

Cheshire East Safeguarding Children Board

Annual Report 2013-14

Business Plan Priorities 2014-15



Cheshire East Local
Safeguarding Children Board

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Foreword from the Independent Chair

Welcome to the 2013-14 Annual Report of Cheshire East Safeguarding Board (CESCB). In my first year as Independent Chair of the Board it has been a busy and challenging one for CESCB. Ensuring that the Board responded swiftly and effectively to Ofsted's recommendations in their inspection report on Cheshire East's arrangements to protect children, published in April 2013 and the Notice to Improve from the government Minister, David Laws, has significantly increased the pace and change of the Board's work. In addition, the revised Working Together to Safeguard Children guidance, published in March 2013, provided us with an opportunity to review our work and to ensure that we are doing the best we possibly can to safeguard children and young people in the Borough.

The work of CESCB over the past year has been to focus on the key issues identified by Ofsted. CESCB reviewed its priorities and business plan for 2013-14 to align it to the Children's Improvement Plan and the requirements of the newly established Children's Improvement Board. We have worked closely with the Improvement Board, the Children and Young People's Trust and other key partnerships to provide a joined up strategic partnership approach to improvement. I am assured that there have been real improvements in quality of practice across the partnership, but there is still so much more to do to achieve the challenging ambition we have set ourselves to be the very best partnership in the country for safeguarding and improving outcomes for our children and young people.

The purpose of this report is to provide a detailed account of what we have done as a Board, what impact we have made on improving arrangements to safeguard children and young people in Cheshire East and to clearly set out where we still have challenges and areas we are determined to improve. The annual report is intended to provide information for a wide ranging audience including Cheshire East residents (a summary is included for children and young people), staff in all agencies responsible for safeguarding children and promoting their welfare and those who are scrutinising the effectiveness of our work.

I would like to take this opportunity to thank all the frontline staff and managers across Cheshire East for their work over the past year in safeguarding children. We have only just started the work we want to do with children and young people, but already they are making a big impact on our partnership and I thank them for that. Finally, I would also like to thank members of Cheshire East Safeguarding Children Board for the welcome and support they have given to me as the new chair and for their commitment to 'rise to the challenge'. I look forward to working with you all in 2014-15.

Ian Rush, Independent Chair, Cheshire East Safeguarding Board

Executive Summary

Report Summary for Children and Young People

It is important to Cheshire East Safeguarding Children Board (CESCB) that children and young people are able to understand what it is the Board does and why. A report summary for young people is therefore included in this document.

Background

CESCB is a partnership working to safeguard and promote the welfare of children in Cheshire East. This Annual Report provides an account of the CESCB activities and achievements during 2013-14 and the work of the partnership in keeping children and young people safe from harm. It should be read alongside the Children's Improvement Plan 2013-14.

Review of 2013-14 Priorities

The priorities for 2013-14 were aligned with the Children's Improvement Plan under the following broad areas:

- **Governance and Accountability** – improving the Board's own effectiveness and its understanding of the effectiveness of partners safeguarding activity
- **Performance Reporting and Quality Assurance** - understanding areas of strength and areas for development through scrutiny of quantitative and qualitative information
- **Engaging Children, Young People and their Parents** - voice of children, young people and their carers are heard
- **Understanding the Safeguarding System** - improving multi-agency referral and response to safeguarding concerns
- **Learning and Improvement** – reflections and learning from to improve quality of practice
- **Key Safeguarding Risk Areas** – ensuring that the needs of specific groups of children are met, eg, those missing from home or at risk of child sexual exploitation.
- **Early Help** – the effectiveness of acting early to prevent problems escalating.

Summary of Improvements made across the Partnership

- Improved effectiveness of CESCB – appointed a new chair, increased capacity, new governance, aligned the LSCB business plan with the Improvement plan, launched new performance and learning frameworks.
- The Cheshire East Consultation Service (ChECS), the new front door into Children's Social Care was established in April 2013, with new ways of working – by March 2014, this included the Police and Catch 22 as part of the wider team.

- Reviewed and reissued the 'levels of need' by which all agencies determine the threshold, type of assessment and level of intervention required when cases involving potential risk to Children and Young People are identified.
- Developed pan-Cheshire Policies & Procedures new online site in line with Working Together 2013.
- Developed an outcome focussed quality assurance framework so that CESC B can have oversight of the quality of frontline practice and the impact of services in helping families to keep children safe and achieve positive outcomes.
- Significant increase in scrutiny to inform improvements in practice, including 5 multi-agency thematic audits.
- Commissioned thematic review into suicide and self-harm in young people.
- Encouraged external evaluation through Ofsted Improvement Pilot, LGA Safeguarding Peer Review and Peer Challenge of Child Sexual Exploitation arrangements.
- Reviewed business function of CESC B to improve alignment with the Children and Young People's Trust (CYPT) and Improvement Board.
- Established new Executive Group to improve the business function of CESC B
- Carried out a number of reflective reviews and disseminated learning. Also carried out 'is it true for us' exercises to learn from serious case reviews in other areas.
- Established process for Section 11 audits.
- Focused on safeguarding needs of vulnerable children.
- Delivered training programme based on emerging themes from Ofsted report, SCRs, audits and operational practice, including bespoke safeguarding awareness training to Elected Members, bespoke practice workshop for Social Workers around CSE and training for a pool of multi-agency staff around case reviews.
- Evidenced improvements and impact of Early Help.
- Moved to a combined assessment ahead of schedule.
- Agreed a Memorandum of Understanding across all key partnerships in respect of safeguarding
- Significantly improved the Joint Strategic Needs Assessment (JSNA) to include areas of children's safeguarding.
- Set up a fortnightly Early Help and Protect Panel primarily to manage Police Consultations on a multi-agency basis to ensure early help is offered to those families not reaching the threshold for specialist intervention.
- Improved framework for listening to the voice of children and young people through the set up of the Children's Rights and Participation Service, run by the Children's Society and joining up participation with young people across the partnership.
- 'Inside our Mind - Have you Heard' Conference developed and run by young people to present to agencies on key safeguarding issues that affect them.
- Extension of the advocacy and independent visitor service.
- Practice Standards for Cheshire East Social Worker launched.

Summary of Improvements to the Quality of Practice:

- There has been significant improvement in timeliness of planning and assessments - 82% of combined assessments are completed within 45 days (as at end of March 2014).
- A low number of child protection plans are open for 15 months or more.
- 92% of children and young people are participating in their plans, 87% of children are seen within 10 days of combined assessment.
- A significant number of child protection reviews take part within timescales (94%).
- 80% of social work files met the practice standard for decision making and recording.
- 100% of ChECS consultations audited met the practice standard for decision making.
- 98% of CIN plans had an appropriate decision or recommendation for a change of plan.
- Only 1% CIN cases (1 case) in the last bi-monthly audit were identified where there should have been a section 47.
- 91% of CAFs were judged as adequate or better.

A CESCIB Challenge day took place in December 2013 where Board members undertook challenge activity against the revised Ofsted Framework.

Safeguarding Peer Review, March 2014

A major safeguarding peer review was carried out by the Local Government Association (LGA) in March 2014. In summary, the team found the following

- Real improvements can be seen and good progress on your improvement journey
- A structured and systematic approach to service improvement around front door, quality of practice and partnership challenge and scrutiny
- You know yourselves well and are serious about 'getting it right for children'
- Cheshire East is winning the hearts and minds of the staff
- Strong commitment to safeguarding at political and corporate and level
- Comprehensive audit activity
- Clear evidence of improved front door
- Clear evidence of improved quality of social work practice
- Good progress made regarding the voice of the child
- Good recruitment and retention strategy
- Good levels of staff satisfaction and feeling of being supported
- LSCB is in process of being re-vitalised and more focused
- Good use of resources to meet priorities
- Comprehensive JSNA

In summary, the past year has been one of progress and development in key priority areas. However it is recognised that these developments need to become more

embedded in the Board's work to make a really positive impact on multi-agency practice. The Board must continue to focus strongly on core safeguarding and child protection issues, ensuring effective scrutiny of safeguarding work and co-ordinating developments that improve the quality of front line safeguarding practice and the child's journey through the system.

Summary of Priorities for 2014-15

Cheshire East aims to be the best partnership in the country for improving the lives of children and young people. At a meeting in June 2014, CESC and Children and Young People's Trust set themselves an ambition to be the best partnership in the country.

In order to achieve this, the partnership has agreed that the objectives for 2014 are:

- 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



As a whole partnership we will drive change by focusing on these joint priorities. This will ensure that improvements to partnership working are aligned and made across all aspects of Children's services from commissioning to delivery, universal to specialist services.

As the LSCB moves into 2014-15 areas for improvement and development include:

- the next stage in the development of a multi-agency 'front door' model;
- the potential for strengthening the early help and preventative services through working differently and across a wider range of services and providers;
- improving communication and prompt information sharing;
- engaging better with frontline practitioners to drive up quality of practice;
- Increasing partnership ownership of CESC business and improvements;

- developing the confidence to challenge plans and actions across agencies if they are not sufficiently outcome focused or making clear decisions based on robust evidence;
- putting in place a better model for engaging young people in safeguarding - gathering and collating the voice of children and young people from across all CEC agencies to inform practice and service development;
- improving the combined response to specific safeguarding areas such as Child Sexual Exploitation, including a more developed approach to online/digital risks, Female Genital Mutilation;
- jointly re-commissioning further services for adults with significant needs, who are also parents, and recognising the potential increase in risk of harm to children and young people;
- ensuring the LSCB evaluates itself on an ongoing basis against the Ofsted grade descriptors;
- ensuring potential risks to safeguarding practice and arrangements are kept under review in response to increasing demand for services and ongoing re-shaping of public services;
- embedding robust and rigorous quality assurance activity;
- embedding CESCIB learning and improvement framework;
- safeguarding Cheshire East children who are living outside the authority in residential, educational or secure settings;
- ensuring effective arrangements are in place for safeguarding children with disabilities;
- improving pathways and procedures around children exposed to domestic abuse; and
- development and implementation of a new neglect strategy, practitioner training and tools.
- reviewing local requirements for CiN documentation, including timescales and circulation of plans and minutes.
- clarifying agency use of, and participation in, the CAF process.
- ensuring a process whereby all agencies involved with a family are known.
- reviewing and clarifying expectations around core groups.
- reviewing expectations of agency use of chronologies or case summaries
- reviewing the core documentation used in CP cases and its completion
- looking at developing standards across agencies setting out expectations around supervision.

The Improvement Board has been passing the monitoring and development of some activities to the CESCIB and this will continue and expand to further develop the CESCIB as the vehicle for challenge and improvement after that Board has completed its work.

Key Messages

For local Politicians:

- You can be the 'eyes and ears' of vulnerable children in your ward making sure their voices are heard by Cheshire East Safeguarding Children Board. Councillor Rachel Bailey is the lead member for children and families and provides the lead route into the Board for individual councillors and so that councillors can be made aware of local safeguarding children priorities.
- When you scrutinise and plans for Cheshire East it is important to keep the protection of children at the front of your mind. Ask questions about how any plans will affect children and young people.

Clinical Commissioning Groups:

- CCG's have a key role in scrutinising the governance and planning across a range of organisations.
- You are required to discharge your safeguarding duties effectively and to ensure that services are commissioned for the most vulnerable children.

Police & Crime Commissioner

- Ensure that the voices of all child victims are taken notice of within the criminal justice system, particularly where children disclose abuse.
- Make sure that police and probation staff share information regarding MAPPA and MARAC cases and the risks that some adults present to children.

Directors and Chief Executives

- Ensure your workforce is able to contribute to the CESCIB safeguarding training, to attend courses and learning events.
- Your agency's contribution to the work of CESCIB must be given a high priority and every agency must take account of the priorities within the CESCIB Business Plan and the agency's own contribution to the shared delivery of the CESCIB work.
- Ensuring the agency meets the duties of Section 11 of the Children Act 2004 and contributes to any work programme with appropriate personnel & resources.
- Make sure that the CESCIB understands the impact of any organisational changes on your agency's capacity to safeguard children and young people in Cheshire East and that you identify any risks or challenges to the Board.

Children's Workforce

- Book onto and attend all safeguarding courses or learning events required for your role.
- Be familiar with and use the CESCIB Threshold Criteria.
- Know who your agency representative is on the CESCIB and use them to make sure the voice of children and young people is heard and understood.
- Read information sent to you from CESCIB and make sure you act on lessons learnt from audits, case reviews and the findings from Ofsted.

Report Summary for Children and Young

You may have heard about Cheshire East Safeguarding Children Board (CESCB), but you might not be sure what we do or why we are here. CESCB is made up of local services working with children (for example, police, youth justice, education, health and children and adult services). CESCB makes sure that all those working with children and young people in Cheshire East work together to keep you safe and make your life better. You have a right to be kept safe from anything that might do you harm and you have told us that this is your most important right.

Working Together to Safeguard Children (usually just called Working Together) is a document that tells the different professionals – like teachers, doctors, school nurses, health visitors, social workers and others working with you and your family - what they should be doing to improve your life



and to keep you safe from abuse and neglect. In Working Together, 'children' means anyone who is not yet 18 years old.

Ofsted is a national body that judges how well we work together to keep you safe. When Ofsted came to Cheshire East in March 2013, they came up with a number of areas where we needed to get better. They said:

- The council has done a lot of work to make services better in order to keep children safe but sometimes progress has been too slow and could be faster.
- Some cases of children who were at possibly risk of harm were not always considered carefully enough when they were referred to social workers. This meant that sometimes decisions and actions to find out more about their situations were not taken at all or not taken quickly enough.
- Some children in need plans that describe how children are to be helped and supported are not clear or checked well enough. Also not all children who have these plans are visited regularly to check that they are well and that they are safe.
- All the agencies work well together to make sure that children and young people who have a child protection plan are helped and that they are safe.
- Children, young people and their families are not always asked about their

views or opinions. This makes it harder for the council to know how to improve services to make sure children are getting the services they need.

- The ways in which managers check that work is being done and written down properly varies a lot and need improving.
- The council and other agencies need to think carefully about the different communities living in Cheshire East and make sure that children from all these groups are supported by services that understand their needs.

CESCB has done a lot of work since March 2013 to make things better.

- We have helped you and your family/carers get early help before your problems get worse.
- We have made sure that, when you do need our help, you get this quicker, especially when you need help from a Social Worker.
- We have got better at listening to what you want and how you feel – you are the most important person to us, so it matters more to us what you want than what your parents/carers might tell us you want.
- We have set up a new service, Cheshire East Consultation Service (ChECS), where those people who know you best, for example, teachers can talk to people who know the best way to help you and your family if you have problems.
- CESCB is working better together as a Board to learn from what changes could make your life better.
- We have set ourselves standards to meet to give you the best experience when you and your family get support from us.



We still feel that we can do more to make your lives better and we have set out some of the main ways that we will do this. Involving you in more of our business is at the heart of our plans. We have made a pledge to make sure that every meeting we have looks at what you tell us you need. We will have people on our Board who will work with you and put forward your views so that we don't forget what our work is about – keeping you safe.

Cheshire East Safeguarding Children Board

Background

The Cheshire East Safeguarding Children Board (CESCB) is a partnership working to safeguard and promote the welfare of children in Cheshire East. This Annual Report provides an account of the CESCB activities and achievements during 2013-14 and the work of the partnership in keeping children and young people safe from harm. It is aimed at everyone who is involved in safeguarding children, including members of the local community as well as professionals and volunteers who work with children and families. Our aim in producing this report is to provide an assessment of how well services work together to safeguard children, to explain how we have addressed our priorities, what our strengths and weaknesses are, and what we are doing to improve. The report will also outline the priority areas on which the CESCB will focus in 2014/15.

The Annual Report should be read in conjunction with the CESCB Business Plan, and the Children's Improvement Plan for 2013-14 and 2014-15 in response to Ofsted's inspection report on Cheshire East's Arrangements for the Protection of Children, published in April 2013.

The CESCB oversees a number of subgroups who deliver the work streams of the Board. The work of these subgroups and their achievements during the year are described in the body of this Annual Report.

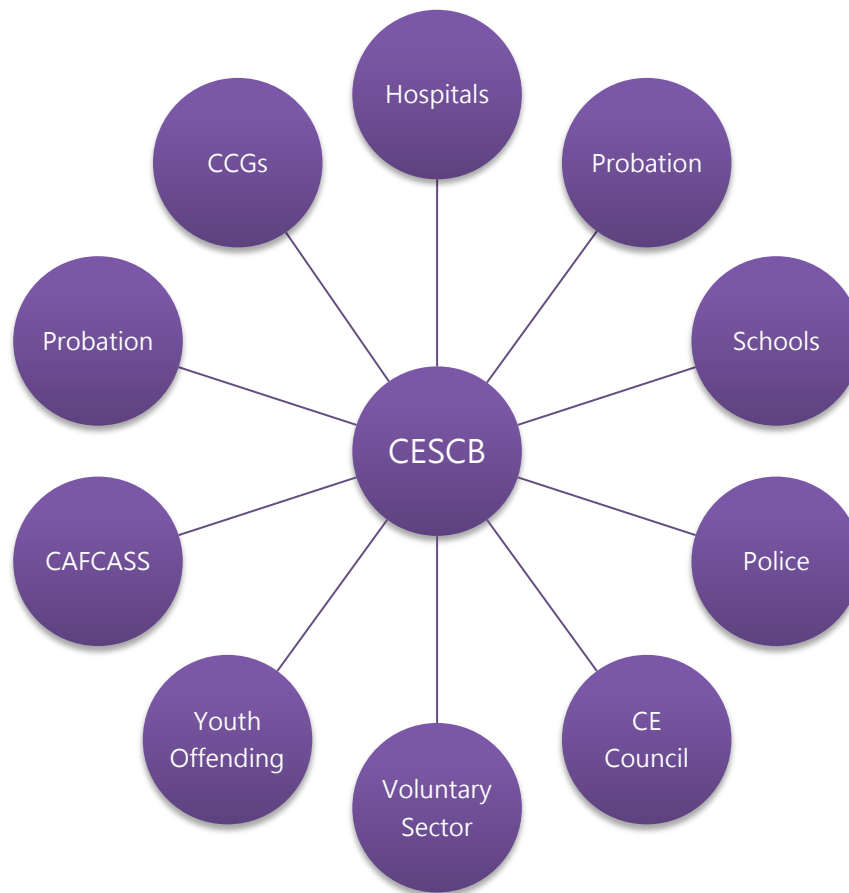
In line with statutory requirements, a copy of this Annual Report will be sent to senior local leaders, including the Chief Executive of the Council, the Leader of the Council and the Director of Children's Services. The report will also be sent to the Children's Improvement Board, Health and Well-Being Board, Children and Young People's Trust Board, Community Safety Partnership. Individual agencies will also be encouraged to present this report through their internal Boards and scrutiny arrangements.

The Board

Section 13 of The Children Act 2004 requires all local authority areas to have a Local Safeguarding Children Board in place to oversee, monitor and scrutinise local arrangements for safeguarding children and promoting their welfare. The Cheshire East Safeguarding Children Board (CESCB) is the partnership body responsible for co-ordinating and ensuring the effectiveness of Cheshire East services to protect and promote the welfare of children.

The Board is made up of senior representatives from agencies and organisations in Cheshire East concerned with protecting children and its main objectives are to co-ordinate the actions of all agencies represented on the Board and to ensure the quality and effectiveness of agencies' safeguarding work and hold them to account.

The Board's responsibilities are laid out in primary legislation, regulations and statutory guidance, the most recent of which is Working Together to Safeguard Children, March 2013.



The Cheshire East Safeguarding Children Board relies on its independence and is responsible for scrutinising the work of its partners to ensure that services provided to children and young people actually make a difference. The effectiveness of the CESC B relies upon its ability to progress and improve outcomes for children by exercising an independent voice. The main roles for the CESC B 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.

We aim to do this by co-ordinating local work in:

- developing policies and procedures;
- participating in the planning of services for children in Cheshire East; and
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done.

To ensure effectiveness of that work by:

- monitoring what is done by partner agencies by safeguarding and promoting the welfare of children undertaking Serious Case Reviews and other multi-agency case reviews – sharing learning opportunities;
- collecting and analysing information about child deaths; and
- publishing an annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children.

Governance

The Cheshire East Safeguarding Children Board has three tiers of activity (see Appendix 1):

Main Board – this is made up representatives of the partner agencies as set out in statutory guidance. 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 statutory member agencies and has strategic oversight of all Board activity. The Executive takes the lead on developing and driving the implementation of the Board's Business Plan. It is also responsible for holding to account the work of the sub groups and their chairs.

Sub groups – the purpose of CESCIB sub groups is to work on the various areas of concern to the CESCIB on a more targeted and thematic basis. The sub groups report to the Executive and are ultimately accountable to the Main Board. These subgroups are:

- Serious Case Review
- Training and development
- Safer Working
- Policy & Procedures
- Private Fostering
- E Safety
- Child Sexual Exploitation/Missing from Home & Care
- Pan-Cheshire Child Death Overview

Key Roles

Independent Chair – all Local Safeguarding Children Boards appoint an Independent chair who can bring expertise in safeguarding and can ensure the Board fulfils its role. The Independent Chair also frees up Board members to participate equally without the added influence of chairing the Board.

Ian Rush was recruited to this post in June 2013 and brings with him a wealth of experience in safeguarding and child protection. As part of the Outcomes Framework

the Chair will be subject to an annual appraisal to ensure the role is undertaken competently and that the Chair retains the confidence of CESCOB members.

Working Together 2013 states that Independent Chairs should be accountable to the Chief Executive of the local authority and in Cheshire East the role is accountable to Mike Suarez. The Chair meets regularly with the Chief Executive through the Safeguarding Review Meeting to raise safeguarding concerns.

Director of Children's Services – this post is held by **Tony Crane** and he sits on the main Board of the CESCOB. The Director has a responsibility to ensure that the CESCOB functions effectively and liaises closely with the Independent Chair who keeps him updated on progress.

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. In Cheshire East during 2013/14 **Councillor Rachel Bailey** held this role. Councillor Bailey contributes to the CESCOB as a 'participating observer'. This means that she takes part in the discussion, asks questions and seeks clarity but is not part of the decision making process.

Lay Members – Working Together 2013 recommends that Boards appoint 'lay members' to support stronger public engagement on local child protection and safeguarding and contribute to an improved understanding of the CESCOB's work in the wider community. The Board appoints on a bi-annual basis and, at the time of writing in the annual report, is in the process of recruiting new lay members.

Key Relationships

CESCOB has a number of key relationships with other Boards. Appendix 2 sets out the partnership framework. A Memorandum of Understanding has been agreed by the relevant Boards that sets out safeguarding arrangements between key strategic partnerships in Cheshire East.

Member Agencies Management Boards – CESCOB members are senior officers within their own agencies providing a direct link between the CESCOB and their own single agency management boards. It is essential that the management boards of each statutory agency in Cheshire East build a close connection with the Safeguarding Children Board and invest in its work.

Cheshire East Improvement Board - The **Improvement Board** monitors, challenges and ensures sustainable improvement across the partnership, ensuring that the requirements set out in the Ofsted Inspection Report and Improvement Notice are met. The Board has an independent chair and is overseen by the Department for Education. The LSCB also monitors and challenges those recommendations relevant to the partnership, but its remit is not limited to the Ofsted recommendations in the same way at the Improvement Board. Many members of the

LSCB also sit on the Improvement Board, including the Independent Chair of CESC. The LSCB is kept informed on the work of the Improvement Board and all reports are shared with LSCB members. The minutes of the LSCB are also shared with the Improvement Board.

Children and Young People's Trust Board – The Children and Young People's Trust is a partnership Board that aims to improve outcomes for all children and young people in Cheshire East through strategic leadership and decision making, determining joint priorities, joint planning, and ensuring integrated working. The CESC reports to this Board on matters affecting children and young people at risk in Cheshire East and the Safeguarding Children Board holds the Children and Young People's Trust Board to account to ensure that they commission the services that are identified as safeguarding priorities. The CESC will participate in the review and development of the Children and Young People's Plan overseen by the Children and Young People's Trust Board.

Health & Wellbeing Board – The CESC links with the Health & Wellbeing Board and is held to account for key safeguarding issues for children in Cheshire East. Priorities within the Health and Wellbeing strategy will be delivered by the LSCB

Cheshire East Safeguarding Adults Board (CESAB) - The CESAB carries out the safeguarding functions in relation to adults 18 years and over and domestic violence and sexual assault strategy and commissioning. A number of members of the LSCB also sit on the LSAB.

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 also receives bi-annual reports on domestic abuse and sexual violence partnership working. The SCEP has a role in ensuring that it maintains and supports partnership awareness and effective response to domestic abuse and sexual violence in Cheshire East.

Pan-Cheshire Boards – There are a number areas where it is considered that practice can be improved by adopting a pan-Cheshire approach at Board level. These include Domestic Abuse, Child Sexual Exploitation/Missing from Home/Trafficking, Policies and Procedures.

Police and Crime Commissioner – The Police and Crime Commissioner (PCC) provides support to vulnerable young people at risk. The Independent Chair of the LSCB and the other Cheshire chairs meet with the PCC four times a year. The Youth Ambassador is a member of the Board.

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 join up services in engaging with children and young people.

Board Membership and Attendance

A summary of Board membership and attendance for 2013-14 is set out at Appendix 3.

Financial Arrangements

The finances of the Board, including member contributions is set out at Appendix 4.

The Child's Journey in Cheshire East

Summary

There are approximately 74,900 children and young people aged 0-17 in Cheshire East, which is approximately 20% of the total population. There were 333 children in



care, 202 children subject to a child protection plan and 1250 Children in Need (as at 31st March 2014). There are 10 open children's care homes in Cheshire East – 7 of which are private providers taking children from outside the borough. There are also a number of private foster carers. The record maintained by Cheshire East would suggest there are 148 children and

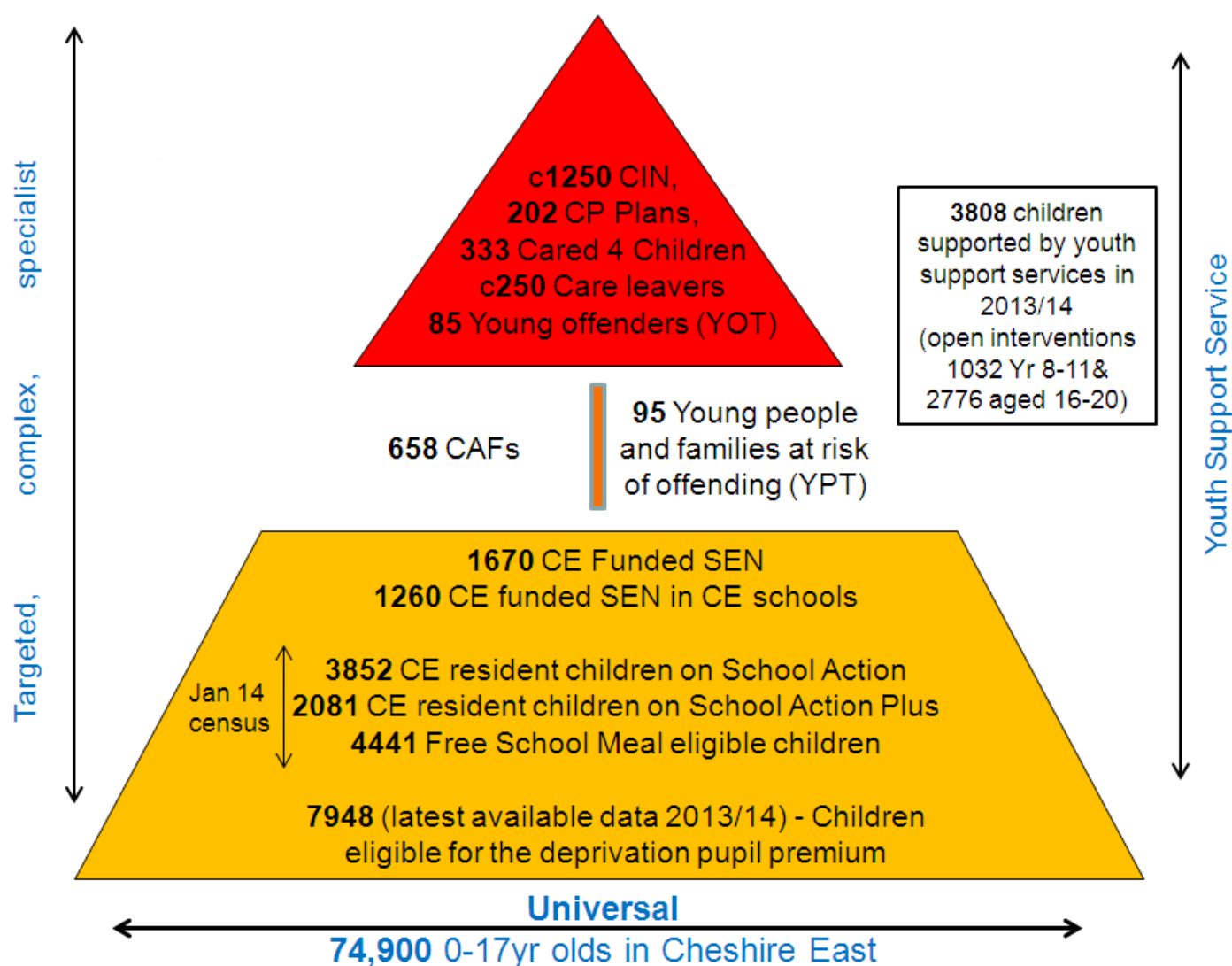
young people placed from other Local Authorities who live in Cheshire East. The vulnerability profile below demonstrates the level of need in Cheshire East from targeted to specialist services as at March 2014.

2013-14, has been a period of extensive change within Cheshire East's safeguarding services and the broader children's services arena. In March 2013 an Ofsted inspection of Arrangements to Protect Children judged the overall effectiveness of safeguarding services as inadequate.

The CESC's main priority in 2013-14 has been to jointly oversee, with the Improvement Board, the implementation of the Children's Improvement Plan developed in response to the inspection findings and to ensure timely progress. The Board has begun to develop a more performance orientated and outcomes focused approach, through the development of an Outcomes Framework. Through the use of multi-agency audits it has also put in place mechanisms for ensuring that it has a closer view of frontline safeguarding practice which can be used to identify and drive improvements.

In addition, the joint strategic needs assessment has been extended and improved to provide a better needs analysis around safeguarding.

Cheshire East Vulnerability Profile (March 2014)



Common Assessment Framework (CAFs)

In Cheshire East the need for help early when problems start is assessed by services using a common assessment framework (CAF). In 2013-14 532 CAFs were opened for children in Cheshire East; at the end of the year, there were 658 open CAFs. Approximately half of all CAFs are from the Crewe area. An analysis of the reasons for referral consistently show that need for parenting support is the main issue, particularly for families with children under 5. The next issue is for behavioural difficulties for school age children. Considerable effort has been made to ensure that early help is effective in Cheshire East and that the use of CAF is embedded across the partnership.

The launch of Cheshire East Consultation Service (ChECS) created a single point of contact for anyone with concerns about children or young people. Three CAF Practitioner Support Officers and the CAF database are based within ChECS. The

take up of CAF is tracked monthly from consultations where CAF is the agreed outcome, and cases that are stepped down to CAF from Social Care, to ensure that this support takes place.

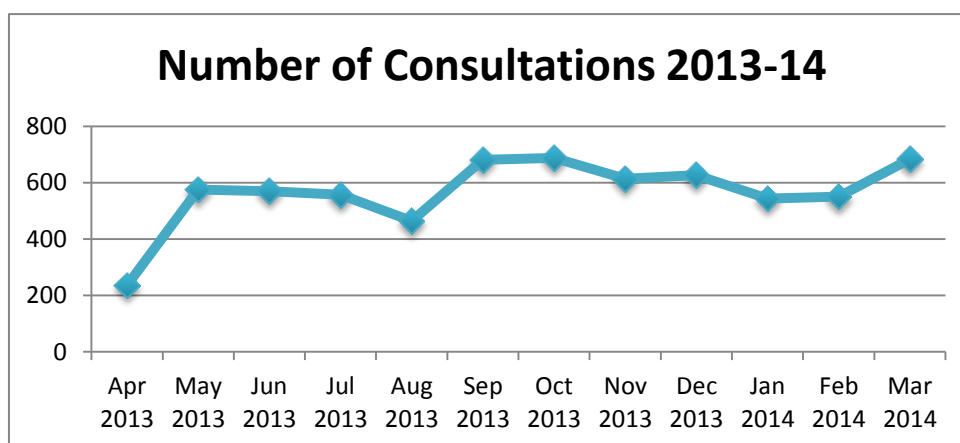
The number of CAFs has improved. The multi-agency CAF audit completed in Autumn 2013 found that the majority of CAFs audited were of a good quality. The rate of CAFs per 10,000 was 87.9 at the end of 2014, which exceeded the target for that year of 75. The Early Help lead is a Member of CESCIB and brings report for scrutiny and challenge.

Cheshire East Consultation Service (ChECS)

The Cheshire East Consultation Service (ChECS) was launched in April 2013. ChECS is an advice and support service that operates across the continuum of need. Advice is given by fully qualified Social Workers and contacts are encouraged to be made by phone to encourage full discussion and understanding of all the information and issues. Outcomes are mutually agreed for the family, this may be to continue with single agency support, CAF, or assessment from CSC. Support for agencies to lead CAF is also located within ChECS. Take up of CAF is tracked to ensure that families receive support, whether CAF is agreed in a consultation or as step down from CSC. This is a large improvement on the previous system which did not offer monitoring of step down or advice on lower level support, so families could be left without a service.

During 2013-14 the Board refreshed and revised its 'Levels of Needs' in Cheshire East, or what is known as agreement over 'thresholds'. CESCIB has offered training to staff in establishing a common understanding of levels of need in Cheshire East.

During the year ChECS recorded 7271 consultations reaching a monthly high in September 2013.

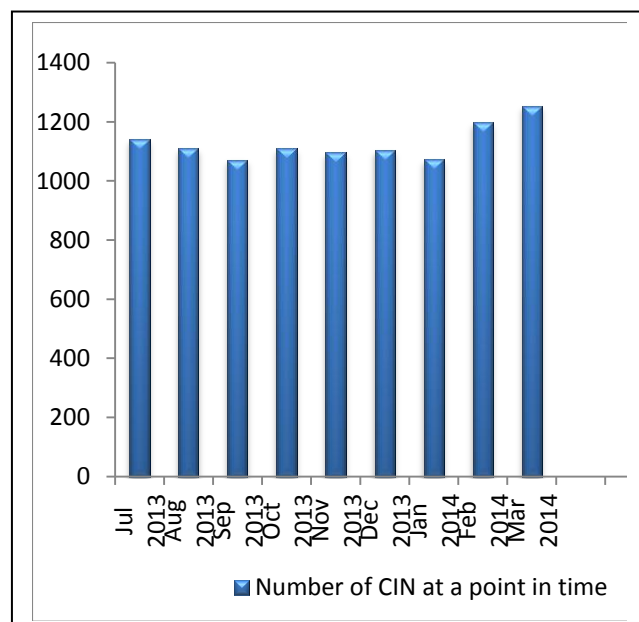


2444 referrals were made to CSC in 2013-14. 87% of consultations in March 2014 were passed to CSC within one working day. Application of thresholds appears to be working well with only 9% CAFs being stepped up to Social Care in 2013-14.

The peer review of ChECS, Ofsted Improvement Pilot and the Local Government Association (LGA) Safeguarding Peer Review all provided external verification that ChECS is operating successfully. Partners have commented positively on the new system and the difference it has made to practice. The Improvement Board signed off the Ofsted recommendations for the front door in September 2013.

Children in Need

A child in need is defined under the Children Act 1989 as a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the child is disabled.



Children in need are the largest group of vulnerable children in Cheshire East and the incidence of Children in Need Plans is higher in the most deprived areas of Cheshire East.

The start of the calendar year 2014 saw a sharp increase in CiN cases from 1073 in January to 1250 at March 2014, however, this is still in

line with statistical neighbours and is significantly less than the same time in 2012-13. Audits have shown that most children are at the right level of intervention; in November 2013 97% children in need cases were found to be the right level of intervention.

In 2013-14 CESCIB carried out a multi-agency audit of 8 cases where a child is subject to a Child in Need plan who had a combined assessment that commenced during September/October 2013. Whilst this provided some reassurance that the right agencies were involved and in most cases impact on the child of agency interventions were being reviewed and agencies were working to promote the child's participation in the plan, there were also areas for development.

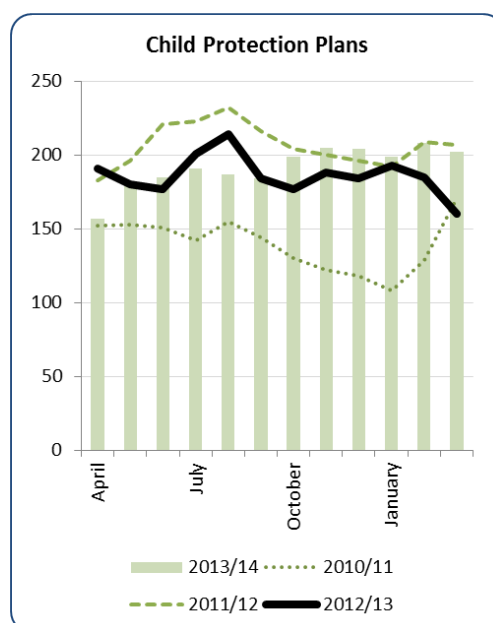
Children with a Child Protection Plan

Children who have a child protection (CP) plan are considered to be in need of protection from neglect, physical, sexual or emotional abuse. The child protection plan details the main areas of concern, what action will be taken by the multi-agency core group to reduce risk, how the child's safety will be established and maintained, what progress and improvement will look like and how the family and professionals will know this has been achieved.

The number of children subject to CP plans in Cheshire East has shown an increase of 30% across the year and at the end of 2013-14 was 204.

Over half of the children were registered under the category of Neglect with the next category being Emotional abuse. The multi-agency Neglect Strategy is under review and will be launched in 2014-15.

The level of emotional abuse has remained fairly consistent over 2012-13 and 2013-14. This follows a national trend in which children subject to Neglect is increasing; in Cheshire East neglect accounts for 56% of child protection cases on average which is substantially higher than our statistical neighbours of 44% on average and Northwest 39% on average.



The category of Emotional abuse, along with Physical, is used to record incidents where children are at risk due to Domestic Abuse. The percentage of Child Protection plans for emotional abuse and neglect is higher in Cheshire East than the national level. The table below sets out the number of children and young people on child protection plans over the last 3 years due to neglect and emotional abuse.

	No. on CP Plan	No. due to Neglect	% due to Neglect	No. Emotional Abuse	% Emotional Abuse
End of March 2012	207	123	59	70	34
End of March 2013	161	101	63	52	32
End of March 2014	202	99	49	62	31

Over 50% of CP plans for Neglect are in the 0-5 age range, with increases in the first year of life and around 4 and 5 years. This is possibly because of greater involvement by midwives and Health Visitors in the earlier age group, and then child care and Primary School in the second. Based on this, there may be additional children whose needs for a Plan are not currently being identified. Work is underway to ensure robust case finding to bridge this gap and provide early help to children and families.

Many children subject to Child Protection Plans for Neglect are in sibling groups. For example, the sample for a recent report came from a cohort of 106 children which contained 22 sibling groups of between two and five children. A concern or referral in relation to one child may result in all the children of that family becoming subject to a Plan. Neglect is also localised within specific areas of the Borough. A large proportion of children subject to Child Protection Plans for Neglect live in deprived areas.

The duration of CP plans is highest for 0-6 months at 68%. If children cease a plan too soon or without sufficient support in place to sustain the changes that may have been achieved there is a risk they may become subject to a CP plan for a second time. The rate of repeat plan in Cheshire East is 16% against a national average of 14.9% and a statistical neighbour average of 16.1%. The LSCB has undertaken a multi-agency audit of repeat CP plans and the recommendations will be carried forward as part of the new Business Plan.

Cared for Children

Cared for Children are those children who are looked after by the local authority. The number of Cared for Children at the end of 2013-14 represents a 14% reduction since year end 2012-13. This progress and steady downward trajectory means we are gaining alignment with our statistical neighbours. Of those children who are cared for by the local authority 133 (40%) were being cared for outside of Cheshire East, although this figure reduces to 58 (17%) for children in placements 20 miles or more outside of the borough.

Care Leavers

There are usually between 30 - 40 young people eligible to leave care each month. Young people leaving care face multiple challenges, and a disproportionate number of care leavers will be not in education, employment or training when compared to their counterparts. In Cheshire East, 32% of care leavers are NEET at 19 which rises to 48% by age 21, which is broadly in line with the national and North West averages. All care leavers are in suitable accommodation by age 21, which compares favourably with the national and North West averages.

Details on specific safeguarding areas such as young offenders, children missing from home or at risk of child sexual exploitation, disabled children and adolescents at risk can be found in the key safeguarding risk areas section of this report.

Review of Priorities for 2013-14

Governance and Accountability

Improving the Board's own effectiveness and its understanding of the effectiveness of partners safeguarding activity

Why this was a priority



Working Together 2013 sets out in detail the arrangements for the work of the Local Safeguarding Children Board. The overall role of the LSCB is to coordinate local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together. The inadequate Ofsted judgement on arrangements for the protection of children means that is more important than ever for Cheshire

LSCB to ensure that its policies and procedures, structures and plans are as effective as possible.

What we have done

- Following the Ofsted outcome, an initial review was carried out of the capacity of the Board to be able to deliver the improvements required.
- Appointed a new chair with significantly increased capacity.
- Established new governance, including establishment of an LSCB Executive who has
 - supported the board in the delivery of its key objectives;
 - improved connectivity between the main board, its subcommittees and key workstreams;
 - assisted the board in anticipating and addressing emerging difficulties and challenges at an earlier stage;
 - ensured that all parts of the business plan are being pursued and completed, and are reported to the board in an appropriate and timely way; and
 - brought additional capacity and pace to the delivery of the LSCB agenda.
- Aligned the work of the LSCB with the Children's Improvement Board and Children and Young People's Trust
- LSCB business plan aligned with the Improvement plan
- A new and improved pan-Cheshire online procedures manual, led by Cheshire East, has been commissioned and managed by a pan-Cheshire working group.
- Agreement across four LSCBs and the establishment at the beginning of 2014 of a Pan-Cheshire Policy and Procedures sub-group with Terms of Reference and membership across LSCBs and agencies.
- Policies and procedures reviewed to ensure compliance with revised Working Together guidance.

- Improved the needs analysis around safeguarding through extending the focus of Cheshire East's Joint Strategic Needs Assessment
- A young person, the lead on domestic violence delivery and a representative from early help and troubled families have all been recruited to the LSCB.
- The local Government Association (LGA) carried out a full Safeguarding Peer Review in March 2013.
- Cheshire East accepted an invitation to take part in a national pilot of Ofsted's improvement framework, along with Devon and Northamptonshire.
- Arranged a peer challenge of Child Sexual Exploitation in January 2014
- Peer challenge of CheCS by another local authority area.
- Safeguarding Review Meetings include Chief Executive and Chair of LSCB
- Agreed a Memorandum of Understanding across all key partnerships in respect of safeguarding (attached at Appendix 5)
- Involved voluntary sector through Voluntary Hub Member on the Board.

Impact

- Good attendance at the Board by statutory partners.
- The relationship between the LSCB Chair and Chief Executive, Lead Member, portfolio holder and senior Managers in Children's Services has been strengthened through the Safeguarding Review Meetings.
- Peer Review said *'Overall the team was impressed with the improvement work that has been undertaken since the Ofsted inspection. Your clear and structured strategy and action plan to drive that improvement is proving successful.'*
- Peer Review said *'The team had a strong feeling that you 'know yourselves' and what has to be done'.*
- Peer Review Said *'consistently positive comments were made regarding the improvements made in recent months and the catalyst of a new independent Chairman. In particular all partners felt that improvements had been made as regards focus, creating a culture of constructive challenge and streamlining of processes.'*
- Peer Review Team said *'As regards effective practice, there is visible leadership from the senior team down, with a clear message regarding improving standards and supporting staff. There is clear evidence that emphasis and resources have been devoted to this.'*
- Peer Review Team also commented on the strong commitment to safeguarding at political and corporate level, that Information sharing was reported as appropriate across partners and that the LSCB is in the process of being re-vitalised and more focused.

The team had a strong feeling that you 'know yourselves' and what has to be done'.

Peer Review Team, March 2014

Consistently positive comments were made regarding the improvements made in recent months and the catalyst of a new independent Chairman. In particular all partners felt that improvements had been made as regards focus, creating a culture of constructive challenge and streamlining of processes.

Peer Review Team, March 2014

Next steps to improvement

- Improve the process of sharing of good practice around policies and procedures pan-Cheshire.
- Review of LSCB structure and sub-groups to increase partnership ownership of CESCIB business and improvements and ensure fit with new business plan and ambition to become the best partnership.
- Continue to align work with the Improvement Board, Children and Young People's Trust and Health and Wellbeing Board.
- 'Take the baton' from the Improvement Board.
- Further improve business processes to challenge and scrutinise practice, including development of a challenge log and risk register.
- Recruitment to replace Lay Member.
- Extend links to the voluntary sector.
- Recruit children and young people's champion for the Board and amend ways of working to put the voice of children and young people in every part of Board business.
- Embed Member appraisals in business planning process.

Performance Reporting and Quality Assurance

Understanding areas of strength and areas for development through scrutiny of quantitative and qualitative information

Why this was a priority

In March 2013, the LSCB performance framework was not sufficiently outcome focussed and concentrated on the work of the local authority. Ofsted recommended that the partnership *'Develop, implement and evaluate the impact of an outcome focused quality assurance strategy that includes early help, referral arrangements and child in need and child protection planning; to ensure that this results in consistent and improved standards of practice across services.'*



Ofsted also recommended that *'The Cheshire East Safeguarding Children Board to further develop, implement and evaluate systems to comprehensively monitor and challenge the quality of child protection practice and performance of all statutory partners, including robust multi-agency case audit; to ensure that this results in measurable improvements to the quality of practice'.*

What we have done

- The LSCB Outcomes Framework has been developed which is the quality assurance framework for the partnership. The purpose of the Outcomes Framework is to allow the Board to:
 - Have a planned approach in scrutinising and challenging the quality and effectiveness of services – how much did we do?
 - Assess the safeguarding outcomes for children and young people using performance – how well did we do it?
 - Evidence improvement and learning from audits and local and national reviews – outcome/impact – so what?
- Established a robust multi-agency audit process of 20-25 cases established on a bi-monthly basis; 5 audits have taken place over 2013-14 including:
 - Effectiveness of multi-agency work for cases stepping up to Children's Social Care, November 2013
 - Child Protection Plans for Neglect, December 2013
 - Peer Review Case Mapping, January 2014
 - Repeat Child Protection Plans, February 2014
 - Child in Need Plans, April 2014

- All audit findings have been reported to the LSCB and this has included an audit on Neglect, case mapping audit for the LGA Peer Review, and CSE Peer Challenge.
- Peer Challenge of ChECS in September 2013.
- Regular partner responses to 'key questions' presented to the Improvement Board.
- Established process for S11 Audits to be carried out by all partners.
- A sample of consultations that have been agreed to be appropriate for early help have been followed up to assess and increase the take up of early help services and the impact of services.
- A sample of CAFs are audited by a multiagency group on a quarterly basis. Uptake of CAF following consultations with ChECS is tracked.
- Cheshire East have also been part of the Pilot of Ofsted's Improvement Tool and have been audited by Ofsted through monthly monitoring sessions. This involves interviews with partners on particular cases.
- A Peer Review of Cheshire East's safeguarding arrangements was undertaken in March, and this also included an independent audit of cases in the case records review.
- The LSCB has undertaken a Peer Challenge around CSE.

Impact

- A significant volume of audit has been undertaken. This has provided clear information on the effectiveness of improvement activity and areas requiring development, allowing managers to challenge and support quality of practice.
- External auditors have consistently agreed with the judgements of audits.
- Peer Review Team said 'You know yourselves well and are serious about 'getting it right for children'.
- The Peer Review Team also reported that "Quality assurance is driving up standards".
- "75% of staff surveyed said they know how well their team and service is performing."
- The Peer Review Team reported that "Multi-agency case audits are encouraging reflective practice."
- Peer Review Team said that the LSCB is starting to build challenge into the system

"Quality assurance is driving up standards".
Peer Review Team, March 2014

"Multi-agency case audits are encouraging reflective practice."
Peer Review Team, March 2014

Next steps to improvement

- LSCB to analyse themes and issues arising from S11 Audits.
- Employ a performance specialist to work with agencies to develop a performance report in line with the agreed outcomes framework.
- Establish core performance measures, process and relationships with agency performance leads.
- Produce revised Quarter 1 performance framework in line with new outcomes framework.
- Establish improved feedback mechanisms to key stakeholders.
- Establish sector specific challenges.
- Set up a new LSCB sub-group to focus on outcomes and performance.

Engaging Children, Young People and their Carers

Voice of children, young people and their carers are heard

Why this was a priority



Ofsted recommended that Cheshire East *'Demonstrate that feedback from children, young people and parents is effectively incorporated into service planning and delivery'*. Inspectors also made a recommendation to *'Ensure that children and young people's experiences, views and wishes are incorporated into assessment and planning and that these are effectively recorded'*.

What we have done

- Children's Rights and Participation Service established and run by the Children's Society – contracted to work on joining up participation with children and young people on wider partnership basis.
- Participation Network set up with multi-agency representation, including links to LSCB.
- Participation strategy under development for children's partnerships
- Participation standards under development for children's partnerships
- The Youth Police and Crime Commissioner attended the LSCB meeting in September to discuss options for improving engagement with young people, including establishing a young person's reference group. He is now part of the Board.
- Plans are underway for the Lay Member of the Board to connect with frontline staff through existing fora.
- A new post 'Children and Young People's Challenge Champion' has been created to drive the vision for young people in Cheshire East and ensure the voice of children and young people shapes service delivery and planning. Champion provides an added layer of challenge to partnerships engagement with children and young people.
- Children and young people led a conference on safeguarding in June 2014 telling professionals what was important to them and what support they need.
- LSCB took part in 'takeover day' in November 2013. A number of young people 'took over' the roles of Board members and attended the Board. The CAMHS young person group gave a presentation to the Board.

Impact

- Positive feedback from 'Have you heard conference'.
- The last bi-monthly audit found that children's views and wishes are being incorporated in the majority of cases (65%), and that Social Workers are engaging more effectively with children, their families and other agencies in completing assessments that are appropriate and result in good plans to support children.
- 87% of children and young people participated in their Child Protection plan in February. This has been consistently high.
- Audit has shown that children are being seen routinely and their views are actively being sought.
- Ofsted reported that "Practice is increasingly child centred and underpinned by Cheshire East practice standards." "The effectiveness of the assessment process in deepening workers understanding of children's emotional needs has improved and there is evidence of positive engagement of children and young people in their assessments." "Children are routinely seen and seen alone where appropriate. Practice is increasingly reflecting a child centred approach."
- The Peer Review Team clearly saw an improvement in evidencing the views and wishes of children and activity around capturing the voice of children and young people across services. They reported that "There has been good progress made regarding the voice of the child". "There is a clear 'picture' of the child when reading the files in the case records review and a very positive view of children when speaking to Social Workers." "Foster carers feel they are involved and listened to regarding children's views." "Improvements in reflecting children's views in casework was seen in the review". There is a "Vision for gold standard and resources provided to improve participation across young people in Cheshire East."
- They also saw evidence that the views of children and young people are influencing service delivery across the partnership, "CAMHS are using service users as young advisors for service development," "the new youth service offer has been informed by people's views". Staff were found to be engaged with and committed to the improvement journey and feel consulted and included: "Practitioners are motivated and feel involved in improvements, listened to and praised."
- The Ofsted recommendation around incorporating the voice of the child was signed off by the Improvement Board in February 2014.
- Peer Review frontline survey was completed by over 400 staff.

There is a "Vision for gold standard and resources provided to improve participation across young people in Cheshire East."
Peer Review Team, March 2014

"I thought today was outstanding. The schools and the young people who participated both before and during the day were an inspiration"
Attendee, Have you Heard Conference

“Practice is increasingly reflecting a child centred approach.”

Ofsted Monitoring Report

Next steps to improvement

- Continue to look at ways of improving engagement and participation with staff, families and young people.
- Ensure LSCB is involved in launch of participation strategy and standards
- Embed voice of C&YP and carers at every part of business process.
- Allocate budget to appoint and support young advisors.
- Ensure LSCB participates fully in Rights Respecting Month – celebrating the rights of children and young people.
- Engage children and young people challenge champions on the Board to represent the views of children and young people and to challenge Board members.
- Focus on children and young people’s voice on every Board meeting.
- A feedback survey for children and young people and for parents who have received Child in Need support is planned for implementation in 2014.
- Develop options for adopting the 'Strengthening Families' framework.

UNDERSTANDING THE SAFEGUARDING SYSTEM

Improving multi-agency referral and response to safeguarding concerns

Why this was a priority

In March 2013 the front door to Children's Social Care was Contact and Referral, based in the Children's Assessment Team. This front door was purely for referrals requiring a response from Children's Social Care. If it was felt that an assessment by Social Care was not required, the case would be closed. Following the inspection in March 2013 Ofsted made recommendations to improve the function of the front door, ie, to *Ensure that the local authority's new assessment service is implemented as a matter of priority and functions effectively, and incorporates robust data analysis and performance management of contact and referral arrangements and workloads*.

What we have done

- The Cheshire East Consultation Service (ChECS) was launched at the end of April 2013. ChECS is designed to bridge between early help services and Social Care and provides support to children, their families and Professionals across the continuum of need. The service is staffed by qualified and experienced Social Workers and Practitioner Support Officers who give advice about cases and agree actions from the consultation. Practice Consultants have management oversight of all consultations.
- Since April, the amount and quality of partner involvement at the front door to provide a more joined up approach – as at March 2014, the Police and Catch 22 were part of the wider front door team.
- A consultation exercise on the thresholds document was completed by the LSCB in November 2013.
- The LSCB thresholds document was reviewed, revised and launched, led by two LSCB Board Members from Police and Probation (Attached at Appendix 6).
- ChECS complete a monthly 10% dip sample of consultations that are not referred to Social Care to check that these are at the right level of need.
- A sample of consultations that have been agreed to be appropriate for early help are followed up to assess and increase the take up of early help services and the impact of services.
- A sample of CAFs are audited by a multiagency group on a quarterly basis.
- A one minute guide has been developed on step up and step down to make this clear to all staff.
- The CAF database is held within ChECS and the Cheshire East Family Service and Youth Offending Service (YOS) have access to this database. The ChECS Practitioner Support Officers provide support around CAF processes and use a tracking tool for Consultations where the action has been 'CAF Agreed'. This tool is then used to follow up the progress of CAF's with identified Lead Professionals. ChECS also receive a monthly report of cases that have closed to Social Care and stepped down with an action of

'CAF Agreed '. This information is also tracked and professionals are contacted to ensure that they are progressing the agreed action.

- A report of CSE activity was presented to the LSCB in July.
- ChECS has had a Peer Challenge in 2013.
- The LSCB has had a Peer Challenge on the robustness of multi-agency partners to respond to child sexual exploitation (CSE) in Cheshire East.
- A one minute guide for practitioners on the new thresholds was produced on step up and step down.

Impact

- Throughout all the internal and external audit activity no child was found to be unsafe.
- 100% agencies felt confident that they could share their concerns with social care (Case Mapping Audit)
- Feedback from partners has been extremely positive. Professionals are finding it helpful and reassuring to speak to a Social Worker and are also finding the support of the Practitioner Support Officers useful when working with or establishing a CAF.
- Ofsted reported that "There is an extensive audit programme of social work practice within the ChECS service, which is regularly undertaken by independent and internal auditors. This rigorous approach to case audits provides the local authority with a detailed understanding of compliance of front line practice and is central to driving improvement."
- Since April this year the level of referrals, admissions to care, and new child protection plans have significantly increased. This is strong reassurance that practice is much better at identifying children in need of safeguarding.
- The Peer Review of ChECS was very positive about the service, "There are positive links and ongoing support and monitoring for the CAF process from

"Agencies spoken to felt that they had a better understanding of thresholds and in discussing cases with the ChECS this was a more inclusive approach to partnership working which was welcomed."

ChECS Peer Review Team

the ChECS team which is well valued by other agencies. This enables a more robust step down process."

- The LGA Peer Review Team found that "ChECS is seen as positive by all agencies" and "a wide range of early help services across agencies is making a difference."

Next steps to improvement

- Embed sector specific challenge sessions within the outcomes framework.
- Continue to extend the partner involvement at the front door.
- Engage with politicians on key campaigns and awareness raising.

Learning and Improvement

Reflections and learning from to improve quality of practice

Why this was a priority

Working Together sets out the reasons what a robust learning and improvement framework is essential for LSCBs. Professionals and organisations protecting children need to reflect on the quality of their services and learn from their own practice and that of others. Good practice should be shared so that there is a growing understanding of what works well. Conversely, when things go wrong there needs to be a rigorous, objective analysis of what happened and why, so that important lessons can be learnt and services improved to reduce the risk of future harm to children.

Local Safeguarding Children Boards (LSCBs) should maintain a local learning and improvement framework which is shared across local organisations who work with children and families. This framework should enable organisations to be clear about their responsibilities, to learn from experience and improve services as a result.

The CESC B has a responsibility to ensure that child protection training is available to meet the multi-agency and voluntary sector training needs across Cheshire East. The programme for the year has covered a number of topical areas. The Board also oversees training provided by single agencies to their own staff which is then monitored through S11 audit. CESC B's multi-agency basic awareness training is delivered through the Board's training pool and continues to be an effective model of delivery.

There are 2 processes for responding to a child death in Cheshire East, depending on whether abuse or neglect is known or suspected to be a factor in the death.

Child Death Review

Since 2008 Child Death Reviews have been a statutory requirement for Safeguarding Children Boards, who will review the circumstances of all children's deaths up to age 18.

In Cheshire East the CDOP (Child Death Overview Panel) has oversight of child deaths ensuring that:

- reviews occur in a timely way
- there is referral or investigation of any deaths where there are safeguarding or criminal questions
- where lessons emerge that have broader relevance or public health implications, they are effectively disseminated

There were 21 death notifications in Cheshire East from the period April 2013 - March 2014 including deaths where a CDOP review has not been completed.

Serious Case Review

Safeguarding Children Boards are required to consider holding a Serious Case Review (SCR) when abuse or neglect is known or suspected to be a factor in a child's death and there are concerns about how professionals may have worked together.

The purpose of a SCR is to:

- Establish whether there are lessons to be learnt from the case about the way in which local professionals and organisations work together to safeguard and promote the welfare of children
- Identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result
- Improve multi-agency working in safeguarding children

During the year 2013-14 there were no SCR's commissioned. The Board considered a number of cases that did not meet the threshold for a SCR but did warrant an independent review to consider learning and how to encourage improved practice across operational services.

Reflective Reviews

A number of other agencies have been trained to conduct reflective reviews. Based on the findings, over-arching lessons for practice have been produced and presented to the boards to give front line workers effective guidance on what they can do to improve their safeguarding practice

During the last year there have been no requirements for a serious Case review. The table below reflects the direct activity:

	CE SCR (cases to panel)	Request for IMR for another LA	Reflective reviews	True for us exercise
Children's	0 (1)	1 (Surrey)	3	1
Adults	0 (0)	0	1	0
Domestic Abuse	0 (1)	1	1	1

What we have done

- The Learning and Improvement Framework for Cheshire East was developed using the North West model.
- Established Child Death Overview Panel on a pan-Cheshire basis
- The systems approach to learning was advocated by the Munro Review of Child Protection. In 2011, CESCIB took part in a programme with Social Care Institute for Excellence to learn a systems approach to Serious Case Reviews

(SCRs), and has been developing the application of the model to other Case Reviews and Audits, producing learning that impacts on practice.

- Develop a clear pathway and good practices for conducting Reflective Reviews.
- Monitor completion of Case Review Task Group actions following recommendations and impact on practice
- Train a pool of potential Review Group members from across all LSCB partner agencies.
- Developed the 2013/14 training programme based on emergent themes from national SCR's and local management reviews, operational practice and Ofsted recommendations.
- Two new courses have been developed and successfully delivered within the existing program.
- Increased focus of evaluation of LSCB Training on outcomes and impact on practice.
- Enforced a charging policy for unexplained non-attendance.
- Bespoke basic awareness safeguarding training was elected Members through a number of sessions. A distance learning package was sent to those Councillors who were unable to attend the arranged learning sessions.
- Developed a 'true for us' model of reflective practice to be used by all Board Members as a learning tool from Serious Case Reviews in other areas.
- A bespoke practice workshop on child sexual exploitation was attended by 57 social care staff
- A bespoke "systems review approach" workshop was delivered to 22 multi-agency partners.
- Pan- regional serious case review best practice workshops have been attended by 18 Cheshire East staff.
- Peer Challenge of CSE in January 2014.
- Commissioned independent thematic review into suicide and self-harm in young people.

Impact

- At 2013- 2014 year end 1350 places had been made available for training within the planned annual training program over 54 courses.
- 1327 places were allocated which equals 98% uptake of places available.
- Participants attended for 1144 places which equates to 86% attendance of allocated places. These included a wide range of multi-agency colleagues across the Borough.
- Evaluations and impact on practice surveys all show evidence of improved knowledge, understanding and confidence with all courses being rated as useful or very useful by participants. (In depth review of this data will be available to the board in July). Average 60% return rate from post course questionnaires (researched average is 33%).
- No courses were cancelled as a result of a lack of interest. This reflects well against our regional comparators.
- Overall the attendance data shows 1% improvement on last year.

- Timely Integration of data from audit processes, and from the Cheshire East Consultation Service (CHECS) into all training and development. Excellent communication pathways between training sub group and CHECS service.

COURSE	PLACES OFFERED	ATTENDANCE	% TAKEN UP
Basic Awareness	206	173	84%
Intermediate	348	298	86%
Neglect	81	67	83%
DCACP	38	35	92%
Sexual Exploitation	75	65	87%
Digital Safeguarding	42	36	86%
Domestic Abuse Level 1	179	159	89%
Domestic Abuse Level 2	96	85	89%
Information Sharing	66	59	89%
Child Protection Process	76	63	83%
Managing Allegations	44	42	95%
Toxic Trio	76	62	82%
TOTAL	1327	1144	86%

Next steps to improvement

- Review independent report on suicide and self-harm and implement agreed action plan.
- Review attendance figures per course and predict course requirements for the year ahead.
- Review the numbers of courses offered where attendance is below 85%.
- Look at pan-regional training options around Female Genital Mutilation, Forced Marriage and Honour Based Violence workshops.
- Review quality assurance standards and policy to promote and support more partners to undertake relevant safeguarding training within a single agency context. This policy will include an expectation that partners evidence “Impact from training on practice” evidence.
- Carry out a comprehensive training needs analysis
- Review the training around Neglect to include suite of DFE approved neglect modules and align with new Neglect Strategy.
- Review the training and development strategy
- Review single agency training policy
- Liaison with Children and young people to inform training and development agenda
- Develop professionals’ website to include suite of basic e-learning modules.
- Ensure the actions arising from audits, reflective reviews, true for us exercises etc are included in the 2014-15 business plan.

Key Safeguarding Risk Areas

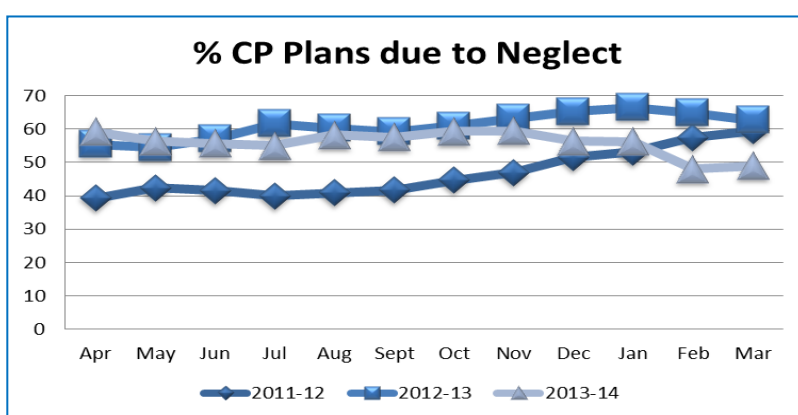
Ensuring that the needs of specific groups of children are met, eg, those missing from home or at risk of child sexual exploitation.

Why this was a priority

There are always specific groups of children who are at more risk of harm due and where particular approaches are needed to safeguard them.

Children Suffering Neglect

The percentage of Child Protection plans for emotional abuse and neglect is higher in Cheshire East than the national level. In Cheshire East neglect accounts for 56% of child protection cases on average which is substantially higher than our statistical



neighbours of 44% on average and Northwest 39% on average. Over 50% of CP plans for Neglect are in the 0-5 age range, with increases in the first year of life and around 4 and 5 years. This is possibly because of greater involvement by midwives and Health

Visitors in the earlier age group, and then child care and Primary School in the second. Work is needed to ensure robust case finding to bridge this gap and provide early help to children and families.

Many children subject to Child Protection Plans for Neglect are in sibling groups. For example, the sample for a recent report came from a cohort of 106 children which contained 22 sibling groups of between two and five children. A concern or referral in relation to one child may result in all the children of that family becoming subject to a Plan. Neglect is also localised within specific areas of the Borough. A large proportion of children subject to Child Protection Plans for Neglect live in deprived areas.

Youth Offenders

Young offenders are a group vulnerable to poor outcomes. There has been a significant year on year reduction in the numbers of young people coming into contact with the youth justice system for the first time, with a 31.6% reduction (from 177 to 121), between 2012/13 and 2013/14 which is better than the national rate of 23.8% reduction. The number of total offences committed by young people over the past year has reduced from 427 in 2012/13 to 358 in 2013/14 which is a 16.2 % reduction.

The number of young offenders who receive a custodial outcome has increased, in part as a consequence of increasing numbers in breach of court order which is the most prevalent offence for which custody was received. There has been an increase in the seriousness and frequency of offending by MAPPA offenders, with all having re-offended. These young people in the youth offending cohort are the most complex cases.



There has been a reduction in the numbers of young offenders under 16 in education from 69.2% to 47.7%, and a reduction in those over 16 who are in education, employment or training from 55.5% to 50.5%. Between 2012/13 and 2013/14 there was a 20% increase in the numbers of cared for children who offend, largely due to the increased number of out of area young people in private homes in Cheshire East, bringing with it some very challenging behaviours.

Children Missing and at risk of Child Sexual Exploitation

The data relating to the children and young people in Cheshire East who go missing from home and care (MFH/C) or are subject to a Child Sexual Exploitation (CSE) plan is monitored through the LSCB on a quarterly basis.

Cheshire East has improved its multi-agency tracking and monitoring in respect of both MFH/C and CSE and not surprisingly over the last year there has been an increase both in relation to identifying instances of children and young people going missing but also in those requiring CSE plans. This increase has had an impact on the services to support and safeguard these children and young people and has inevitably raised challenges as to how best we understand the causes for the children who go missing

Between 1/4/2013 and 31/3/2014 there were a total of 832 instances of children going missing, which is a substantial increase on the 2012-13 total of 497. There were a total of 495 (59%) instances of children going missing in the first six months, which is virtually the same as for the whole of last year. However this figure needs to be considered in context of a better screening process and alert system.

Also, there were a small number of young people who went missing from care on a high number of occasions, these young people accounted for 214 (26%) instances (as opposed to 23 repeat instances last year).

There has been a national and local focus on how we improve our recognition and response to CSE.

As we know from the high profile that the activity in Rochdale and Oxford has generated, children who are at risk of sexual exploitation are some of the most vulnerable young people in challenging circumstances that agencies have to work together to safeguard. This is made particularly complex because the victims themselves often do not view themselves as at risk until they are already being abused.

In **2012-13** in Cheshire East:

- 14 young people were been made subject of a multi-agency plan to manage and reduce risk.
- A majority, 13 (93%). were girls.
- The youngest has been 13 years old and the oldest 17.

In **2013-14** in Cheshire East:

- 16 young people were made subject of a CSE plan.
- The majority (15 or 94%) were girls.
- The youngest was 12 and the oldest was 17.

This year there were 12 young people who were removed from a plan as the risk was considered to be managed and reduced. There are no particular patterns in respect of the times that CSE plans are made. The Local Authority has commissioned Catch 22 to provide skill and expertise in our recognition and response to these children and young people. The impact of the operational group and the commissioned service for CSE should start to reveal an impact over the next year. The figures are a crude measurement of the activity for this vulnerable group of young people, services are often working with children where this is a risk factor but where a focused plan is not required, and there will be victims that are not yet identified as such.

“Assessments for CSE had clearly engaged young people in beginning to understand the abuse they had experienced.”

Ofsted Monitoring Report

The priorities for work for the Board in 204-15 are to:

- Set out a programme for targeting raising awareness of CSE;
- Share information across agencies at an early stage to prevent sexual exploitation;
- Use the experience of service users to inform our interventions and service provision;
- Develop a CSE peer mentoring project;

- Review the CSE protocol and update following the findings from national research and enquiries;
- Better link data from children who go missing across agencies;
- Ensure we are compliant with the statutory guidance for children who go missing from Home or Care; and
- Provide the workforce with tools and training to ensure they are confident about recognising assessing and responding to risk of CSE.

“Dear young people, I am writing this to you all, I’ve been where you all are, it’s horrible being stuck on a CSE plan. But honestly it gets better when you attend all your meetings and co-operate with everyone supporting you! My saying is “you have a voice and your voice needs to be heard”. You all might feel like it’s never ending, but it will end soon. I know because I’ve been on a CSE plan, I attended all my meetings, I made my voice be heard and now I’m free off the CSE plan, and finally getting my life on track! You can all do it too!”

Excerpt from a letter written by a young person to support other children and young people going through a CSE plan.

Privately Fostered Children and Young People

Whilst the number of children and young people identified as privately fostered has increased over the past 3 years, the number of Private Fostering notifications remains low both locally and nationally. The 2013-14 age breakdown is set out below.

2013 - 2014	AGE	PERCENTAGE
Age 0 – 5	0	0
Age 6 – 10	0	0
Age 11 -14	3	37.5%
Age 15 – 16	5	62.5%
Age 17 – 18 (disability only)	0	0

Significant work has been carried out in 2013-14 to increase awareness and notifications around private fostering. This is detailed in the Private Fostering Annual Report.

Disabled Children

Significant work has been undertaken in 2013-14 in readiness for the implementation of the Children and Families Act 2014. The aim of part 3 of the Act is to give good

support to children and young people aged 0-25 with special educational needs and disabilities (SEND), and their families by:

- Creating a new single assessment process and an Education, Health and Care Plan (EHF Plan) where applicable for each child. This would replace the



statutory SEN assessment process and statement

- Parent carers and young people will be central to this new process
 - The publication of a Local Offer of services and provision
 - Education, health and social care services being brought together to meet the shorter-term needs and longer-term aspirations of children and young people with SEND
- Working with partners across education, health and social care to commission and deliver joined up services
 - The offer of personal budgets to families so that they can buy the services they want to where appropriate
 - Earlier planning with young people and their families to enable them to prepare for adulthood

Children exposed to Domestic Abuse

140 referrals were received from April 2013 – April 2014 by Cheshire Without Abuse, a service commissioned to enable children and young people exposed to domestic abuse access to early support and intervention. During the year there has been a 10% increase in the number of children allocated onto a programme from the previous year end. The majority of these are for children aged 13 and under (75%) and approximately 2/3rds of referrals are for boys. The service has been targeting 'child to parent' violence and relationship violence. Child to parent violence is more common in boys (in particular toward mothers 67%) and tends to be reported to the police for young people age 14-16.

Her Majesty's Inspectorate of Constabulary (HMIC) conducted an inspection relating to Domestic Abuse in October 2013. This was part of a national inspection of all Police forces. Overall the findings of the inspection were positive for Cheshire Police. Key areas of strengths included the force initial response to domestic abuse, multi-agency working, MARAC and provision of specialist officers. The force is currently leading on an action plan to address areas for development, including, investigative quality, range of training issues and post investigations management.

Domestic Abuse continues to be a critical factor in the experience of many children and young people. The Department of Health has estimated that up to 75% of

children subject to a child protection plan have witnessed or been exposed to Domestic Abuse.

MARAC

The Multi-Agency Risk Assessment Conference (MARAC) is part of a coordinated community response to domestic abuse. 357 clients with 455 children were subject to MARAC in this year which is an 8% decrease on the previous year. Referrals to MARAC were particularly low in April to July and increased later in the year.



The repeat rate was 22%. National Guidance indicates an effective MARAC should have a repeat rate of between 28 and 40%, illustrating victim and agency confidence in re-referring incidents. The repeat rate has increased towards the end of the year and is continuing to rise. Referrals for clients from black and minority

ethnic communities remains high.

Referrals for clients who have a disability and those who identify as Lesbian, Gay, Bisexual or Transgender continue to be below the Co-ordinated Action Against Domestic Abuse (CAADA) recommended levels. Training sessions have been delivered to professionals who work with disabled people with further sessions scheduled in the coming year.

MARAC continues to provide an effective process for addressing complex repeat cases. We continue to work alongside CAADA to develop this model and measure outcomes.

Female Genital Mutilation (FGM)

Female genital mutilation is a collective term for procedures which include the removal of part or all of the external female genitalia for cultural or non-therapeutic reasons. It is typically performed on girls between 4 and 13 years although it may also be performed on new born babies and young women before marriage or pregnancy. Increasing the awareness of FGM across the frontline is a priority for the training programme in 2014-15.

Forced Marriage and Honour Based Violence

Both forced marriages and honour crimes are human rights abuses and fall within the government's definition of domestic violence. How frontline staff should identify and deal with forced marriage and honour based violence is included in the multi-agency safeguarding procedures.

Local Authority Designated Officer

The LADO working across Cheshire East currently sits within the Integrated Safeguarding Unit and is supported by a LADO Business Support Officer who undertakes the administrative responsibilities. The LADO reports to the Head of Service Integrated Safeguarding Unit for Children, Families and Adults.

The Safer Working Sub Group provides a role in scrutinising, supporting, monitoring and promoting safe practice and effective response and management across agencies. The LADO provides quarterly reports to the Safer Working Sub Group and in turn the Sub Group plays an integral role in overseeing any concerns or to resolve any interagency issues.

There has been a significant increase in contacts to the LADO service from April 2013 to March 2014. There has been a year on year increase from the previous year's 2012-2013, 2011-2012 and 2010-2011- 127 in the 2011-2012 period to 205 in 2012-2013 to 325 in this reporting period, of which 20% met the LADO threshold. Education, Fostering and Residential employees have produced the greatest number of referrals and this is consistent with previous years. Physical abuse referrals are the main type of harm.

Summary of Activity

- The CESCIB responded to the risks highlighted through the reports of the Children's Commissioner and has established a sub group to respond to the increasing risk of children missing and CSE.
- A Peer challenge of CESCIB's response to CSE across the partnership was conducted in January 2014 and identified a number of areas for development.
- Cheshire Police has appointed a new role of CSE/MFH Coordinator, who works within the Strategic Public Protection Unit. This role focuses on developing strategy, procedures and process across the Pan-Cheshire area in relation to this critical area of business.
- Child Sexual Exploitation has been a key area of activity for the Police. At a local level an additional Detective Constable role of Child Sexual Exploitation Coordinator has been established in each Local Authority areas. In Cheshire East, the officer is now colocated with the Missing from Home Coordinator (Police Officer) and working as part of the wider partnership with Catch 22 and the Local Authority CSE Coordinator. This is delivering immediate benefits in terms of improved intelligence and information sharing, joint case management and consistency in approach.
- A range of work has been progressed in relation to Child Sexual Exploitation and children missing from care. All premises that accommodate children in care have signed up to the revised Pan Cheshire MFH Protocol; this is aimed at ensuring there is clarity in process, responsibility and ownership. A dedicated resource has been assigned to act as a point of contact for all premises that accommodate children in care.

- The Police has adopted and implemented the new definition of 'missing' that includes a category of 'absence' This has been supported through the Pan Cheshire Protocol and ensures that each events is appropriately risk assessed, recorded and resourced.
- Cheshire East has been part of the development and implementation of the Pan Cheshire CSE/MFH Strategic Group communication strategy. A range of activity has been progressed during the past year, including, a formal event to launch the Pan Cheshire CSE Strategy in May 2013, a CSE Conference at Cheshire Police HQ in November 2013 and a week of targeted activity in January 2014. A range of material has been developed that is now being used in Cheshire East and across the Pan Cheshire area.
- Cheshire East has responded to the requirements set out in the Legal Aid Sentencing & Punishment of Offenders Act 2012 (LASPO). The Youth Engagement Service and local authority Children's Social Care have joint responsibilities for their welfare and have produced a protocol which will be reviewed on a six monthly basis by the CESCIB Executive Group. The Board recognises that those young people either in custody or leaving custody will frequently have safeguarding needs which may be unmet. CESCIB have accepted the recommendations of the protocol in response to the LASPO which mean that all children and young people remanded to youth detention have the status of a 'cared for child' and will review the recommendations of the joint protocol on a six monthly basis.
- Cheshire Without Abuse has been contracted to establish a service that enables children and young people to access early support and intervention. This service was developed in partnership with a number of statutory and voluntary services across Cheshire East to ensure as wide a point of access as possible.
- All children and young people who completed a programme with Cheshire Without Abuse in 2013/14 showed improvement in at least one area. The most significant improvements were in reducing conduct issues and improving levels of pro-social behaviour.
- The MARAC Audit process has been developed to review the effectiveness of MARAC at reducing risk over the longer term. Cheshire East MARAC has undergone a self-evaluation process facilitated by CAADA (Co-ordinated Action against Domestic Abuse) which highlights the MARAC's many strengths.
- An action plan has been formulated by the MARAC Steering Group to address relevant development points. These include volume and diversity. CAADA regularly point out that our volume should be 600 and that the police referral rate in particular is low. The Domestic Abuse Family Safety Unit (DAFSU) has delivered training to all front line police officers and is promoting the 'live referral' route to facilitate early intervention and engagement with support. In addition, multi-agency MARAC/RIC awareness sessions have been delivered to increase confidence of practitioners in the use of the

CAADA Risk Assessment tool to identify referrals to MARAC/IDVA or Outreach services as appropriate.

- In response to the government change in the definition of domestic violence to include young people aged 16-17 and the CAADA Young People's Programme we are now gathering data for the numbers of young people whose cases have been heard at MARAC and are working with partners to ensure appropriate support is available for this vulnerable group. In quarters 3 and 4 a total of 7 cases were heard where the victim was under 17.
- The LSCB Allegations Management Training Programme has delivered training to 42 Designated Senior Managers. The LADO has delivered an overview of the LADO process and safer working practice guidance at two primary designated leads meetings and one secondary designated leads meeting, at the private providers forum, two sessions to Early Years settings owners and managers and two social care practice and performance workshops encompassing residential workers, social workers, fostering employees, children and families workers.
- Work has been completed by the Safer Working group around supporting the development of LADO quality assurance through agreeing audit tools for cases going to strategy meeting and those not.
- Operation Encompass - need more info

Next steps to improvement

- A number of key developments will be addressed over the next 12 months and these are set out in the Cheshire East LADO work plan and North West Regional LADO work plan.
- A key priority for 2014-15 will be to implement strategies to increase referrals from professionals working with underrepresented groups, eg, disabled.
- Work continues to raise awareness amongst young people and their families, professionals and the wider public around specific safeguarding issues such as CSE, FGM and private fostering.

Early Help

The effectiveness of acting early to prevent problems escalating.

Why this was a priority

Early help is a priority for Cheshire East in providing children and young people with support as soon as they need it and at the right level, and in reducing demand to specialist and targeted services. Increasing the use and effectiveness of CAF is important to enable effective early help. The Common Assessment Framework is proven to be an effective tool at coordinating support and services for children and young people, and having one method of joint working enables the partnership to operate together effectively.

Following the Ofsted inspection in March 2013, the report set out a recommendation to demonstrate that all partner agencies are able to evidence that they are fully and effectively engaged in common assessment framework (CAF) processes to identify, assess and support vulnerable children and young people

What we have done

- The early help workstream of the Children and Young People's Trust is effectively driven by the multi-agency Early Help Children's Trust Sub-Group (EHCTSG).
- The use of CAF is monitored by all agencies.
- A monthly report is sent to managers in the East Cheshire Trust (ECT), Mid Cheshire Hospital Trust (MCHT) and Cheshire and Wirral Partnership (CWP) to advise them about CAF activity for their service.
- Regular reports on CAF activity are presented to the EHCTSG and LSCB.
- The Early Help and Protect Operational Group was introduced in August 2013. This Group is effectively the virtual multi-agency team around early help. The primary objective of the Group is to establish and ensure appropriate services are targeted at families using the Continuum of Need. This group has aided communication between services and achieved proactive responsibility for the ownership of intervention. This group feeds in to the Early Help and Protect Strategic Group.
- Early Help Hubs were developed in 2014 for the four locality areas to monitor performance and determine local early help priorities.

Impact

- The Peer Review of ChECS found positive links and ongoing support and monitoring for the CAF process valued by partners and contributing to a more robust step down process.

- The Peer Review found evidence of a proactive approach and use of the step up and step down to appropriate services, particularly in relation to the signposting or step down to CAF.
- Agencies have reported a better understanding of thresholds and in discussing cases with the ChECS this was a more inclusive approach to partnership working which was welcomed.
- The Help and Protect Group was reported as a good example of partnership working in enabling appropriate signposting of services to support families that did not meet the threshold for a social care assessment. It also enabled the group to hold agencies to account regarding commitment of services/resources.
- Alongside this multi-agency Operational Group, ChECS continue to promote Early Help and Intervention with partner agencies and have attended and presented at sessions set up with Education Safeguarding Leads and local 'Working Together' lunches with Health Visitor and Midwives in both the Crewe and Macclesfield Locality. These sessions have been an opportunity to promote multi-agency working, pathways and process between Services such as 'step up/step down', supporting practitioner to undertake Early Help work and assessments as well as being clear about the expectation ChECS have around the quality of information provided at the point of Consultation. This is all contributing the continued improvement of the Early Help offer and impact within Cheshire East.
- The Improvement Board agreed that the recommendation to increase partners engagement in CAF had been met in December 2013. In the Ofsted Improvement Pilot Ofsted found that "The early help offer is clear and has resulted in families benefiting from support prior to cases reaching the need for statutory intervention."
- 2,977 professionals to date have been trained to use CAF. Two workshops were held in September 2013 to feedback the results of the multi-agency CAF audit and launch new CAF forms to support improvement in the quality of practice and inclusion of the voice of children and young people.
- Between 1st August and 30th November there were 558 consultations from the Police of which 113 were processed via the Early Help and Protect Operational Group. This represented 19% of the Police Consultations. An exercise has been undertaken of the 80 cases that were discussed at the Early Help and Protect Operational Group during September and October 2013 to see if there have been any subsequent Consultations. 20 children (25%) have had a further Consultations with ChECS and of these 8 (10%) children have since been referred to Social Care.

"A wide range of early help services across agencies is making a difference."

ChECS Peer Review Team

"The CAF Assessment form and delivery and review documentation is an effective tool to assess; review and plan for children and families who need help outside the statutory framework."

Ofsted Monitoring Report

Next steps to improvement

- The volume of CAF and supporting targeted and universal work is thought to be at about the right level for effective early help. This needs to be sustained over 2014-15. The future focus needs to be improving and developing the quality of partnership practice.
- Commissioned early help services from April 2014 will be contractually required to use CAF as the assessment method, which should result in an increase in CAFs and CAFs led by professionals other than the LA for 2014-15.
- Ensuring practice is outcome and child focused is a priority for Children's Services for 2014. The EHCTSG needs to monitor inclusion of the voice of children and young people in CAFs, the new CAF training programme needs to have a child and outcome focused approach and the impact of this needs to be monitored through audit by the EHCTSG.
- Schools and Health services need to take the lead on CAF. Some schools are fully engaged in the CAF process, however this is not the case for all schools.
- The Early Help Hubs need to be developed over 2014 to become effective multi-agency forums for driving local early help services. Effective contract monitoring of early help services needs to be developed hand in hand with the Early Help Hubs.
- From April 2014 all CAF training will be delivered in house allowing a more flexible and local approach and building links with local providers.
- LSCB to monitor effectiveness of early help through outcomes framework.

2013-14 Annual Reports

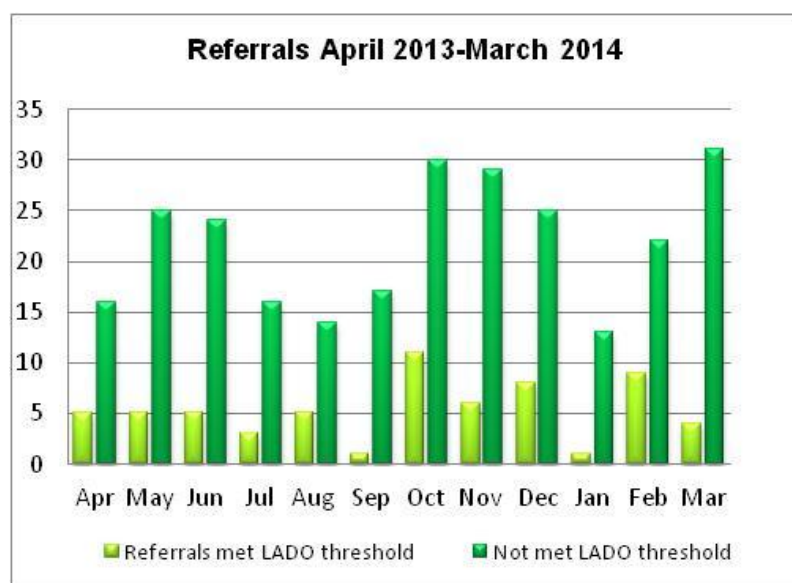
A number of key Annual Reports have been considered by CESC B and will inform the priorities for the 2014-15 Business Plan. A summary of the reports is set out below.

Local Authority Designated Officer (LADO) Report 2013-14

The Cheshire East LADO sits within the Integrated Safeguarding Unit of the Local Authority and works across the Borough.

The LADO oversees individual allegation cases, provides advice and guidance to employers, voluntary organisations and liaises with the Police and other agencies, as required. The LADO has a responsibility to monitor the progress of individual cases to ensure they are dealt with quickly, fairly and consistently, as well as identifying significant patterns and trends across the workforce.

The LADO Annual Report outlines the duties and responsibilities regarding managing allegations made about people who work with children and young people. It provides information on activity and performance within the last 12 months



highlighting the key themes, service impact, and comparative annual data over the last three years and further areas for development for 2014-2015.

The table opposite shows that the number of contacts into the LADO service has significantly increased from 205 in the 2012-2013 to 325 in this reporting period. The increase is attributed to the number of

consultations and provision of information and advice undertaken that don't meet LADO threshold.

The growth in consultations has been predicted over the two previous annual reports as awareness of the LADO role broadened and more individuals access the service.

Education remains for the third year the agency making the most referrals meeting threshold at 30%. Education referred 17 of the 19 cases. Fostering and Residential are second and third main highest referrers, which is consistent with the previous two years. There has been an increase in the number of residential providers in the CESC B boundary, which may account for greater numbers.

Physical abuse referrals are the main type of harm. However, it is uncertain whether this is a result of the impact of the changes to the threshold criteria as one perception from the NW Regional LADO Group is that 'may pose risk of harm' appears harder to evidence than 'suitability' and therefore issues that would have previously been referred may not in this reporting period.

There is evidence of good links between the LADO service and the Police measured by attendance at strategy meetings. This has increased each year since the 2011-12 reporting period.

Wider safer working practice dilemmas continue to be raised in the safer working sub-group and will continue to be addressed throughout the coming year such as other cohorts of vulnerable children such as those in work placements, those in receipt of services using direct payments and private tutoring where the 'employer' is the parent.

The LADO, in conjunction with the LSCB Training Manager, has delivered training to Forty two designated senior managers regarding allegations management in 2013-14 with education being the agency most well represented.

In response to the East Sussex Serious Case Review the CE LADO procedures have been revised and updated, including a one minute guide to the LADO role. Additionally, formal cover arrangements have been embedded for planned and unplanned leave, sickness and training to ensure that there is access to LADO advice at all times during office hours.

A review of the service development plan demonstrates good progress on the action agreed for the 2013-2014 period. The audit processes are embedded and the focus for the next year will be on further quality assurance and greater analysis of the data next year and the effectiveness of the LADO function.

A number of key developments will be addressed over the next 12 months and these are set out in the Cheshire East LADO work plan and North West Regional LADO work plan. The areas broadly relate to the following:

The audit process is now embedded and timetabled for the 2014-2015 period yet this remains a key priority. Peer audits within the NW Regional LADO group are a focus for the following year.

- The implementation of a service user feedback process to provide an evaluation of the impact of the LADO service. The literature sent from the LADO service to service users will also be a work stream within the NW Regional LADO group.
- A discrete piece of work identifying support options for the service users in the LADO process including the alleged individual, employer and involved child and their family.
- Attendance at the licensing panel for taxi drivers is envisaged for the year going forward following the identified concerns regarding transport operatives.

- Chairing the Learning, Development and Training Subgroup of the NW Regional LADO to ensure that the National LADO voice will continue to gain momentum in achieving a collective view on National issues and providing some consistency to the execution of the LADO role.

Private Fostering Annual Report 2013-14

Cheshire East's Private Fostering Annual Report for April 2013 to March 2014 is based on the requirements set out in the National Minimum Standards for Private Fostering and provides an overview of the Private Fostering activity during the year 2013-2014. It also outlines the planned developments for the year 2014 – 2015.

The priorities and activity for 2013-14 were:

Relevant staff are aware of Cheshire East Council's duties and functions in relation to private fostering;

This has been achieved through the updating and circulation of procedures, the role out of training through team meetings, the development and circulation of a one minute guide for all multi-agency staff.

Cheshire East Council is notified about private fostered children living in the Borough

Cheshire East continue to receive private fostering notifications and an increase in notifications occurred in 2013-14.

The welfare of privately fostered children is safeguarded and promoted

Three of the five notifications received were acted on within 7 days and visits to children took place at least six weekly in line with private Fostering Regulations 2005.

Private foster carers, parents of privately fostered children and children and young people in private fostering arrangements receive advice and support so that their welfare is safeguarded

All privately fostered children have an individual child in need plan. The leaflets for professionals, carers, parents and young people were updated in 2013-14. The Cheshire East Pledge is applicable to privately fostered children and a copy will be provided prior to the first Child in need meeting.

Cheshire East has an effective communication strategy in place in relation to private fostering

A communication strategy was developed that targets key stakeholders around private fostering.

Cheshire East monitors the way it discharges its duties and functions in relation to private fostering

This has been achieved and monitored through Audit and safeguarding reviews.

Priorities for the 2014-15 private fostering action plan include:

- Developing private fostering presentations for A&E staff, CAF coordinators, Language schools, Independent schools;
- Developing e-learning package for all agencies;
- Rolling out multi-agency workshops on private fostering;
- Developing and organising agency private fostering self-assessment;
- Developing an annual agency audit check list for private fostering;
- Reviewing and updating private fostering content in LSCB safeguarding training;
- Developing and circulating private fostering training packs for agencies;
- Developing links with language schools, Independent schools and faith organisations;
- Developing links with community Police through links with the safeguarding board; and
- Organising six monthly e-communication shots and promote private fostering through agency bulletins.

LSCB Annual Training Report 2013-14

The LSCB Annual Training Report sets out the activity and impact of multi -agency training.

At the end of 2013-14, 1350 places had been made available for training within the planned annual training programme over 54 courses. 1327 places were allocated which equals 98% uptake of places available and is an improvement on last year. Participants attended for 1144 places which equates to 86% attendance of allocated places. From the detailed overview of attendance, it is evident that a wide range of multi-agency colleagues across the borough and from all areas of service delivery are accessing the multi-agency training, including social care, police, voluntary sector, private providers, health and education.

In addition to the planned programme, a number of bespoke courses took place including basic safeguarding awareness training to elected members, a bespoke practice workshop on child sexual exploitation for social care staff, a “systems review approach” workshop to multi-agency partners.

Impact on practice data is collected utilising a step wise process:

- Pre course self-evaluation of learning by participants
- Post course evaluation at the end of the event
- Questionnaire via email to all course participants
- Questionnaire to managers via email to establish impact on practice evidence from PDP processes and supervision

The learning and development sub group have recognised the need to evidence in a meaningful way that training has a positive impact on practice. Steps were taken to collect this data via a deep dive research based “Impact” questionnaire, however the results from this approach did not yield the quality data which was hoped for and could have informed the direction of training and development activity. A short questionnaire is being developed to send to managers to evidence impact on practice from training in conjunction with appraisal, supervision, personal development plans or similar processes.

To date 6 Impact surveys have been issued. Average response rate is 55% return which is excellent in research terms (expected return rate 33%).

The surveys have all demonstrated impact on practice with participants acknowledging more knowledge and confidence around safeguarding issues.

Child Death Overview Panel Annual Report 2013-14

This Child Death Overview Panel Annual Report presents a summary of the work of the pan-Cheshire panel over the past year April 2013 – March 2014. The panel undertakes a rigorous review of child deaths of those children ordinarily resident in one of the four areas and is a good example of effective multi-agency partnership. The panels provide a robust overview and insight into how child deaths can be prevented. The report is a key resource for driving public health improvement and promoting child safety and wellbeing.

The report highlights the key data and findings of the panel.

- 58 child deaths were notified in the period April 2013 – March 2014
- 35 child deaths were reviewed by the panel from April 2013 - March 2014
- The Child Death Overview Panel met on five occasions over the year, four of these to review child deaths

Of those deaths reviewed

- 63% of the deaths occurred before the child reached one year of age (22 deaths)
- 63% of the deaths were male (22 deaths)
- Perinatal/Neonatal events accounted for 37% of deaths (13 deaths)
- 74% of deaths were classed as 'unexpected' (26 deaths)
- 31% of deaths reviewed had 'modifiable factors' (11 deaths)
- Recommendations/actions identified at case discussions and at the panel aimed at reducing risks and supporting families, have been taken forward.

CDOP Recommendations and learning points

Learning points identified following multi-agency review of child deaths at the CDOP, including lessons identified at any internal reviews of the child death by individual agencies, were disseminated nationally where relevant, via the CDOP co-ordinators national network, to facilitate learning and improved quality of care.

The following summarises key themes from the recommendations, learning and action points gathered from CDOP meeting minutes. These themes are related to factors associated with all child deaths discussed.

Safe sleeping

- One of the key areas that the CDOP identified from their considerations during the year was the number of deaths where unsafe sleeping positions or "co-sleeping" had been a modifiable factor. As a result of their considerations, the panel commenced a subgroup to review safe sleep (relating to deaths where co-sleeping or safe sleeping was raised as an issue). This group has joined with the Merseyside CDOP and are planning to run a joint campaign on safe sleep across the Cheshire and Merseyside footprint – to ensure consistency of messages and to reduce duplication and costs.

Disengagement by families from services

- The CDOP identified that there had been a number of cases where families had "disengaged" from health, social care or other related support services. The CDOP wrote to the Chairs of the LSCBs to highlight this issue and also to key agencies to request that they ensure a suitable pathway was in place to follow up with families who "did not attend" scheduled appointments to ensure they had not actively disengaged from services.

Suicide

- The Panel identified that whilst numbers of deaths through suicides notified in the year it met were low, there was, what appeared to be an increased number within the Cheshire East LSCB area. Cheshire East Council advised the panel that it planned to undertake an in depth review of suicides in children over the past few years and would report back on the findings to the panel in due course.

Child death rapid response

- The CDOP has identified that a “true rapid response process” is not undertaken for unexpected deaths across the Pan Cheshire footprint whereby a suitably trained health professional undertake a visit to the home where a child death occurred, alongside the police. A letter was sent to the six CCGs covering the four LSCBs advising them that this was identified within the guidance. Warrington CCG has agreed to take a lead with a view to commissioning and implementing a true rapid response process across the four LSCB areas. The panel will continue to monitor this to ensure this is undertaken.

Identifying deaths in hospital for children aged 16-18 years

- When a child reaches the age of 16, in a healthcare setting they are treated as an adult and not placed on a children’s ward or under the care of a paediatrician. As such if a child dies between the ages of 16 and 18 they are treated as an adult. It is possible therefore that some child deaths may not be notified to the CDOP Co-ordinator and therefore a review into the death of that child may not take place. Following a presentation by a Paediatric Consultant from a neighbouring area who had tackled this issue successfully in their own area, the CDOP contacted all the Acute Trusts to request that a similar notification system was put in place.

Smoking in pregnancy

- The CDOP identified that there were a number of cases where the mother had smoked during pregnancy, smoking in pregnancy can lead to a range of health issues for newborns as well as premature births and underweight babies. The panel wrote to acute trusts and Directors of Public Health requesting that reducing smoking in pregnancy remains a key priority through smoking cessation services and through specially trained midwives who work with mums to reduce the numbers smoking in pregnancy.

Medical advances - resuscitation

- The Consultant Paediatricians cascaded to acute trusts the findings from a case of a failed newborn resuscitation that could potentially have been avoided through the use of a ‘Meconium aspirator device’ attached to the endotracheal tube, to enable suction of the airways during resuscitation. This led to enquiries from other hospitals in the country so they can procure the kit and incorporate into their practise.

Learning from child deaths – sharing widely to prevent future deaths

- The CDOP wrote to one Acute Trust following a child death where a Root Cause Analysis (RCA), (an RCA is a systematic method for reviewing adverse incidents, ie a problem solving methodology for discovering the real, or root cause(s) of problems or difficulties) had been undertaken in the trust to request that the learning points from the RCA be shared across the Pan Cheshire footprint.

Administrative/support processes

- Perinatal mortality and summary information - The CDOP wrote to each Acute Medical Director in NHS hospital trusts where Cheshire children may be admitted and subsequently die, to request that minutes from Perinatal Mortality meetings were submitted to the CDOP Co-ordinator so that any learning from these meetings can be reviewed as part of the panel considerations.
- The panel also requested that the Acute Trusts send to the CDOP Co-ordinator, the 'Summary Letter' that is sent to GPs from the Paediatricians to aid the panel considerations.
- Letters to families - The CDOP introduced a process whereby a letter is sent to the parents or guardians of a child following their death. The letter, sent some three to four weeks after the death, advises them of the child death overview process and also invites them to meet the Chair of the panel if they feel they have anything they wish to disclose to the panel to support the core aim of the panel in preventing future deaths. During 2013/14 only one family took up this offer.
- Timely notification - The CDOP identified that some notifications were not made in a timely way - in particular those which had involved road traffic incidents where a child died. The Cheshire Police who are a member of the panel have liaised with relevant colleagues to ensure that notification is undertaken in a timely way. This is being monitored.
- Missing data – a number of older forms have incomplete data on them – particularly in relation to the wider family and the father of the child. Key members of CDOP are working with partner and provider organisations to support them to understand the importance of having robust information to support the panel considerations and to improve the information that is supplied to the panel on the forms.
- Ambulance Trust – CDOP identified that the Ambulance Trust were not following the established processes and protocols for child deaths. The panel wrote to the Ambulance Trust to ensure that they were aware of the protocols so that these could be followed.

Future work for the CDOP

- During 2014/15 the panel will continue where feasible to review cases using a thematic process – themes planned for 2014/15 include – cardiac cases where a Consultant specialising in Paediatric Cardiology from Alder Hey will be invited to attend the panel as a subject expert to support the panel in their considerations. A further CDOP will focus on neonatal deaths.
- However, it must be borne in mind that reviews should not be overly delayed to await possible future deaths of a similar nature.
- The Panel are proposing to hold a half day professional development day for relevant health and social care professionals and academics who may work in areas where they respond or deal with child deaths. The panel propose to share the learning from the panel and also to

- The Pan Cheshire CDOP will continue to explore the potential of closer working with the Merseyside CDOP.
- The CDOP will also during 2014/15 give consideration to the frequency of the meetings in order to assist progress in presenting cases to the CDOP in a timely fashion. The panel currently meet on a quarterly basis and for a whole day.
- The panel through the CDOP Co-ordinator are looking to produce a set of Pan Cheshire CDOP webpages that can be embedded within each LSCB website.

Priorities for 2014-15

Partnership Objectives

The improvements made in 2013-14 has enabled the Improvement Board to have the confidence to sign off 10 Ofsted recommendations in full, 5 in part, and 10 Improvement Notice actions. Cheshire East has made considerable improvement. There is a clear ambition across the partnership to reach a 'Gold Standard' of services for families in Cheshire East. The internal audits and external validation highlighted areas for further development.



Cheshire East aims to be the best partnership in the country for improving the lives of children and young people. At a meeting in June 2014, the LSCB and Children and Young People's partnership set themselves an ambition to be the best partnership in the country.



In order to achieve this, the partnership has agreed that the objectives for 2014 are:

- **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**

As a whole partnership we will drive change by focusing on these joint priorities. This will ensure that improvements to partnership working are aligned and made across

all aspects of Children's services from commissioning to delivery, universal to specialist services.

Each partnership board will drive progress in their areas under these priorities. The partnership boards have identified what the priorities 'mean for them' in terms of protecting and improving outcomes for children and young people. How the partnership boards will achieve these outcomes will be outlined in the LSCB Business Plan, Children and Young People's Plan and Health and Wellbeing Strategy for 2014. The responsibilities and accountabilities of each Board in delivering these objectives are set out at Appendix 7.

Declaration of Intent

CESCB has set itself an ambition to become the best partnership in the Country. A partnership leadership event in June 2014 focussed on the vision to achieve this ambition. This document sets out the key changes agreed by the partnership.

- Increase participation of children and young people in Board business.
- Commit to become a Cheshire East Partnership Leader.
- Reduce the content and format of Board meetings to facilitate solution focussed discussions.
- Improve the decision making focus of the Board through finding new ways to communicate and brief on awareness raising issues, including e-governance solutions.
- Increase reflection and challenge within the Board, including the nomination of an Observer and Critical Friend for Board meetings.
- Review governance arrangements to improve the membership and focus of the Board, Executive and sub-groups.
- Simplify agendas, papers and minutes to focus on purpose, outcomes and actions required.
- Improve the connections between the Board and frontline practitioners
- Celebrate success when things go well.
- Embrace innovative ways of working.



Engagement in developing priorities

New plans for the LSCB business plan and Children and Young People's plan have included significant engagement with children and young people, frontline staff and strategic managers.

Strategic Managers

A development session with Members of the LSCB and CYPT took place in June 2014. This resulted in a 'declaration of intent', ie, new ways of working for both Boards. A review of the structure of the LSCB has been carried out and a proposed new structure will be agreed by the Board.

Children and young people

A survey for children and young people in Cheshire East, known as Good Childhood Conversations and facilitated by the Children's Society, has gathered the views of children and young people on all the key areas of young people's lives from family relationships to feelings about the local area.

Frontline staff

Workshops for frontline staff across the partnership were held in June/July to consult with frontline staff on priorities and themes for the new plans.

Priorities for 2014-15

As the LSCB moves into 2014-15 areas for improvement and development include:

- the next stage in the development of a multi-agency 'front door' model;
- the potential for strengthening the early help and preventative services though working differently and across a wider range of services and providers;
- improving communication and prompt information sharing;
- engaging better with frontline practitioners to drive up quality of practice;
- Increasing partnership ownership of CESCIB business and improvements;
- developing the confidence to challenge plans and actions across agencies if they are not sufficiently outcome focused or making clear decisions based on robust evidence;
- putting in place a better model for engaging young people in safeguarding - gathering and collating the voice of children and young people from across all CEC agencies to inform practice and service development;
- improving the combined response to specific safeguarding areas such as Child Sexual Exploitation, including a more developed approach to online/digital risks, Female Genital Mutilation;
- jointly re-commissioning further services for adults with significant needs, who are also parents, and recognising the potential increase in risk of harm to children and young people;
- ensuring the LSCB evaluates itself on an ongoing basis against the Ofsted grade descriptors;
- ensuring potential risks to safeguarding practice and arrangements are kept under review in response to increasing demand for services and ongoing re-shaping of public services;
- embedding robust and rigorous quality assurance activity;
- embedding CESCIB learning and improvement framework;

- safeguarding Cheshire East children who are living outside the authority in residential, educational or secure settings;
- ensuring effective arrangements are in place for safeguarding children with disabilities;
- improving pathways and procedures around children exposed to domestic abuse; and
- development and implementation of a new neglect strategy, practitioner training and tools.
- reviewing local requirements for CiN documentation, including timescales and circulation of plans and minutes.
- clarifying agency use of, and participation in, the CAF process.
- ensuring a process whereby all agencies involved with a family are known.
- reviewing and clarifying expectations around core groups.
- reviewing expectations of agency use of chronologies or case summaries
- reviewing the core documentation used in CP cases and its completion
- looking at developing standards across agencies setting out expectations around supervision.

The Improvement Board has been passing the monitoring and development of some activities to the CESCIB and this will continue and expand to further develop the CESCIB as the vehicle for challenge and improvement after the Improvement Board has completed its work.

The Neglect Graded Care Profile was introduced in March 2012 as a tool for practitioners. The LSCB conducted a thematic review of neglect cases in November 2013 and will be producing a Pan Cheshire multiagency strategy on addressing neglect in 2014.



Considerable audit activity of child protection and children in need casework has taken place over 2013-14 following the Ofsted inspection. This has reassured us that children are being protected. The audit findings have revealed that we have achieved a level of compliance and considerably improved the timeliness of assessments. Improving the quality of practice across the partnership needs to be a key area of focus for 2014.

Early help remains a key priority in supporting parents and preventing children becoming at risk from neglect or abuse. Cheshire East offers a wide range of parenting programmes and open access groups through Children's Centres, and commissions a number of parenting support services, such as one to one support in the home establishing a routine for caring and interacting with children, parenting courses and family counselling sessions as part of our early help offer.

Commissioned services are targeted to the areas of the greatest need and should result in a reduction in future demand to Children's Social Care.

Improving the quality of frontline practice for child protection and children in need is a key priority area across the partnership in 2014. Child protection plans for families where neglect is the primary concern need to be more explicit in the consequences



for failure to improve the impact on safeguarding the child. Planning needs to be SMART, child and outcome focused. All agencies need to be clear that the child is being seen appropriately (and if not the reason why). All agencies need to know what a good service looks like, and have the confidence to challenge other agencies when a plan is not being fulfilled or is not meeting the need of the child or young person.

The structure of the LSCB will be revised in 2014 to deliver on the priorities and a new

Outcomes Monitoring Framework has been developed, which will enable it to more effectively monitor and challenge all partners on their role in protecting children and young people in Cheshire East.

Communications Plan

The success of the improvement plan in Cheshire East relies on communication and engagement with a number of different stakeholders. A stakeholder analysis and communication plan is attached at Appendix 8.

Summary of Outcomes Framework

An Outcomes Framework has been agreed and we will work to improve CESC's approach to performance management and quality assurance in a way that strengthens the scrutiny and challenge role of the Board. Performance and outcomes will be a priority for the year ahead along with a concerted effort in holding partners to account in improved outcomes for children. The outcomes framework will measure performance across the partnership under four themes of what good looks like:

1. What does good look like for the child?
2. What does good look like for the team around the child?
3. What does good look like for the agency around the team?
4. What does good look like for the Board around the agencies?

Selected measures from the framework will be drawn into thematic reports that will be presented to the LSCB for scrutiny and challenge.

The CESC Outcome Framework programme is a three yearly cycle focusing on cross and inter-agency themes and issues. A sub-group will lead on multi-agency themed work with the Executive driving the overall framework.

The programme will consist of:

- Annual in depth analysis of one or two priority areas each year
- Annual light touch review across selected agencies
- Annual audit of experience of frontline staff
- A one off learning case review
- Annual analysis of safeguarding self-assessments (Section 11, Section 175)
- Quarterly performance data, summary reports, voice of the child and a “performance spotlight”
- When required Individual local case reviews and serious case reviews (local and national)
- Three-yearly Joint inspections of multi-agency arrangements for children and young people
- Regular Information from individual organisation’s safeguarding quality assurance activity

The Outcomes Framework will cover the following elements in the three yearly cycle:

- **Content area:** a service area for example ChECS, Accident and Emergency; or a vulnerable group of children for example disabled children, children missing education etc. or specific risk areas for example domestic abuse, parental mental health.
- **Organisation/practitioner areas:** workforce capacity, supervision, use of resources, evidenced informed practice
- **Wider picture areas:** for example, the impact of poverty and poor housing, bullying, poor health outcomes
- **Voice of the Child** – do children feel safer and have services made a difference?

These activities are completed through:

1) In-depth analysis of one or two priority areas each year.

The Executive will identify the areas for in-depth analysis based on the quantitative, qualitative and outcome based data available. Each in-depth analysis will include elements of multi-agency file audit, deep dives into individual cases, staff feedback via survey and/or focus groups and child and parent feedback and surveys.

2) Light touch reviews

Light touch reviews may consist of individual agency audit information, feedback from staff and sub group multi-agency case file audits.

3) Annual audit of experience of front line staff

We will ask each agency to undertake a survey of their staff focussing on their experience of safeguarding supervision and partnership working and to share the results with the CESC.

4) Analysis of safeguarding self-assessments

The CESC will undertake an annual section 11 audit. All schools will be asked to undertake an annual self-assessment audit of their compliance with section 175. The Executive will receive annual reports analysing both these self-assessment exercises.

5) Quarterly performance data, summary report and “performance spotlight”

The Executive will receive quarterly performance reports based on the ‘Munro’ dataset. The Executive will identify areas for further investigation by the sub groups through a light touch or in-depth review.

6) Individual local case reviews and serious case reviews (local and national)

Sub groups will undertake local case reviews where a case does not reach the criteria for a serious case review but where organisations feel that a case review will provide useful insights about the way organisations are working together to safeguard children and where lessons can be learned for future practice. The CESC will consider the lessons learned from analysis of national serious case reviews and may ask a sub group to test out local practice in the light of findings from national serious case review analysis.

7) Information from individual organisation’s safeguarding quality assurance activity

The CESC will ask each agency represented on the Board to evidence the impact of their internal safeguarding quality assurance activity. Agencies should report to the CESC on their single agency safeguarding audits; undertake and report annual safeguarding staff surveys and provide evidence of consultations and feedback from children and young people.

Challenge log

One of the key roles of the LSCB is to challenge partners on the effectiveness of their safeguarding arrangements. In 2014-15, the LSCB will develop a challenge log to demonstrate how it is challenging partners on their responsibilities. The log will provide



evidence of the issue, what action has been taken to address the issue and any further actions identified.

Sector-specific Challenge Sessions

Sector-specific Challenge Sessions will be held for Health, Public Health, Police and Schools between May and July 2014. The panel will include the Chair of the LSCB, Chair of the LSCB and CEC Head of Safeguarding, a sector expert, and two young people. These sessions will challenge sectors to demonstrate that they have effective arrangements to protect children and young people and will identify areas for development which will inform the Improvement Plan for 2014. Sector-specific Challenge sessions will be implemented annually from 2014 following section 11 audits.

Budget for 2014-15

An outline budget for CESCIB's work in 2014-15 is set out at Appendix 9.

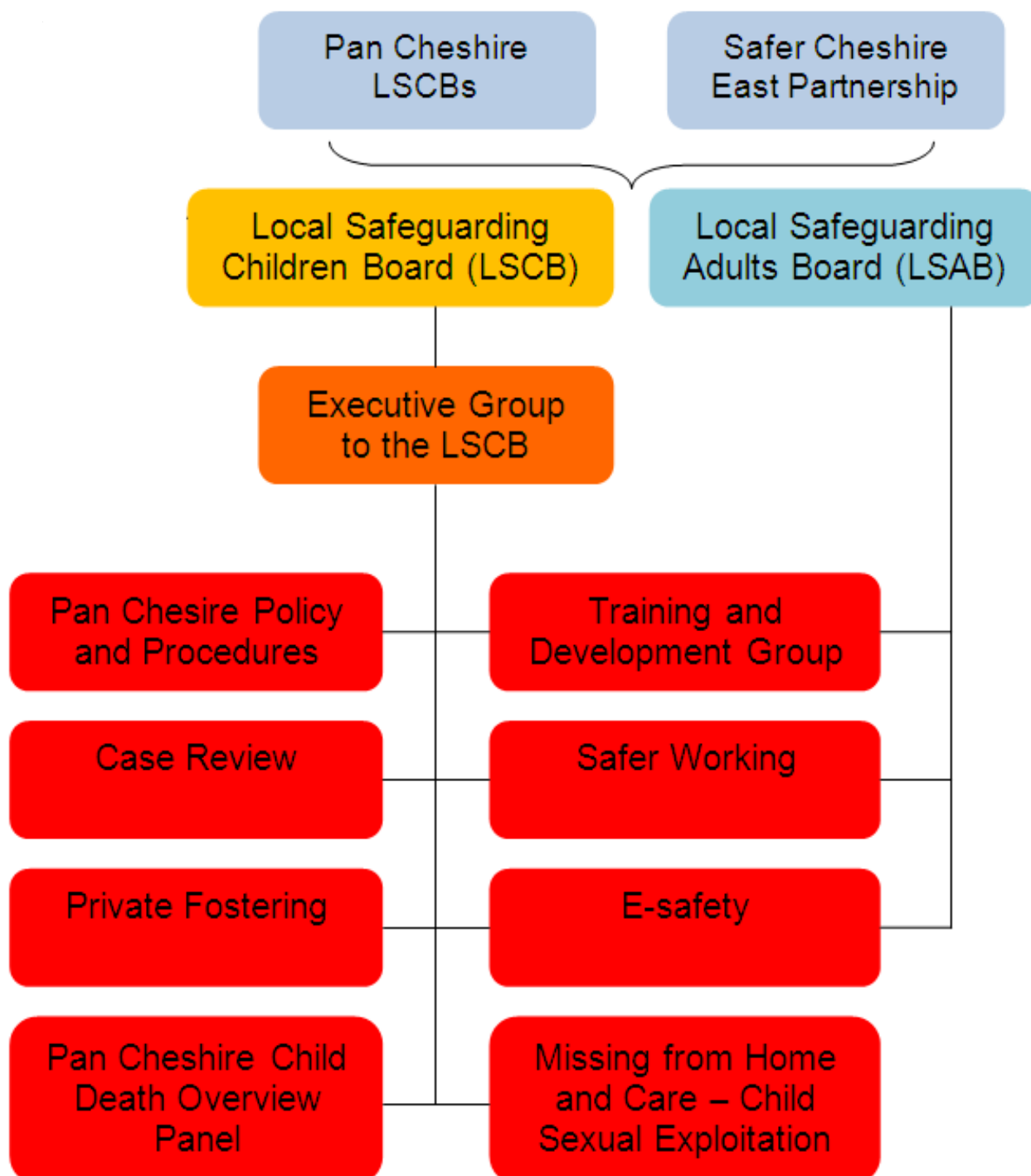
Risks/ Issues

It is essential to identify, analyse and prioritise risks as part of the improvement process to ensure that these risks are managed effectively.

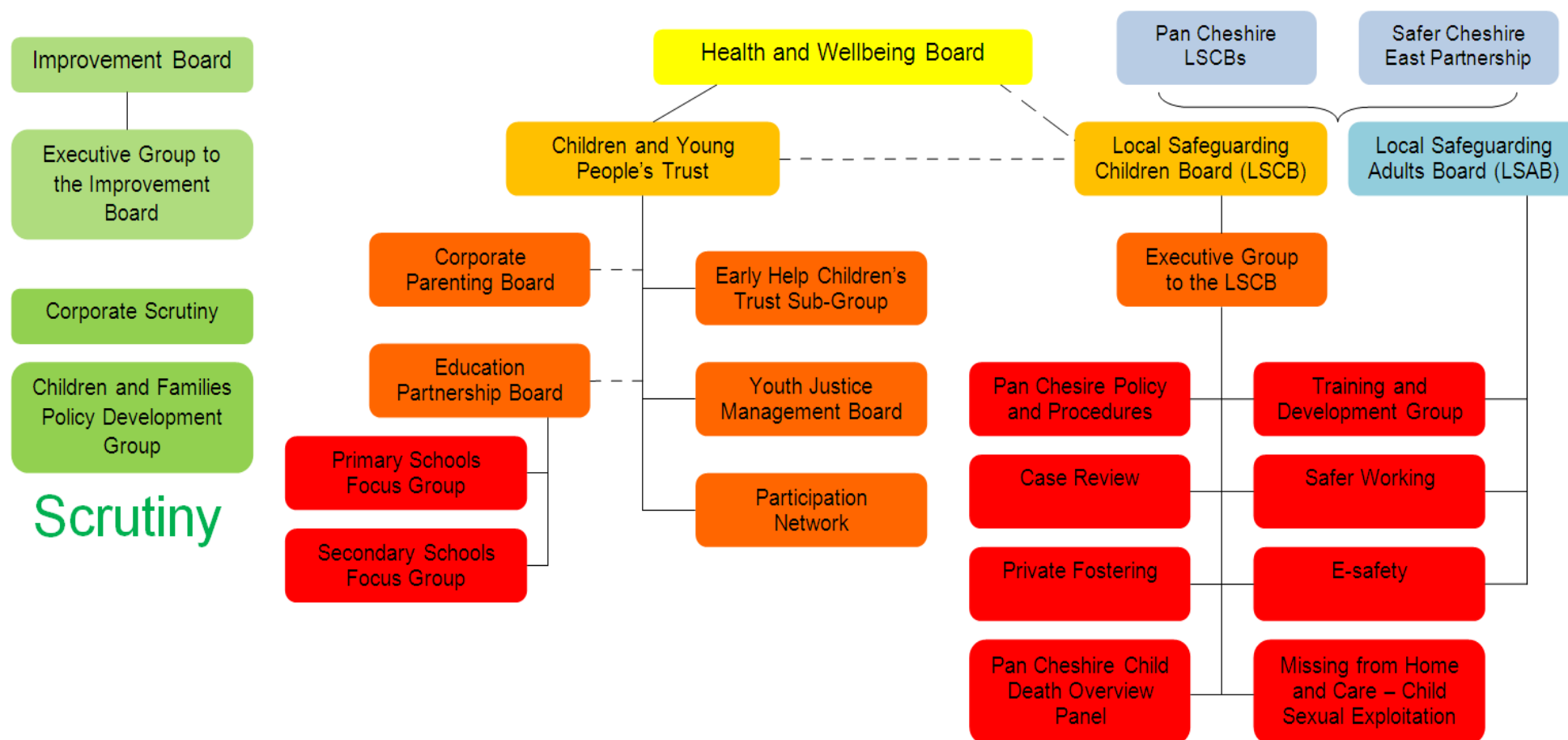
One of the biggest risks to the improvement plan is delivering high quality of practice with the existing level of Agency Social Workers and changes in Social Workers. In response to this, a risk mitigation strategy has been developed, and the application of this strategy will be monitored. This risk has also been logged as high on the corporate risk register.

A risk register for CESCIB is attached at Appendix 10.

Cheshire East Safeguarding Board Structure



Partnership Boards Governance Framework



Board Membership and Attendance

	10.5.13	12.7.13	21.8.13	18.9.13	22.11.13	24.1.14	21.3.14
Cheshire CAFCASS	1	1		1	1	1	1
South Cheshire CCG	1	1			1	1	1
East Cheshire CCG	1	1	1	1	1		1
CEC Director of Children's Services	1	1	1	1	1		1
CEC Head of Safeguarding	1	1	1	1	1	1	1
CEC Head of Early Help & Protection	1	1	1	1	1	1	1
CEC Principal Social Worker	1	1		1	1	1	1
CEC Principal Manager for Early Help	1	1	1	1	1	1	1
CEDAP						1	1
CEC Lead Member for Children' s Services	1	1	1	1	1		1
Cheshire Police	1	1		1	1	1	1
Cheshire Police Strategic Public Protection Unit	1	1	1	1		1	1
Police and Crime Commissioner's Youth Ambassador				1	1	1	1
CWP NHS Foundation Trust	1	1	1		1		1
East Cheshire NHS Trust	1		1	1	1	1	1
Representative for Colleges	1	1	1		1	1	1
HMP Styal Head of Residence and Services					1	1	
Independent Chair	1	1	1	1	1	1	1
Independent Schools Representative				1			
Lay member	1	1					
Mid Cheshire Hospital NHS Foundation Trust	1	1	1	1			1
NHS England		1	1	1	1	1	1
NSPCC	1	1	1		1	1	
Primary School Heads Representative	1	1		1		1	1
Cheshire Probation	1	1		1	1	1	1
Secondary School Heads Representative	1	1		1			
Voluntary Sector Representative	1	1	1	1			1
CEC Head of Youth Engagement Service	1	1	1	1	1	1	1
South and Eastern Cheshire CCG Designated Nurse	1	1	1	1	1	1	1

Financial Arrangements – 2013/14

The tables below sets out the LSCB expenditure for 2013-14 and the financial contributions from partners for 2013-14 and the 2014-15 confirmed budgets.

LSCB Budget 2013 - 2014	
LSCB staffing - salaries & costs	£146,916
Office & communications	£9,972
Training programme	£12,993
Independent Chair & consultancy support	£29,625
LADO 50% contribution	£27,400
Total expenditure for 2013-14	£226,906
Agreed contributions total	£215,899
In-year 'overspend'	- £11,007
Reserve at the end of 2013/14	£169,684

CESCB Partners	2013-14 contributions	2014-15 confirmed
Eastern Cheshire NHS	£6,156	£6,156
Mid Cheshire Hospitals	£5,000	£5,000
South Cheshire CCG	£17,071	£17,071
Eastern Cheshire CCG	£17,071	£17,071
CWP	£3,721	£3,721
NHS England		0
Probation Service	£4,000	
CE Children's Services	£41,000	£41,000
Police	£22,000	£20,000
YOS	£3,000	£3,000
CAFCASS	£550	£550
HMP STYAL	£0	£0
CE Education central re LADO	£11,830	TBC
Primary Schools	£64,500	£64,500
Secondary Schools	£20,000	£20,000
Independent Schools	£0	TBC
Cheshire FE Consortium	£0	TBC
Total	£210,899	£198,069

Memorandum of Understanding in respect of safeguarding between key strategic public protection partnerships in Cheshire East

Introduction:

This document makes explicit the key responsibilities and accountabilities relating to safeguarding for all the key strategic public service partnerships in CE, namely:

- Cheshire East Health and Well-being Board (HWBB)
- Safer Cheshire East Partnership (SCEP)
- Cheshire East Safeguarding Children Board (CESCB)
- Cheshire East Safeguarding Adults Board (CESAB)
- Cheshire East Children and Young People's Trust (CECYPT)

This document will also reference the key role of the Cheshire East Councils Corporate Scrutiny Committee. The legislation and guidance that underpins the status and remit of these partnerships is set out in Appendix 1b.

Principles:

- The key accountability and responsibility for safeguarding lies with the two Safeguarding Boards (CESCB, CESAB);
 - CESCB in relation to children and young people up to their 18th birthday
 - CESAB in relation to safeguarding adults 18 years and over and domestic violence and sexual assault strategy and commissioning
- However the other bodies referenced in this document all have significant roles in safeguarding;

Cheshire East Health and Well-being Board - HWBB

- HWBB is responsible for producing the Joint Strategic Needs Assessment (JSNA), which will identify and set the commissioning priorities for our vulnerable population.
- The Annual Report from both Safeguarding Boards will set out how the commissioning plans from the JSNA are promoting effective safeguarding in Cheshire East. The annual reports of both Boards will be presented to the HWBB.

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 also receives bi-annual reports on domestic abuse and sexual violence partnership working
- The SCEP has a role in ensuring that it maintains and supports partnership awareness and effective response to domestic abuse and sexual violence in Cheshire East.

Cheshire East Children and Young People's Trust - CECYPT

- CECYPT will set out the strategic priorities for children and young people in Cheshire East. Within this, explicit priorities in respect of prevention and early help, will be identified.
- This will influence the priorities set by CESCIB and their published levels of need.
- CESCIB annual report will be scrutinised by CECYPT

Additional responsibilities for safeguarding vulnerable people in Cheshire East

- The two Safeguarding Boards are independent of each other but need to ensure that they take a whole family approach to setting their priorities and reporting performance where warranted, for example:
 - Transition of vulnerable young people to adulthood
 - Domestic and peer abuse
 - Sexual Exploitation
 - Transfer of learning from case reviews
- Cheshire East Corporate Scrutiny Committee will scrutinise the annual reports of both safeguarding Boards and receive performance updates. Their role is to provide scrutiny and challenge to the work of the Boards.
- The Local Authority Chief Executive is responsible for the appointment for the appointment and performance of the Independent Chairs to the safeguarding Boards. (this is a requirement for the CESB). Each Chair will meet with the Chief Executive (and the respective Strategic Director) on a regular basis.

Appendix 1b

Relevant statutory guidance Cheshire East Safeguarding Children Board (CESCB)

Statutory guidance has come from the following:

United Nations Convention on the Rights of the Child (1989) –defining the basic human rights of all children and specifies 14 basic rights

In the UK the **Convention on the Rights of the Child** was ratified in December 1991 and the principals are reflected within the **Children Act 1989**

<http://www.legislation.gov.uk/ukpga/1989/41/contents>

The main safeguarding provisions of **The Childrens Act 1989** are Child Protection(s47), Children in Need (s17) , duty to co-operate (s27)of health, education and other public sector agencies to assist Social Care in safeguarding

The Children Act 2004 made it statutory to safeguard and promote the welfare of children across all statutory agencies except education (where it was already statutory, Education Act 2002, ss175 and 157) and set up Local Safeguarding Children Boards

<http://www.legislation.gov.uk/ukpga/2004/31/contents>

Working together to Safeguard Children (Dept of Education March 2013) provides guidance on how agencies should work together to protect Children

<https://www.gov.uk/government/publications/working-together-to-safeguard-children>

The **European Convention on Human Rights** applies equally to Children as it does to Adults and is given effect in UK law by the **Human Rights Act (1998)** : **Article 2**: ‘the Right to life’; **Article 3**: ‘Freedom from torture’ (including humiliating and degrading treatment); and **Article 8**: ‘Right to family life’.

<http://www.legislation.gov.uk/ukpga/1998/42/schedule/1>

Relevant statutory guidance regarding Cheshire East Safeguarding Adults Board (CESAB)

Prior to the implementation of the **Care Act 2014** (see below) there has been no unifying legislation in relation to adult safeguarding.

Therefore, to date, statutory guidance has come from the following:

The **Human Rights Act (1998)** : **Article 2**: ‘the Right to life’; **Article 3**: ‘Freedom from torture’ (including humiliating and degrading treatment); and **Article 8**: ‘Right to family life’.

www.legislation.gov.uk/ukpga/1998/42/schedule/1

No Secrets Guidance on Developing and Implementing Multi-Agency Policies and Procedures to Protect Vulnerable Adults from Abuse ('No Secrets') March 2000.

www.gov.uk/government/publications/no-secrets-guidance-on-protecting-vulnerable-adults-in-care

Safeguarding Adults procedures refer to the local area-based, multi-agency response which is made to every adult *"who is or may be eligible for community care services"* (**National Health Service & Community Care Act 1990**) and whose independence and wellbeing is at risk due to abuse or neglect.

The **Mental Capacity Act 2005** provides the legal framework for acting and making decisions on behalf of individuals who lack the mental capacity to make particular decisions for themselves.

www.legislation.gov.uk/ukpga/2005/9/contents

The **Care Act 2014**, which received Royal Assent on 14th May 2014 and is likely to be in force in April 2015, sets out the first statutory framework for adult safeguarding, which stipulates local authorities' responsibilities, and those with whom they work, to protect adults at risk of abuse or neglect.

These provisions require the local authority to:

- carry out enquiries into suspected cases of abuse or neglect (**section 42**)
- establish Safeguarding Adults Boards in their area (**section 43**). The role of these Boards, described in **Schedule 2**, will be to develop shared strategies for safeguarding and report to their local communities on their progress.

www.legislation.gov.uk/ukpga/2014/23/contents/enacted

Relevant statutory guidance regarding Cheshire East Health and Well-being Board (HWBB)

The **Health and Social Care Act 2012** gives Health and wellbeing boards a duty to encourage health and care commissioners to work together to advance the health and wellbeing of the people in its area.

When health and social care partners work together to tackle particular problems in their local area, patients can benefit and resources can be deployed more efficiently. This Act fosters such partnerships in a consistent manner through the statutory creation of Health and Wellbeing Boards, and by giving organisations the incentive to work together where it is in the best interests of the patients to do so.

<http://www.legislation.gov.uk/ukpga/2012/7/contents/enacted>

Relevant statutory guidance regarding Safer Cheshire East Partnership (SCEP)

The **Crime and Disorder Act 1998** gives local authorities and the police the duty to form partnerships to reduce crime and disorder in their areas.

<http://www.legislation.gov.uk/ukpga/1998/37/contents>

Relevant statutory guidance regarding Cheshire East Children and Young People's Trust (CECYPT)

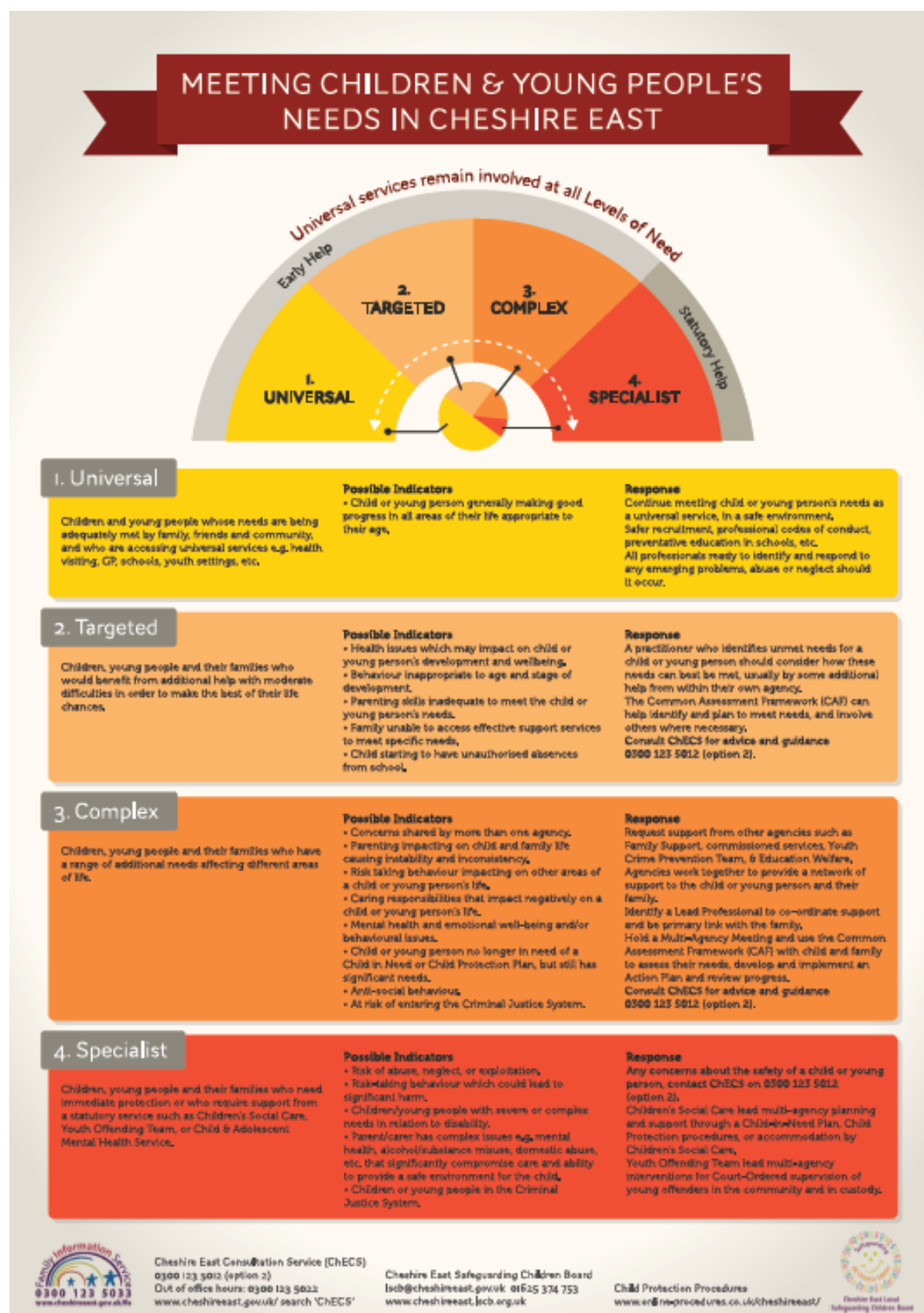
Children and Young People's Trusts are local partnership arrangements to improve children's wellbeing (the 5 outcomes). They are not defined in legislation but are underpinned by a 'duty to cooperate' in section 10 of the Children Act 2004.

<http://www.legislation.gov.uk/ukpga/2004/31/contents>

The Apprenticeships, Skills, Children and Learning Act 2009 amended section 10 by bringing schools, colleges and Jobcentre Plus under the duty to cooperate and requiring all local areas to have a Children and Young People's Trust board, which had to prepare and publish a jointly owned CYPP by April 2011.

<http://www.legislation.gov.uk/ukpga/2009/22/contents>

Thresholds Document



Partnership Responsibilities and Accountabilities

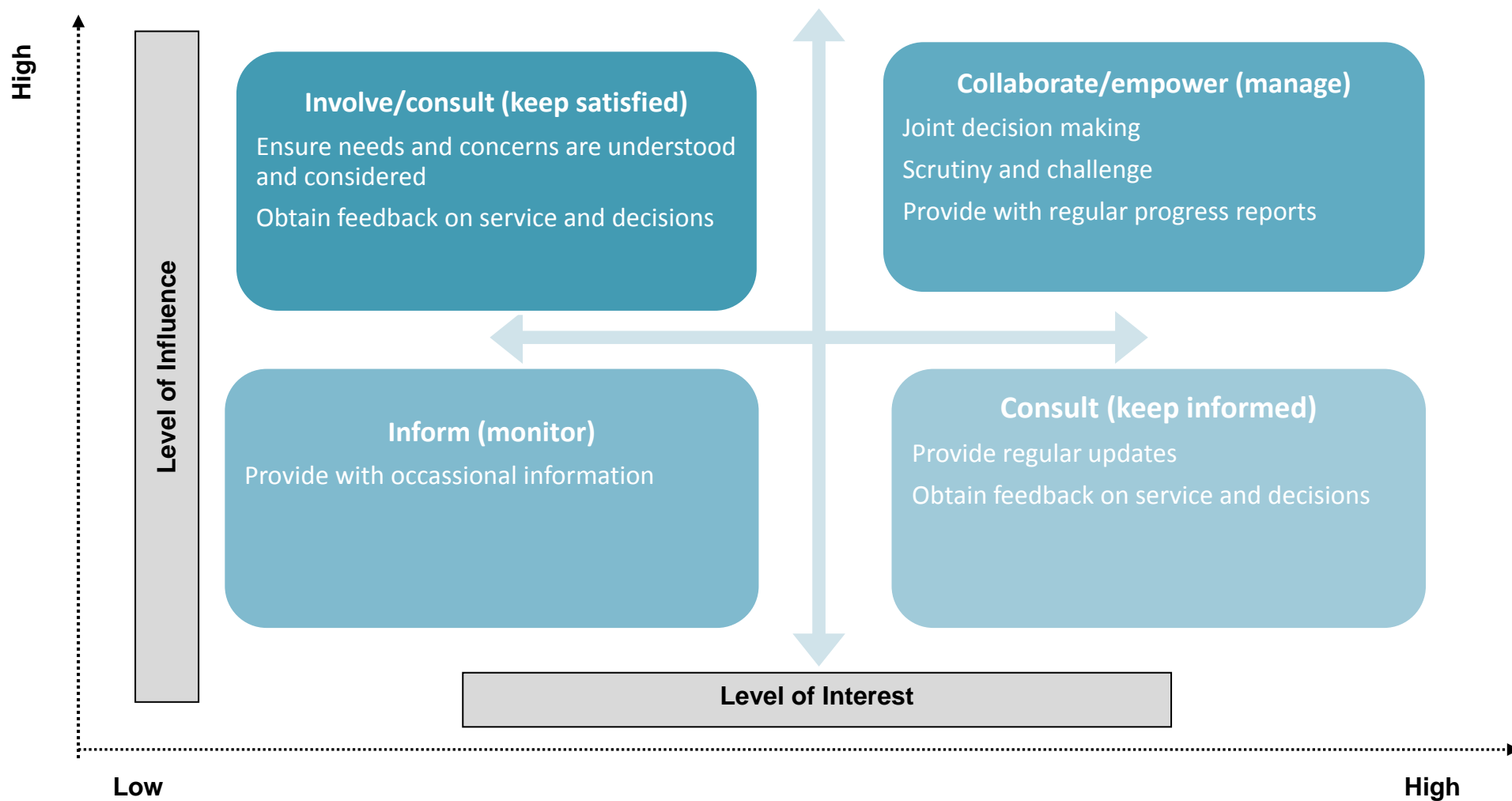
Cheshire East aims to be **the best partnership in the country** for improving the lives of children and young people.

Frontline practice is consistently good, effective and outcome focused		
High quality Social Workers and Managers are recruited and choose to remain with Cheshire East	Cheshire East Council	Improvement Board
The new case management system is implemented and effectively supports assessment and planning for children and young people	Cheshire East Council	Improvement Board
The quality and consistency of CIN planning is significantly improved	LSCB	Improvement Board
Adoption timescales are improved. There are the right number and type of adopters and there is a plan for placing harder to place children and young people	Cheshire East Council	Improvement Board
Practice is improved through audit	All partners	Improvement Board
Staff have the skills and are supported to complete high quality and timely assessments.	Cheshire East Council	Improvement Board
Workers across the partnership are skilled in safeguarding practice and can act on children's expressed views	LSCB	LSCB
Information sharing works well	LSCB	LSCB
Step up/down is effective	All partners	LSCB
CAF's are used well by all partners	All partners	LSCB
Good quality training is available, taken up and has an impact	LSCB	LSCB
Workers have sufficient access to good quality supervision	All partners	LSCB
Workers have time to do necessary work	All partners	LSCB
Partners attend planning and core group meetings when required	All partners	LSCB
Systems and processes (including IT and technology) support staff in doing their jobs	All partners	LSCB
Frontline staff are skilled and equipped to carry out their roles effectively	All partners	Children's Trust
Joined up workforce planning within commissioning arrangements	Children's Trust	Children's Trust
Engagement and participation is embedded in job design and workforce processes	All partners	Children's Trust
Children and young people feel and are kept safe	LSCB	HWBB
Children and young people experience good emotional and mental health and wellbeing	Children's Trust	HWBB
Children and young people who are disabled or who have identified special educational needs have their aspirations and hopes met	Children's Trust	HWBB
Children and young people have the best start in life	Children's Trust	HWBB

Outcomes	Responsible (planning, delivery)	Accountable (monitor, challenge)
Listening to and Acting on the Voice of Children and Young People		
Feedback from children, young people and parents is effectively incorporated into service planning and delivery	Children's Trust	Improvement Board
Children and young people are able to build a trusting relationship with professionals. Children have access to information, know their rights, have their say and make choices, and understand how decisions about them are being made.	LSCB	LSCB
Professionals recognise that children and young people have views, wishes and feelings and an interest in their own protection	All partners	LSCB
Children are respected as individuals and their voices are heard separately from their parents	All partners	LSCB
Workers are skilled at gaining the wishes and feelings of all children and young people and are confident that these are heard and acted on	All partners	LSCB
Participation of children and young people is embedded and their experience and insight is used to shape service improvement	LSCB	Improvement Board
Children and young people's participation in self evaluation and improvement activity is systematic and meaningful	All partners	LSCB
Feedback from children and young people does not indicate serious concerns	All partners	LSCB
Children, young people and adults have a good understanding of children's rights, according to the United Nation Convention on the Rights of the Child (UNCRC)	Children's Trust	Children's Trust
Children and young people are treated fairly and feel respected	All partners	Children's Trust
Children and young people express their views, feel heard and are actively involved in decisions that affect their lives in accordance with Article 12 of the UNCRC	All partners	Children's Trust
There are clear standards to ensure that children and young people participate in the planning, design and evaluation of services in Cheshire East	Children's Trust	Children's Trust
There are clear and effective networks across the Borough for engagement and participation	Participation Network	Children's Trust
Participation and engagement activity is joined up across the partnership.	Participation Network	Children's Trust
The Children and Young People's Plan addresses what is important to children and young people.	Children's Trust	Children's Trust
The voice of children and young people is fully embedded in the design and commissioning of services across the partnership	Joint Commissioning Board	HWBB
Experience, feedback, and insight from children, young people, parents and carers is a key feature within the JSNA.	HWBB	HWBB

The partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East.		
The LSCB effectively monitors and challenges the role of partners in protecting children from harm or risk of harm	LSCB	Improvement Board
The partnership has a clear vision for children's services	Children's Trust	Improvement Board
The partnership understands their roles and responsibilities and the role of partnership Boards in improving services	LSCB Children's Trust	Improvement Board
Safeguarding and child protection needs are prioritised in the Health and Wellbeing Strategy	HWBB	Improvement Board
Cheshire East has a communications strategy that includes mechanisms for listening to the voice of the child, families, staff and partners	Cheshire East Council	Improvement Board
Embed leadership role and governance of the LSCB	LSCB	LSCB
Partners attend LSCB meetings in accordance with a revised Terms of Reference	All partners	LSCB
Review and strengthen the structure of the LSCB to respond to new priorities	LSCB	LSCB
The LSCB is able to evidence that it challenges practice	LSCB	LSCB
There is effective performance management and high level statistics do not indicate serious concerns	All partners	LSCB
Improve learning and share good practice	LSCB	LSCB
Children and young people participate in and inform the work of the LSCB	LSCB	LSCB
The voice of children and young people is embedded in LSCB key decisions	LSCB	LSCB
The LSCB monitors and challenges the effectiveness of agencies in adopting the Children's Rights respecting approach	LSCB	LSCB
The partnership has a clear and ambitious vision for improving outcomes for all children and young people	Children's Trust	Children's Trust
The Partnership has a clear understanding of the quality of life and wellbeing of children and young people in Cheshire East and the barriers to their potential	All partners	Children's Trust
The Partnership focuses its efforts on key priorities set and agreed with children and young people and monitors its progress	All partners	Children's Trust
All staff are clear on what a gold standard service looks like and committed to achieving the partnership vision	All partners	Children's Trust
Cheshire East is promoted as a good and exciting place to work with children and families where workers are valued and have an important role in service development.	All partners	Children's Trust
Frontline staff are involved in service improvement and development.	All partners	Children's Trust
The partnership understands, plans and commissions services to meet the needs of children, young people and their families	Joint Commissioning Board	HWBB
The JSNA is a live partnership document that is regularly improved and updated.	All partners	HWBB

Stakeholder Communication Analysis



Stakeholder Engagement

	Inform	Consult/Involve	Collaborate/Empower
Stakeholders	<ul style="list-style-type: none"> Cheshire East staff from other departments General public in Cheshire East 	<ul style="list-style-type: none"> Children and young people Parents/carers Children's Services staff Health Police Private, voluntary & independent sector Governors School staff Elected Members Department for Education Children's Improvement Board 	<ul style="list-style-type: none"> Improvement Board LSCB Children's Trust Scrutiny Committee Children and Families PDG Cabinet Senior Managers
Purpose of engagement	To provide stakeholders with a general understanding of what is to be achieved through the improvement plan	To obtain feedback from stakeholders on services and impact to improve practice and to ensure that any concerns /suggestions are acted upon	To drive sustainable improvement across the Children's Services Partnership through scrutiny, challenge and key decision making
Methods of engagement	<ul style="list-style-type: none"> Cheshire East website Press releases E-bulletins – Improvement Newsletter, P&P Briefing, Staff newsletter, Schools Bulletin Facebook Twitter 	<ul style="list-style-type: none"> Advocacy Newsletters E- bulletins Intranet Cheshire East and partner websites Press releases Factsheets and one minute guides Progress updates Surveys Focus groups and forums 	<ul style="list-style-type: none"> E-governance Joint planning Action plans Local governance Reports Progress updates Performance Book Impact reports Presentations Meetings Sub-groups Surveys

Outline budget for 2014-15

	Budget for 2014-15
Business Unit staffing, travel, and office running costs	
Business Manager (full time)	£86,000
Business Administrator (full time)	
Training & Development Manager (3 days a week)	
Training Officer (2.5 days a week)	£64,000
Training Administrator (4 days a week)	
Training programme and venues	£12,000
Independent Chair	£24,000
LADO - 50% contribution	£27,400
Other	
- Serious Case Review	
- Communications	
- Audit support	£20,000
Total	£233,400



Cheshire East Safeguarding Children Board Risk Register

Date of last revision –

Date of next review –

Risk Matrix – Likelihood and Impact

Likelihood						The Risk Matrix (With Scores)			
Very Likely	4	LOW	MEDIUM	HIGH	HIGH	4	8	12	16
Likely	3	LOW	MEDIUM	MEDIUM	HIGH	3	6	9	12
Unlikely	2	LOW	LOW	MEDIUM	MEDIUM	2	4	6	8
Very Unlikely	1	LOW	LOW	LOW	LOW	1	2	3	4
Impact		Minor 1	Significant 2	Serious 3	Major 4				

Risk Ref	Risk Description	Risk Owner	Existing Controls	Net Rating	Planned Actions	Target Rating
1						
2						
3						
4						