

Cheshire East Safeguarding Children Board



Cheshire East Local
Safeguarding Children Board



Annual Report 2014-15 and Business Plan Priorities 2015-16

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Foreword from the Independent Chair

This is the annual report of Cheshire East's Local Safeguarding Children Board (LSCB). In it you will find comprehensive information about our work for the year 2014-15. We have broken this down into each of our key strategic objectives that we set at the beginning of the year, and have commented on the progress we think we have made against each. This report isn't just looking back though; it identifies the key challenges we face in the coming year and beyond. This report also takes account of the findings from Ofsted's inspection of the LSCB that took place in July 2015 as this report was published following that inspection.

It is vitally important that to be effective as an LSCB there is a need for a very accurate picture of how well the safeguarding and early help systems in the area are working, together with realistic plans to improve. In Cheshire East, we take this aspect of our role very seriously, but don't just rely on our own self-assessment. Along with our key partners, we continue to open up our work to independent and external scrutiny for challenge, and are very keen to use the learning from this.

Cheshire East Council remains the subject of a Statutory Improvement Notice following the last major inspection of safeguarding by Ofsted in early 2013. There is therefore an 'Improvement Board', with an independent chair of its own, which closely oversees the Council's progress in implementing its Improvement Plan, as well as the work of partners. Whilst the Improvement Board and the LSCB are separate, it is very important that we share the same objectives and determination to improve.

In the past 12 months we have made significant progress in involving young people, and using their views and experience to inform the work of the LSCBs and its partners. You will see many references to this in this report. But it is important to stress that this work is in its early stages and needs to be built on and continued.

Dealing with child sexual exploitation (CSE) remains one of the very highest priorities for this board; along with our colleagues in the other three LSCBs in 'pan-Cheshire' we think we now have a much clearer picture of CSE related activity in the area and more robust plans in place to deal with this than previously.

Whilst CSE rightly remains a very high-profile area of work of the board, the neglect of children and young people of all ages remains, arguably, the biggest challenge for this board. The numbers of children of all ages experiencing neglect, compared to the overall total of children and young people living in Cheshire, is very small. But it remains quite unacceptable that there are a number of children and young people who are not receiving adequate care in order to meet their needs and, just as important, realise their potential. In the last 12 months, the LSCB has launched a new and refreshed strategy to deal with neglect in Cheshire East. Whilst the full

impact of this will not be seen until next year, this report provides some detail on how this is working.

An area where the board and its partners needs to make more progress is in relation to 'early help', i.e. identifying and providing support to children and young people where there are emerging safeguarding concerns before these become more serious. This is going to be a major priority for the board in 2015-16.

This report is necessarily lengthy and detailed because it needs to cover a wide range of issues under the broad heading of 'safeguarding'. It is vital that the board's



work is open to scrutiny and we feel it is necessary to provide this level of detail in order for that to happen. The 'youth proofed' edition is specifically for young people and summarises the report for them.

I hope you find this report informative; I also hope it makes you think about the role we all have to play in protecting and ensuring good futures for all children and young people in Cheshire East.

Ian Rush,

Independent Chair, Cheshire East Safeguarding Board

"It has been really positive being able to bring the commitments that were made to young people on the Local Safeguarding Children Board's 'Takeover Day' come to life. Although this hasn't been an easy journey, it's amazing to see an idea followed through and to be able to show young people the 'what you said' what we did' difference. It's a massive start for the LSCB and we are both very proud to be have been involved in this journey. We look forward to working with the children and young people of Cheshire East and staff in all agencies to make a difference to the work of the LSCB in 2015-16."

Liam and Jodie Hill, Voice for Children



Cheshire East Safeguarding Children Board

Background

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 2014-15 and the work of the partnership in keeping children and young people safe from harm. It should be read alongside the 2015-16 Children's Improvement Plan. The report 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 2015-16.

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, Corporate Parenting Board and the Council's Children and Families Scrutiny and Overview Committee. Individual agencies will also be encouraged to present this report through their internal Boards and scrutiny arrangements.

The Board

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. 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 key statutory guidance, Working Together to Safeguard Children, was updated in March 2015.



CESCB 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.

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 (Cheshire East) – 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. The subgroup structure was restructured during 2014-15; the main subgroups operating at March 2015 were:

- Quality and Outcomes
- Audit and Case Review
- Learning and Improvement
- Communication and Engagement
- Safeguarding Children Operational Group
- Policy & Procedures
- Private Fostering
- Child Sexual Exploitation/Missing from Home & Care

Sub groups (Pan-Cheshire) – Cheshire East works closely with the other Cheshire LSCBs on certain areas to maximise impact. The following pan-Cheshire sub-groups are currently in operation:

- Pan-Cheshire Child Death Overview
- Pan-Cheshire Policies and Procedures
- Pan-Cheshire CSE/Missing/Trafficking

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. The Chair was subject to an annual appraisal by the Board to ensure the role was undertaken competently and that he retains the confidence of CESCIB members.

Working Together to Safeguard Children 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 was held by **Tony Crane** in 2014-15. The Director of Children's Services is a Member of the main Board of the CESC. The Director has a responsibility to ensure that the CESC 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 **Councillor Rachel Bailey** currently holds this role. Councillor Bailey contributes to the CESC 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 to Safeguard Children* 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 CESC's work in the wider community. Two new lay members, **Sam Haworth** and **Alana Eden**, were appointed to the Board in 2014-15.

Children and Young People's Challenge Champions – during 2014-15, the Board has significantly increased its engagement with children and young people and every Board meeting starts with a focus on children and young people. **Jodie Morris** and **Liam Hill** from **Voice for Children** are young care leavers who are members of the

Board and represent the voices of children and young people in Cheshire East on the Board.

Key Relationships

CESCB 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 – CESCB members are senior officers within their own agencies providing a direct link between the CESCB 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, **Helen Denton**, 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 CESCB. 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 CESCB 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 Chair of CESCB is also a member of the Trust. CESCB is a key partnership board to implement, monitor and evaluate plans against priority outcome 2 of the Children's Plan, 'keep children safe'.

Corporate Parenting Board – When children and young people are brought into the care of the Local Authority Cheshire East Council becomes their 'Corporate Parent'. To ensure that the Council and its partners effectively discharges its role as Corporate Parent for all their Children in Care key officers from the Council and

partner agencies are brought together in the Corporate Parenting Board. In Cheshire East this is co-led by children in care.

Health & Wellbeing Board – The CESCIB 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 and the Health and Wellbeing Board will be asked to sign off the CESCIB Annual Report and Business Plan.

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.

Community Safety Partnership (CSP) – CSP 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.

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. The CESCIB has a representative on this Network.

key partnerships agreed the following leads for shared priority areas:

Partnership Key Lead areas

Shared priority area	Strategic governance lead
Domestic Abuse	SCEP
Terrorism and Prevent	SCEP
Reducing Offending	SCEP
Anti-social Behaviour	SCEP
Organised crime	SCEP
Hate Crime	SCEP
Child Sexual exploitation (CSE)	LSCB
Trafficking and Modern Slavery	LSAB
'Mate crime'	LSAB

Substance misuse	HWBB
Mental Health	HWBB
Improving outcomes for children and young people	CYPT

Board Membership and Attendance

A summary of Board membership and attendance for 2014-15 is set out at Appendix 3.

Financial Arrangements

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



Children and Young People in Cheshire East

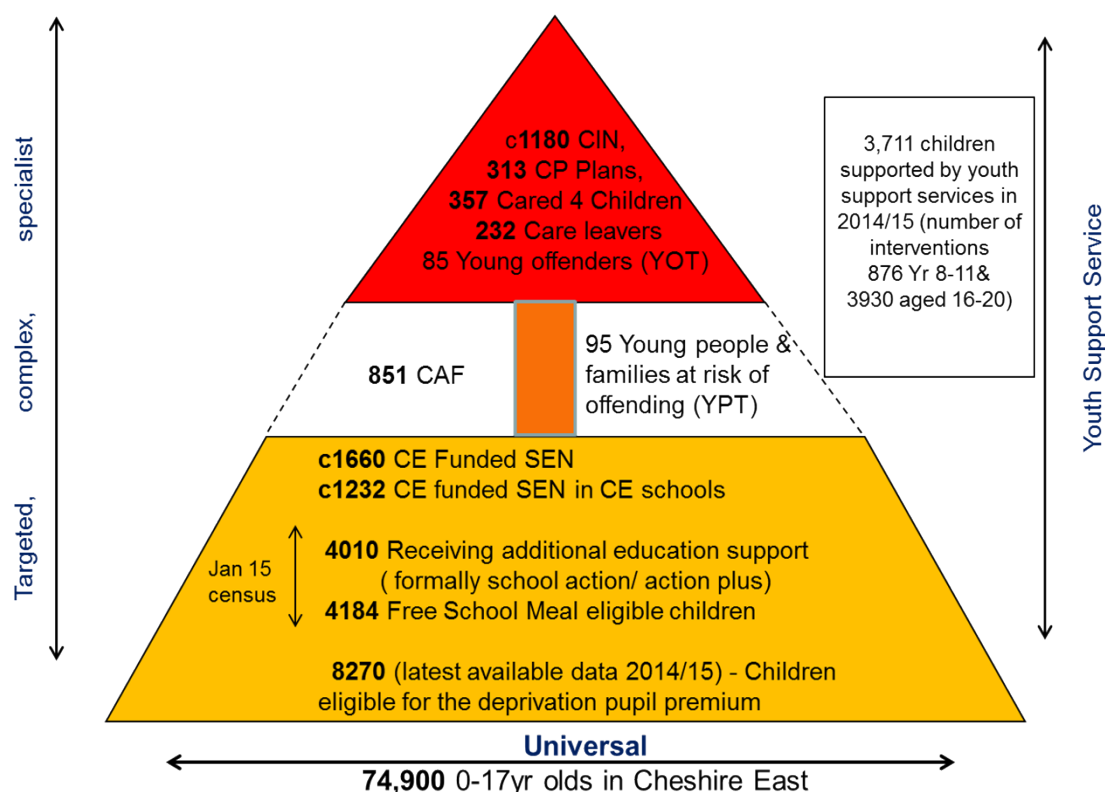
Our Child Population

- Approximately 74,930 children and young people under the age of 18 years live in Cheshire East. This is 20% of the total population in the area.
- Approximately 12% of the local authority's children are living in poverty.
- The proportion of children:
 - 10% of children in primary schools are entitled to free school meals (the national average is 17%); and 7% of young people in secondary schools (national average is 15%)
- Children and young people from minority ethnic groups account for 5% of all children living in the area, compared with 22% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are mixed and Asian or Asian British.
- The proportion of children and young people with English as an additional language:
 - in primary schools is 5% (the national average is 19%).
 - in secondary schools is 4% (the national average is 14%).
- The largest minority ethnic groups within the borough live in the two wards of Crewe Central and Crewe South.



Vulnerable Children in Cheshire East

Cheshire East Vulnerability Profile March 2015



Child protection in Cheshire East

- At 31 March 2015, 2,217 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 2,116 at 31 March 2014.
- At 31 March 2015, 308 children and young people were the subject of a child protection plan. This is an increase from 203 at 31 March 2014.
- At 31 March 2015, less than five children lived in a privately arranged fostering placement.

Cared for Children in Cheshire East

- At 31 March 2015, 357 children were being looked after by the local authority (a rate of 48 per 10,000 children). This is an increase from 335 (45 per 10,000 children) at 31 March 2014.
- Of this number, 137 (or 38%) live outside the local authority area
- 29 live in residential children's homes, of whom 62% live out of the authority area
- Six live in residential special schools, all of whom live out of the authority area

- As at the end of March 2015, there were 266 children and young people in foster placements. Of these, 96, or 36% live out of the authority area.
- Fewer than five children are unaccompanied asylum-seeking children.
- In the last 12 months to 31 March 2015 there have been 21 adoptions, 19 children became subject of special guardianship orders, 127 children ceased to be looked after, of whom 7% subsequently returned to be looked after and eight children and young people ceased to be looked after and moved on to independent living and three children and young people ceased to be looked after and are now living in houses of multiple occupation.



The Child's Journey in Cheshire East

Cheshire East Consultation Service (ChECS)

ChECS is the 'front door' to access to services, support and advice for children and their Families, from early help and support through to safeguarding and child protection. All services are required to have a telephone discussion with a qualified social worker and are advised on the level of need for the child and family and the appropriate next steps. The co-location of the police, the missing from home service and voluntary domestic abuse services with the ChECS 'front door' team has been achieved through close collaboration, and is improving multi-agency responses. Development of the integrated multi-agency front door continues to a priority in 2015-16.

ChECS have experienced a 10%, increase in the number of consultations over 2014-15 ie, from 6788 in 2013-14 to 7493 in 2014-15. The average number of Consultations per month was 666.

Approximately 37% (2783) of the consultations were routed through to Children's Social Care for an assessment; this is an increase from 33% the previous year. There was an average of 241 referrals to Social Care each month. There were 629 children and young people who were the subject of 2 or more consultations during the year.

"There is effective management of contacts and referrals within ChECS and timely consultation with partners who need advice and support in deciding what action needs to be taken"

*Ofsted Progress Inspection Report
December 2014*

Early Help

Early help is about getting additional, timely and effective support to children, young people and their families who need it - intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Over the past year there has been an improved understanding and support from agencies in providing children and families with early help. This is also better coordinated, mainly through the use of the common assessment framework (CAF).

The use of the CAF has increased by approximately 15% over the last year with 611 CAFs being opened in 2014-15 compared to 532 the previous year. The snapshot at the end of the reporting year indicated a 29% increase from the same time from 658 to 851 CAF's which was in part due to the relaunch of the Thresholds of Needs Guidance. The most significant increase is from schools who take the lead role in

coordinating increasing numbers of support packages for children in need of early help. A wide range of professionals complete CAFs, which reflects the training and awareness raising which has been delivered. The CAF completion rate is split equally between the North and South of the borough. The main areas are the densely populated areas such as Macclesfield, Congleton and Wilmslow in the North and Crewe in the South. The percentage split is equal at 50% for both localities.

Quality assurance work over the past year suggests that areas for improvement include the need to identify early help in a more timely way and to ensure that children and families whose problems escalate are 'stepped up' in a timely way.

The Board recently considered its position against Ofsted's report around early help and a decision was made that the existing early help subgroup be reconfigured as an LSCB subgroup. Early help is a key priority for the Board in 2015-16.

Children in Need

A Child in Need (CIN) as defined by the Children Act 1989 is a child who is unlikely to reach or maintain a satisfactory level of health or development. The number of CIN reduced in 2014-15 by 5% to 1184.

There has been evidence of clear progress in compliance with CIN planning over the past year, including an increase in the number of children and young people who have a plan in place and are being visited regularly. Although timescales for completion of assessments have improved in 2014-15, it continues to be a priority to improve the timeliness and quality of CIN assessments and plans and to make these more SMART and outcome focussed. There has been an increase in the number of plans open over 15 months but this is exacerbated by a number of large families; 17 individuals come from only 3 families. Plans are closely and regularly monitored to address drift and delay, but this needs to be challenged further.

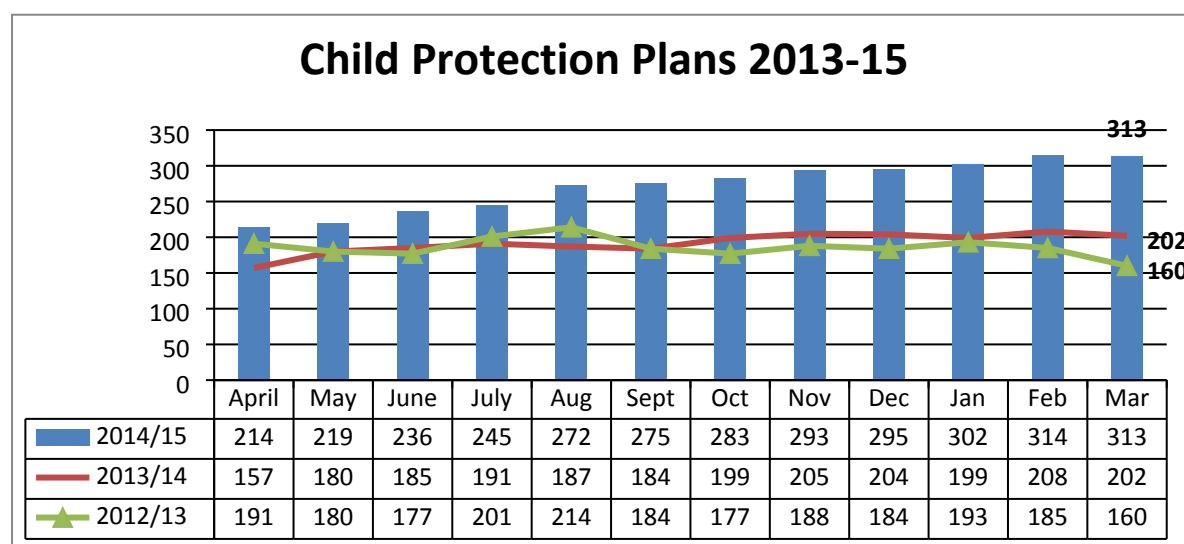
Project Crewe is the result of a successful Innovation Bid to the Department of Education (DfE). This service aims to achieve positive sustainable outcomes for families with children aged 0 to 19-years-old who are identified as Children in Need. A holistic, whole family approach is provided, based on improving outcomes for the child and developing strong relationships through a solution-focused approach. Catch22 delivers this service in partnership with Cheshire East Council and CESCOB will continue to monitor and challenge the impact of this service on vulnerable children.

Children with a Child Protection Plan

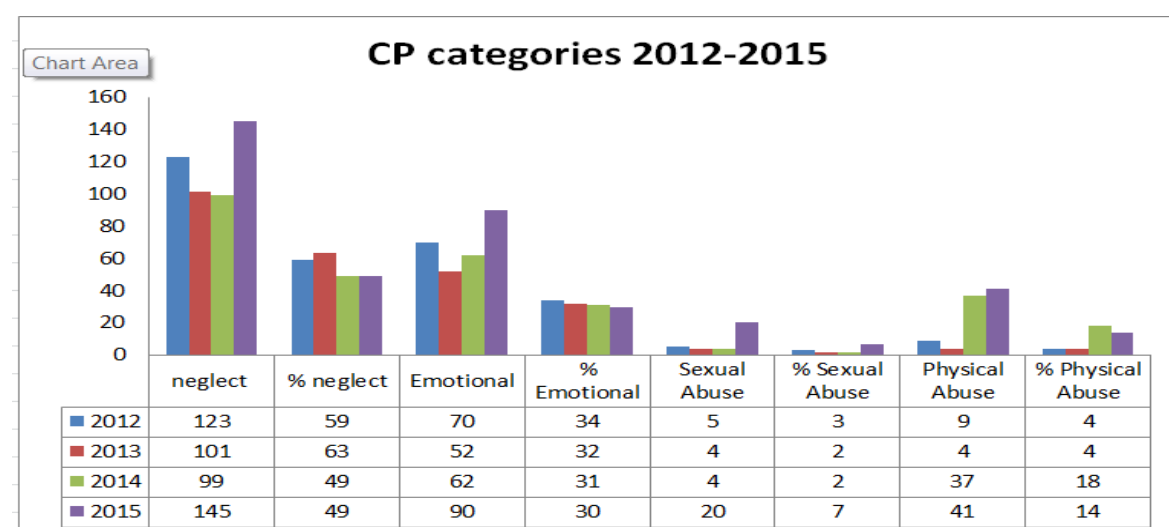
The number of children subject to a Child Protection Plan in Cheshire East has increased significantly (approximately 55%) from 202 in 2013-14 to 313 by March 2015. Over a 3 year period this has increased by 95%. This is in line with the

national trend which has seen increased number of children subject to child protection plans. There is no evidence to suggest that the threshold for children becoming subject to a plan in Cheshire East has changed, and no evidence to suggest that children are inappropriately the subject of a plan.

There remains a particular issue with children remaining on plans for 15 months and over; this stands at 31 at March 2015. This can be attributed to a small number of larger families – 17 children in 3 families - work is continuing to address this.



Over the past 12-18 months there has been robust challenge over the most appropriate category of abuse. The table below sets out the number and percentage of children subject to abuse over the past 3 years (excludes those following the CP process who have been made subject to a CSE plan). Neglect continues to be the main area of abuse and the LSCB's Neglect Strategy, launched in 2014-15, is intended to improve the identification and response to these cases. The impact of the neglect strategy is not yet evident and this continues to be a priority for the Board in 2015-16.

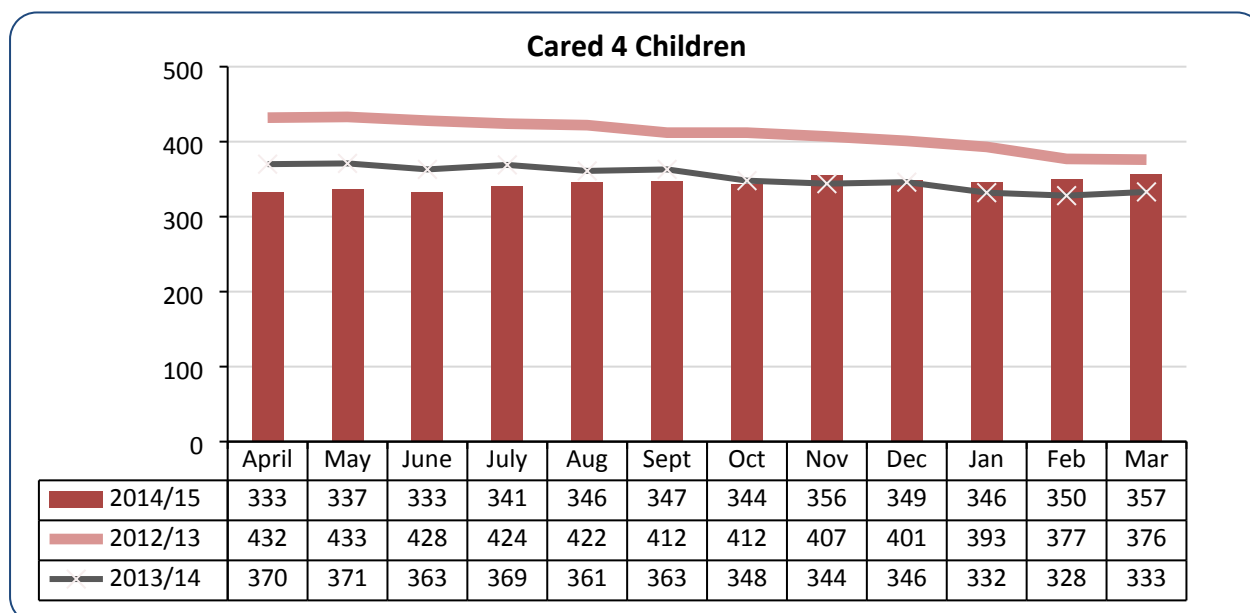


Cared for Children

Cared for Children are those that are looked after by the local authority either voluntarily or through a statutory order. Cheshire East had 357 Cared for Children at the year end, this is a slight rise from 2013-14 but otherwise there has been a downward trend in the previous years. There were a total of 151 children received into care during the year which is a slight rise of 5. The average age of care for children on entry to care is 8 years old, this is lower than the previous year which was 9 years old. The LSCB will increase its scrutiny and challenge around cared for children in 2015-16 to ensure that these children and young people have the best possible opportunities.

"Voice of children and young people is strong and a good range of processes and policies are in place to embed the young people's voice across the partnership"

*Cared for Children and Care Leavers
Peer Challenge May 2015*

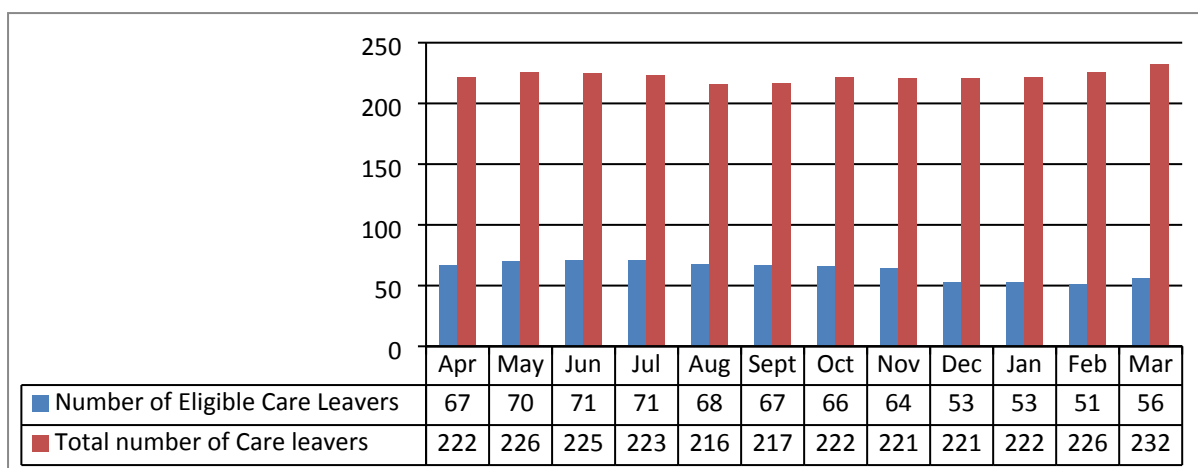


Care Leavers

As at March 2015, there were 232 care leavers in Cheshire East. This has remained comparatively static over the year. The number of children eligible to leave care each month has risen from the previous year. Almost all young people in care remain looked after until they are 18 years of age.

"Corporate Parenting Board is passionate and committed – they know the borough and their children well"

Cared for Children and Care Leavers Peer Challenge May 2015



There are some positive outcomes for care leavers - they have access to a wide range of helpful advice and support for their health needs, live in a wide range of accommodation, the vast majority of which is suitable to their needs and the percentage of care leavers in education employment and training while requiring improvement, is higher than in comparable local authorities. However, care leavers in Cheshire East do not yet receive a consistently good service and the LSCB has plans to increase its scrutiny and challenge around cared leavers in 2015-16, in particular around access to health services and suitable accommodation.

Child Sexual Exploitation (CSE)

There has been a national and local focus on how we improve our recognition and response to CSE. This is made particularly complex because the victims themselves often do not view themselves as at risk until they are already being abused. One of the over-riding criticisms of all agencies has been that they lost sight of the child as a

"All strategy meetings for children at risk of CSE that were seen as part of this inspection were effective multi-agency forums in which full discussion of risks and needs were discussed and shared"

*Ofsted Progress Inspection Report
December 2014*

child and 'normalised' their behaviours. It is critical that when we think of the risks for our children in Cheshire East, that we think about their behaviours in respect of the impact on them experiencing harm, not on their decision making capability.

In 2014-15, there were 15 children made subject of a CSE child protection plan, most of whom were girls (87%) – this is

close to last year's figure. However this does not include those discussed at the CSE Operational group or those children where the CSE was a symptom of parental neglect. The range of responses through the CSE continuum reflects a more sophisticated approach to identifying and working with children where CSE is a risk. The small number of boys identified is an issue that will require increased focus in 2015-15.

During the year there were also 16 young people whose names were removed from CSE plans. The average length of time a young person stays on a CSE plan is 9 months, with a range from 2 months to 1 year 7 months.

In Cheshire in 2014-15:

- 15 young people were been made subject of a multi-agency CSE child protection plan to manage and reduce risk
- A majority, 13 (87%). were girls
- The youngest has been 13 years old and the oldest 17 with one young person transitioning into adult services as they became 18 with a plan that followed them to ensure the risk continued to be managed.

This year there were 16 young people who were removed from a plan as the risk was considered to be managed and reduced. The most striking pattern has been with the young people at risk of CSE who are also frequently missing, there were a number who were in semi-independent living who were having an impact on each other and increasing risk.



The models of exploitation identified across the continuum show there has been an equal split between online models of grooming and relationship models. Other cases showed multiple risk factors relating to associates and online activity. An increasing number of cases are also requiring some parent/carer support, particularly around online safety. It is imperative that frontline workers are able to understand the various social media sites used by young people in order to fully assess the risk to them, if they lack understanding it is likely that they will miss potential signs and not ask the appropriate questions, nor feel confident about advising and supporting the young person.

There were 3 (20%) young people this year who were made subject to a CSE plan for a second or subsequent time, they were all female, cared for children and aged 16/17 years. For one young person the time between plans was 15 months and their vulnerability was triggered again when they moved into semi-independent living and was targeted. The other two young people were placed on a plan again after less than 7 months. Whilst it is important that professionals are not over-optimistic about change and risk reduction before there is evidence that this is sustained, it is positive that increases in risk were quickly identified and a CSE child protection plan re-established.

The LSCB's CSE Operational group is multi-agency and considers all children for whom there are concerns in respect of CSE who fall below the threshold for a CSE child protection plan. The group also considers persons of interest and potential locations that present a CSE risk. The CSE screening tool informs referral into the group and the completing professional is invited to attend the multi-agency forum to share information and agree a plan of intervention that will safeguard, manage and minimise the risk, promote welfare and prevent future harm. During 2014-15 the group held 11 meetings, and considered 72 referrals; 44 of which were concerning young people at risk, and 28 concerning potential perpetrators or persons of interest. Referrals were received from the Police, Cheshire East Council (ChECS, Social Workers, Family Support Workers, Youth Engagement Service), schools, commissioned services, and Sexual Health Workers.

Ten locations where children and young people are thought to be particularly at risk were identified. 7 of these were in Crewe. Forty four referrals for young people at risk of CSE were considered by the group of which 31 were flagged as at risk of CSE and for continued monitoring by the group (70%). This indicates that practitioners generally have a good understanding of CSE and are recognising and responding to the indicators, supported by the CSE risk screening tool. The Group was only established in January 2014, so as this continues to embed we might expect the percentage of young people flagged to increase. Positively, 77% of those flagged have been closed to the Group as a result of the Group's satisfaction and reassurance that the young person is being protected by the plans in place.

"When young people are at risk of CSE, a range of well developed services are provided through CSE planning or CIN or child protection processes"

*Ofsted Progress Inspection Report
December 2014*

In 43% of cases the action from the Group was to continue with the current support that was in place, which is positive. In 11% of cases were escalated as requiring consideration for a child protection plan as a result of parental neglect, which demonstrates that the Group is effectively safeguarding young people and ensuring the risks are responded to appropriately, and 11% were considered for a CSE child protection plan.

There were also a number of cases that the over-view identified some patterns and trends. This has been used to intervene in a preventative way as well as individual safeguarding plans. For example work done with a school with a whole year group on internet safety. Work has also been done with a local single sex schools addressing attitudes between young people, risks and consequences.

Children Missing from Home/Care

Most children who go missing in Cheshire East go missing once and go missing from their home. Some children go missing many times and this includes children who have moved between care and home/semi-independent living and those who are cared for.

During 2014-5, there were a total of 878 instances of children going missing, which is a slight increase (4.9%) on the 2013-14 total of 832. These instances were represented by 310 children, and of these children 199 (64%) went missing once, 44 (14%) went missing 5 times or more, and 3 (1%) went missing 20 or more times. Almost two thirds of those who went missing just once went from their family home. There were double the number of children aged 13+ who went from their family home compared to those 12 or under. This is a slight change in the age profile from 2013-14 where the highest number of incidents were from children aged 12-13 years. Also, whilst children who are reported missing from home tend to go missing only once, this may be masked by parents who fail to report their children missing even though they may not know where they are.

When the figures over the last three years are considered this demonstrates an increase year on year. This may be due to better reporting, recognition and tracking. Most significant over the last year has been the slight increase (25) in the numbers of children who go missing from home. There has also been an increase in the number who go missing from care, (17) - some of these children are placed by other authorities. The factors influencing this may be a better recognition and response, there are some high level repeat missing children living at home which was not the case last year, and possibly a higher level of reporting from families. There have also been some children identified through the CSE Operational Group who are going missing from home, but not reported as such by parents.

When the month by month data is considered there has been a peak in the numbers of children who go missing from their home for the months of May, July and September. It may be appropriate for the LSCB to consider if resources need to be targeted approaching these times to prevent children and young people going missing and keeping safe. One of the factors in Cheshire East (along with many others) that young people give for going missing is boredom. It may be appropriate for example to consider how youth services are engaged with young people prior to these periods, and how schools are identifying children at risk. For children in care there has been no obvious pattern for the periods they go missing, this has been greater than the last two years but constant over the year.

It remains the case that slightly more males go missing than females, although the number of repeats is higher for females. In Cheshire East our top 4 young people for repeat missings are all girls, who have also been girls at risk of CSE, including one transgender girl. The number of males that have gone missing is 169 – accounting

for a total of 442 episodes (409 last year). The number of females that have gone missing is 151 – resulting in a total of 432 episodes (423 last year), so there has been little variation from last year.

Broken down by age, nearly three quarters of the instances in the pre-teen age range were due to boys (65 v 24), but in the 13 + years age group, just under half the instances were due to boys.

In terms of repeat missing episodes, there are 6 individuals, 2 who have gone missing from home and 4 from Cheshire East Care who account for 174 of the episodes (19.8%). This year, cohorts of our children from care who repeatedly go missing have done this in association with other cared for children or care leavers, this is also the impact of the risks in respect of CSE. There have been additional risks identified this year from the use of legal highs amongst this group.

Many of our children who go missing from care repeatedly also have repeat absence. These instances are reflected in the monthly tracker and are used to heighten the risk profile developed for the young person and inform the intervention. Of our 25 children who went missing 10 or more times, there were 13 girls and 12 boys. All were aged 12 or more. The girls were on average slightly older than the boys. There were 3 children who went missing over 30 times, they were aged 16 to 17 years old, one was in a care home and the other two were in semi-independent living. The risks and level of support to these young people were raised directly with the Head of Service. As a result the provision and support to the young people in semi-independent living (both of whom were also at risk of CSE) were reviewed. The instances have reduced but the risks are not yet eradicated as this will take time.

Where children are missing 5 times (in 90 days) or more they are automatically tracked and the data shared to review the plan for the child. If a child goes missing



10+ times (over 90 days), a multi-agency meeting (stage two) is called, chaired by an Independent Review Officer, to look at the issues for the child and agree multi-agency plans and interventions to manage and reduce the risks.

Over the year there were 17 Level 2 strategy meetings recorded which involved children both living at home and cared for. Some children who were missing on a large number of occasions had more than one level two meeting. This is an increase on last year (14), but is probably more reflective of a more robust tracking system for our children.

Children exposed to Domestic Abuse

Domestic abuse continues to be a significant safeguarding issue for children and young people in Cheshire East who are harmed through exposure to parent/carer abuse, directly hurt by the same perpetrator and/or develop teenage relationships which are abusive. The impacts on their safety, health, wellbeing and achievement are multiple and can be long lasting. Domestic abuse is often linked to substance misuse and mental ill health resulting in a degree of complexity and interrelated harm which makes safeguarding and co-ordination both challenging and vital across a range of agencies and Boards.



Strategy and delivery of responses to domestic abuse and sexual violence are the responsibility of Cheshire East Domestic Abuse Partnership which is chaired by the Local Authority Principal Manager for Safeguarding Children.

Multi-agency Risk Assessment Conferences (MARAC) continue to provide an effective process for information sharing and action planning in high risk cases. The number of cases has risen by some 30% in the last year to 531 adults with 702 children which brings us closer to our estimated in need population of 600+. This is almost entirely accounted for by an increase in police and Acute Trust referrals and reflects investment in the promotion of service offer to victims identified by these agencies. Some 50% of MARAC referrals originate with the police and there is a wide range of other agency referrals showing strong partnership commitment to risk assessment and referral. There were increased referrals across all equalities strands other than disability with a doubling of BME referrals.

In 2014-15 Cheshire East Domestic Abuse Hub (CEDAH) was established and is now functioning 24/7 as a single point of information, advice, referral, assessment and allocation for all those involved in domestic abuse cases including families and those who care about them. CEDAH is co-located with ChECS and the developing front door in order to ensure families get a timely, apt and co-ordinated service.

In addition to increasing the safety of parents CEDAP provides resilience and therapeutic programmes for children and young people exposed to domestic abuse with a new programme on child to parent violence in preparation.

The LSCB has planned an audit of children living in domestic abuse households in 2015-16 and will use the findings of this audit to steer the work of the Board next year.

CEDAP also provides or contributes to three of the LSCB's multi-agency training courses and is working with the LSCB on improving confidence and skills in addressing perpetrator behaviour as well as the introduction of a parallel course on sexual violence to be delivered by the newly appointed sub regional service provider. This new service procured in 2014-15 and includes an enhanced offer to all children and young people affected by sexual assault and abuse.

Children living in homes with substance misuse

There are multiple and cumulative adverse consequences of parental substance misuse for children's development. As at March 2015, there were 348 known children and young people living with parents with drug and/or alcohol issues.



An LSCB multi-agency audit of children living in substance misusing households carried out in 2014-15 identified a number of areas for improvement. Significantly, it found that sometimes there were delays in recognising the extent of the concerns, and in particular the fragility of babies and young children and their daily lived experience. In some cases those manipulative parents who disguise compliance took time to identify. This risk featured amongst those parents who binge drink. When parents are misusing substances there is a need to access and share all available information quickly in order to recognise the potential risk to the children. Also, the extent to which adult and children's services worked effectively together to assess risks and to support and challenge substance misusing parents and carers was variable. An action plan is in place to improve practice in this area.

Female Genital Mutilation (FGM)

It is illegal in the UK to subject a child to FGM or to take a child abroad to undergo FGM. Working Together 2015 states that each LSCB should agree with the local authority and its partners the levels for the different types of assessment and services to be commissioned and delivered. This should include services for children who have been or may be sexually exploited, children who have undergone or may undergo FGM and children who have been or may be radicalised. Policies and procedures are in place and work has taken place to raise awareness of FGM with practitioners through the LSCB website and workshops. However, this needs to be better coordinated and will be a priority area for 2015-16.

Honour Based Abuse/Forced Marriage

In 2014-15 the focus of the LSCB has been to raise awareness around honour based abuse/forced marriage; however, this will be an area for greater focus in 2015-16.

Children at risk of radicalisation/extremism

Recent high profile cases nationally have highlighted the risks to children and young people from radicalisation and extremism. The 'grooming' process used by extremist groups is similar to that used in other forms of child abuse and exploits the same vulnerabilities. The LSCB has a key role to play in ensuring that children and young people are effectively safeguarded against this form of exploitation. In 2014-15, the LSCB has raised awareness with key stakeholders and has reviewed its policies and procedures and website content in relation to this area.

'Channel' is a cross-Cheshire initiative led by Cheshire Police through community safety. The Prevent Team have been working with colleagues from Cheshire East over the last few years in order to safeguard individuals at risk from being radicalised or being groomed into becoming involved in acts of violent extremism. These cases have been managed "case by case" and multi agency channel meetings have been held to address ongoing management and safeguarding concerns. In 2015-16 a

'Channel Panel' will be established to formalise the multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism.

Review of Priorities for 2014-15

At a development session in June 2014 the LSCB and the Children and Young People's Trust set themselves an ambition to become the best partnership in the country for improving the lives of children and young people.



In 2014-15 three shared objectives were agreed across the LSCB, the Children and Young People's Trust and the Children's Improvement Board. These objectives and key priorities for the LSCB are set out below:

Frontline practice is consistently good, effective and outcome focused

- Develop the next stage of a multi-agency 'front door' model.
- Improve the combined response to specific safeguarding areas such as Child Sexual Exploitation, Missing from Home and Care etc.
- Develop a new neglect strategy, practitioner training and tools.
- Improve communication and prompt information sharing and engage better with frontline practitioners to drive up quality of practice
- Develop a strengthening families model for child protection conferences
- Look at innovative ways to deliver services

Listening to and acting on the voice of children and young people

- Put in place a better model for engaging young people in safeguarding
- Gather and collate the voice of children and young people from across all CEC agencies to inform practice and service development.

The partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East

- Increase partnership ownership of CESCIB business and improvements.
- Embed robust and rigorous quality assurance activity and the learning and improvement framework.

Summary of Improvements against our Priorities

Development of the next stage of a multi-agency 'front door'

Developments around the development of a multi-agency front door have been ongoing in 2014-15. A range of partner agencies are already based within and working alongside Cheshire East Consultation Service (ChECS) and developments in 2014-15 have further integrated working to give a more holistic approach and better multi-agency ownership of risk. The multi-agency team has moved to Sandbach House and ICT connectivity is now set up for any agency who wants to come in and work with the team. ChECS now incorporates the CSE Team, Domestic Violence Hub, Police, Missing From Home Team and Family Information Service as part of the Integrated Team based in the building. Safeguarding Health will be based with ChECS from July 2015, including an ECT safeguarding specialist nurse and a Child Sexual Exploitation nurse. Safeguarding Education are in the process of being contacted to establish staffing in ChECS. An initial Integrated Team Meeting has been held and Joint Operational Procedures are being written and further joint processes established.

Improve the combined response to specific safeguarding areas such as Child Sexual Exploitation (CSE), Missing from Home and Care

A significant amount of work has been undertaken around CSE in 2014-15, both as part of the pan-Cheshire arrangements and within Cheshire East itself. At a Strategic level the LSCB has:

- Written and implemented a new Pan-Cheshire protocol for our children and young people who go missing from home or care (MFH/C)
- Written a new Pan-Cheshire strategy for Child Sexual Exploitation
- Held a CSE summit with the Police and Crime Commissioner, political Leaders and Chief Executives across the Pan-Cheshire footprint following the publication of the Jay report
- Written and implemented a CSE communication strategy to raise awareness, including the development of a web site, Know and See, targeted awareness raising in schools, health providers, carers for our children who are looked after, the public, taxi's, hotels and the late night economy. This work has been shortlisted for a national award communications award.

- Undergone the first part of a review by the Council's Scrutiny and Oversight Committee
- Participated in National CSE awareness day

In response to their comments and feedback, with children and young people the LSCB has:

- Worked with them to appoint the new commission for children and young people MFH/C and at risk of CSE
- Held a young people led safeguarding conference at which young people told professionals what they needed to know from their perspective in order to respond effectively to CSE and trafficking
- Co-produced leaflets about our CSE Opps group for young people and their parents with young people who are survivors of CSE in Cheshire East.
- Supported young people in their school and college to work with other young people in their year group to have awareness and know how to respond to the risks from CSE and how to look after your friends.
- Commissioned our young advisors to tell us the best way we can engage with our children and young people at all ages on the risks associated with MFH/C and CSE
- Worked with a group of young people to devise the right questions on CSE for a safeguarding questionnaire that has gone out to schools
- Run a workshop with children and young people and their key support staff in respect of CSE to shape a model for safeguarding groups to give children a voice in their schools on safeguarding issues important to them
- Worked with young people to review our safeguarding training so that professionals receive the right messages to influence and improve their practice in a way that engages young people better
- Worked with our young people to develop a model that is appropriate for establishing and supporting peer mentors for young people at risk of CSE

At a multi-agency operational level in response to locally defined need for support we have:

- Established a CSE Operational group to share information, plan intervention to manage and reduce risk and track children at risk, persons of interest and locations
- Embedded our Child protection CSE plan process to safeguard those children most at risk on a multi-agency basis involving the young people in the planning to safeguard them
- Reviewed, revised and implemented our CSE screening tool
- Agreed an integrated and secured the resource for a multi- agency MFH/C and CSE team

- Established a multi-agency CSE Champions group with four work streams to influence and support best practice on the front line

At a cross service level in response to recognised gaps, we have:

- Developed, agreed and implemented a protocol and pathway into adult services for our young people who remain at risk to ensure continuity to safeguard them as they transition into adulthood.
- Cheshire East has written a regional cross boundary protocol and alert template to ensure the risk for our children who are MFH/C and/or at risk of CSE, are understood and responded to when they cross Local Authority and Police boundaries
- Established a programme to raise awareness with our community, faith and voluntary sector so they feel confident they can prevent, and respond to the risks of MFH/C and CSE
- Worked with schools to develop a process for them to identify those children who may be at risk because they go missing during the school day
- Started to develop a monthly tracker report for our children who are placed outside of the Cheshire East boundary and go missing
- Ensured that the long term therapeutic services for survivors of CSE are commissioned and their quality over-seen
- In line with regional developments we have introduced a local standard for private providers in relation to their practice in respect of CSE and MFH/C which is tested on visits.



In response to our front line practitioners to we have:

- Had an LSCB focus on CSE with a 'spotlight' e-bulletin, linked to resources
- Provided LSCB basic, targeted and bespoke training on MFH/C and CSE
- Provided tools and support to intervene effectively with children at risk of CSE, including using the Bichard checklist and the National Working Group to qualify risk and evidence reduction following interventions
- Improved our monthly tracking of children who are repeatedly missing and absent so that safety management, reduction and planning can be responsive and effective
- Introduced the outcomes star to evaluate the impact of intervention on children on young people's outcomes
- Audited the quality of the completed screening tools and made changes to it to improve on this
- Made greater use of child abduction warning notices
- Adoption of the S.A.F.E.G.U.A.R.D. mnemonic to assist practitioners recognition and response

Develop a new neglect strategy, practitioner training and tools

Cheshire East's multi-agency neglect strategy was launched in January 2015, as part of the launch of the Children and Young People's Plan. The strategy, developed by a multi-agency task and finish group and informed by practitioners, sets out to achieve the following priorities:

Priority 1 – Strategic commitment across all agencies

Priority 2 – Improve awareness, understanding and recognition of neglect

Priority 3 – Prevent neglect through early help

Priority 4 - Improve effectiveness of interventions to tackle neglect

Implementation of the neglect strategy is a proposed priority for 2015-16, but work has already progressed in 2014-15, including:

- Neglect Champions have been identified for each Agency
- A new screening tools launched in December 2014
- Standardised use of the Graded Care Profile has been promoted
- The neglect campaign was launched through leaflets and posters for practitioners <http://www.cheshireeastlscb.org.uk/pdf/neglect-poster.pdf>
- A multi-agency audit of neglect to check progress has been planned for 2015-16.
- A new training programme was developed and ran the first session from January 2015
- Train the trainers programme was started with a roll out with Neglect Champions

- Better information on neglect is now available on the LSCB website
- Policies and procedures pages were updated with support tools and information for practitioners
- Spotlight on neglect included in LSCB frontline newsletter in December 2014 and E-business to Board Members.
- Regular tweets around neglect related information from LSCB twitter account

Improve communication and prompt information sharing and engage better with frontline practitioners to drive up quality of practice

Significant work has started in 2014-15 to engage directly with frontline staff, including:

- The set up of a Safeguarding Children Operational Group (SCOG, a frontline managers group working as a subgroup to the LSCB and with direct link to the Board and Exec via Chairs Report
- SCOG has started to develop multi-agency standards for frontline that will be launched in 2015-16
- Introduced six monthly Member visits to the frontline of member agencies – reports are returned and themes collated for the Board
- Improved website with more and relevant information for practitioners
- Better use of social media, including LSCB twitter and facebook
- Developed information sharing protocol across children and adult safeguarding to be launched in 2015-16
- A new staff newsletter
- Improved Pan-Cheshire procedures website launched, with improved accessibility and compliance with statutory guidance etc.
- Improved LSCB website, informed by children and young people
- Audit process includes frontline staff workshops as key part of learning and improvement process
- Themed working lunches for frontline staff
- Developed 5 key messages for partners that have been disseminated across all agencies

Develop a 'strengthening families' model for child protection conferences

Work started in 2014-15 on developing a strengthening families model approach to child protection conferences. This is being managed on a project management basis, led by a steering group that reports to the Board and Executive Group, with 3 workstreams; systems and processes, training and communication and engagement. Work is underway on all three areas with implementation planned in 2015-16.

Look at innovative ways to deliver services

New ways of working to reduce demand on Social Care to manage caseloads and the quality of practice of Social Workers has been supported by the approval of an innovation bid by the DfE in January. Catch 22 will be coordinating the new service, Project Crewe, in liaison with Children's Social Care and this will be fully implemented in 2015-16.

Put in place a better model for engaging young people in safeguarding

At the LSCB's development session in June 2014, the board made a number of 'declarations of intent'. One of these included the commitment to increase the engagement with children and young people at all stages of the Board's business. Initial discussions took place with young people that led to an LSCB 'takeover' by young people at the November Board to celebrate November Children's Rights Month. This Board culminated in a session facilitated by young people around proposals to include young people. A number of changes have been made to the business processes of the Board following the 'takeover' Board including:



- 'Voice for Children', two care leavers who have started their own business, joined the board to be a conduit to young people and report on participation with young people
- Developing a participation action plan based on what young people told us they wanted at the LSCB takeover meeting.
- The 'Have you heard conference' – a conference co-produced and co-delivered by young people
- Young people have given feedback on the LSCB website and their views have helped to shape the new website.
- Young people have been involved in service specific work, including input the work set out above around CSE and safeguarding

In 2015-16, the Board will:

- Carry out an annual safeguarding survey of children and young people
- Establish a Challenge and Evidence Panel of children and young people
- Engage children and young people in co-producing information and support relevant to them
- Committed to another fully funded young person led conference in 2015-16

- Ensure that the LSCB celebrates children's rights and participation and the contribution of children and young people to safeguarding
- Ensure the voice of children and young people is central to the LSCB's training programme

Gather and collate the voice of children and young people from across all CEC agencies to inform practice and service development.

As well as carrying out work on behalf of the Board with Children and young people, the board has held single agencies to account for their work, including:

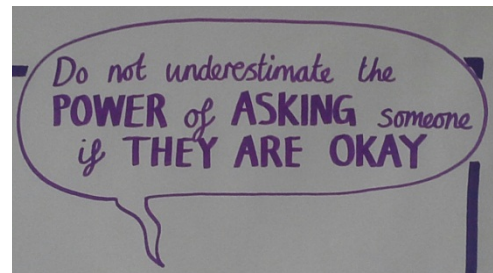
- The voice of children and young people is a key focus of all multi-agency audits
- The audit process includes conversations with children and young people and their parents/carers, where possible and is a key piece of information in forming judgements and next steps.
- All single agency reports have been asked to outline how they capture the voice of the child
- Frontline visits cover how the voice of the child is captured
- Chair's reports to the Executive Group include reference to how the subgroups work has been influenced by the voice of children and young people.
- The LSCB is a member of Cheshire East's participation network that brings together Cheshire East professionals working to improve participation with children and young people
- Many single agencies took place in November Children's Rights Month to champion the rights of children and young people. On behalf of the Board,

[There has been] "Significant progress in promoting a culture of children and young people's participation and involvement at a strategic level has influenced decision making, and this is a strength. "

Ofsted Progress Inspection Report



members took place in a number of activities including a charity parachute jump, a rough sleep and took part in the record breaking hand up for children's rights challenge.



Increase partnership ownership of CESCIB business and improvements

Early in 2014-15, the Board took part in a development session to look at how it wanted to focus its business during the year. This culminated in a 'declaration of intent' setting out some commitments from the Board to change. Work to address this in 2014-15 includes:

- Increased participation of children and young people in Board business.
- Reduction in the content and format of Board meetings to facilitate solution focussed discussions.
- Introduction of new ways to communicate and brief on awareness raising issues, including e-governance solutions – E-business is now a regular way to exchange information between board meetings.
- The membership and focus of the Board, Executive and sub-groups has been restructured to give a better focus and ownership from board members – all subgroups are chaired by different agencies.
- Agendas, papers and minutes have been simplified to focus on purpose, outcomes and actions required.
- All meetings now note attendance and are accompanied by an action log to ensure that all actions are tracked and monitored.
- Introduction of subgroup Chairs reports to provide a direct link between the work of the subgroups and the Board and to highlight issues, risks and progress.
- Improving the connections between the Board and frontline practitioners
- Celebrating success when things go well.
- Embracing innovative ways of working.
- Ensuring that the Board has full knowledge and management of its risk through the introduction of a risk register
- Ensuring strategic links with other partnerships, including the
- Development of a challenge log to log challenges from the Independent Chair
- Work on the escalation processes to encourage practitioners to challenge poor practice
- The development and reinforcement of 5 key partner challenges – messages from audits and external challenges about where agencies need to change.

Embed robust and rigorous quality assurance activity and the learning and improvement framework

Significant work has taken place in 2014-15 to increase the quantity, quality and effectiveness of the board's quality assurance activity. Quality assurance activity this year has included:

- The LSCB's multi-agency thematic audit programme, carried out by an independent Auditor. Four thematic audits were completed in this year including child in need plans, children who were living with parents with substance misuse, CSE and cases stepped down. Findings from these were triangulated through engagement with children, young people and their families, multi-agency practitioner workshops and telephone conversations with strategic leads for relevant agencies.
- Section 11 audits – all key agencies completed these in 2014-15 and are reporting back on progress against actions in single agency reports.
- Sector-specific Challenge Sessions were held for Health, Public Health, Police and Schools between May and July 2014. The panel included the Chair of the LSCB, Chair of the LSCB and CEC Head of Safeguarding, a sector expert, and two young people. Progress against actions arising is reported in single agency reports.
- Single agency reports - each agency represented on the Board has been asked to evidence the impact of their internal safeguarding quality assurance activity.
- A new Quality and outcomes subgroup has been established under the new Board structure.
- The Board has received quarterly performance monitoring of key multi-agency measures, as well as deep dive report on single issues, eg quarterly reports around ChECS quarterly, youth detention, partnership practice alerts etc.
- The Board has scrutinised and challenged a number of annual reports including LADO, private fostering, Training, MARAC etc.
- A revised Learning and Improvement framework was approved by the Board in 2014-15.
- The Board commissioned an independent thematic review of teenage suicides in 2013-14. This report made a number of recommendations, which are being monitored by the Audit and Case Review subgroup.



Progress against our 'Declaration of Intent'

As part of its ambition to become the best partnership in the Country, the LSCB agreed a number of changes to the way in which it would operate, which became our 'declaration of intent'. The following sets out progress against the key changes agreed by the partnership.

Increase participation of children and young people in Board business

- 'Voice for Children', two care leavers who have started their own business, joined the board to be a conduit to young people and report on participation with young people
- A participation action plan based on what young people told us they wanted at the LSCB takeover meeting has been developed.
- The 'Have you Heard' conference co-produced and co-delivered by young people took place in July 2014
- Young people have given feedback on the LSCB website and their views have helped to shape the new website.
- Young people have been involved in service specific work, including input the work set out above around CSE and safeguarding

Commit to become a Cheshire East Partnership Leader

- Increased commitment of Members in Board governance
- Increased partner presence at Executive Group
- Subgroups led by different partner agencies to increase ownership
- Partners leading on key areas of the business plan
- All Boards, Exec and Subgroup meetings now track attendance and individual agencies are challenged by the Chair for repeated non-attendance
- Challenge log collates challenges from the chair to single agencies
- The development and reinforcement of 5 key partner challenges – messages from audits and external challenges about where agencies need to change.

Reduce the content and format of Board meetings to facilitate solution focussed discussions

- All board meeting now organised in cabaret style set up to improve interaction between Members
- All Board meetings have time to reflect and discuss issues in smaller groups
- Significantly reduced agendas to allow greater time for discussion around key issues
- Introduction of Chair's report to round up key areas of business

- A new section on the Board agenda for significant items for information and discussion if requested by a Board Member. This allows members to be sighted on key documents that may not need detailed discussion.

Improve the decision making focus of the Board through finding new ways to communicate and brief on awareness raising issues, including e-governance solutions.

- All emails to the Board are now sent from the LSCB inbox
- E-business introduced in July 2014
- There are no adhoc emails sent on behalf of LSCB
- A number of E-business 'spotlight' and 'newsflash' editions to highlight key issues
- Summary round up of e-business is included on the agenda at each Board to ensure linkages with Board activity and to follow up/challenge actions
- Introduced Subgroup Chair's Reports that are completed following every subgroup and presented to the Exec to provide a direct link between the work of the subgroups and the Board and to highlight issues, risks and progress.
- New LSCB website with improved information and latest news
- Daily use of LSCB Twitter to share info (live feed on LSCB website home page)

Increase reflection and challenge within the Board, including the nomination of an Observer and Critical Friend for each meeting.

- All board meeting now organised in caberet style set up to improve interaction between Members
- All Board meetings have time to reflect and discuss issues in smaller groups.
- New quality assurance framework allows greater challenge, eg through frontline visits, single agency reports etc

Review governance arrangements to improve the membership and focus of the Board, Executive and sub-groups

- New subgroup structure developed and launched
- All Member agencies are part of subgroups
- Subgroup chairs form Executive Group
- New Quality and Outcomes group gives greater focus and challenge around performance
- Ensuring that the Board has full knowledge and management of its risk through the introduction of a risk register

Simplify agendas, papers and minutes to focus on purpose, outcomes and actions required.

- Standardised agenda, minute and action log template for all meetings
- Agendas, papers and minutes have been simplified to focus on purpose, outcomes and actions required.
- Introduced action logs for all meetings so that actions are comprehensively tracked and monitored.

Improve the connections between the Board and frontline practitioners

- The set up of a Safeguarding Children Operational Group (SCOG, a frontline managers group working as a subgroup to the LSCB and with direct link to the Board and Exec via Chairs Report
- SCOG has started to develop multi-agency standards for frontline that will be launched in 2015-16
- Introduced six monthly Member visits to the frontline of member agencies – reports are returned and themes collated for the Board
- Improved website with more and relevant information for practitioners
- Better use of social media, including LSCB twitter and facebook
- Developed information sharing protocol across children and adult safeguarding to be launched in 2015-16
- A new staff newsletter
- Improved Pan-Cheshire procedures website launched, with improved accessibility and compliance with statutory guidance etc.
- Improved LSCB website, informed by children and young people
- Audit process includes frontline staff workshops as key part of learning and improvement process
- Themed working lunches for frontline staff
- Developed 5 key messages for partners that have been disseminated across all agencies

Celebrate success when things go well

- Regular celebrations in newsletter and ebulletin
- Latest news on front page of LSCB website
- LSCB takeover
- Children's conference videos

Embrace innovative ways of working

- The Board is continually looking at ways to put children and young people at heart of the business process
- Project Crewe, a successful innovation bid to the DfE was supported by the LSCB
- CESC is embracing the use of e-governance

Performance, Scrutiny and Challenge

The LSCB has a comprehensive quality assurance framework. In 2014-15 this has provided the LSCB with a range of quantitative and qualitative information in relation to the effectiveness of safeguarding in Cheshire East.

Performance Monitoring

The LSCB has a detailed performance scorecard that covers a range of partnership activity. This has been extended in 2014-15 to increase the range of reporting around partner agency measures and is prioritised for further development in 2015-16.

Multi-agency Audits

The following 3 thematic multi-agency audits were carried out in 2014-15:

- Children in Need
- Step down
- Children living with parents substance misuse

The analysis of the audits was carried out by an independent auditor and triangulated through engagement with children, young people and their families, multi-agency practitioner workshops and telephone calls to strategic leads. Each audit resulted in recommendations and a subsequent action plan that is tracked and signed off by the Audit and Case Review Subgroup.

Sector specific challenges

Sector-specific Challenge Sessions will for Health, Public Health, Police and Schools were held in 2014-15. The panel included the Chair of the LSCB, Chair of the LSCB and CEC Head of Safeguarding, a sector expert, and two young people. These sessions challenged sectors to demonstrate that they have effective arrangements to protect children and young people and identified areas for development which informed the Improvement Plan for 2014. Actions from the challenges have been monitored via single agency reports.

Frontline visits

Member frontline visits to partner agencies were introduced towards the end of 2014-15. The first tranche of agencies visited were:

- Children's Social Care
- Cheshire Police
- Cheshire East Youth Engagement Service
- The National Probation Service

- Cheshire and Greater Manchester CRC
- East Cheshire NHS Trust
- Styal Prison
- Mid Cheshire Hospital Foundation Trust
- NSPCC
- CAFCASS
- An additional visit was hosted by Cheshire Wirral Partnership in relation to CAMHS.

Each visit was underpinned by a questionnaire and the themes under these headings are set in the following.



Evidencing the voice of the child

For those organisations that work directly with children, young people and families it was encouraging to see a commitment to actively seeking out ways to engage and listen to children and young people. Often this was done by questionnaires but there were focus groups and other events where children and young people were engaged. In some instances, the engagement also took the form of shaping and changing service provision. For example the NSPCC took feedback from their Fed Up programme which supports children of substance misusing parents. The programme was adapted to include more creative play for younger children.

Understanding the agency role in safeguarding

All staff interviewed understood their agencies role in safeguarding. This was evident too when the client base was mainly adults. This is encouraging and notably is a change in practice to think about the wider family.

Audit activity in the agency

Most organisations understood learning from audit was valuable. Some comments in relation to the LSCB multi-agency audits were positive and practitioners welcomed briefings on the findings from audit. Most practitioners were open to have their work audited and it was evident that most organisations had in place a programme of internal auditing. Often this was via a line manager and any issues taken to a supervision session and learning discussions held. A key issue to highlight is that practitioners could reflect on their use of thresholds through audits. This was helpful to staff involved in the multi-agency audits but also for those that were not as the learning is disseminated widely.

Supervision

Supervision on the whole was held as per agency standards but frequency varied across the partnership. As practice varied across organisation in terms of how often staff should be supervised and what forms good supervision, the Safeguarding

Children Operational Group will be asked to look at whether there is value in setting some supervision standards that take into consideration the needs of different organisations.

Challenge and escalation

Most practitioners felt that they could raise a challenge to practice constructively and cited a number of cases where this had been successful. More often issues were dealt with at a lower level. Staff tended to feel confident to challenge when cases were at child protection level but not lower down the continuum of need. There were examples of challenge when it was felt a case needed to be escalated to Social Care or when a case had felt to be stepped down to early. Whilst staff felt that the thresholds were consistently applied in most cases, there were examples of when this was not the case. Some practitioners highlighted that the minutes/notes of strategy minutes and child in need meetings were not disseminated in a timely way. This will be looked at in the development of the multi agency practice standards as this issue affects most practitioners.



Learning from Serious Case Reviews (SCRs)

SCR learning was firmly embedded in organisations and the LSCB Bulletin was cited as a good source of information. Whilst there have been no SCR's in Cheshire East, the national SCR's were cited and learning was embedded in organisations. It was felt that the bulletin could be disseminated to a wider audience and the lines of communicating the bulletin should be looked at. Communication is a priority for the Board in 2015-16

Understanding the role of The Board

Managers understood who their agency rep was on the Board, however some frontline workers did not. It is recommended that periodically members could be highlighted within the LSCB bulletin.

Information for The Board

A key thread in many reports concerned the issue of training. It was felt that offer of multi agency training could be varied and held in different venues across Cheshire East.

Forward planning

A number of organisations knew of developments such as Strengthening Families and SCOG and were looking forward to seeing how these impacted on working together in a positive way. There is a commitment from practitioners to working in a

more cohesive way and initiatives such as this as should help to further embed a culture of working together.

Support in each agency

ChECS was singled out as a positive service. Many practitioners liked the idea of a consultation service where they could seek advice.

Section 11 Audits

Section 11 (4) of the Children Act 2004 requires each person or body to which the duties apply to ensure they have arrangements in place to safeguard and promote the welfare of children. The Board carried out undertaken an effective Section 11 Audit in 2014 and the reach of this was extensive, involving the following:

- CAFCASS (corporate response)
- Eastern Cheshire CCG
- South Cheshire CCG
- Styal Prison
- Cheshire Police
- Cheshire and Greater Manchester Rehabilitation Company
- Local authority services:
 - Adult Services
 - Children's Social Care
 - Commissioned Services
 - Education Welfare Monitoring and Intervention
 - Education Psychology
 - Regulatory Services and Health
 - Family Services (CEFS)
 - Housing Services
 - Leisure and Cultural Services
 - Public Health
 - YOS/YES

The audit found that each of the service areas are broadly compliant with Section 11, however there are a very number of key areas where service areas self-reported that they were performing at or below 90% compliance. Partners were required to submit supporting evidence and the analysis of the audit led to agencies developing action plans which the board monitors to ensure progress.

Challenge Log

During 2014-15 the LSCB has made a number of challenges to single agencies. These are collated in a challenge log that track and monitor the responses ensuring that issues are addressed.

Ofsted Progress Inspection

During 2014-15, the local authority took part in Ofsted's Improvement Pilot. This involved an intense period of monitoring and support provided by HMI through monthly visits to assess the quality of practice through audit work with specifically selected cases and the presentation of quarterly reviews of progress to the Council and the Improvement Board. This culminated in a 'progress inspection' in November 2014. The purpose of the inspection was to establish whether or not satisfactory progress was being made against the local authority's improvement plan and to make the necessary recommendations about further action required. The inspection found that the local authority was making **satisfactory progress**. It identified some areas of improvement for the local authority and partners and these have been included in the 2015-16 Improvement Plan.

Learning and Improvement

LSCB Training

The LSCB in Cheshire East continues to develop, deliver and evaluate a robust needs led multi agency training package. 48 multi-agency courses ran between March 2014 and April 2015. Overall attendance figures are 87% which is an increase of 2% from last year's figures. The demand for the courses remains constant with no courses cancelled due to low numbers. This is consistent with last year and reflects well against our regional comparators.

CESCB has robust measures to collect impact on practice data. Returns for post course evaluation are 98% and show that more than 87% of participants report an increase in knowledge, confidence and skills by the end of the course. Returns for the post course survey issued between March 2014 and April 2015 (issued 3-6 months after delivery of the course) are above 60% which by research standards are excellent and have improved in comparison to last year's data which showed a 55% return. The survey responses demonstrate that overall more than 85% participants

[I have] "Used the training to deliver cyber bullying messages to children during anti-bullying week"

Frontline Practitioner

value the courses and engage with change when delivering services to children. 85% of respondents self-report that the training has positively changed or influenced practice.

Independent Review into Suicide and Self-harm in Young People

In 2014-15 the Board took the decision to carry out an independent review into suicide and self-harm in young people after four young people under the age of 18 committed suicide in the previous year. The review also included the case of a young woman in her early twenties due to her history of involvement with relevant agencies for much of her life. The review was conducted by an independent and experienced author and was published in August 2014. The review considered relevant factors, compared prevalence to national data and determined patterns, themes, links to examine existing systems.

The methodology for the review comprised of information from the Child Death Overview Panel (CDOP), multi-agency meetings and a meeting with parents of two of the young people and finally a focus group of young people who had accessed mental health services. The review culminated in a report that was published on the LSCB website and a comprehensive action plan that is monitored and evaluated by the Audit and Review Case Group, with updates to the Board.

Summary of Impact

Findings from audits, frontline visits, performance reports etc. have provided a significant amount of information in relation to areas of strength, as well as areas for improvement. One of the key sources of external validation was Ofsted's Progress Inspection in November 2014. Overall Ofsted found that the LSCB along with the Improvement Board and the council has targeted key areas for development and made progress against a significant number of actions identified in the improvement plan. However, some important areas for improvement remain a challenge, and whilst plans are in place this could threaten the pace of progress unless they are tackled effectively. In terms of positive impact, Ofsted reported:

- Cheshire East Consultation Service (ChECS) provides clear evidence of significant progress since the latest Ofsted inspection in 2013.
- The vast majority of child protection referrals are passed to the duty teams within 24 hours.
- The co-location of police lead officers for children and young people missing from home and Child Sexual Exploitation (CSE), as well as Catch 22 (the specialist commissioned service for missing from home and CSE within ChECS), is a positive decision and is promoting timely information sharing for those children identified as at risk of CSE.
- Thresholds for intervention are understood by partner agencies and referrals contain relevant information.

- Child protection enquiries, seen for the purpose of this inspection, including those where children and young people were seen to be at risk of CSE, were effective in ensuring appropriate assessment of risk.
- There is evidence of clear progress in compliance with child in need (CiN) planning since the last Ofsted inspection. In the cases seen in this inspection, almost all children who were subject to CiN planning had a plan in place and were being visited regularly, consistent with a specific requirement within the improvement plan.
- In all but one case, regular meetings were held to review the plan.
- Thresholds for 'stepping cases up' to CiN, child protection and Public Law Outline (PLO) were appropriately applied in most cases reflecting a significant improvement since the last inspection.
- When young people are at risk of CSE, a range of well-developed services are provided through CSE planning or CiN or child protection processes. A range of tools including the pan Cheshire checklist are used by social workers to support assessments of the level of risk to which young people are exposed.
- The chairs of the Improvement Board and the Local Children Safeguarding Board have had some success in holding the partnership to account and raising expectations about how agencies need to work together and share responsibility for the safety and wellbeing of vulnerable children.
- At a strategic level there is evidence of progress since the last inspection in developing a shared commitment to the improvement agenda across the partnership.
- Senior leaders in partner agencies have come some way in promoting a culture of challenge and shared responsibility for the provision of services for children but this is not yet consistently evident at the front line.
- The partnership has very much welcomed the improvements in management of the ChECS service, and this has provided a basis for improved working relationships from the first point of contact with children's social care.
- Good evidence of effective multi-agency work to promote a coordinated approach to protection children at risk of CSE was seen in cases considered by inspectors.
- There are strong practice and strategic linkages between agencies through the LSCB CSE operational group for those missing from home, care and those at risk of CSE.
- Significant progress in promoting a culture of children and young people's participation and involvement at a strategic level has influenced decision making, and this is a strength.
- Within the LSCB and the Children and Young People's Trust, children and young people are represented by the Youth council and 'Voice for children' (an independent children's rights business enterprise supported by the local authority and Children's Society and run by care leavers).
- Young people were on the panel of the LSCB sector-specific challenge sessions.

- Over 2,800 young people were consulted through 'Good Childhood' conversations and this was used to inform the development of the children and young people's plan.



2014-15 Annual Reports

The following Annual Reports on the LSCB's website have been considered by CESCIB to inform the priorities for the 2015-16 Business Plan:

- Missing from Home and Care and Child Sexual Exploitation (CSE) Report
- Cheshire East Domestic Abuse Partnership Report
- Local Authority Designated Officer (LADO) Report
- Private Fostering Annual Report
- LSCB Annual Training Report
- Child Death Overview Panel Annual Report

Priorities for 2015-16

The improvements made in 2014-15 have enabled the Improvement Board to have the confidence to sign off all Ofsted recommendations and Improvement Notice actions in full. The 3 partnership objectives remain for 2015-16, ie:

- **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**

These objectives are embedded in CESCIB's Business Plan, The Children and Young People's Plan and The Children's Improvement Plan. 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. The responsibilities and accountabilities of each Board in delivering these objectives are set out at Appendix 6.



Key Priorities for 2015-16

As the LSCB moves into 2015-16 areas for improvement and development include:

We will improve frontline multi-agency practice through:

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

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

- Closer working with our key partners on shared initiatives
- Reviewing the memorandum of understanding

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

- Ensure that the voice of children and young people is central to LSCB business
- Establish a Challenge and Evidence Panel of children and young people
- Engage children and young people in co-producing information and support relevant to them
- Ensure that the LSCB celebrates children's rights and participation and the contribution of children and young people to safeguarding
- Ensure the voice of children and young people is central to the LSCB's training programme

We will engage the community through links with voluntary and faith sector:

- Mapping/agreeing what our population looks like and our current reach.
- Agree which voluntary and community groups should be targeted for their input, encouraging safeguarding champions in the community
- Organise a young person led seminar for key people within the sector to link in with November Children's Rights month

- Produce a calendar of events that celebrates diversity and encourage all voluntary sector organisations to inform us of their activities if they are leading on promotion of these events.
- Identify existing forums, where safeguarding should be an agenda item and use this as a mechanism for disseminating key messages from the LSCB to ensure safeguarding remains a priority.
- Develop a network for lay members across pan Cheshire to learn, network and disseminate good practice.
- Maximise LSCB profile through Council for Voluntary Service (CVS) newsletter

We will improve the board's role and traction in relation to developing early help:

- Rebuild strong data about Early Help processes
- Reaffirm the commitment of partners to the concept of Early Help through organisationally supporting the activity and making it mainstream within the agency.
- Ensure support is available to frontline staff to enable them to be accountable for the Early Help work that they do, structuring the organisation to facilitate the work, where necessary.
- Improve the accountability of early help through adoption of the early help sub group as an LSCB sub group.

2015-16 Quality Assurance Framework

The LSCB will continue to implement its comprehensive quality assurance framework in 2015-16. This framework outlines how as a partnership we will assess improvement progress, quality of casework and provide external verification on the work of the Cheshire East Safeguarding Children Board. The framework for 2015-16 includes the following activities:

- Audits
- Sector-specific Challenge Sessions
- Scrutiny of Multi-agency Performance
- External validation
- Engagement with stakeholders
- Evaluating, planning and developing services



Communication and Engagement

The 3 key objectives for engagement in 2015-16 are:

1. Children and young people participate in the work of the LSCB
2. Improve communication and prompt information sharing and engage better with frontline practitioners to drive up quality of practice.
3. Safeguarding has a high priority within the community and groups understand the work of the LSCB

A stakeholder analysis is attached at Appendix 7.

Budget for 2015-16

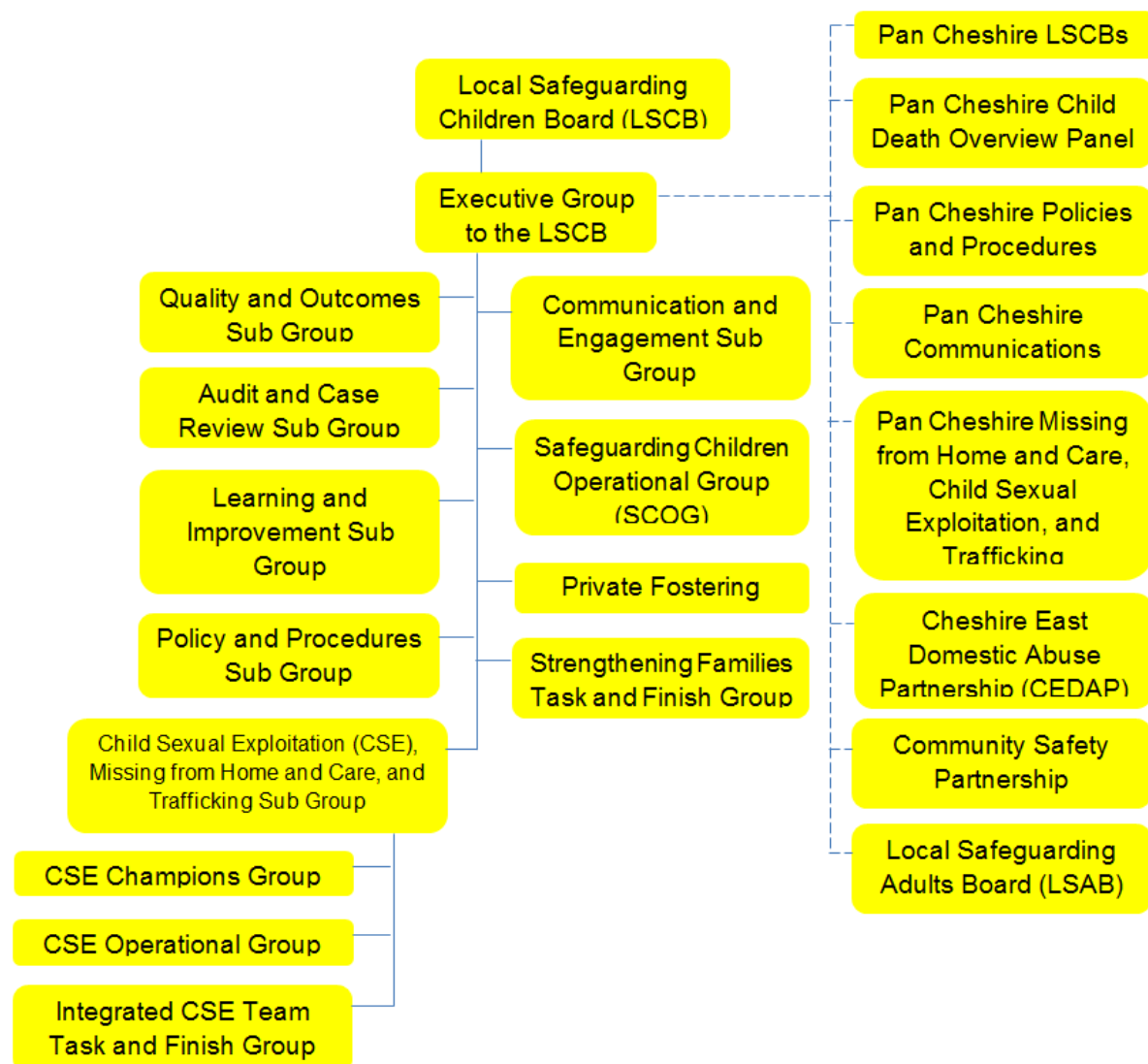
An outline budget for CESC's work in 2014-15 is set out at Appendix 8.

Risks and Issues

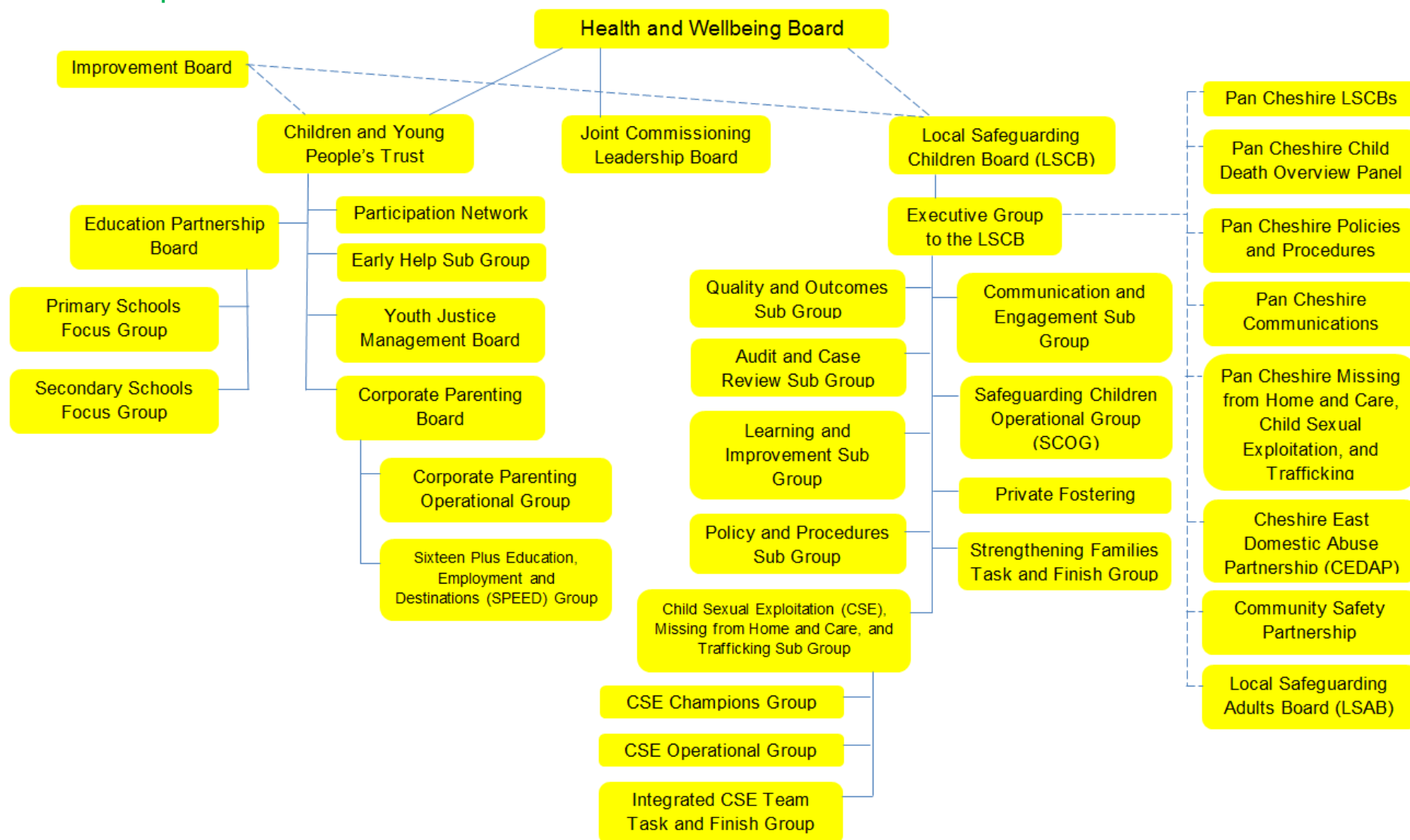
It is essential to identify, analyse and prioritise risks to ensure that these are managed effectively and do not impact adversely on the Board's plans. The Board maintains a risk register will be reviewed bi-monthly at the Executive Group.



Cheshire East Safeguarding Board Structure



Partnership Boards Governance Framework



Board Membership and Attendance

	16.05.14	11.07.14	12.09.14	10.11.14	16.01.15	13.03.15
Independent Chair						
<i>Representing the voice of children and young people</i>						
Voice for Children						
The Children's Society						
<i>Health</i>						
South Cheshire CCG			A			
East Cheshire CCG	R			A		
South and Eastern Cheshire CCG Designated Nurse						
CWP NHS Foundation Trust						
East Cheshire NHS Trust						
Mid Cheshire Hospital NHS Foundation Trust				A		
NHS England		A		A	A	A
Public Health	A					
<i>Local Authority</i>						
Director of Children's Services						
Lead Member for Children's Services		A				
Head of Children's Safeguarding						
Head of Early Help & Protection		A			A	
Head of Youth Engagement Service						
Principle Social Worker for Children's Services						
Principle Manager for Early Help						
Representative for Adult Social Care						
Cheshire East Domestic Abuse Partnership (CEDAP)		A	A			A
Legal Services Cheshire East Council						
<i>Police</i>						
Cheshire Police						
Police and Crime Commissioner's Youth Ambassador						A
<i>Education</i>						
Primary School Heads Representative						A
Secondary Schools Head Representative						A
Representative for Colleges and Further Education						
Independent Schools Representative						
<i>Styal Prison</i>						
HMP Styal Head of Residence and Services	A	A		A		
<i>Probation</i>						
Probation - CRC	A	A		A	A	A
Probation - NPS	A			A		
<i>Lay Members</i>						

Lay Member						
Lay Member						
<i>National Organisations and Voluntary, Community and Faith Sector</i>						
NSPCC						
Voluntary Sector Representative						A
Voluntary Sector Representative				R	R	A
Cheshire CAFCASS				A		A

Financial Arrangements – 2014-15

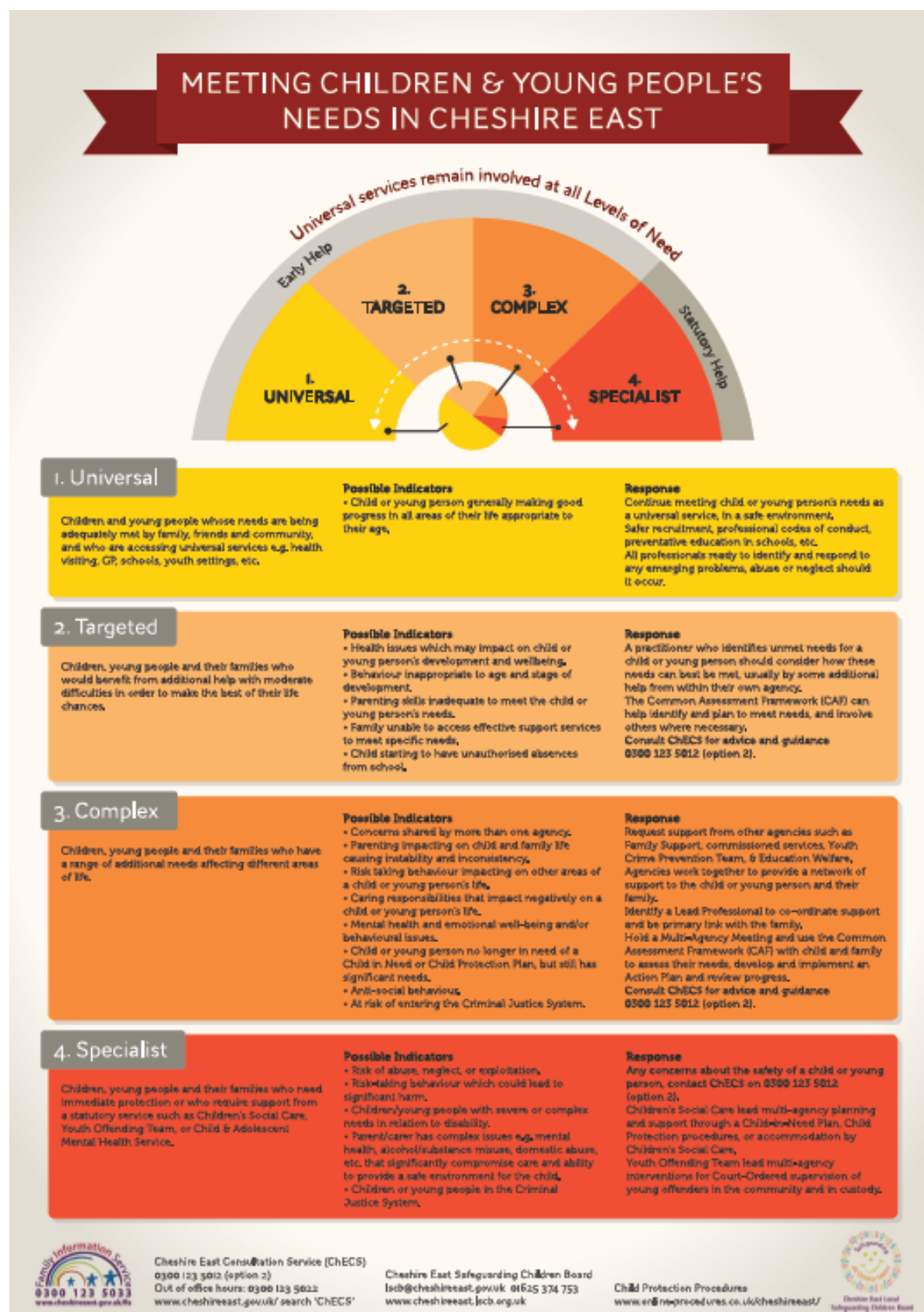
The tables below sets out the LSCB's outline budget and outturn expenditure for 2014-15, along with the financial contributions from partners.

	Outline Budget for 2014-15	Outturn Budget for 2014-15
Business Unit staffing, travel, and office running costs	150,000	166,000
- Business Manager (full time up to July 2014))		
- Business Administrator (full time)		
- Temp Project Manager (Agency from Oct 2014)		
- Temp Performance Manager (Part time Jun to Dec 2014)		
- CDOP Administrator		
- Training & Development Manager (3 days a week)		
- Training Officer (2.5 days a week)		
- Training Administrator (4 days a week)		
Training programme & venues	12,000	12,000
Independent Chair	24,000	24,000
CDOP Admin contribution	8262	8262
LADO - 50% contribution	27,400	27,400
Other	20,000	21,338
- Consultant costs – Audits, thematic review		
- Merchandise (neglect strategy)		
- Room hire and refreshments		
- Purchase of chronolator		
Total	241,662*	259,000

*The original budget report stated budget of £233,400, but did not include the CDOP admin contribution of £8262

CESCB Partners	2014-15 contributions
Eastern Cheshire NHS	£5,000
Mid Cheshire Hospitals	£6,156
South Cheshire CCG	£17,071
Eastern Cheshire CCG	£17,071
C&WP	£3,721
NHS England	n/a
Probation Service	£0
CE Children's Services	£41,000
Police	£20,000
YOS	£3,000
CAFCASS	£550
HMP STYAL	£0
Schools	£64,500
Secondary Schools	£20,000
Independent Schools	£0
Cheshire FE Consortium	£0
	£198,069

Thresholds Document



Partnership Responsibilities and Accountabilities

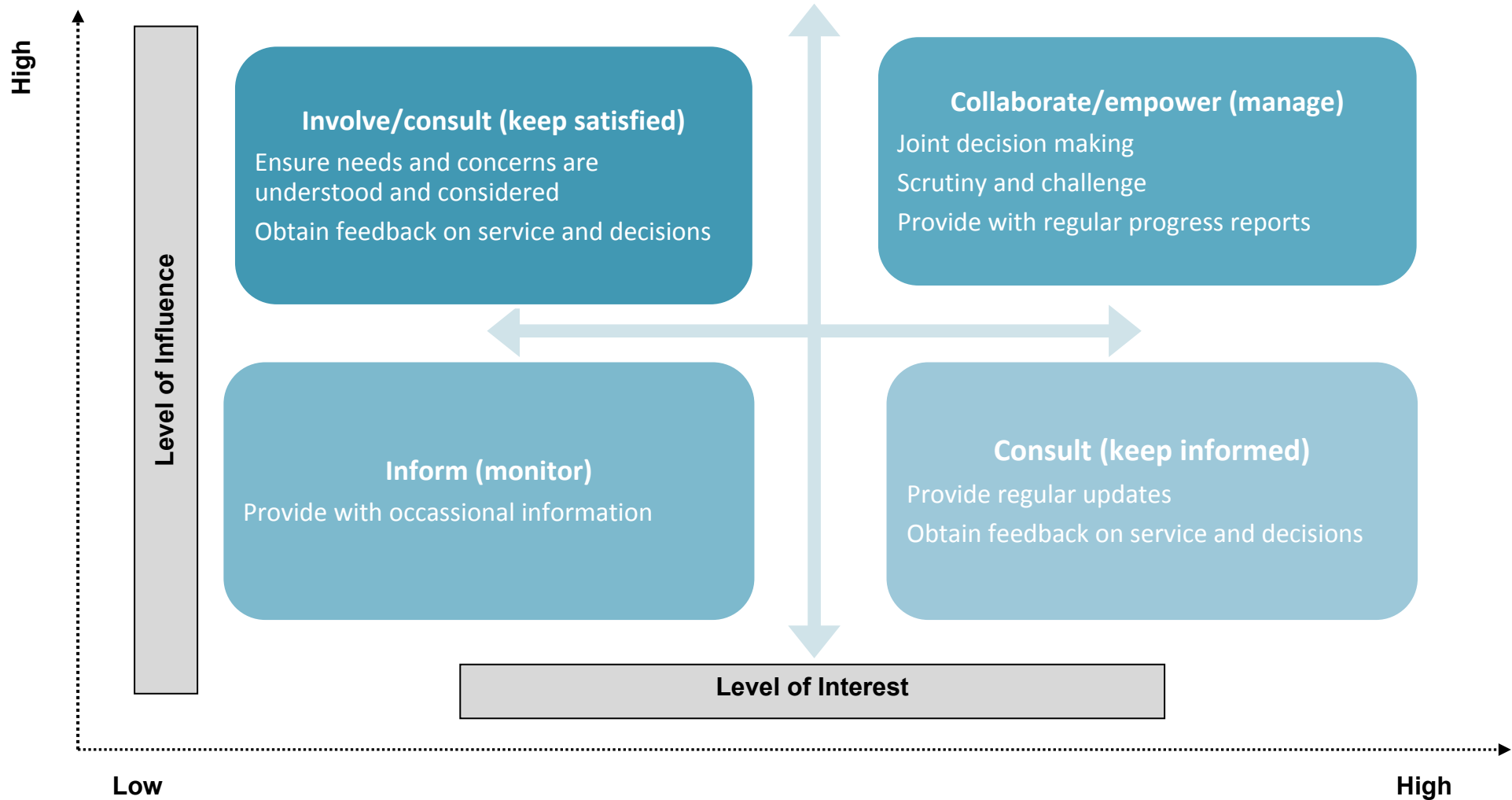
Cheshire East aims to be the best partnership in the country for improving the lives of children and young people.

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 2015-16

	Outline Budget for 2015-16
Business Unit staffing, travel, and office running costs	
- Performance and QA Officer (75% per annum)	28,364
- Project Manager Agency cover (April – July)	22,500
- Project Manager (50% between July and March)	20,929
- LSCB Administrator x 2	47,265
- CDOP Admin	8262
- Training & Development Manager (3 days a week)	82,000
- Training Officer (2.5 days a week)	
- Training Administrator (4 days a week)	
- Cover for maternity leave	
Training programme & venues	12,000
Independent Chair	24,000
LADO - 50% contribution	27,400
Other	26,000
Consultant costs – Audits, peer challenge (9k)	
- Communication & merchandise (£5k)	
- Act on it conference (£5k)	
- Room hire and refreshments (£2k)	
- Engagement with children and young people (£5k)	
Total	298,720