



Annual Report 2019-2020

Cheshire West & Chester Safeguarding Children Partnership

Introduction from the Independent Chair



I am pleased to present the 2019-2020 Annual Report on behalf of all the agencies represented on the Safeguarding Children Partnership. The report shows that in Cheshire West and Chester we have continued to build on the strong relationships that existed within the Local Safeguarding Children Board as we embed the new multi-agency safeguarding arrangements in line with Working Together 2018. In doing so we have kept in focus our vision for the children and young people living in West Cheshire – ***‘that they grow up in a safe environment that enables them to achieve their full potential’***. Now more than ever we find our partnership arrangements put to the test, as we collectively work to mitigate the situational risks which the current pandemic presents to our children and families. I am heartened by the responses of our services and the redoubled efforts to ensure that we continue, not only to keep children and young people safe, but to improve the outcomes for our most vulnerable children.

Cheshire West and Chester moved to the new partnership arrangements in June 2019; in which we saw the introduction of a Statutory Partners meeting (comprising Cheshire Police, Cheshire CCG and Cheshire West and Chester Council), an Executive meeting replacing the LSCB and a reduction in the number of sub-groups thereby releasing capacity in the partnership to focus on practice improvement and quality assurance. You can read more about the new model and our approach to learning within this report.

The continuing challenge will be maintaining the progress of the last few years, through a time of policy change and new national priorities and a completely different way of working. We have found the means to engage with professionals and families in new and creative ways, in line with Covid restrictions; sustaining those changes and ensuring that we are accessible to all children must now be our primary aim.

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

A handwritten signature in blue ink that reads "GFrame".

Gill Frame, Independent Chair

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About the Annual Report

This document is Cheshire West and Chester Safeguarding Children Partnership's first Annual Report. It provides a summary of the effectiveness of services to safeguard children and promote their welfare. The information within relates to the period April 2019-March 2020.

Working Together 2018, requires the Safeguarding Children Partnership to publish a report on an annual basis. The purpose of this report is to

- Bring transparency for children, families and all practitioners about the activity undertaken.
- Set out what the partnership has done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

In addition, the report covers:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities
- A record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision
- Any updates to the published arrangements in their yearly report and the proposed timescale for implementation.

This report will be widely available through our SCP website <https://www.cheshirewestscp.co.uk/> It will be shared with our partner agencies for onward dissemination and we welcome scrutiny from the Council's Overview and Scrutiny Committee members. The report is also received at local strategic meetings of the Children's Trust, Health and Wellbeing Board and Local Safeguarding Adult Board and a copy sent to the Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care within seven days of being published.

The Role of Independent Scrutiny

As the Independent Chair, I have a crucial role in ensuring that the Partnership operates effectively and can secure an independent voice. As chair I am independent of local agencies and in a position to exercise the key role of challenge effectively. The Safeguarding Children Partnership maintains a discernible independence from the Children's Trust in Cheshire West but through my attendance at the meetings we ensure there are clear and



consistent communication channels between the respective meetings; my primary focus this year has been providing challenge and scrutiny to the Trust in respect of commissioning arrangements for mental health services for children and offering a critical friend perspective on the 'New Ways of Working' trauma-informed programme of work which is in its second year of operation.

I attend a quarterly meeting with the Chief Executive, the Director of Children's Services, the Leader of the Council and the Lead Member for children through which I have the opportunity to hold the SCP to account. In 2020-2021 this will be widened to include safeguarding adults and community safety. This gives the opportunity for all elements of safeguarding to be considered.

Cheshire West has long benefitted from independent scrutiny through our Lay Member; we want to maintain this engagement and to look at the feasibility of expanding such representation in order that Lay Members can support the Quality Assurance and Scrutiny and Practice Improvement Groups. We are also pleased to have obtained representation at the Executive, as part of our new arrangements, from the Youth Federation who can advocate for the children and young people of West Cheshire.

In our partnership framework we set out what independent scrutiny would look like locally as we recognise that in striving for effective multi-agency practice on the frontline, the role of independent scrutiny would be critical in judging whether the strategic arrangements in place enable and encourage multi-agency co-operation that effectively protects our children.

Our approach to independent scrutiny is part of a wider system which includes:

- Independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections;
- Independent Authors for Safeguarding Practice Reviews;
- Family/child engagement in Safeguarding Practice Review,
- Multi-agency audit;
- Frontline practitioner visits;
- Section 11 and Section 175 audits.

As part of the role of Independent Chair, I provide independent scrutiny and challenge to the effectiveness of the new arrangements, along with holding partners to account.

Throughout this report I offer my judgements and views in regard to practice and other key activities which make up the core business of the partnership. I have also set out below some specific events in which independent scrutiny has taken place this year.

In March 2020 at our annual development day we were joined by colleagues from the Community Safety Partnership as we focused our attention on Contextual Safeguarding. At this session we also took the opportunity to reflect on the effectiveness of the partnership and what we need to do to improve. We considered 2 areas:

Our Quality Assurance Processes - areas of strength included wide ranging multi-agency datasets (Dashboards) which drive audit activity; practitioner engagement in the Multi-Agency Audits; good quality audit reports. Quality Assurance process enables triangulation between data driving audit and learning.

What we need to do more of – improve the triangulation between quality assurance, learning and testing impact – the “so-what” question, launch the revised Quality Assurance Framework and strengthen the process around Section 11 audits

How well we engaged with the wider partnership – areas of strength included Lunch and Learn Briefings, Frontline Visits, Practice Improvement Group Wider Members Network, Training Offer, cross-partnership Training and Development Hub, newsletters and Development Days. seeking assurance that messages from assurance activity is consistently shared within single agencies.

What we need to do more of – seek assurance that messages from assurance activity is consistently shared within single agencies, that we are able to demonstrate that learning has been embedded into practice, update our website and increase cross-partnership working on areas of shared interest.

During 2019 – 20 we have undertaken several Rapid Reviews into serious child safeguarding incidents and have received positive feedback from the National Panel as to the level of scrutiny and detail within reports that outline our learning. As part of our new arrangement, as Independent Chair, I chair the Rapid Review Panels to provide the scrutiny and challenge, not only to the process but also to the quality of individual agency information and the level of detail, in relation to analysis of practice and decision making. More detail of these can be found on page 28 of the report.

On the whole Cheshire West and Chester is a partnership that works well together to safeguard and promote the welfare of its children, and it has maintained the positive practice which the Ofsted Inspection in 2016 and Joint Targeted Area Inspection in 2017 judged to be ‘Good’ and an ‘effective LSCB’ respectively.

This report recognises the commitment of its members to get things right for our young people; I see good participation at partnership meetings and well-attended training and development events, senior leaders driving the work of the partnership groups and a financial commitment to strengthening the capacity within the business unit that underpins the work of the partnership. This demonstrates the prioritisation given to partnership working at a strategic level.

Members of this partnership have strong working relationships, and this has been further evidenced by the response to Covid19. I saw, and continue to see, excellent engagement from our partners as they rapidly adapted to the requirements of remote working, joining virtual weekly Covid safeguarding meetings that enabled us to ensure our safeguarding response was co-ordinated. I have to say a big thanks to all our frontline workers for their dedication and resilience in responding to the demands on them during such challenging of times. We will reflect on our response and ensure we build the positive learning into our structures for the future.



THE NEW MULTI-AGENCY SAFEGUARDING ARRANGEMENTS

In 2015, the government commissioned Sir Alan Wood to review the role and function of Local Safeguarding Children Boards (LSCBs). The review (known as the Wood Report) was published in March 2016 and the recommendations embedded in statute in April 2017 through the Children and Social Work Act 2017. It brings about four key changes:



1. LSCBs which were set up by Local Authorities have been replaced by **Multi-Agency Safeguarding Arrangements (MASAs)** which are the joint responsibility of three Safeguarding Partners – Local Authority, Clinical Commissioning Group and Police.
2. Serious Case Reviews have been replaced. Safeguarding Partners must now ensure arrangements are in place to identify and review **Serious Child Safeguarding Cases** which raise issues of importance in the local area.
3. A **National Child Safeguarding Practice Review Panel** has been established and is responsible for overseeing the review of serious child safeguarding cases, which it deems are either complex or of national importance.
4. The arrangements for Child Death Overview Panel's has changed. Two partners (Local Authorities and Clinical Commissioning Groups) have been appointed as 'Child Death Review Partners' and must establish new **Child Death Review Arrangements**.

Cheshire West and Chester Safeguarding Children Partnership launched its new arrangements in June 2019, after three months of testing its new framework alongside existing arrangements. The published arrangements can be accessed [HERE](#)

Purpose

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively there is early identification and analysis of new safeguarding issues and emerging threats

- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families

Our Shared Vision

“We seek to ensure that every child and young person in Cheshire West and Chester grows up in a safe environment that enables them to achieve their full potential”.

To achieve this vision, the three safeguarding partners will work collaboratively with the relevant agencies to ensure that:

1. The rights and interests of children are at the heart of our arrangements and kept in focus as we go about our work.
2. The Partnership holds each other each other to account for their safeguarding work, which includes their responsibility for effective multi-agency working.
3. Children are safeguarded by having in place policies, procedures, safe working practices and suitable, trained staff and volunteers.

Our Strategic Priorities for 2019-2021

In January 2019 both Children and Adults Safeguarding Partnerships came together to attend a joint development day; it's aim was to identify a number of joint priorities that the respective partnerships could progress to expedite impact. It was agreed the priorities would cover a two-year period to take account of the transition period and any disruption that may arise and result in progress being delayed.

- 👤 **Priority 1** (led by Police) **A focus on children and young people with complex needs including those who go missing from home or care; missing from education; and those at risk of exploitation**
- 👤 **Priority 2** (Led by LA) **Ensuring a Think Family response to children and families where substance misuse, domestic abuse, learning disability and mental health problems are a feature of the family environment.** *(This is a joint priority with the LSAB)*
- 👤 **Priority 3** (Led by CCG) **Responding effectively to children and young people who experience poor emotional wellbeing or mental health problems**

Key Roles and Relationships in the Partnership

The **safeguarding partners** agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents. They have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

The safeguarding partners in Cheshire West and Chester are Cheshire Police, Cheshire West and Chester Council and Cheshire Clinical Commissioning Group (CCG). The lead representatives for the safeguarding partners are:

- **Claire Watson - Accountable Officer, NHS Cheshire Clinical Commissioning Group**
- **Andrew Lewis - Chief Executive, Cheshire West and Chester Council,**
- **Darren Martland - Chief Constable, Cheshire Police.**

Working Together gives permission for leads to delegate their functions to other Senior Officers, in doing so they nevertheless remain accountable for any actions or decisions taken on behalf of their agency. Lead Officers have identified the following senior officers to lead the safeguarding arrangements in Cheshire West and Chester.

- **Emma Taylor - Director of Children's Services, Cheshire West and Chester Council**
- **Paula Wedd - Executive Director of Quality, Patient Experience and Safeguarding, NHS Cheshire Clinical Commissioning Group**
- **Denise Worth - Detective Chief Superintendent, Cheshire Police.**

As Safeguarding partners, we identify which agencies are required to work as part of the Multi-Agency Safeguarding Arrangements to safeguard and promote the welfare of local children. These agencies are known as **Relevant Agencies** and have a statutory duty to cooperate with the SCPs published arrangements. The Safeguarding Partners have identified a broad range of relevant agencies to support their safeguarding activity (as laid out in our Safeguarding Arrangements) and they are required to meet regularly with the safeguarding partners as the **SCP Executive**. However, the SCP will co-opt other agencies or organisations into its meetings as necessary and considers the wider contribution from agencies and organisations operating in Cheshire West and Cheshire to be integral the Partnership's effectiveness. A range of wider engagement events have been held to facilitate this.

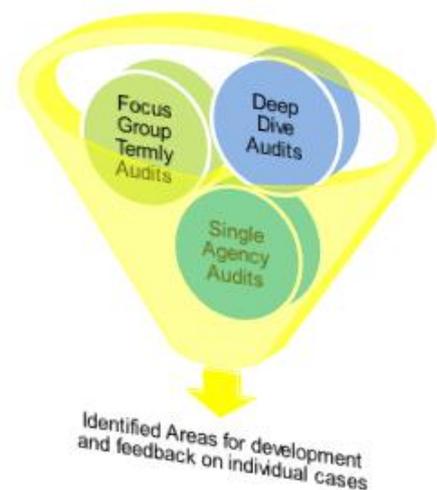
The Safeguarding Partners meet with the Independent Chair and SCP Manager prior to each Executive meeting to provide an opportunity to monitor implementation of the new arrangements and remedy any challenges that are presented.

The SCPs Executive Group met on a bi-monthly basis between June 2019 and March 2020 while the new arrangements were embedded. Going forward they will meet quarterly. The Executive is chaired by the Independent Chair, Gill Frame. The meeting is attended by the Safeguarding Partners, a number of relevant agencies including Designated Professionals and our Lay Member. Key speakers are invited to participate as required. The contribution from our Lay Member at the SCP Executive

and other forums, provides the perspective that helps keep us focused on the issues that matter in our communities. We are grateful to have had the same lay member, Gareth Cheesman, in our partnership for over 6 years.

The Quality Assurance and Scrutiny Group met bi-monthly between June 2019 and March 2020. Going forward they will meet quarterly. The purpose of the QA&S Group is to develop and embed an effective performance framework and use this to identify the strengths and areas for improvement in respect of agencies contribution to safeguarding practice; and to test for evidence of the impact the partnership is having on improved outcomes for children. It achieves this through its focus on the partnership dashboard, section 11 and section 175 auditing and testing impact of completed actions arising from audit and case review activity within the Practice Improvement Group.

The Practice Improvement Group met bi-monthly and will continue to do so such is the volume of work that goes through the meeting. The Group consists of a core membership of senior officer representatives and a wider membership of Designated Safeguarding Leads from Relevant Agencies. The Group also regularly co-opt individuals to work with them. This group oversees the audit and case review activity, is the conduit for reviews of policy and procedures through the Pan Cheshire Policy and Procedure Group and then test how well embedded these policies are in practice. They also play a key role in working with the Training and Development Hub to ensure learning is disseminated to the workforce.



The Joint Partnership Safeguarding Training and Development Hub is a new initiative developed as part of our new arrangements; it builds on the structure that was previously in place with the Joint Learning and Development Meeting of the LSCB and Local Safeguarding Adult Board, by incorporating representatives from a range of other partnerships in Cheshire West including the Community Safety Partnership, Domestic Abuse Partnership and Children's Trust. In addition, representatives from the safeguarding partners and relevant agencies with a lead for training and development activity attend these meetings. The group meets quarterly and is responsible for co-ordinating the partnership training calendars, conducting training needs analysis, developing and quality assuring training packages and holding agencies to account for attendance at training sessions.



The Child Exploitation Working Group operates on behalf of the Safeguarding Children Partnership and Cheshire West and Chester Community Safety Partnership. It meets on a quarterly basis and its main aim is to ensure that single and multi-agency safeguarding practice within the area enables the swift identification, assessment and protection of children at risk of exploitation. This is a priority area for both partnerships and further information about the achievements of the group can be found on page 15.

The Rapid Review Panel is convened as the need arises in order to consider whether a serious incident notification meets the criteria for a Local or National Child Safeguarding Practice Review. It is made up of senior officers from Safeguarding Partners and Relevant Agencies. The Panel is chaired by the Independent Chair, Gill Frame in order to provide a level of impartiality and independence to the process. In circumstances where a local Child Safeguarding Practice Review is conducted, the Rapid Review Panel members will provide oversight to the process whilst the review is underway.

Task and Finish Groups - In the event that a specific piece of development work is required that cannot be routinely accommodated within the existing group structure then Task and Finish (T&F) groups are initiated. During this period the following T&F groups have been in place:

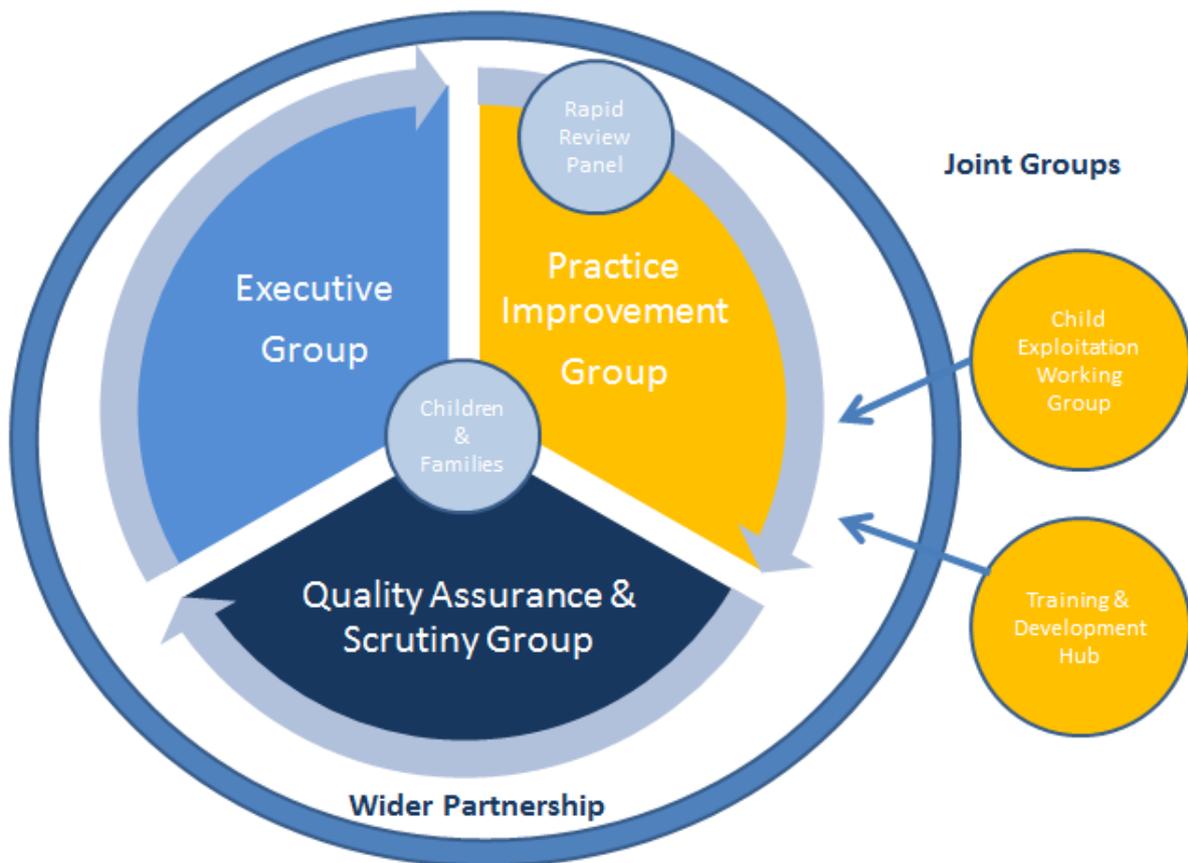
- 👤 **Anti-Bullying** – For more information see Learning from Case Reviews at page 29.
- 👤 **Contextual Safeguarding** – A multi-agency group that will develop our safeguarding responses to ‘harm which occurs outside the home/ beyond the child’s family’. This work was endorsed in March 2020 and will be updated in the next annual report.
- 👤 **Self-Harm Pathway** – This group is working to develop information sharing pathways between Accident and Emergency Departments and Schools so that children who present to A&E in distress have more robust wrap-around support. This work will progress into the next financial year.

- 👤 **ICON “Babies Cry You Can Cope”**- A working group operating on behalf of Cheshire West and Cheshire East and in conjunction with Pan Cheshire Partners have launched the ICON programme in September 2019. The aim is to reduce the risk of Abusive Head Trauma in infants caused by shaking. We were privileged to be joined by Dr Suzanne Smith, founder of the programme at the launch event. You can find more information: [HERE](#)



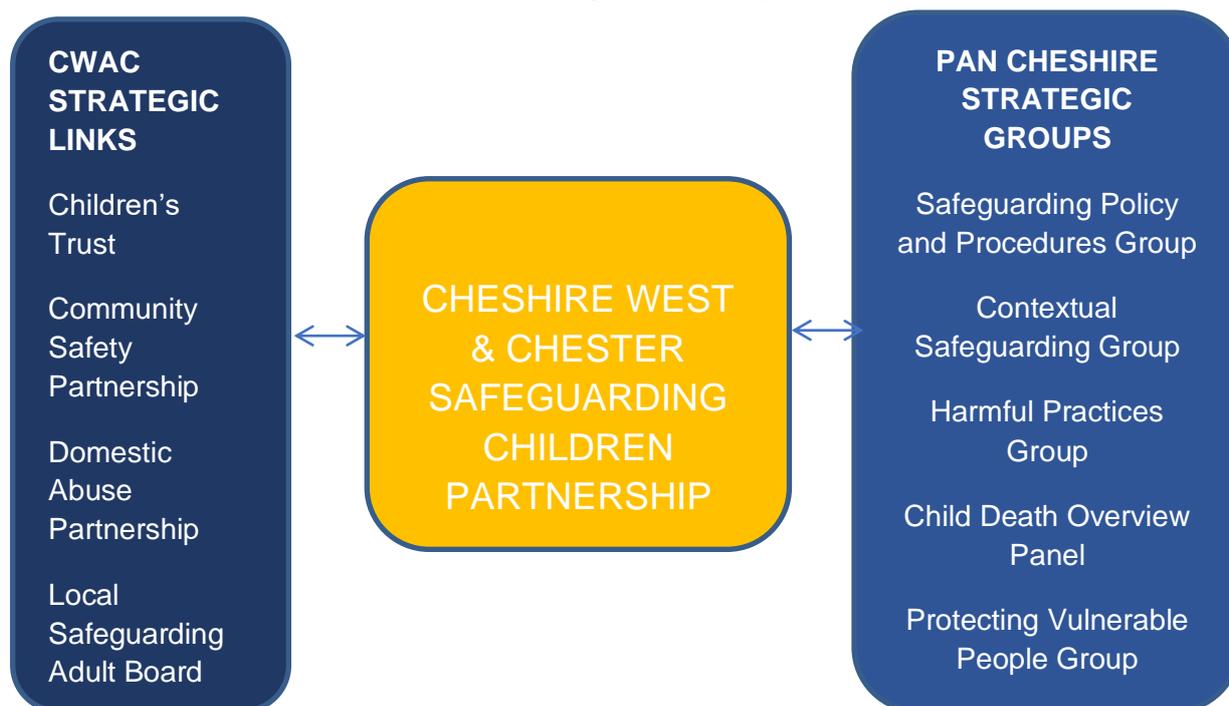
The SCP Business Unit is supported by a dedicated group of staff comprising a full-time Manager, a full-time Co-Ordinator, a part-time Quality Assurance Officer, a full-time Learning and Development Officer and full-time Learning and Development Administrator.

SCP Structure



In Cheshire there are a number of Partnership Working Groups that undertake work on behalf of the four local areas. These areas of work include Harmful Practices (Female Genital Mutilation, Honour Based Abuse and Forced Marriage), Youth Detention and Contextual Safeguarding. A Safeguarding Policy and Procedure Group has been operating for a number of years and oversees the jointly commissioned Pan Cheshire Online Procedures provided by Tri.X. However, since the departure of the groups Chair there has been drift in this group meeting. This has been identified as a risk on the SCP Risk Register and is being escalated by the Independent Chair.

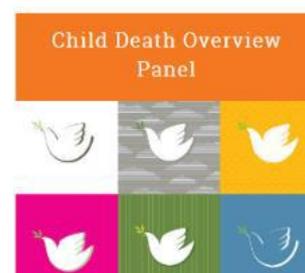
SCP Links with other Strategic Groups



At a local level, a Memorandum of Understanding (MOU) sets out the expectations of the relationship and collaborative working arrangements between the Safeguarding Children Partnership, the Local Safeguarding Adult Board, the Community Safety Partnership, Health and Wellbeing Board and Cheshire West Children's Trust. The MOU covers the respective roles and functions, accountability and governance arrangements, lead Partnership responsibilities, membership of the Boards / Partnerships, arrangements for challenge, oversight and scrutiny, performance management and reporting. A core principle underlying this memorandum is that safeguarding is everybody's business.

Child Death Overview Process

Under the new safeguarding arrangements laid out in the Children and Social Work Act 2017, Child Death Overview Panels (CDOPs) are no longer within the remit of the Multi-Agency Safeguarding Arrangements. Locally, the CDOP reporting arrangements changed from June 2019. The Health and Wellbeing Boards are now responsible for local CDOP arrangements.



The Pan Cheshire Child Death Overview Panel undertake s a review of all child deaths (excluding both those babies who are still born and planned terminations of pregnancy carried out within the law) up to the age of 18 years normally resident in one of the three boroughs, and if they consider it appropriate any non-resident child who has died in their area.

The CDOP maintains links with the Safeguarding Children Partnership through presentation of its annual report and referrals for consideration of a child safeguarding practice review when circumstances of a death indicate abuse or neglect has been a

contributory factor. Further information on the work of the CDOP can be accessed via the link [Pan Cheshire CDOP](#)

Key Achievements from the SCP Groups in 2019-2020

<p><u>Practice Improvement Group</u></p> <ul style="list-style-type: none"> ✓ Oversight of the ICON rollout in Cheshire West ✓ Developed Lunch & Learn material for circulation ✓ Delivered audit action plans ✓ Challenged schools re exclusions ✓ Challenged the Children’s Trust re need for a Healthy Weight Pathway ✓ Development of a Self-Harm Pathway 	<p><u>Quality Assurance & Scrutiny</u></p> <ul style="list-style-type: none"> ✓ Conducted review of Operation Encompass ✓ Oversight of developments re Multi-Agency QA Framework ✓ Maintained the SCP Dashboard and introduced a Covid-19 one ✓ Maintained the Case Review Action Log
<p><u>SCP Executive</u></p> <ul style="list-style-type: none"> ✓ Developed and embedded the MASA ✓ Ensured a state of readiness and recovery planning for Covid-19 ✓ Managed escalations ✓ Considered the YJS report on Knife Crime ✓ Planned a peer review (unfortunately this was postponed due to Covid) 	<p><u>Child Exploitation Group</u></p> <ul style="list-style-type: none"> ✓ Reviewed & updated the CE assessment and review tools ✓ Developed practice guidance ✓ Refreshed CE training ✓ Developed Contextual Safeguarding Proposals which were ratified at the SCP Development Day March 2020 ✓ Commissioned ‘Risking It All’ Performance Theatre into schools.

SAFEGUARDING IN THE LOCAL CONTEXT

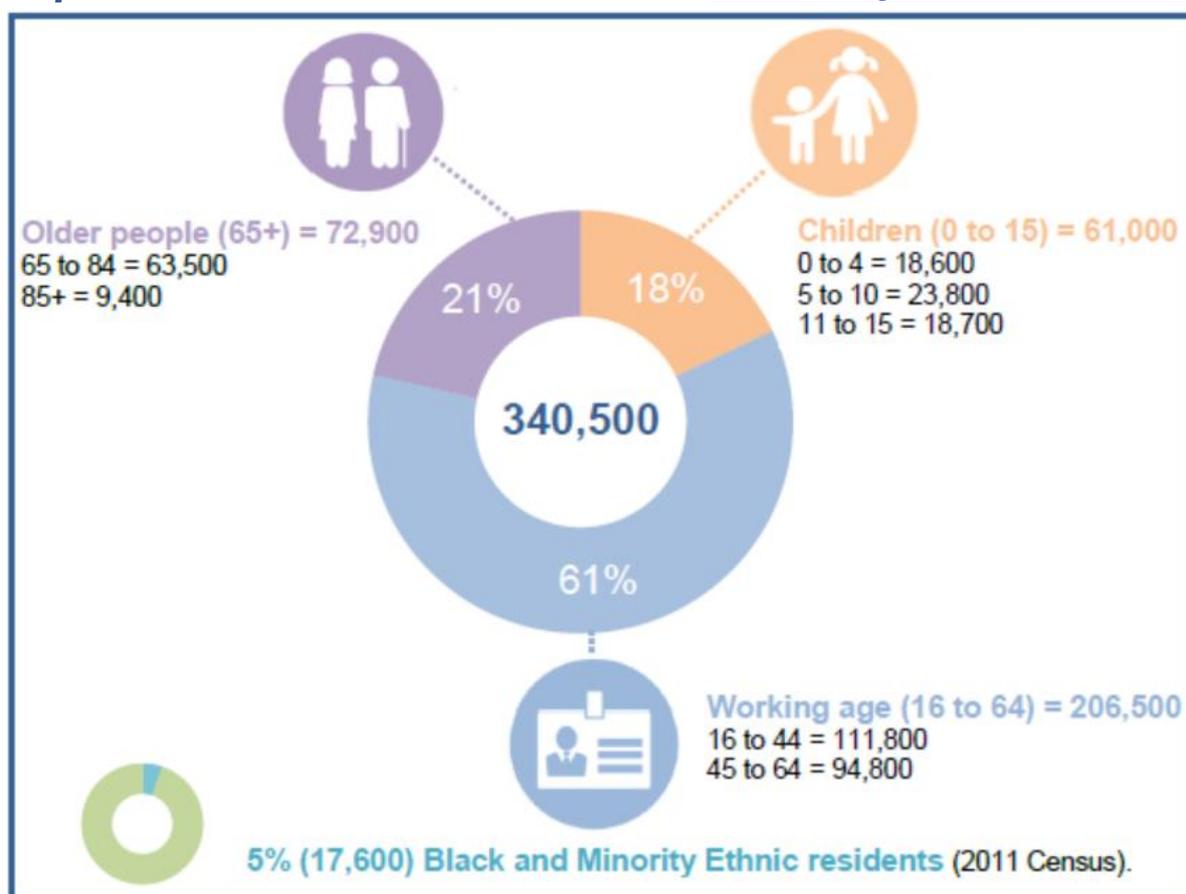
What life is like for a child in Cheshire West

Cheshire West and Chester borough is located in the North West of England covering 350 square miles including the historic city of Chester and the industrial and market towns of Ellesmere Port, Frodsham, Helsby, Malpas, Neston, Northwich and Winsford.



In 2018, Cheshire West and Chester had an estimated resident population of 340,500 people

Population estimates 2018 taken from [Joint Strategic Needs Assessment](#)



Our Vulnerable Groups and what the Data Tells Us

Early Help

Working Together 2018 emphasises the need for agencies to work together to provide 'early help' as soon as a problem emerges at any point in a child's life.

In Cheshire West and Chester there is a joint commitment with partner agencies to provide early support for families, driven by the Council's [Early Help and Prevention \(EHP\) Service](#). Where needs are identified at Partnership Plus on the Continuum of Need, a 'Team around the Family' approach is used, whereby partners work jointly together to assess and address families with complex, multiple needs. TAF advisors based in the Early Help and Prevention Service can support practitioners regarding TAF assessments, planning and reviews.

As at the 31st March 2020 there were 1968 individual TAFs open in Cheshire West and Chester across all Early Help services and partner agencies (667 families), which is a reduction of 6.9% compared to the previous year (2114 individuals, 730 Families).

Schools continue to hold the highest proportion of all TAFs (40.9%, 804 individuals), followed by the Early Help and Prevention Family Casework service (32.3%, 636 individuals). Children with Disabilities Team (11.5%) and Starting Well Service (11.3%) are the other highest leaders of TAFs.

Contact, Referral & Assessment

Cheshire West & Chester Council **Integrated Access and Referral Team** (i-ART) is where anyone (professional or public) concerned about a child's welfare can make a referral for support from Early Help or Children's Services including Child Protection and support for Children with Disabilities.

CW&C Council have published [The i-ART Guide for Parents and Carers](#) which describes what happens when a contact is made with i-ART about a child or a family.

👤 There were 5,386 contacts to iART during this period (excluding statutory notifications and requests for information, advice and guidance) for families which relates to 10,895 children. The conversion rate from contact to referral averaged across the year is 22.8% (2481 children of 10,895). This is lower than the previous year (35.7%) and calls into question whether there is a mismatch between the thresholds being applied by referring agencies and those of iART.

Further analysis is required to understand if this is largely due to the absence of detailed assessment tools being submitted to provide a more evidence-based referral or otherwise. The SCP, and the LSCB before it, has been challenging partners to utilise the suite of assessment tools available to them to support their submission of Multi-Agency Referral Forms (MARFs). Whilst there is well embedded use of Child Exploitation assessment tools; the submission of other screening documentation is lacking, particularly in relation to concerns about Neglect.

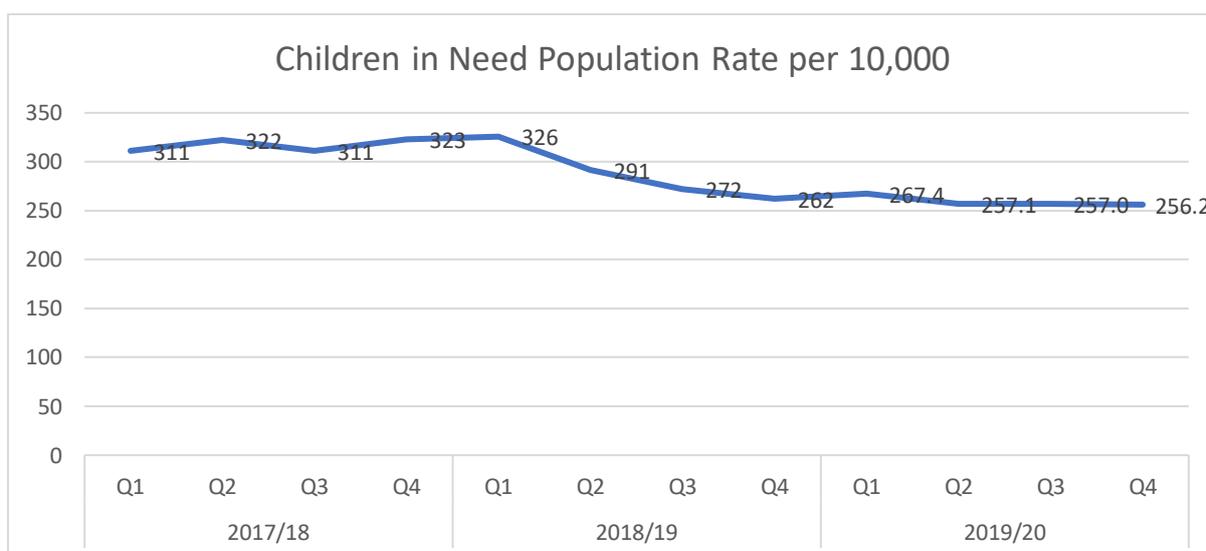
👁️ Over the last 12 months, the Police have consistently been the main source of contacts into Children’s Social Care and the Early Help and Prevention Service. In the financial year, Police contacts were the source of 30.4% of all contacts to iART (1635). Education, Parent or Carers and Hospital Staff were the other highest initiators of contacts to the service.

👁️ The principle reasons for contact were Domestic Abuse (24.1%), Child Physical Abuse (7.4%), Parenting (7.1%), Neglect (6.1%), and Substance Misuse (6%).

Children on Child in Need Plans

Cheshire West & Chester Council’s Children’s Services provide support to children assessed as a child in need within the definition given by Section 17 Children Act 1989 but who do not require protection or accommodation through Child Protection (CP) Plans or Children in Care processes. Child in Need plans are multi-agency and always have a social worker as the lead professional.

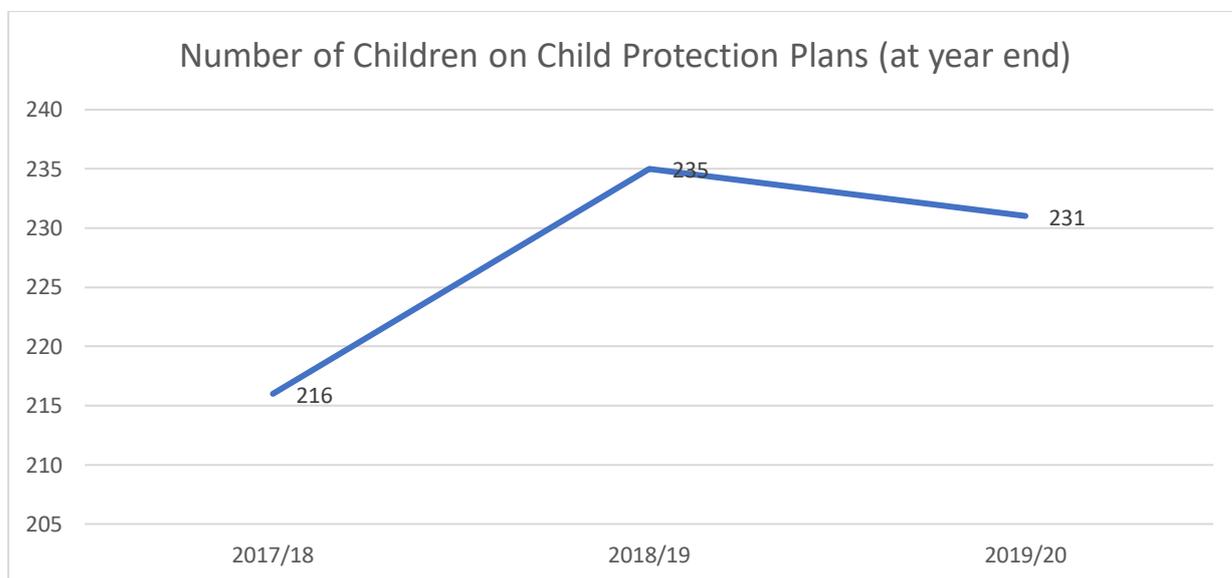
As at 31 March 2020, there were 256.2 children (per 10,000) with child in need plans. During this financial year there has been a quarter by quarter decrease in the number of children open on Child in Need Plans, which is the similar pattern to the last financial year.



Children on Child Protection Plans

Children are supported through Child Protection (CP) Plans when they are considered to be in need of protection from either physical, sexual, emotional abuse, or neglect. While each Child Protection Plan has a Social Worker as lead professional, the Plan is developed and implemented by a Core Group of all agencies involved in a child's life, hence the quality and impact of Child Protection Plans reflect multi-agency commitment and collaboration.

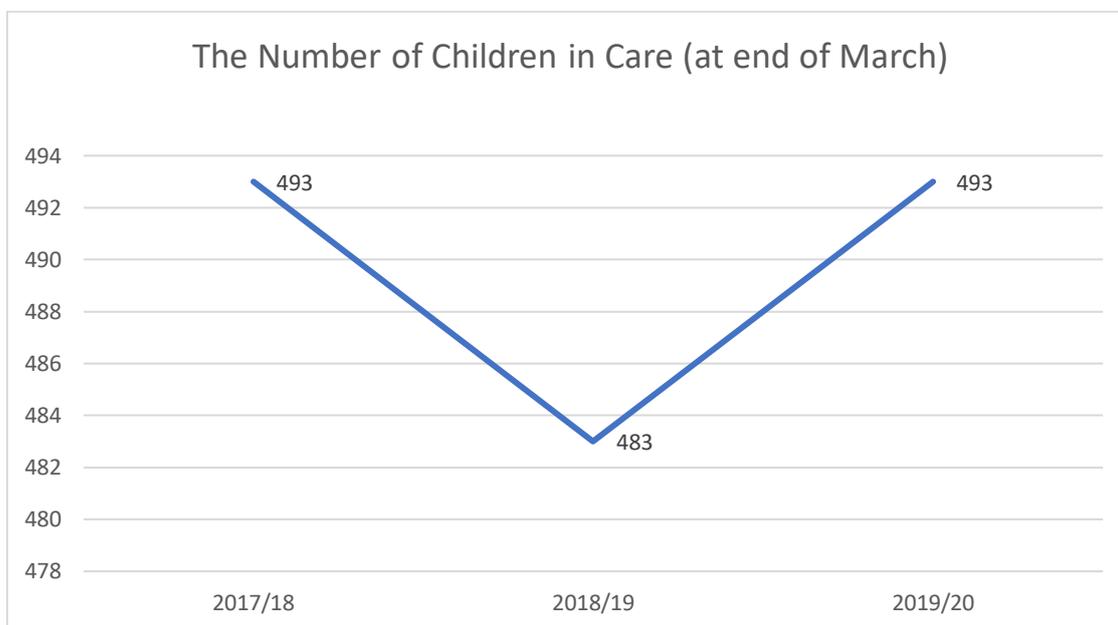
As at the 31st March 2020, there were 231 children subject to Child Protection Plans, a rate of 35 per child population of 10,000. This is a slight decrease compared to 2018/19. During Q1 and Q2 there was a decrease in the number of children open on plans, with Q3 showing an increase that almost brought the plan numbers to the same level as Q4 2018/19. The reduction in the number of children on CP Plans is being monitored.



- 😊 The rate of repeat plans across the last 12 months currently stands at 17.7%, which is lower than the previous year's national average (20.2%) and statistical neighbour (21.45) averages. Child Protection cases continue to be closely monitored by the service and team managers are challenged on, and scrutinise, repeat plan information on a monthly basis to ensure that decision-making and risk management is appropriate.
- 😊 Emotional Abuse or Neglect continues to be the most frequent reason for children being in need of protection. It amounts to 93% of child protection plans.

Children in Care

Children become a Child in Care when they are looked after by a local authority (usually in foster or residential care, through an interim or full Care Order granted by a Court under s.31 Children Act 1989, or by an agreement with parents under s.20 Children Act 1989). At the end of March 2020 there were 493 children in care, a rate of 74 per 10,000 child population.



Despite a slight decrease the previous year, our number of children in care (per 10,000 of the population aged 0-17) remains above England and Statistical Neighbour averages but below North West. Single-agency and multi-agency audits have been completed and there is no evidence to suggest that any of the children audited should not be in care at this point, and there was no evidence to suggest that thresholds have shifted or practice has changed.

- 👤 8.6% (42 children) had three or more placement moves in the last 12 months.
- 👤 At the end of March 67.5% (141) of children under 16 who have been in care for 2.5 years or more have been in the same placement for 2 years.
- 👤 130 episodes of Children Missing from Care have been reported during this financial year.
- 👤 16.6% (82) Children in Care are placed outside of the Cheshire West and Chester LA boundary and more than 20 miles from home. This is an increase on the previous year from 13.7%.
- 👤 As of the 31st March 2019 there were 174 Children living in the local authority who are the responsibility of another local authority.

Children at risk of Child Exploitation

As at 31 March 2020, there were 63 children and young people in Cheshire West and Chester assessed as being at risk of child exploitation (CE) by the Cheshire West and Chester Child Exploitation Operational group. 40 of these children were in relation to Child Criminal Exploitation and 23 in relation to Child Sexual Exploitation. This compares to 39 (CSE only) in March 2019 and 35 (CSE only) in March 2018, as we had not begun to split the exploitation categories at that time. The increase in assessments leading to young people being deemed at risk has a correlation with an increase in training and communication of the issue, in line with our strategic priority *'A focus on children and young people with complex needs including those who go missing from home or care; missing from education; and those at risk of exploitation'*.

Children Missing from Home or Care

Cheshire Constabulary have recorded 485 missing from home reports during this period. When a child is reported missing an active search by police is undertaken, and once they are safely returned home, a safe and well check is completed by police in addition to the child being offered a return interview by the commissioned service.

During this reporting period, the service provider for missing children 'formerly Addaction – now We Are With You' conducted 464 missing from home interviews.

There have been 120 children who have been missing between 2 and 4 times, of which 63 are in relation to children missing from home and 57 are in relation to children missing from care. The top 3 reasons given by young people at their return interviews, for why they went missing, was Peer Pressure, Family Conflict and Boundaries. The SCP recognises the significance of relationships between young people, particularly in their adolescent years, and this can be amplified through increasing use of social media. In response, the SCP is developing a 'Contextual Safeguarding Approach' to practice which will look to strengthen our collective responses to harm which can occur outside the family.

Children Who Are Privately Fostered

A child is 'privately fostered' when, with parental agreement, they are cared for away from home by someone who is not a close relative, for 28 days or more. The Local Authority must be notified of these arrangements and will visit to carry out an assessment to ensure the child's welfare.

-  8 children were known to be privately fostered during this period, an increase of 2 from the previous year.
-  There were 6 new Private Fostering notifications in 2019-20, which is the same as the previous year.

For more information on private fostering and how to refer please follow the link: <https://www.cheshirewestandchester.gov.uk/residents/health-and-social-care/children-and-young-people/fostering-and-adoption/private-fostering.aspx>

Safeguarding Children in Education

In Cheshire West & Chester, there are 163 schools and educational settings and 1 maintained Nursery School. Alternative provision for children and young people at risk or permanently excluded and those with medical needs is situated on 2 sites across localities. All schools and settings engage with the local authority's Safeguarding Children in Education service (SCiE). The SCiE service provides advice, support and challenge and training on safeguarding policy, procedure and practice, to ensure that all schools are aware of and effectively discharge their safeguarding responsibilities, including in relation to Ofsted inspections. The SCiE Officers provide supervision support via action learning sets to groups of Head Teachers and Designated Safeguarding Leads.

Children who receive school exclusions or are missing from education are amongst our most vulnerable and there is growing concern about their increased vulnerability to exploitation when they are not in school.

- 👤 At the end of this financial year there were a total 53 children from 36 families who were recorded as Children Missing Education, (10 arising from Spring term 2020 and 43 historic CME from previous reporting periods). Forty (23 families) of the children were from GRT families.
- 👤 During this period there were 45 children permanently excluded from school. This is an increase on the previous year (31) and an area that the SCP, and the LSCB before it, continues to scrutinise and challenge schools in on.

The audit of Child Criminal Exploitation in May 2019 highlighted that there is also a significant correlation between children with high rates of unauthorised absences and vulnerability to Criminal Exploitation. 9/15 children in the cohort audited were reported as having unauthorised absences from Education Settings in the last twelve months. Of the nine children with unauthorised absences, eight had also received fixed-term exclusions in the last 12 months. The SCP has written to all schools sharing the findings of the audit and highlighting our concerns for children's wellbeing when their whereabouts are potentially unknown. Schools have been encouraged to follow-up all unauthorised absence and to proactively refer concerns to iART.

Numbers of Electively Home Educated children have continued to rise since 2015, with 305 children registered as EHE at the end of the Spring Term, rising from 263 in the Spring Term of 2019. This is in line with the increases seen nationally during this period. Of the 305 children 20% (60) were in year 11. Given the onset of the pandemic and a move to remote learning, there is growing concern that this number will continue to rise.

Children Detained in Police Custody Overnight

The number of children being detained overnight has continued to decrease since 2018.

- 👤 During 2019-20, there were 71 children detained in custody overnight
- 👤 This compares to 97 in 2018/19 - a 27% reduction this year.
- 👤 The main arrest reason which led to a child being detained in custody overnight was assault.

Cheshire West is committed to the Joint Cheshire, Halton and Warrington Protocol for the provision of Local Authority Accommodation for Juvenile Detainees which aims to avoid, so far as is practicable, the overnight detention of children in police custody following charge and the denial of bail. To support its implementation a range of multi-agency professionals attend a quarterly Pan Cheshire meeting to review individual cases of children being detained in custody and report these to the SCP. The expectation on Local Authorities to temporarily accommodate children to prevent overnight detention, when bail conditions cannot be granted by Police, is not being fulfilled. Children's Social Care are aware of the issue following a number of escalations from the Group into the SCP Executive, but this remains an unresolved problem of bed availability not being accessible at short notice. In last year's report we highlighted the delays children were experiencing whilst waiting to access an Appropriate Adult, particularly when they are out of area young people. The Youth Justice Service established a pilot 'Appropriate Adult Scheme' in January 2019 at Middlewich Custody which has enabled a quicker response to children who may previously have waited for a parent or professional to represent them resulting in a decrease in overnight stays for children. The pilot has now rolled out to Blacon and Runcorn Custody suites and has seen a equally positive results in reducing waiting times.

Children and Self-Harm

Accident & Emergency hospital attendances for under 18-year olds for self-harm related issues became a key indicator for LSCB in April 2017 due to the continued escalation in presentations for this age group.

- 👤 There were 665 attendances at Accident & Emergency in our area for under 18-year olds who had self-harmed or attempted suicide. This is a continued rise year on year, 55% higher than 2018/19.

These growing figures are alarming and the reason for the SCP making *'Responding effectively to children and young people who experience poor emotional wellbeing or mental health problems'* a priority for 2019-2021.

Children Affected by Domestic Abuse

Domestic abuse in households with children remains a key area within safeguarding requiring good multi-agency working.

- ☺ Children on Child Protection Plans for Emotional Harm - often because of exposure to Domestic Abuse – accounts for approximately 50% of the categories for Child Protection Plans.

Multi-Agency Risk Assessment Conferences (MARAC) are monthly risk management meetings where professionals share information on high risk cases of domestic violence and abuse and put in place a risk management plan.

- ☺ During the year 1039 children were involved in MARAC cases. This is decrease from the previous year of 9% (1143 in 2018/19).
- ☺ The number of victims heard at MARAC is also showing a steady downward trend although this is attributed to the reduction in referrals received in March due to COVID. There was also a weekly risk assessment meeting (WRAM) piloted in March 2020 which enabled robust decision-making and a reduction in the number of victims subsequently needing to be heard at MARAC. The long-term effectiveness and impact of WRAM will be reviewed in June 2020.

Domestic Abuse remains a focus for the SCP, but we know that we cannot effectively influence it without the support of our adult's partnership. This year we agreed a joint priority with the LSAB to *'ensure a Think Family response to children and families where substance misuse, domestic abuse, learning disability and mental health problems are a feature of the family environment'*. We'll also be working closely with our Domestic Abuse Partnership.

How the voice of children and families has influenced the work of the partnership

Children in Care Council (CiCC)

This group sits within the remit of the Children's Trust. The views of Council members influence the work of the Children in Care Sub-Group and they in turn provide a twice-yearly report to the SCP. The Chair of the Children in Care Sub-Group is the Director of Children's Services. The SCP are updated on progress against the workplan; young people attend the meeting so that the SCP can ask questions about what the impact feels like for them. The SCP also raises challenges to the CiC Group and/ or the Council when there is any learning from data or audit that requires further scrutiny.

CAMHS Participation Group

This is a proactive group of young people who have accommodate the SCP Manager at a number of their meetings to help shape the work of the partnership. This group helped to develop our strategic priority in relation to Mental Health can raise challenges to the partnership via their participation officer.

Children and Family involvement in case reviews

It is our guiding principle that all children and families will be given the opportunity to contribution to any case review that is conducted in relation to them, unless to do so would cause greater harm. In the Serious Case Review of Lauren, who best friend worked closely with the Author and Business Manager throughout the review. The Anti-Bullying Conference that arose from this review has been developed in conjunction with pupils from Lauren's school who have developed an Anti-Bullying Charter against which schools will gather evidence and the SCP provide them with an Anti-Bullying Award if good practice can be demonstrated.

Cheshire Youth Commission

The Youth Commission are a proactive group of young people who annually hold a conference on topics that young people feel is most relevant to them. Last Year their work focused on Anti-Bullying, Hate Crime and LGBTQ. The SCP attended their conference and use the findings in their reports to shape the work of the partnership. The Youth Commission were interested in the work of the SCP in relation to the Anti-Bullying Award and will be in attendance when the date is arranged.

Learning from Case Reviews

Child Safeguarding Practice Reviews (CSPR) are undertaken on 'serious child safeguarding cases' to learn lessons and improve the way in which local professionals and organisations work together to safeguard and promote the welfare of children. These reviews were previously known as Serious Case Reviews (SCRs) but were transitioned to a new CSPR structure from June 2019.

In determining whether or not a CSPR is required, the following criteria must be considered:

- The case highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified.
- The case highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children.
- The case highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.
- The case is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate. The following circumstances should also be considered:
 - Where the safeguarding partners have cause for concern about the actions of a single agency
 - Where there has been no agency involvement, and this gives the safeguarding partners cause for concern.
 - Where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around.
 - Where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings.

Not all cases that are reviewed will meet the definition of a 'serious child safeguarding case' but may still raise issues of importance. This might include cases where there has been good practice, poor practice or where there have been 'near misses'. In these circumstances the SCP will decide whether to conduct a Practice Learning Review or case audit to ensure that learning is captured and shared with the workforce.

ACTIVITY THIS PERIOD

- 👤 Four serious incident notifications were submitted to the National Child Safeguarding Practice Review Panel relating to the six children (two incidents involved two children). All children lived in Cheshire West and Chester
- 👤 The local Rapid Review Panel met on four occasions to consider the six children. One review concluded there was no need for a further learning event and did not progress beyond panel, two led to a thematic review of Non-Accidental Injury to Children under the age of 1 year, and one progressed to a Child Safeguarding Practice Review.
- 👤 The features of these children's lives included Bullying, Gender Identity Crisis, Mental Health, and Neglect.
- 👤 Five of the six children were male, and all were recorded as White British. The youngest child was age 4 weeks at the time of incident, the eldest was aged 14 years.

- 👤 A further two meetings were convened by the Practice Improvement Group to consider Practice Learning Review referrals – of which one progressed. Both of these referrals were in the context of Neglect.
- 👤 One notification from March 2019, outside of this reporting period, was progressed to a Serious Case Review. It is still pending publication at the time of writing.
- 👤 **Key Learning in Review highlighted** - The risk of 'start again syndrome' when schools have insufficient information upon which to make informed decisions about interventions and support for children following a move of schools and missed opportunities for earlier intervention.

Serious Case Review – Lauren – December 2019

During this period 'Lauren's Serious Case Review', which concluded in 2017, was published on 2nd December 2019. Publication was pended on the direction of the Coroner's Court until Inquest was held; this took place in November 2019.

Lauren was 16 years of age when she died in June 2016. The review was undertaken because it was evident that Lauren, alongside her friend, had been subjected to prolonged and sustained bullying in the months before her death. The Rapid Review Panel deemed the bullying to be so serious that it constituted Emotional Abuse and commissioned an independent author to undertake the review. Lauren's best friend spoke to the Author and SCP Manager about their experiences and we are indebted to them her for the bravery she showed in enabling this review to identify actions that could prevent similar harm occurring to other young people.

Key Learning:

- 👤 Police and School placed insufficient focus (in relation to bullying and intimidation) on the safeguarding needs of Lauren
- 👤 Police action to investigate allegations of assault (December 2015) lacked rigour and did not comply with standards.
- 👤 There was an absence of Lauren and her friends voice.

Full details of the review is available on the SCP website [HERE](#).

The SCP delivered a series of briefings in December 2019 to disseminate the learning from the review. Practitioners shared their concerns in these events about managing such serious behaviours within schools and how best to work with Police colleagues. In response, a multi-agency task group began work to develop a suite of resources, culminating in pupils from the school that Lauren attended working with the Partnership to devise 'Lauren's Anti-Bullying Charter'. A launch event was scheduled for 30th March 2020 which sadly has had to be postponed because of the pandemic. The children have worked so hard that we do not want to prevent them engaging fully, thus the partnership is going to wait until the children are back in school when they can join us remotely to bring their key messages to frontline workers.

The Event will focus on:

- 😊 Lauren's Story
- 😊 Launch of Lauren's Anti-Bullying Award for School
- 😊 Good practice examples of anti-bullying schemes within schools
- 😊 Good practice guidelines for managing children on bail in education settings
- 😊 Conducting a good risk assessment
- 😊 Understanding when bullying becomes harassment and when safeguarding responses are required.

Multi-Agency Audit Programme

The SCP has a robust multi-agency audit programme in place and routinely conducts 3 termly multi-agency focused group audits per year. Each audit comprises 15 cases that are spread across the Continuum of Need. Multi-agency practitioners join focus group sessions to review completed audit forms with a facilitator leading the conversation. In addition, each year we conduct a Random 20 audit, in which a small group of multi-agency facilitators conduct a deep dive file audit on 20 randomly selected children. This enables the Partnership to remain sighted on the day to day safeguarding practice which can sometimes be overlooked when a thematic approach is being taken.

In May 2019, SCP undertook a multi-agency audit of Child Exploitation.

Assurances included:

- 😊 Consistent use of flags to identify children at risk
- 😊 All children discussed at the CE Ops Group
- 😊 CE Screening tools were completed for all cases.
- 😊 All had plans in place that contained objectives relating to the risk of exploitation.
- 😊 In three cases suspects / offenders had been identified and in two of these prosecuted showing proactive disruption activity

Gaps in Assurance:

- 😊 **How do you know the Child is Safe?** – A large number of the cohort were reported as having unauthorised absences from Education Settings in the last twelve months.
- 😊 **Give all children a chance to engage with intervention** - There is inconsistency of involvement by the Commissioned Service and it wasn't clear if the children hadn't been referred or hadn't engaged.
- 😊 **Share Information** - GP's were not informed of the vulnerability to exploitation in at least half of the cohort.
- 😊 **Develop a better understanding of the links between children** - there is insufficient focus on networks and peer relationships to enable

professionals to appropriately target their responses and understand when, where and from whom children are at risk

In response to this audit the SCP wrote to all schools stressing the importance of confirming a child's whereabouts when they have unauthorised absence and following procedures to share concerns with iART. Training was delivered to Children's Social Care to make them aware of the scope of the commissioned service for Child Exploitation and work began on developing our Contextual Safeguarding approaches.

The second audit was completed in July 2019 and was the Random 20.

Assurances Included:

- 😊 Good evidence of risk informed step downs between Children Social Care and Early Help and Prevention.
- 😊 Good communication was evident between multi-agency partners, with the exception of the GP for cases at TAF and Child in Need.

Gaps in assurance:

- 😊 **SMART Planning** – There was inconsistency in the quality of plans and contingency planning was not always evident
- 😊 **Information Sharing** - GP's were not informed that children and families were open in the majority of cases audited. This appears to be a feature of Ta and Child in Need so could be due to consent not being given but that was not a recorded rationale.

Audit 3 took place in September 2019 and focused on our Think Family approach to practice.

Assurances Included:

- 😊 Adult Mental Health team are identifying children at potential risk and making appropriate referrals to the Safeguarding Children team.
- 😊 Good communication was evident between multi-agency partners.
- 😊 Young Carers are identified, and appropriate assessments have taken place

Gaps in assurance:

- 😊 **Information Sharing** – The outcome of Single Assessments should be shared with all agencies that provided information for the assessment to take place.
- 😊 **Strategy Discussions/Meetings** – It was identified that Cheshire Police attendance at follow-up strategy meetings could be improved.

Audit 4 was conducted in October 2019 on the Theme of Interfamilial Sexual Abuse.

Assurances Included:

- 😊 Greater use of Sexual Assault Referral Centre and Rape and Sexual Assault Service (RASAC) has been identified.
- 😊 Good evidence of the use of Strategy Meetings / Discussion.

Gaps in Assurance:

- 😊 **Are we communicating in a trauma informed way when ‘no further action’ (NFA) is being taken in criminal cases?** –There is a need to ensure that victims are not left feeling they haven’t been believed.
- 😊 **Information Sharing** – Communication was again found lacking with GP’s.

All recommendations in audit and case reviews give rise to action logs which are overseen and progressed by the Quality Assurance Officer. Impact of the actions on practice is tested through the Quality Assurance and Scrutiny Group.

Impact of Training and Development

The SCP Training Calendar is overseen and managed by the Training and Development Officer and Administrator with support from the multi-partnership Training & Development Hub. It's been another strong year of attendance at our courses, our rates just slightly down on the previous year (1260) and this was due to cancellation of several courses in the last week of March as a result of Covid. Delegates booked onto those courses totalled 142 which would have seen an increase in attendance on the previous year.

Course	Delegates Booked	Delegates Completed	Cancelled	Did Not Attend
Child Protection, Children in Care and SMART Planning Workshop (CWAC SCP)	19	18	0	1
Learning from Local Case Reviews (CWAC SCP)	65	55	6	14
Level 2 Basic Awareness in Safeguarding Children (CWAC SCP)	85	68	14	3
Level 2 Child Exploitation: Basic Awareness (CWAC SCP)	131	94	21	13
Managing Allegations Against Adults (LADO) (CWAC SCP)	93	78	6	7
Managing Child Neglect (CWAC SCP)	79	59	13	5
Responding to Domestic Violence and Abuse Awareness (CWAC SCP)	202	155	31	12
Responding to Domestic Violence and Abuse Awareness (Refresher) (CWAC SCP)	20	15	4	1
Safeguarding Children from Domestic Abuse (CWAC SCP)	113	75	31	7
Sexual Abuse and Harmful Sexual Behaviour in Children and Young People (CWAC SCP)	63	44	16	3
Sexual Assault Services in Cheshire West and Chester Workshop (CWAC SCP)	60	49	3	7
Working Together to Safeguard Children One Day (CWAC SCP)	449	302	78	19

Working Together to Safeguard Children Refresher (CWAC SCP)	229	188	22	9
Working with Children Who Self-Harm (CWAC SCP)	49	45	4	0
Total	1,657	1245	249	91

Evaluations of training continue to be positive, but we are challenged in obtaining the returned evaluations; this year less than 50% (526/1245) of practitioners submitted returns. This undermines our ability to evidence the impact of the sessions on practice and limits opportunities for us to use the feedback to inform course reviews. It is an area we continue to try and improve.

The Training & Development Hub was the last meeting to be established under the new arrangements and therefore only met once during this reporting period; in February 2020. The Training Officer has driven the work forward in the intervening period with updates to the following courses completed:

- 😊 Updated Working Together to Safeguard Children and Refresher Courses and developed a modular approach
- 😊 Redesigned the Child Protection, Children in Care and SMART Planning Workshops
- 😊 Delivering a number of Basic Awareness Safeguarding Children Course to Private Providers, predominantly Nursery and Early Years
- 😊 Revisions to the Domestic Abuse Basic Awareness and Domestic Abuse and Safeguarding Children Courses

SCP safeguarding training is delivered with support of a multi-agency Training Pool who support delivery and writing of course content. The pool currently has approximately 45 members from the following agencies:

IART; Cheshire Wirral Partnership; Countess of Chester Hospital; Local Authority Children's Services; Local Authority Workforce Development; Early Help and Prevention; Safeguarding Children in Education; Schools; Probation; Child & Adolescent Mental Health Service; Commissioned Services; Police; Safeguarding Quality Assurance Unit.

There is further information about the SCP multi-agency safeguarding training programme on the Partnership's training page at <https://www.cheshirewestscp.co.uk/training/>

APPENDIX 1 – FINANCIAL ARRANGEMENTS

SCP Members provide strong financial support to the partnership budget, in addition to a variety of “in kind” resources such as staff who deliver training and provision of free venues. The Independent Chair gained agreement from partners that they would retain their current contributions for the first two years post transition to the new arrangements. This year the SCP has led the work in relation to contextual safeguarding which will see an additional staff member recruited to the team in 2020/2021. This money will be appropriated to reserve until the recruitment takes place.

Total Contribution from Partner Agencies	£
Training income	32,181
Partner Contributions	219,466
CSP Contribution to Contextual Safeguarding Developments and 2 Engage Performing Arts	47,698
Total income	299,345
Key Expenditure	
Business Unit Staffing	210,859
Professional Fees - Case Reviews & Independent Chair	31,156
Training & Conferences	28,180
Total expenditure	270,195
Appropriation to reserve	29,150

APPENDIX 2 – ATTENDANCE

Attendance at the Safeguarding Children Partnership and Sub-groups is monitored. The table below represents attendance at the four Executive meetings with colleagues from the Safeguarding Children partnership. The Independent Chair is committed to seeking explanations from members where attendance is not up to expectation.

AGENCY/REPRESENTATIVE	
Independent Chair	100%
Cheshire Police	100%
Cheshire Clinical Commissioning Group	100%
Children's Services - Cheshire West and Chester Council	100%
Early Help and Prevention - Cheshire West & Chester Council	50%
Education - Cheshire West & Chester Council	50%
Public Health – Cheshire West and Chester	50%
Safeguarding & Quality Assurance Unit, Cheshire West & Chester Council	100%
Cheshire West, Halton & Warrington Youth Justice Service	100%
Countess of Chester Hospital NHS Foundation Trust	25%
Mid Cheshire NHS Trust	100%
Cheshire & Wirral Partnership NHS Foundation Trust	100%
Cheshire West Association of Primary Headteachers	75%
Cheshire West and Chester Association of Secondary Headteachers	0%
Special Schools Representative	25%
Further Education Representative – South & West Cheshire College	25%
National Probation Service	100%
Cheshire and Greater Manchester Community Rehabilitation Company	100%
SCP Manager	100%

Essential Information

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