

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



Cheshire East Local
Safeguarding Children Board



investing in children

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Foreword from the Independent Chair

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

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

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

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

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

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

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



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

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

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

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

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

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

Gill Frame,

Independent Chair, Cheshire East Safeguarding Board

1. Cheshire East Local Safeguarding Children Board

Background

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

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

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

The Board

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

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

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



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

Board Members Front Line visits observations

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

Governance

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

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

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

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

The sub-groups operating at March 2017 were:

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

The Task and Finish Groups operating at March 2017 were:

- Private Fostering
- Neglect

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

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

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

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



Key Roles

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

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

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

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

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

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

Key Relationships

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

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

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

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

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

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

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



Partnership Key Lead Areas

Key partnerships agreed the following leads for shared priority areas:

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

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

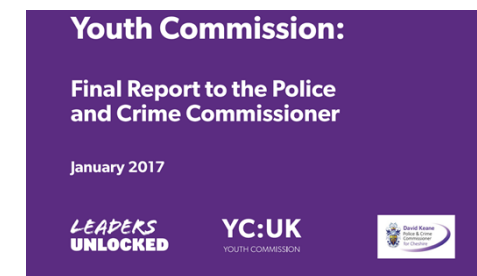
Police and Crime Commissioner – The Police and Crime Commissioner (PCC) funded the Cheshire Youth Commission. This project aimed to enable young people aged 14-25 to inform decisions about policing and crime reduction in Cheshire, working in partnership with the Police & Crime Commissioner (PCC) and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

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

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

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

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



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

Board Membership and Attendance

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

Financial Arrangements 2016-17

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



2. Children and Young People in Cheshire East

Our Child Population

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

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

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

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

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

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

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

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

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

3. The Child's Journey in Cheshire East

Cheshire East Consultation Service (ChECS)

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

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

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

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

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

Board Members Front Line visits - staff comments

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

Early Help

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

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

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

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

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



Board Members Front Line visits - observations

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

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

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

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

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

Children in Need and Child Protection

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

Assessment timescales

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

Children in Need

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



Child Protection

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

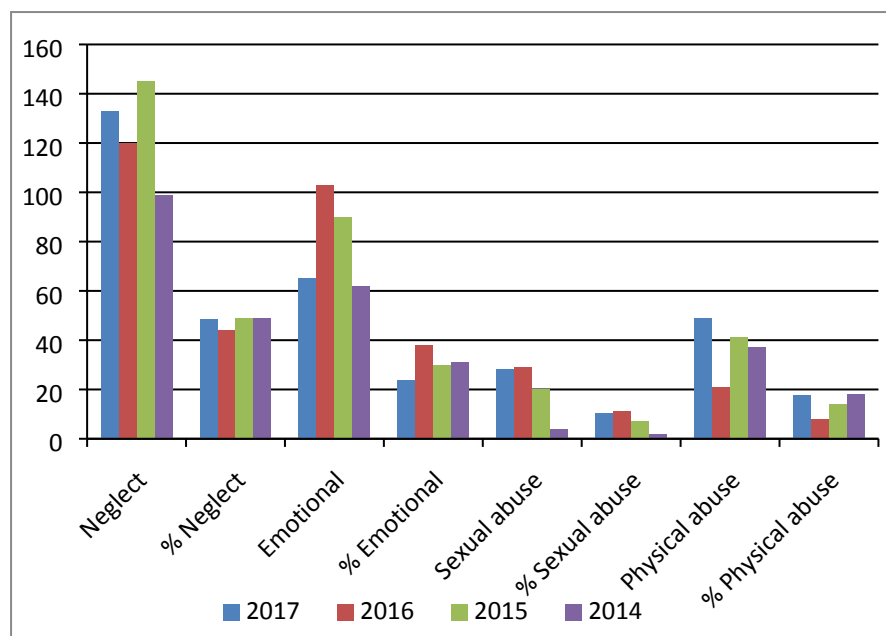
- The number of S47's initiated within the year was 786, a small increase of 2.5% from the previous year (767) but substantially less than the 2014/15 figure of 914.
- The number of Initial Child Protection Conferences (ICPC) undertaken in the year was 397, an increase of 13.4% from last year (350) and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

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

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

Table 3: *Child protection numbers 2011-17*

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



Graph 1: *Child protection categories 2014-17*

Cared for Children

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

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

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

Of this number:

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

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

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

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

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

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

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

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

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

Care Leavers

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

Child Death Overview Panel

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

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

Project Crewe

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

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

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

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

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

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

Emotionally Healthy Schools Programme

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

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

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

Board Members Front Line visits – staff comments

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

4. Review of Priorities for 2016-17

Review of Priorities

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

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

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

We will improve frontline multi-agency practice through:

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

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

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

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

We will strengthen the partnerships through:

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

Improvements against the Priorities

Improving Frontline Practice

Improving CECSCB's engagement with frontline staff

CECSB e-bulletins

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

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

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

Board Members Front Line Visits observations

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

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

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

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

Continuing to drive developments around Child Sexual Exploitation

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

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

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

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

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

Continuing to drive developments around children missing from home

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

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

Board Members Front Line visits - observations

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

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

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

Table 5: *Missing notifications*

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

Board Members Front Line visits – staff comments

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

Trafficking

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

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

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

5. Prosecution of perpetrators

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

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

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

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

CEDAH – Single Point of Contact for domestic abuse

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

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

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

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

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

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

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

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



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

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

Sexual Assault Referral Centres and Rape and Sexual Abuse Support Centre

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

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

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

Workforce Development

Excellent training, got everyone involved and very engaging

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

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

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

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

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

Board Members Front Line visits observations

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

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

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

An agency requested that confirmation of places is made at the

time of booking.

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

One agency also asked if there could be more training on

- Toxic Trio Training
- Self-harm and emotional behaviour

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

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

Continuing to drive developments around Female genital mutilation (FGM)

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

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

Continuing to drive developments around Radicalisation and extremism

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

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

Private Fostering

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

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

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

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



What young people said about Private Fostering:

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

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

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

"Don't want Mum there at meeting",

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

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

Child Protection Case Strategy meetings

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

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

Embedding strengthening families

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

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

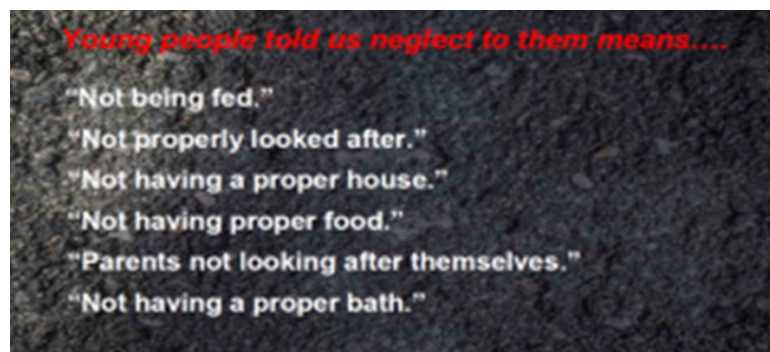
Implementing our neglect strategy

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

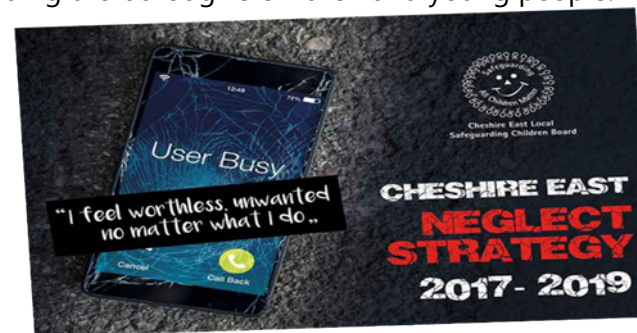
Board Members Front Line visits observations

All agencies

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



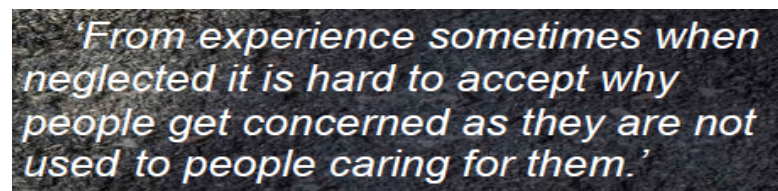
The campaign is one element of the new Neglect Strategy 2017-2019. This is a multi-agency approach to tackle the priorities for safeguarding the borough's children and young people.



The campaign's key messages are:

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

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



Developing our Early Help Strategy

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

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

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

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



Board Members Front Line visits - observations

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

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

Learning and Development

The Learning and Development sub-group have:

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

A Toxic Trio toolkit was developed by SCOG to support all

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

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

Listening to Children and Young People

Voice for Children (VfC)

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

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



Board Members Front Line visits - observations

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

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

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

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

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

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

Investors in Children

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

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

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

Survey of Safeguarding

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

- Substance misuse
- Child Sexual Exploitation
- LGBTQ



- On-line safety
- Neglect
- Radicalisation and Extremism

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

"Challenge and Evidence" Panel of young people

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

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

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

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

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

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

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

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

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



November Children's Rights Month (NCRM)

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



Strengthening Partnerships

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

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

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



Performance, Scrutiny and Challenge

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

Performance

A quarterly picture, showing a clear trajectory of progress. Allowing us to set targets and evaluate our performance against our statistical neighbours.

Feedback from Children and Young People, Parents and Carers

What children, young people and their families want and is important to them, what their experience is of our services.

Qualitative Information

Detailed information on what is working well and areas for improvement for specific services, including what the causes of issues are.

Feedback from Staff

What staff know would help them to work with families, what is working well, and what could work better.

Performance Monitoring

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

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

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

The Audit and Case Review subgroup has:

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

Areas of continued challenge in 2017-18 include:

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

Multi- Agency Audits

'Toxic trio'

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

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

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

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

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

Domestic Abuse

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

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

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

Core Group Audit

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

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

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

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

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

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

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

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

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

Serious Case Reviews (SCR):

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

Reflective Reviews:

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

Single Agency Audits

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

Examples of risks identified in these audits are

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

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

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

Frontline visits

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

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

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

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

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

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

Section 11 Audits

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

Section 175/157 Audits

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

Challenge Log

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

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

Board Members Frontline visits - observations

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

agency challenging them.

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

Local Authority Designated Officer (LADO)

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

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

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

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

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

CECSB Training and Development

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

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

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

Table 6: *Training attendance percentages*

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

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

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

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

Learner feedback:

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

Cheshire East LSCB provides excellent training.

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

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

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

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

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

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

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

Bespoke events, new courses and development activity:

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

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



5. 2015-16 Annual Reports

Summary of reports

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

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

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

CAFCASS

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

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

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

Health

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Probation

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

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

Schools

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

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

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

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

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

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

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

Police

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

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

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

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

6. Key Priorities for 2016-18

Key Partnership Priorities

The three overarching objectives remain for 2016-18;

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

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

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

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

Budget for 2017-18

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

Risks and Issues

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

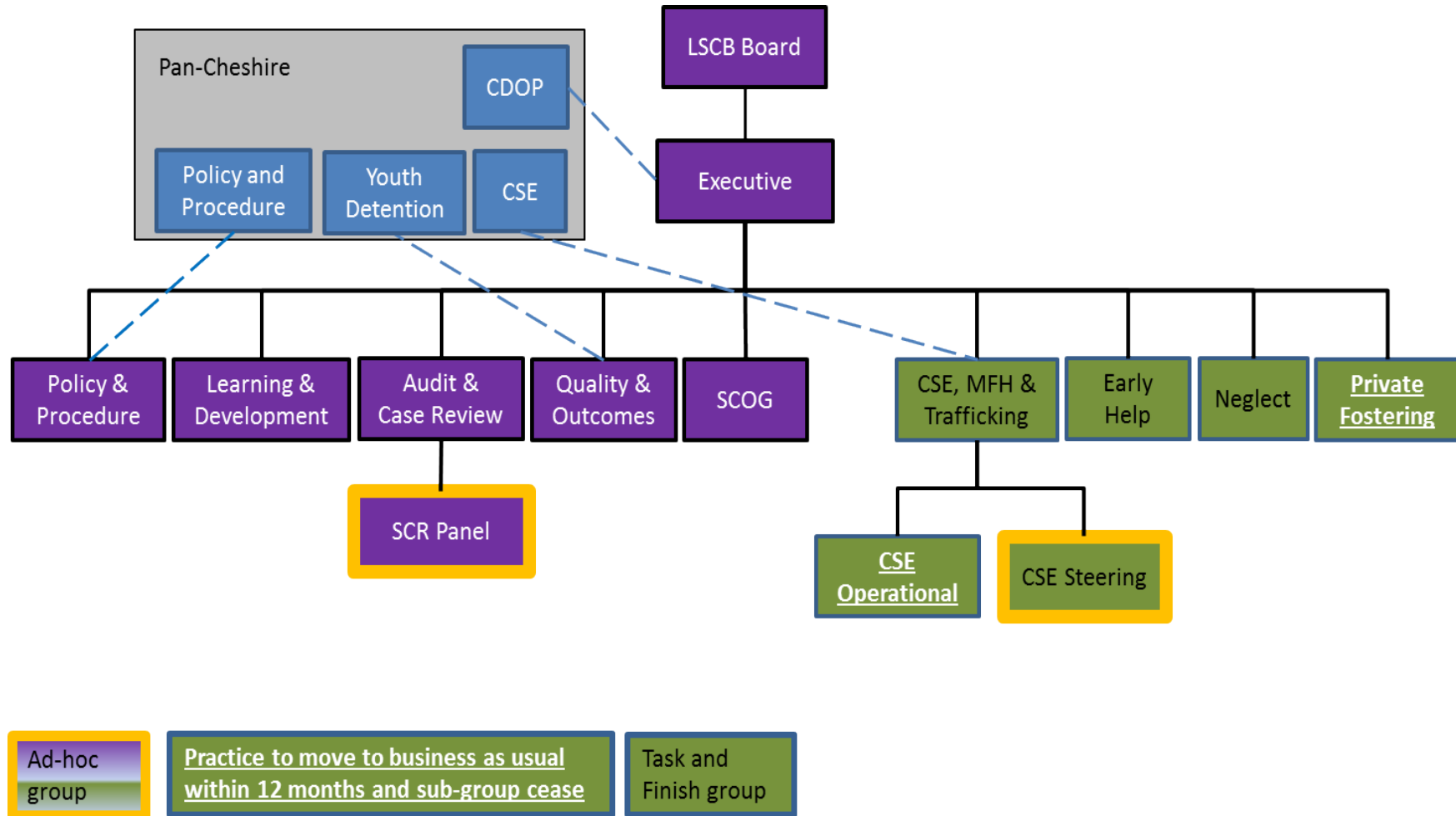
During the year the following risks were closed as the LSCB were assured by the actions taken to address each risk.

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

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

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

Appendix 1: Cheshire East Safeguarding Board Structure



Appendix 2: Board Membership and Attendance

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

Appendix 3: Financial Arrangements – 2016-17

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

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

Appendix 3: Partner Contributions

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