

## Outcome 3 – People have the life skills and education they need in order to thrive

<b>What this means:</b>	Children and young people get a good start in life, and are prepared for the world of work. Everyone is equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities.		
<b>What the Council will focus on:</b>	<b>1. Securing the Best Start in Life</b>	<b>2. Highest Achievement for All Learners</b>	<b>3. Inclusion</b>
<b>What this will look like:</b>	Pupils will be school ready and have a firm foundation for a good education at the end of Early Years Foundation stage.	Academic achievement and employability will be outstanding in Cheshire East.	Vulnerable children and young people are supported to achieve their potential and increase aspirations.

## Key Priorities

Ensuring that our children and young people get a good start in life, have the education and skills to prepare them for adulthood, fulfilling their career aspirations and providing a highly skilled workforce for the future is a priority for the Council. To achieve this, we need to maintain and continue to further increase the number of education settings from early years to further education which are recognised as good or outstanding.

The 'Parenting Journey', our universal offer of parenting support from pre-birth to starting school, has been established to ensure that all young people get a good start in life. It integrates and joins up our support for families in the early years across education, health and care. We will further improve our targeted offer to our vulnerable 0-2 year old children by ensuring that they have access to targeted speech, language and communication tools to ensure that they have the best possible start. We will continue to out-perform all of our peers to maximise 30 hours of free childcare, ensuring that children get to school ready to learn and thrive.

Having sufficient good or outstanding school places is a priority as this makes Cheshire East a good place to live and learn. The Council has an ambitious plan for the creation of additional school places, both in mainstream and special educational needs settings over the next ten years. Plans for a new 40 place school in Crewe to meet the needs of children with social, emotional and mental health are progressing along with the expansion of places in Alsager, Congleton, Nantwich, Sandbach and Wilmslow, with early discussions taking place in other areas.

We continue to celebrate strong educational outcomes for young people of all ages. However, we recognise the outcomes for some of our more vulnerable children could be better. In 2018 we were successful in attracting funding across Cheshire East to help to improve the outcomes for these children. This project will continue

into 2019 and we will ensure improvements are embedded and learning is shared across all schools and not just those which participated.

The timeliness and quality of education, health and care plans (EHCPs) for children and young people with special educational needs remains a high priority for the Council and its partners, along with the development of an autism strategy and continuation of the development of local provision to meet needs of children and young people locally. We will look to achieve improvement in this area, working jointly with partners and parents and carers in coproduction and delivery.

Safeguarding in our educational settings is strong, but we will continue to build on this by further developing arrangements to support children who are not accessing a full time mainstream education. There will be a targeted support and intervention for families and greater support for education settings will be explored.

We will continue to champion the need for increased funding for education settings in Cheshire East, seeking the continued support of Local MPs. Monitoring the financial stability of our maintained schools will remain a priority. We will develop a clear core offer to all schools (maintained and academies) and provide clarity on the additional offer and support to our maintained schools, with a specific focus of the sustainability of our rural schools, who provide a valuable contribution to the education infrastructure.

We have great success in that 99% of our young people progress in education, employment or training at age 16. We have a number of approaches to supporting the skills of young people across various services and we will look to strengthen the governance and strategic approach to the way these different services work together to develop a skills strategy which contributes to the economic wellbeing of families. We will continue to focus our efforts to support

the most vulnerable pupils to achieve positive destinations into jobs or training when they leave school maintaining existing high performance standards that our learners deserve.

### Challenges

- Financial sustainability of education settings, many of which are forecasting increasing deficit budgets over the next three years.
- Improving the timeliness and quality of education, health and care plans through an integrated, child centred approach across partners and services.
- A potential increasing number of children who are not accessing full time education or who have been excluded from school.
- Creating additional school places required as a consequence of housing developments and demographic growth, without destabilising existing schools through expanding other schools too soon.
- To bring together the range of services which provide support to improve the skills of young people and families and develop a strategic approach through improved governance.
- Develop a stronger focus on evidence based support for the families of children and young people most vulnerable to the poorest outcomes.

### Opportunities

- Further develop the 'Parenting Journey' so it has maximum impact on giving young children the best start in life.
- Create a locality focus, agreeing specific localities across the borough, to harness shared assets and create virtual teams across sectors to better support joint working with children and families at the centre.
- To build on the strong relationship with all schools through East Cheshire Association of Primary Heads (ECAPH) and Cheshire East Association of Secondary Heads (CEASH) to embed a sustainable sector led approach to education and skills with a focus on the curriculum and transition arrangements.
- Utilise the performance data and intelligence on our schools to provide targeted support for maintained schools at risk of not achieving at least a good Ofsted inspection and provide challenge to academy trusts, where needed, through the Regional Schools Commissioner.
- Work with clusters of maintained schools to develop a clear local authority offer which aligns with development of a potential locality approach to delivery of services creating a team around the school model.
- Embed the learning from the school improvement project to sustain improved education outcomes for our most vulnerable children and young people.

## Proposals to vary the Budget under Outcome 3 (Education) are focused on these areas:

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
<b>Children and Families Transport (Revenue Savings) [14]</b>  Review of transport policies and delivery arrangements to achieve efficiencies. Work with the current school transport provider, Transport Service Solutions, to explore all options to provide a more cost effective solution. Provide support for ongoing management of transport provision and change programme.  <i>Impact on Education Participation and Pupil Support Service Budget =</i>	<b>+0.271</b>	<b>-0.009</b>	<b>-0.289</b>
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>. Values are not cumulative</i>			

<b>Income generation</b> <i>Charging strategies for each service area to increase income where appropriate based on market rates and considering the price elasticity of demand for services.</i>	<b>2019/20</b> <b>£m*</b>		<b>2020/21</b> <b>£m*</b>		<b>2021/22</b> <b>£m*</b>
<b>Provide Schools Meal Subsidy (Revenue Investment) [15]</b>  Expectation of income targets from school meals to be removed due to increased food prices and competition from other providers.  <i>Impact on Education Infrastructure and Outcomes Service Budget =</i>	<b>+0.210</b>		<b>+0.210</b>		<b>+0.210</b>
<b>Early Years Team Income (Income Generation) [16]</b>  This proposal is to increase the income from selling training, conferences and materials from the Early Years Team both to local early years providers and to other local authorities beyond the basic universal offer.  <i>Impact on Preventative Services Service Budget =</i>	<b>-0.020</b>		<b>-0.020</b>		<b>-0.020</b>
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.            Values are not cumulative</i>					

<b>Investment in services</b> <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>People Directorate Business Management Service (Revenue Investment) [17]</b>  To align the business management and support functions in Children and Adult Services to provide a People Directorate Business Management Service. The team is currently staffed with a number of temporary positions, funded from temporary grant budgets. This funding ends on 31 <sup>st</sup> March 2019. The aim is to establish these posts on a permanent basis from April 2019 and to extend its functions across the People Directorate.  <i>Impact on People – Children and Families Service Budget =</i>	<b>+0.345</b>	<b>+0.345</b>	<b>+0.345</b>
<b>Realignment of Children’s Services funding streams (Revenue Investment) [18]</b>  Provide additional funding to help manage pressures mainly within Special Educational Needs Placements.  <i>Impact on People – Children and Families Service Budget =</i>	<b>+0.707</b>	<b>+0.707</b>	<b>+0.707</b>
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<b>Provide Additional Capacity for Special Educational Needs Service (Revenue Investment) [NEW]</b>  <p>In order to meet our statutory requirements it is necessary to ensure there is sufficient resource in the service to meet the increase in demand and address backlogs. We have seen a 25% increase in the number of education, health and care plans over recent years but there has been no increase in capacity in the service. In order to meet the statutory requirement to finalise within 20 weeks of receiving a request there is a need to increase the number of SEND Keyworkers and Educational Psychologists. This will be part of a fundamental restructure of the service which improves efficiency within the process and improves outcomes for children and families.</p> <p><i>Impact on People – Children and Families Service Budget =</i></p>	<b>+0.500</b>	<b>+0.500</b>	<b>+0.500</b>
<b>Extension of Traded Service Opportunities with Schools (Revenue Investment) [19]</b>  <p>This business case continues to widen our ability as a Council to shape and influence our trading arrangements with Schools/Educational Institutions. This proposal is to request a small growth item to invest in detailed analysis of current trading arrangements in order to consider future models of delivery and establish savings/efficiencies based upon a structured evaluation of existing trading arrangements.</p> <p><i>Impact on Education Infrastructure and Outcomes Service Budget =</i></p>	<b>+0.040</b>	<b>+0.040</b>	<b>+0.040</b>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p><i>Values are not cumulative</i></p>			