
- ✓ Are attendance levels good?
- ✓ Is staff morale positive?
- ✓ Do staff have the support systems they need?, eg IT, office accommodation, communication needs.

Performance

- ✓ Is the service children and young person focused?
- ✓ Are referral, monitoring and management systems working well?
- ✓ Any issues impacting on performance, eg, workloads?
- ✓ Is multi-agency engagement good?

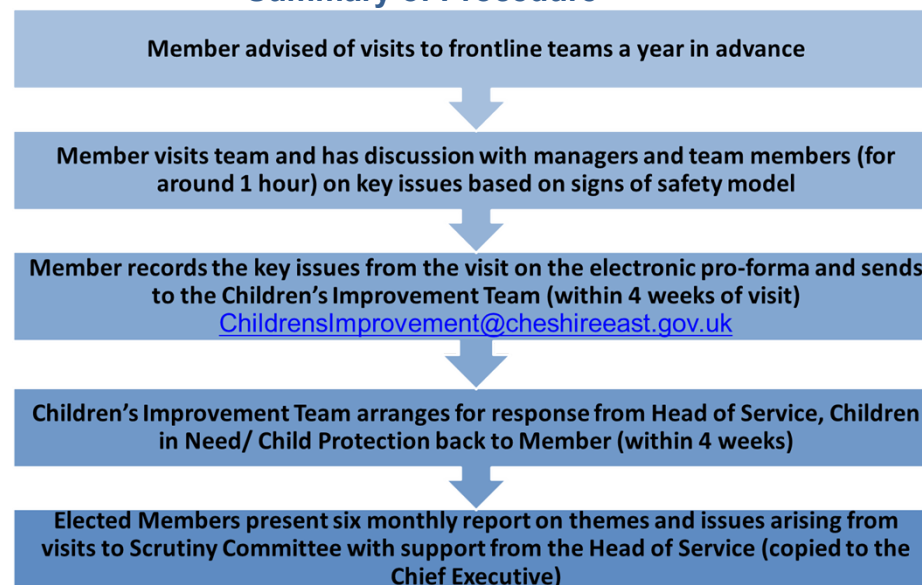
Other

- ✓ Were there any other issues raised that impact on providing effective services to safeguard children and young people?

- At the end of the visit, Members are also asked to use **scaling**, to form an assessment of how effective the service is at keeping children and young people safe, ie, rate on a scale of 0-10, where 10 is very effective at keeping them safe and 0 is the service is ineffective at keeping them safe.
- Elected members will record the **key issues** from the visit on the electronic form and send to the ChildrensImprovement@cheshireeast.gov.uk who will arrange for the **Head of Service, Children in Need and Child Protection** to provide a response to issues raised.
- The **themes and issues** arising from visits and the service response to these will be **presented** to the Children and

Families Overview and Scrutiny Committee **six monthly** by the Head of Service (copied to the Chief Executive).

Summary of Procedure



ELECTED MEMBER FRONTLINE SAFEGUARDING TEAM VISITS FORM



Please read the document 'Elected member frontline safeguarding team visits guidance document' before completing this form.

Names of Elected Members	
Date of visit	
Service visited	
Names of staff involved in visit	

NB Only insert commentary where you have gathered information.

	What are we worried about?	What is working well?	What needs to happen?
Staffing			
Performance			
Other			

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Please scale the effectiveness of this service in keeping children and young people safe (0 is not effective and 10 is highly effective). Please put a cross in the relevant box.

1	2	3	4	5	6	7	8	9	10

Completed By:	
Date:	

Head of Service Feedback

Completed By:	
Date:	

Please forward this completed form to the Children's Improvement Team Inbox within 4 weeks of the visit:
ChildrensImprovement@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee Report

Date of Meeting: 16 July 2018

Report Title: Children and Families Performance Scorecard – Qtr 4, 2017-18

Portfolio Holder: Cllr Jos Saunders, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1. This report and the attached performance scorecard provide an overview of performance across the Children and Families Service for quarter 4 of 2017-18.

2. Recommendation/s

- 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. Reasons for Recommendation/s

- 3.1. 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.

4. Other Options Considered

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

5. Background

5.1. This quarterly report provides the Committee with an overview of performance across Children's Services. This report and scorecard relates to quarter 4 of 2017-18 (1st January – 31st March 2018).

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 2016-17 – 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

6. Performance Overview

- 6.1. The performance scorecard at Appendix 1 includes 73 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, 44 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	3	15	26	29	73

7. Red RAG rated performance

- 7.1. There continues to be some areas of performance that are RAG rated as red. Activity is underway in all these areas to address under-performance.
- 7.2. The percentage of cared for children in a long term stability placement is slightly lower than last year. A redesign of the services that respond quickly to the potential for care instability has been completed with a clearer focus on prevention. Every child where there is a risk of their care ending with their carers will be part of a placement review meeting to prevent this from occurring. This is an area of significant priority and as such we have deployed dedicated resources to focus on permanence for children.
- 7.3. Whilst the percentage of children who ceased to be looked after due to adoption has decreased this year, there were a further 41 cared for children where the plan is for adoption. Cheshire East arrangements within the new Regional Adoption Agency are developing with a performance framework which robustly scrutinises drift and delay for children who are placed within their prospective adoptive family.
- 7.4. The timeliness of new education, health and care plans (EHCP) completed with 20 weeks continues to be an issue. We know from analysis of cases that do not meet timescales that the capacity of Educational Psychologists in Cheshire East is a factor. Plans are underway to increase this capacity and mitigation arrangements are in place to ensure that children and young people receive any necessary support before the plan is completed if it is likely to be out of timescale. This is an area of significant focus and is included in Cheshire East's written statement of action following the SEND local area inspection.

8. Performance Direction of Travel

- 8.1. 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	2	28	39	4	73

9. Implications of the Recommendations

9.1. Legal Implications

- 9.1.1. There are a no direct legal implications.

9.2. Finance Implications

- 9.2.1. 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.

9.3. Equality Implications

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

9.4. Human Resources Implications

- 9.4.1. None.

9.5. Risk Management Implications

- 9.5.1. There are risks associated with some performance measures, eg increases in demand and timeliness of services.

9.6. Rural Communities Implications

- 9.6.1. There are no direct implications for rural communities.

9.7. Implications for Children & Young People

- 9.7.1. This performance scorecard sets out a range of measures that impact on services for children and young people and their families.

9.8. Public Health Implications

9.8.1. There are no direct implications for public health.

10. Ward Members Affected

10.1. The performance measures relate to all ward areas.

11. Consultation & Engagement

11.1. Not applicable.

12. Access to Information

12.1. The scorecard is attached is attached at Appendix 1.

13. Contact Information

13.1. Any questions relating to this report should be directed to the following officer:

Name: Gill Betton

Job Title: Head of Children's Developments & Partnerships

Email: gill.betton@cheshireeast.gov.uk

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Children's Services Scorecard - Quarter 4, 2017-18

Appendix 1

PI Ref	Measure	Lead for comments	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Qu 4 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority	
Safeguarding																		
1.1	Number of contacts	Naomi Banks					10,681	2809	2127	2140	2458	9,536		↑	Whilst there has been an increase in Q4 of 15% in terms of the number of contacts received compared to Q3, this still remains 5% lower than the same period last year. Overall there has been a drop of around 10% in terms of contacts to the front door compared to last year. It is possible that an early Easter contributed to the increase in quarter 4.	2 Feel & Be Safe	Outcome 5	
1.2	Number of referrals	Naomi Banks					3432	952	631	664	729	2976		↑	Likewise whilst there has been an increase in referrals in line with contacts, albeit a lower increase of 10%, it is also slightly less than the same period last year. The conversion rate from contact to referral for Q4 is slightly higher than the same period last year. Overall there has been a 13% drop compared to 2016/17 and this is a reflection of a strengthening quality assurance function at the front door and the refreshed LSCB levels of need framework.	2 Feel & Be Safe	Outcome 5	
1.3	% contacts to referrals	Naomi Banks					32%	34%	30%	31%	30%	31%		→	There is no regional or national comparator data available for this indicator due to the differing approaches to 'Front Door/ MASH' arrangements. The conversion rate continues to be consistent and evidences that thresholds are being appropriately applied in line with the revised threshold of need document. This continues to be quality assured through regular interface meetings between early help and social work teams as well as regular auditing.	2 Feel & Be Safe	Outcome 5	
1.4	Number of repeat referrals	Naomi Banks					875	232	134	142	147	655		→	Although a very small increase in actual numbers, the rate of re-referrals continues to reduce overall, which suggests that work with closed cases has resulted in long term positive changes being maintained. The implementation of Signs of Safety should support a further reduction of repeat referrals over the next twelve months.	2 Feel & Be Safe	Outcome 5	
1.5	% repeat referrals	Naomi Banks	Low is good	22.1%	21.9%	<20%	25%	24%	21%	22%	20%	22%		↓	There has been a pleasing drop in the rate of re-referrals in quarter 4 resulting in an indicative year end outturn of 3% less than last year and broadly in line with SN and national averages. The implementation of Signs of Safety should support a further reduction of repeat referrals over the next twelve months.	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)	Jacquie Sims	Low is good				11	supressed	5	supressed	supressed	21			The year end position is the number of children that went missing from home more than 5 times in the reporting year 2017-18. The overall figure is higher than that reported quarterly reflecting individuals that go missing with less persistent frequency than some of the cared for cohort, but nevertheless can become vulnerable. The data is closely scrutinised on a monthly basis for emerging patterns and risks together with ensuring plans reflect needs and that the reasons for missing episodes are fully understood.	2 Feel & Be Safe	Outcome 5	
1.7	% of assessments completed within 45 days	Jacquie Sims	High is good	85%	83%	85%	88%	88%	82%	82%	82%	84%		→	Completion timescales have remained consistent at 82% for the last 3 quarters, resulting in an indicative outturn of 84%, which is marginally less than our internal target of 85%. In line with last year we completed 30% within 15 days and 70% within 35 days. Whilst timeliness is an important consideration to avoid drift and delay, it is also crucial to view this alongside audit findings in terms of quality and impact.	2 Feel & Be Safe	Outcome 5	
1.8	Number of children in need (CIN) - local definition	Jacquie Sims					880	985	831	810	914	914		↑	This purely relates to the individuals open to the two CIN/CP teams, including those within the FACT 22 (Project Macclesfield/Crewe) Service that are being assessed or supported at the child in need level. It excludes those open to the Disability Service. There has been an increase from Q3 to Q4 corresponding with a small decrease in child protection figures, so overall open cases remain within an acceptable number. As Signs of Safety becomes embedded, we are expecting a rise in cases managed at the CIN level.	2 Feel & Be Safe	Outcome 5	
1.9	Rate of children in need (CIN) per 10,000 - local definition	Jacquie Sims					116.7	130.6	110.2	107.4	121.2	121.2		↑	Following a review, this indicator and the one above, will be revised for Q1 in 2018/19 to reflect the national data set and therefore will include benchmarking data too. Overall our rate per 10,000 of child protection, cared for children and care leavers is below national average. This is the benchmarking data set, as CIN only is not benchmarked.	2 Feel & Be Safe	Outcome 5	
1.10	% initial child protection conference (ICPC) within 15 days of Section 47 enquiry (S47)	Kate Rose	High is good	83%	77%	90%	77%	92%	83%	81%	80%	83% (indicative)		→	In quarter 4 there were 35 conferences pertaining to 73 individuals, which is a substantial reduction on the previous quarter of 74 conferences and 137 children. The year end performance is indicative as there may be adjustments due to known amendments with dates in the system, but early CIN census extract is showing a current performance of 83% which is in line with statistical neighbours (SN) and ahead of the national picture, albeit less than the target of 90%. However, 93% were completed within 20 days to ensure any impact of delay was minimal. Whilst an ambitious target given SN and national picture. we have demonstrated a capacity to achieve performance at this level and remains the aspiration. The performance is reported weekly to the Head of Service and managers so they are aware of the reasons for any delays within their team in bringing children to conference. To mitigate any risk to children in the delay, an outline protection plan is agreed at the time the conference is booked.	2 Feel & Be Safe	Outcome 5	
1.11	Number of children subject to child protection (CP) plan [includes child sex exploitation (CSE) Plans]	Kate Rose				260-300	275	288	333	344	287	287		↓	Following a steady rise in quarters 2 and 3, we have now seen a drop to more expected levels of CP work. We have quality assured the threshold applied to conference and have found that the right thresholds have been applied irrespective of whether the number have increased or fallen. Those children on a child protection plan are appropriately subject of the plan. As Signs of Safety becomes embedded we expect to see a change in the profile for numbers and time on a plan as we ensure that changes for children are sustained	2 Feel & Be Safe	Outcome 5	
1.12	Rate of children subject to child protection (CP) plan per 10,000	Kate Rose		38.8	43.3	35-40	36.5	38.2	44.2	45.6	38.1	38.1		↓	Following a steady rise in quarters 2 and 3, we have now seen a drop to more expected levels of CP work. Ongoing audit work continues to quality assure plans for progress and to prevent drift and delay. Whilst it is probably too early to suggest the drop is as a result of Signs of Safety the rate per 10,000 is now more in line with what we would expect within the CE demographic profile	2 Feel & Be Safe	Outcome 5	
1.13	% children becoming subject to a child protection (CP) plan for 2 nd / subsequent time	Kate Rose	Low is good	21.4%	18.7%	<15%	17.4%	17.1%	11.0%	18.9%	17.7%	16.0%		↓	This relates to 71 out of a total of 454 individuals being made subject to a plan. Whilst the year end position is slightly higher than the target of 15%, performance has improved since last year despite an increase in child protection volumes. We are now in line/ better than SN and England averages. Repeat plans is a regular subject of audit to understand presenting reasons and to inform improved planning and practice where possible. This is also a focus of joint performance meetings. As Signs of Safety becomes embedded, we might expect a change to this as multi-agency plans are transferred to families to maintain where it has been demonstrated that the changes can be sustained.	2 Feel & Be Safe	Outcome 5	
1.14	Number of child protection (CP) plans over 2yrs	Kate Rose	Low is good	supressed	3.4%	0%	0.5%	3.7%	0%	0.9%	0%	1.1%		↓	There has been a quarterly improvement with no child protection plans ending over two years in Q4. Year end shows a position of 1.1%, however this is a very small cohort of individuals and all plans were closed within 25 months. The reasons for the cases taking slightly longer in the child protection process are known to senior management and they are satisfied that it reflected an appropriate outcome for the individuals concerned.	2 Feel & Be Safe	Outcome 5	
1.15	Number of children on a child sexual exploitation (CSE) plan	Kate Rose					10	6	7	7	5	5		↓	The number of young people on a formal CSE plan has reduced and this remains an areas of focus for senior managers as it is an area that requires vigilance. The figure also does not reflect those children and young people where there are risks of CSE as result of adolescent neglect - these children are on child protection plans under the category of neglect and the risks of CSE managed within that plan.	2 Feel & Be Safe	Outcome 5	
1.16	% child protection (CP) children reviewed in timescales (year to date fig)	Kate Rose	High is good	92.8%	92.2%	100%	99.0%	99.0%	100%	99%	97%	98%		→	In terms of the full year picture in 2017/18 a total of 838 individual reviews took place, 825 of which were in timescales. This is not unique individuals as many will have received at least 2 in this period. It is important also to note that the published figure for this when reported may be less as it only reflects cases that are open at 31/3/18 for 3 months or more. The indicative figure for this is 94.7%. Given the increase in demand, this represents excellent performance and most importantly a good service to children and young people.	1 Having A Voice	Outcome 5	

PI Ref	Measure	Lead for comments	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Qu 4 17-18	Yr. end 17-18	RAG	Quarterly dlr of travel	Comments	C&YP Plan Priority	Corporate Priority	
Cared for Children																		
2.1	Number of cared for children	Kerry Birtles				400-450	422	438	466	470	477	477		↑	The overall population of cared for children has increased, however at a significantly slower pace than that observed in Q1, Q2 and Q3. The continued increase has been in part due to a further 6 unaccompanied asylum seekers being supported in Q4, which means in the second half of the year we accommodated 15 young people, compared to 11 in the whole of 2016/17. The service is focused on ensuring that children that require safeguarding via care have that option, but also that support is available for those children who require intense support to remain at home, or with family members. Cheshire East are not unique in the region in experiencing increased demand, however the operational strategy to managing this is evidenced in the plateauing out of overall numbers. In addition, the proportion of cared for children where the council does not share parental responsibility continues to fall with only 9% subject to a voluntary arrangement. Despite the increase in cared for children, we continue to be towards the lower end of our statistical neighbour group and nationally for rate of cared for children (per 10,000), in particular lower than Cheshire West and Chester and Warrington Councils. A number of initiatives are being taken forward to reduce the pressures such as commissioning residential children's homes, expanding Project Crewe, establishing Project Macclesfield, joining a regional adoption agency, and a shared marketing and recruitment hub to optimise the opportunity to recruit sufficient foster carers.	2 Feel & Be Safe	Outcome 5	
2.2	Rate per 10,000 cared for children	Kerry Birtles		58	62	53.1 - 59.7	56	58.1	61.8	62.3	62.7	62.7		↑	As above	2 Feel & Be Safe	Outcome 5	
2.3	% cared for children with 3 or more placements in year	Kerry Birtles	Low is good	data not yet released	10%	<12%	13.6%	This data will be presented annually. See comments for quarterly updates				10.7%		↑	Of the current cared for cohort, there are 51 individuals who have had 3 or more placements. This gives a year end position of 10.7%, which is an improvement on last year (13.9%) and below our internal target. A robust resource allocation panel and placement review process in in place for all children who are at risk of experiencing three or more placement or in fact any unplanned placement move.	2 Feel & Be Safe	Outcome 5	
2.4	% cared for children in long term stability placement	Kerry Birtles	High is good	data not yet released	68%	75%	69.0%	This data will be presented annually. See comments for quarterly updates				65.4%		↓	Of the children currently under 16 who have been in care for over 2.5 years at the end of March 2018, 65.4% had been in the same placement for 2 years which is slightly lower than last year (69%) and below our target. A redesign of the services that responds quickly to the potential for care instability has been completed with a clearer focus on prevention. Every child where there is a risk of their care ending with their carers will be part of a placement review meeting to prevent this from occurring. This is an area of significant priority and as such we have deployed dedicated resources to focus on permanence for children.	2 Feel & Be Safe	Outcome 5	
2.5	% cared for children reviews in timescales	Kerry Birtles	High is good			95%	90%	95%	96%	99%	96%	91.0%		↓	There was a slight dip in Q4 and the year end position shows that, whilst we did not achieve our internal target, we improved on last year despite an increase in cared for children and care leavers being supported. There will always be occasions where due to unforeseen circumstances a review cannot be held when planned. Ongoing scrutiny and joint performance challenge sessions between the cared for service and the independent reviewing service will ensure that where this occurs there is evidence that the reasons are understood and the young person is receiving the right support.	1 Having A Voice	Outcome 5	
2.6	Number of cared for children in internal foster care (including friends and family placements)	Kerry Birtles	High is good			215	209	210	207	199	210	210		↑	This is a positive impact in that more individuals are being supported with friends and family/ Cheshire East Carers. Crucially as internal foster carers will be within CE, this will most likely result in less disruption for individuals in terms of continuity of schools and access to friends/ family network where possible. This will also impact positively on budgets as the cost of an internal placement is substantially less than external foster care.	2 Feel & Be Safe	Outcome 5	
2.7	Number of cared for children in external foster care	Kerry Birtles	Low is good			85	95	102	118	114	114	114		→	The number of individuals in external foster care has remained static in Q4, which is positive albeit we would still like to see this figure reduced. The Cheshire East fostering collaboration with 3 neighbouring authorities went live in April 2018 with a targeted recruitment strategy and shared agreement regarding use of internal vacancies across the collaboration.	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)	Kerry Birtles	Low is good				91	105	112	107	115	115		↑	Whilst this figure represents 24% of the individuals in care (excluding UASC), 13 of these children are placed with family/friends, 12 in adoption placements and an additional 19 are in long term foster placements. In addition, a further 32 are in specialist school/ home/ baby and mother provision and there is ongoing work with commissioning to increase the level of locally available specialist provision and residential homes.	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)	Kerry Birtles	Low is good				30	13	7	9	supressed	27		↑	The year end position is the number of cared for children that went missing more than 5 times in the reporting year 2017-18. This includes CE children who are placed in CE and those placed in other local authorities. Q4 has seen a considerable reduction in the number of children going missing from placement more than 5 times. This reflects better matching and planning to ensure that Children's wishes and feelings are understood and they are more settled, especially as one of the key drivers for going missing is to see family and friends. 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 addressed.	2 Feel & Be Safe	Outcome 5	
2.10	% of initial health assessments requested within 48 hours of coming into care	Kerry Birtles	High is good			70%	71%	58%	41%	84%	86%	68%		↑	There is continued improvement with 24 out of 28 assessments being requested within 48 hours in Q4. Two of the 4 out of timescale were requested within 72 hours. Evidence of the success of the new process has now been seen over a six month period with 100% in timescales achieved in January. Whilst the overall year figure is disappointing, the positive impact of the last six months should result in a much improved performance for 2018/19.	4 Being Healthy	Outcome 5	
2.11	% of initial health assessments completed by paediatricians within 20 days	Kerry Birtles	High is good			100%	39%	41%	32%	64%	78%	57% (63%)		↑	There were 200 children in total who entered care in 2017/18. Of these 7 left care before 20 days and there were a further 8 who left care prior to the assessment being completed. Of the 178 children, 113 were completed within 20 days giving an overall completion rate of 57% (63%). Whilst below target the latter half of the year has shown considerable improvement and demonstrates success of the new process and improved partnership working.	4 Being Healthy	Outcome 5	
2.12	% of children in care over 12 months with a health check in the last year	Kerry Birtles	High is good	84%	90%	100%	91%	87%	79.0%	89%	78%	84.6%		↓	As at the end of March there were a total of 336 children who had been in care for 12 months or more of which 84.6% had received a health check in the last 12 months. The new process and partnership working is expected to see this percentage continue to improve.	4 Being Healthy	Outcome 5	

PI Ref	Measure	Lead for comments	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Qu 4 17-18	Yr. end 17-18	RAG	Quarterly dir of travel	Comments	C&YP Plan Priority	Corporate Priority	
Care Leavers																		
3.1	Number of care leavers	Kerry Birtles					199	202	198	196	207	207		➡	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)	Kerry Birtles	Low is good			38%	43%	43%	37%	36%	37%	37%		➡	The indicator for Q4 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 only 16% which is one of the lowest figures recorded. The recruitment of a dedicated individual in the Care Leavers Team supporting those at high risk of NEET is contributing to this improvement together with a corporate response to prioritising care leavers for apprenticeships across Cheshire East where appropriate.	5 Best Skills & Quals	Outcome 3	
3.3	% in suitable accommodation	Kerry Birtles	High is good			96%	94%	96%	96%	98%	98%	98%		➡	There are 3 individuals considered to be in unsuitable accommodation - 2 where residence is unknown as individual has refused to disclose and 1 where individual was reported as of 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	Kerry Birtles	High is good			20%	18%	18%	16%	10%	10%	10%		➡	A cumulative figure of 15 out of 149 children in 2017-18 ceased to be cared for as they achieved permanence via adoption. There are however a further 41 cared for children where the plan is for adoption, this includes 13 already placed with prospective adoptive carers, 8 awaiting Placement Orders, 4 linked but not matched, 13 not matched, 2 with adoption disruption pre-order and 1 matched but not placed with adoptive family. Cheshire East arrangements within the new Regional Adoption Agency are developing with a performance framework which robustly scrutinises drift and delay for children who are placed within their prospective adoptive family.	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	Kerry Birtles	High is good			12%	17%	20%	17%	23%	26%	26%		⬆	A cumulative figure of 38 out of 149 children in 2017-18 ceased to be cared for due to granting of SGO. A designated Special Guardianship Support Team offers support to these children up until the child reaches 18 if required. There are also financial implications for the Local Authority in the increase in Special Guardianship Orders.	2 Feel & Be Safe	Outcome 5	
4.3	Number of children adopted (ytd)	Kerry Birtles	High is good			30	26	8	13	13	15	15		➡	A cumulative figure of 15 out of 149 children in 2017-18 ceased to be cared for as they achieved permanence via adoption. There are however a further 41 cared for children where the plan is for adoption, this includes 13 already placed with prospective adoptive carers, 8 awaiting Placement Orders, 4 linked but not matched, 13 not matched, 2 with adoption disruption pre order and 1 matched but not placed with adoptive family. Cheshire East arrangements within the new Regional Adoption Agency are developing with a performance framework which robustly scrutinises drift and delay for children who are placed within their prospective adoptive family.	2 Feel & Be Safe	Outcome 5	
4.4	% children who wait less than 14 months between entering care and moving in with adoptive family	Kerry Birtles	High is good			59%	62%	74%	69%	67%	71%	71%		⬆	Please note that this indicator has reduced to being monitored at 14 month rather than 16 months in previous scorecards. There has been an improvement in Q4 and performance is well ahead of the target. The target is based on the England average that was provided by DfE on the adoption scorecards.	2 Feel & Be Safe	Outcome 5	
4.5	Average number of days between entering care and moving in with adoptive family (A1 national indicator)	Kerry Birtles	Low is good		558	426	541	383	391	391	380	380		⬇	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 380 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)	Kerry Birtles	Low is good		226	121	66	62	88	88	81	81		⬇	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	Kerry Birtles	Low is good			426	284	373	391	377	368	368		⬇	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 368 in the latest quarter.	2 Feel & Be Safe	Outcome 5	

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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)	Nicola Axford	Low is good				9%	9%	9%	6%	5%			↓	This relates to 6 pupils out of 114. 3 had attendance below 90% in March. Each case has been reviewed and 2 are due to time waiting for a new school , 1 due to illness, 1 due to absence earlier in the year. Where attendance is a current problem, additional target in included in action plan - for pupils in Cheshire East, Education Welfare is involved.	5 Best Skills & Quals	Outcome 3	
5.2	% of Secondary pupils with less than 90% attendance (ytd)	Nicola Axford	Low is good				21%	21%	11%	13%	11%			↓	19 pupils out of 144 secondary pupils had less than 90% attendance. 9 have shown improvements since Jan - March is their highest. 4 had attendance over 90% in March, 2 had 100%. 1 current school refuser and a multi team meeting has been called and a new plan put into place. 2 pupils had 2 placement and school moves however time without schools has impacted. All pupils being supported with attendance targets in PEPs. Education Welfare is involved for Cheshire East schools.	5 Best Skills & Quals	Outcome 3	
5.3	% attendance for Primary pupils (ytd)	Nicola Axford				96%	96%	96%	97%	97%	96%			→	There has been a small drop in Q4 in primary attendance due to illness in Jan/Feb. Out of the 114 children, 97 had attendance above 95% - this remains above target. Letters of concern have been sent to alert carers to the absence and offer support. Social Workers have also been informed.	5 Best Skills & Quals	Outcome 3	
5.4	% attendance for Secondary pupils (ytd)	Nicola Axford				96%	92%	92%	94%	93%	94%			↑	There has been a slight increase in percentage attendance for Secondary pupils. 103 pupils had attendance above 95%. A reduction in exclusions and improved support planning has helped to bring about this improvement.	5 Best Skills & Quals	Outcome 3	
5.5	Percentage of completed PEPs (Termly)	Nicola Axford	High is good				93% (July fig)	93% (July fig)		92%	94%			→	94% of PEPs were completed at the end of the Spring Term 2017/18. There were 25 PEPs that were not returned. All of these have been pursued and will now be loaded. This includes children new into care at the end of March who had PEPs held on entry, but still in process. This is an improvement from the last term and a 13% increase from Spring term 2017.	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	Mark Bayley	N/A				68	73	74	75	76	76		→	The pace of academisation across Cheshire East has reduced in this period and through the year. Overall, the position is that 49% of all of our schools are academies. The reduction in conversions is primarily based upon the requirement for schools now to join existing academy trusts, which adds additional pressures on schools to seek the right trust to meet their needs.	5 Best Skills & Quals	Outcome 3	
6.2	Number of maintained schools	Mark Bayley	N/A				87	82	81	80	79	79		→	See above	5 Best Skills & Quals	Outcome 3	
6.3	% good or outstanding primary schools	Mark Bayley	High is good		87%		93%	91%	92%	90%	90%	90%		→	Only one primary school has received a full Section 5 inspection report published since the last update. This was the first inspection as an academy and they are judged to be requiring improvement. Two schools had short inspection reports published (Section 8) and both continue to be good. As inspections continue to target more vulnerable schools based upon prior outcomes, the overall percentage remains high.	5 Best Skills & Quals	Outcome 3	
6.4	% good or outstanding secondary schools	Mark Bayley	High is good				80%	80%	80%	76%	76%	76%		→	No secondary inspections in this period.	5 Best Skills & Quals	Outcome 3	
6.5	Number of fixed term exclusions 1/2 termly - primary	Claire Williamson	Low is good	61	49650			33		56	28			↓	The Fair Access Team continues to support schools with advice to reduce exclusions. This includes suggesting sources of support and advice for schools. It also includes liaison with the Special Educational Needs and Disability team to identify any support that could be offered where a child has special educational needs and is at risk of exclusion. This also allows applications for Education and Health Care Plans to be progressed.	5 Best Skills & Quals	Outcome 3	
6.6	Number of fixed term exclusions 1/2 termly - secondary	Claire Williamson	Low is good	297	239240			286		571	358			↓	Schools continue to access advice from the Fair Access Team. Increased capacity for alternative provision is available to schools due to match funding provided by the authority. Schools are encouraged to work in partnership within their local clusters to arrange managed moves between schools to avoid permanent exclusions.	5 Best Skills & Quals	Outcome 3	
6.7	Number of permanent exclusions 1/2 termly - primary	Claire Williamson	Low is good	1	920			0		2	1			↓	There was one primary permanent exclusion and it is hoped with appropriate support the child will be able to rejoin mainstream education before too long. The parent has spoken very positively about the provision put in place to support their child. Work continues to be done to ensure that there is appropriate capacity for alternative provision for primary age pupils at risk of permanent exclusion and appropriate provision for permanently excluded pupils.	5 Best Skills & Quals	Outcome 3	
6.8	Number of permanent exclusions 1/2 termly - secondary	Claire Williamson	Low is good	5	4790			9		6	6			→	Secondary permanent exclusions have stabilised, although there is still concern that certain schools are more likely to exclude than others. Where this is an issue, it is fed into the regular meetings to discuss Vulnerable Schools so that action can be taken. Half termly meetings are now taking place with the Pupil Referral Unit to review permanently excluded pupils who may be ready for reintegration into mainstream schooling and an appropriate school identified in accordance with the Fair Access protocol. A key objective for the next year is to support schools to reduce permanent exclusions through increasing alternative provision, supporting Fair Access Panels through match funding and providing advice and support through the Welfare Attendance and behaviour workshops and training.	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)	Claire Williamson	Low is good				25	25	23	23	27	27		↑	This figure generally varies throughout the year and includes all newly referred cases. All cases that come in follow a clear process of checks to identify risks before being passed onto the CME lead. Better links have also been built with other services, such as Early Years and Admissions, which will result in a reduced number of cases being recorded as CME, and us working collaboratively to locate children and ensure they receive a suitable education.	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)	Claire Williamson	Low is good				31	31	43	45	58	58		↑	New processes have been planned and will be implemented to reduce the CME figures in the next quarter.	5 Best Skills & Quals	Outcome 3	
6.11	% of pupils with less than 90% attendance Primary school year to date	Claire Williamson	Low is good	7.6	8.9			7%		9%	9%	9%		→	Persistent absence remains the same for primaries; slightly higher than the national average. The service supports schools with attendance in a number of ways however, due to a temporary high volume of staff sickness, the service has not been able to deliver the same standard as in previous quarters.	5 Best Skills & Quals	Outcome 3	
6.12	% of pupils with less than 90% attendance Secondary School year to date	Claire Williamson	Low is good	13.5	14.3			11%		13%	14%	14%		→	Persistent absence has remained the same; slightly below national average. There are certain schools where attendance concerns are disproportionately higher and strategies are being put in place to target these schools and provide active support to increase children's attendance.	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)	Claire Williamson	Low is good				323	323	293	314	348			↑	The increase in the number of pupils being educated at home (EHE) is consistent trend over the last few years. Our EHE Consultant is working hard to make parents more aware of their responsibilities and processes around EHE. New processes and strategies are in place for identifying EHE children, monitoring their education and supporting the families.	5 Best Skills & Quals	Outcome 3	
6.14	Number of meals delivered (per day)	Mark Bayley	High is good					14416	14093	14434	14412	14412		→	The high number of school meals delivered per day is being maintained.	5 Best Skills & Quals	Outcome 3	

PI Ref	Measure	Lead for comments	Polarity	Stat Neigh Av	National Av	Target	Yr. end 16-17	Qu 1 17-18	Qu 2 17-18	Qu 3 17-18	Qu 4 17-18	Yr. end 17-18	RAG	Quarterly dlr 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	Jonathan Potter					3536	889	586	640	759	2985		↑	There has been a further increase in the number of cases passed to the Early Help Brokerage, but this remains consistent as a percentage of overall contacts.	2 Feel & Be Safe	Outcome 5	
7.2	Number of CAF's open	Jonathan Potter					946	935	958	700	658	658		↓	The number of open CAF's has reduced throughout 2017-18. This is partly due to data quality work addressing the closure of legacy partner agency CAF's, so is now a clearer picture of activity.	2 Feel & Be Safe	Outcome 5	
7.3	% of all open CAFs led by Cheshire East Prevention service staff	Jonathan Potter					47%	53%	50%	53%	46%	46%		↓	Partner agency CAF leads are currently being trained to enable them to load CAF's directly into Liquid Logic. This work has been ongoing with Health since Feburary 2018 and Schools since April 2018. It is expected that this will improve data quality and the consistency of recording in the CAF process.	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)	Jonathan Potter	High is good					49%	44%	42%	35%	35%		↓	Work is underway to increase the awareness of staff working with vulnerable children to encourage them to engage with the children's centre.	2 Feel & Be Safe	Outcome 5	
7.5	% eligible children taking up 2 year old offer (termly figure only)	Jonathan Potter	High is good		72%		76%	75%	72%	78%	78%	78%		↑	There continues to be a consistently high take up of the 2 year old offer in Cheshire East.	5 Best Skills & Quals	Outcome 3	
7.6	% children taking up 3 and 4 year old offer (termly figure only)	Jonathan Potter	High is good			97%-99%	97%-99%	97%-99%	97%-99%	97%-99%	97%-99%	97%-99%		→	There continues to be a consistently high take up of the 3 and 4 year old offer in Cheshire East.	5 Best Skills & Quals	Outcome 3	
7.7	Number of families turned around (family focus) - claims made at agreed points in the year	Jonathan Potter	High is good				153	45	41	25	69	180		↑	The running total of claims made at this point, indicating successful outcomes for families, is 330.	2 Feel & Be Safe	Outcome 6	
Youth Support																		
8.1	Number of young people accessing the youth support service	Jonathan Potter						1424	1030	1926	1535			↓	Although numbers are down on Q3, this is to be expected as there is traditionally a peak between September and December due to the number of individuals supported following a change in direction after results are received. The number of individuals accessing services in Q4 was up 14% on the same period in 2016/17.	5 Best Skills & Quals	Outcome 2	
8.2	Number of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Jonathan Potter	Low is good				167	177	118	150	155	155		→	Of this cohort, 206 are available to the labour market, with 97% either actively seeking employment/ training or with start dates agreed. Of the 74 not available to the labour market 50% is due to parenting/ pregnancy and 48% to illness.	5 Best Skills & Quals	Outcome 2	
8.3	% of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Jonathan Potter	Low is good				2.4%	2.3%	1.65%	2.11%	2.1%	2.1%		→	We continue to have an exceptionally high percentage rate in terms of supporting all young people into EET.	5 Best Skills & Quals	Outcome 2	
Special Educational Need (SEN)																		
10.1	% good or outstanding special school	Ian Donegani	High is good				80%	80%	80%	80%	100%	100%		↑	The increase in Q4 relates to the inspection of Adelaide School, which was rated outstanding by Ofsted, it's first inspection since becoming an academy.	5 Best Skills & Quals	Outcome 3	
10.2	Number of new education, health and care needs assessments requests in quarter	Ian Donegani					313	73	93	82	110	358		↑	There has been a 14% increase in the number of requests in 2017/18 compared to last year and appears to reflect the national trend.	6 Additional Needs Additional Chances	Outcome 3	
10.3	% of new education, health and care plans (EHCP) completed with 20 weeks	Ian Donegani	High is good	43.4	55.5		41% (Jan 17 SEN return)	61%	47%	42%	6%	34.0%		↓	The Cumulative figure for plans issued within timescale is slightly below the performance for the full year 2016-17. Our recent performance is below the 55.7% national figure and has significantly dropped from 71% in the 2015 calendar year to 41% in 2016, but rose to 52% for the Jan 2018 census. We know from analysis of cases that do not meet timescales that the capacity of Educational Psychologists in Cheshire East is a factor. Plans are underway to increase this capacity and mitigation arrangements are in place to ensure that children and young people receive any necessary support before the plan is completed if it is likely to be out of timescale.	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)	Ian Donegani				0 by end of March 2018	0 by end of March 2018	378	77	61	1	1		↓	As these are now all completed post year end, this will be removed from the 2018/19 scorecard.	6 Additional Needs Additional Chances	Outcome 3	
10.5	Total number with an education, health and care plan (EHCP) [accumulative]	Ian Donegani					1412	1513	1647	1767	1907	1907		↑	Please see below - from Q1 2018/19 all cases will have an EHCP and these two lines will be combined.	6 Additional Needs Additional Chances	Outcome 3	
10.6	Total number with an education, health and care plan (EHCP) or statement of educational need	Ian Donegani					1879	1891	1897	1882	1908	1908		→	Cheshire East combined Statement and EHC Plan numbers have increased by 1.5% in the last 12 months. 74% of these individuals are educated within borough. Nationally, the numbers of pupils with a Statement or EHC Plan has increased since January 2016 but remains equal to 2.8% of the total pupil population. Comparative data for the North West region shows a slight increase of 2.9%. Children and young people in CEC schools remains consistent and below national average at 2.6%.	6 Additional Needs Additional Chances	Outcome 3	

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FORWARD PLAN FOR THE PERIOD ENDING 31ST OCTOBER 2018

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 17/18-60 Review of the HMO Licensing Fees	To approve the revised fee charging structure for the licensing of houses in multiple occupation.	Portfolio Holder for Housing, Planning and Regeneration	June 2018		Karen Whitehead	N/A
CE 18/19-2 Housing Enforcement Policy Review	To approve amendments to the existing Housing Enforcement Policy.	Portfolio Holder for Housing, Planning and Regeneration	June 2018		Karen Whitehead	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 18/19-3 Congleton Leisure Centre Redevelopment Award of Contract	The Portfolio Holder for Health will exercise decision-making powers delegated by Cabinet on 13 th March 2018. The decision will be to award a contract to the preferred bidder for the redevelopment of Congleton Leisure Centre. The redevelopment will commence when the necessary planning approvals have been obtained.	Portfolio Holder for Health	Not before 3rd Jul 2018	The contract requires a full planning application to be submitted which will be subject to public consultation. The project team will engage with key stakeholders leading up to the submission of the planning application and subject to securing the planning application will maintain these relationships through the entirety of the project.	Mark Wheelton	Fully exempt - para 3
CE 17/18-30 Cemeteries Strategy	That Cabinet be asked to consider the draft Cheshire East Cemeteries Strategy and approve it for consultation; and to agree that, subject to consideration of the outcome of the consultation, the Strategy be adopted as Council policy by delegated officer decision.	Cabinet	10 Jul 2018		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 17/18-55 Cheshire East Common Allocations Policy Review	To seek approval to adopt the revised Cheshire East Common Allocations Policy following consultation; and to delegate authority to the Executive Director Place, in consultation with the Portfolio Holder, to make further minor amendments to the Policy as a result of changes in legislation or further consultation.	Cabinet	10 Jul 2018		Karen Carsberg	N/A
CE 17/18-59 New Domestic Abuse Commission 2019-22	The Council commissioned a 'whole family' domestic abuse service in 2016-19, providing interventions for children. The service now needs to be re-commissioned for the three year period 2019-22. The budget for the new provision over the course of the contract is likely to exceed £1M. A decision is required to proceed with the procurement and to authorise officers to take all necessary actions to implement the proposal.	Cabinet	10 Jul 2018		Kate Rose	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 17/18-61 Springfield Special School - Proposed Expansion	To approve the proposed expansion of Springfield Special School from 132 places to 156 for implementation in September 2018, having given due consideration to the response to the statutory proposal notice.	Cabinet	10 Jul 2018		Jacky Forster	N/A
CE 17/18-63 Sustainable Modes of Travel to Schools (SMOTS) Strategy	Following recent consultation on a draft strategy, a final Sustainable Modes of Travel to Schools (SMOTS) strategy will be submitted to Cabinet for approval.	Cabinet	10 Jul 2018		Richard Hibbert	N/A
CE 18/19-4 Recommissioning of Assistive Technology Services	To recommend that Cabinet authorise the Executive Director of People, in consultation with the Portfolio Holder for Adult Social Care and Integration, to approve arrangements for the recommissioning of Assistive Technology Services.	Cabinet	10 Jul 2018		Nichola Glover-Edge	N/A
CE 18/19-5 Better Care Fund Year End Report 2017/18	To receive the Better Care Fund end of year report for 2017/18.	Cabinet	10 Jul 2018		Alex Jones	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 17/18-62 Route and Rota Optimisation	To delegate authority to the Executive Director Place, in consultation with the Portfolio Holder for Environment and the Director of Legal Services, to develop and implement the route and rota optimisation proposals through Ansa Environmental Services Ltd.	Portfolio Holder for Environment	August 2018		Ralph Kemp	N/A
CE 18/19-7 Local Development Scheme	To seek approval for an update to the Local Development Scheme, a formal document setting out the plans which the Council will use in pursuit of its planning functions. The Local Development Scheme is a public document. As well as updating existing plans, the Local Development Scheme will formally signal that the Council will prepare an Area Action Plan for Crewe Hub Station and environs.	Portfolio Holder for Housing, Planning and Regeneration	August 2018		Adrian Fisher, Head of Planning and Policy	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 18/19-8 Statement of Community Involvement	To seek agreement to publish a revised Statement of Community Involvement for 6 weeks' public consultation. The Statement will set out how the Council will involve and engage with the public and partners in pursuit of its planning functions. The Statement covers both planning applications and planning policy.	Portfolio Holder for Housing, Planning and Regeneration	August 2018		Adrian Fisher, Head of Planning and Policy	N/A
CE 18/19-9 Site Allocations and Development Policies Document	To seek agreement to publish a first draft of the Cheshire East Site Allocations and Development Policies Document together with its supporting evidence for 6 weeks' public consultation.	Portfolio Holder for Housing, Planning and Regeneration	August 2018		Jeremy Owens	N/A
CE 18/19-6 Re-Procurement of Contracts for Fresh Produce and Multi-temperature Food (Frozen and Grocery Products)	Cabinet to approve the re-tendering process to award these contracts. A robust EU tender Procedure will be undertaken and the successful provider identified for each lot.	Cabinet	11 Sep 2018		Mark Bayley	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 18/19-10 Everybody Sport and Recreation Performance Report 2017/18 and Leisure Operating Agreement - Proposed Extension	Cabinet will be asked to note the Leisure Trust Annual Report for 2017/18 and to approve the extension of the current Leisure Operating Agreement with Everybody Sport and Recreation for a further five years to allow the Trust to continue to improve the delivery of the Council's leisure services and outcomes in terms of health and wellbeing for local residents.	Cabinet	9 Oct 2018		Mark Wheelton	N/A
CE 18/19-1 Havannah Primary School - Change in Age Range	To approve a proposed change in age range from 4-11 to 3-11 for implementation in October 2018, having given due consideration to the response to the statutory proposal notice.	Cabinet	4 Dec 2018		Jacky Forster	N/A
CE 17/18-51 Medium Term Financial Strategy 2019-2022	To approve the Medium Term Financial Strategy for 2019-2022, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	21 Feb 2019		Alex Thompson	N/A

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Children and Families Overview and Scrutiny Committee

Date of Meeting: 16 July 2018

Report Title: Work Programme

Portfolio Holder: Cllr Jos Saunders

Senior Officer: Acting Director of Legal Services

1. 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. Recommendation

- 2.1. That the work programme be reviewed.

3. Reasons for Recommendation

- 3.1 It is good practice to review the work programme and update accordingly

4. Other Options Considered

- 4.1. There are no further options to consider.

5. Background

- 5.1 The schedule attached has been updated following the last meeting of the committee.
- 5.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.
- 5.3 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;

5.4 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

6. Implications

6.1. Legal Implications

6.1.1. There are no legal implications at this stage.

6.2. Finance Implications

6.2.1. There are no financial implications at this stage

6.3. Equality Implications

6.3.1. There are no equalities implications at this stage.

6.4. Human Resources Implications

6.4.1. There are no human resources implications at this stage.

6.5. Risk Management Implications

6.5.1. There are no risk management implications at this stage.

6.6. Rural Communities Implications

6.6.1. There are no implications for rural communities.

6.7. Implications for Children & Young People

6.7.1. There are no implications for children and young people at this stage.

6.8. Public Health Implications

6.8.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. All.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Katie Small

Job Title: Scrutiny Officer

Email: Katie.small@cheshireeast.gov.uk

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Children and Families Overview and Scrutiny Committee – July 2018

Date: 16 July 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 24 September 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 26 November 2018 Time:2.00pm Venue: Committee suite, Westfields	Date: 28 January 2019 Time:2.00pm Venue: Committee suite, Westfields	Date: 23 March 2019 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
Sustainable Modes of Transport Strategy	To receive an update	People live well and for longer	Children and Families Portfolio Holder	Director	Oral update	TBA
Performance Monitoring – C&F Scorecard	Quarterly performance reports	A responsible effective and efficient organisation	Executive Director People Children and Families Portfolio Holder	Ofsted	Quarterly performance report	16 July 2018 24 September 2018 28 January 2019 23 March 2019
Member's visits to frontline Children's Social Care Teams	To scrutinise the annual report	People live well and for longer	Children and Families Portfolio Holder	Portfolio Holder	Committee report	16 July 2018
Project Macclesfield	To scrutinise the success of project Macclesfield	People live well and for	Children and Families	Director	Committee report	16 July 2018

Children and Families Overview and Scrutiny Committee – July 2018

		longer	Portfolio Holder			
Update on residential provision	To receive a report in relation to residential homes	People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee	Committee Report	24 September 2018
Emotional Health and Wellbeing - CAMHS	To scrutinise tier 3 and 4 of the service. partners to be invited and answer a series of questions Additional information required in due course: <ul style="list-style-type: none"> Update on Emotionally Healthy Schools. Statistics on referrals to A&E Success of Out of Hours Service 	People live well and for longer	Executive Director People Children and Families Portfolio Holder Dr Matthew Howard	The Committee	Spot light review Further information required	24 September 2018
Corporate Parenting Annual Report	<ul style="list-style-type: none"> To review the annual report for 2017/18. Review outcomes Review revised strategy 	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee Annual report	Committee Report	24 September 2018
LSCB Annual Report	To review the annual report for 2017/18	A responsible effective and efficient	Executive Director People	Committee Annual report	Committee Report	26 November 2018

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		organisation. People live well and for longer	Children and Families Portfolio Holder			
Redesign of early help and prevention services.	To receive an update on the service redesign	People have the life skills and education they need in order to thrive	Director of Children's Prevention and Support. Children and Families Portfolio Holder	The Committee	Progress report	26 November 2018
LADO annual report	To review the annual report for 2017/18	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Committee Annual report	Committee Report	26 November 2018
ILACS Update	To receive an overview review the results of the focus visit. Self evaluation	A responsible effective and efficient organisation. People live well and for longer	Executive Director People Children and Families Portfolio Holder	Scrutiny Liaison Group	Committee Report	26 November 2018
Budget	To scrutinise the areas of the budget which fall within the remit of the Committee	A responsible effective and efficient organisation	Executive Director People Children and Families	Committee	Committee report	28 January 2019

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			Portfolio Holder			
Annual Education Report	To review the annual report for 2016/17	People have the life skills and education they need in order to thrive	Executive Director People , Children and Families Portfolio Holder	Annual report	Committee Report	23 March 2019

Task ands Finish Groups

Send Reforms and SEND Inspection – 16 July 2018

Possible Future/ desirable items

- Safeguarding Board Report – Reflective and Serious Case Review
- Supported childcare for 2/3 year olds – briefing note
- Multi Academy Trusts MATS - Update, including role of Cheshire East Council and how work together with partners – Briefing note
- Future proofing of rural and smaller schools
- Annual Education Report – Update on SSIF
- Bed waits for those with eating disorders.