



Cheshire West and Chester Local Safeguarding Adults Board

Governance Arrangements September 2019

Our vision is to promote partnership working by working together to help people feel safe and free from abuse and neglect.'

'Our mission is to put the adult at risk of abuse at the heart of everything we do.'

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1. Safeguarding and the Local Safeguarding Adults Board (LSAB)

This document sets out how agencies in Cheshire West and Chester will work together to safeguard adults in the Borough.

The Care Act 2014 made all local authorities responsible for ensuring that any adult who needs care and support, who is at risk of or experiencing abuse or neglect, and as a result of their needs is unable to protect themselves, is protected by the local authority. The Care Act 2014 introduced a requirement for Safeguarding Adults Boards to be set up by all local authorities.

Cheshire West and Chester Local Safeguarding Adults Board (LSAB) leads on adult safeguarding arrangements across the borough and oversees and coordinates the effectiveness of the safeguarding work of its member and partner agencies. Its overarching purpose is to help and safeguard adults with care and support needs.

Our Board arrangements include all the agencies that provide support to, work with or commission services for adults with care and support needs and include all statutory and voluntary agencies and faith groups. We recognise that agencies will have differing levels of engagement within the partnership and we want to build on their strengths and support them to effectively promote and safeguard the adults of Cheshire West and Chester.

We recognise that safeguarding adults cannot be achieved in isolation from other partnerships, or our communities.

2. National Context to our Safeguarding Arrangements

The Care Act 2014 sets out the statutory requirements for safeguarding arrangements and places duties on three safeguarding partners, namely the Local Authority, Police and the NHS Clinical Commissioning Group to work together, and with other partners locally to safeguard and promote the welfare of adults with care and support needs in their area.

3. The Local Context

3.1 Geographical boundaries covered by these arrangements.

Cheshire West and Chester has a population of 338,000 and covers 350 square miles. The borough is located in the North West of England and includes the historic city of Chester and the industrial and market towns of Ellesmere Port, Frodsham, Helsby, Malpas, Neston, Northwich and Winsford. About a third of the population live in rural areas.

Figure 1. Cheshire West & Chester Local Authority Boundaries



Population estimates 2017



In 2017, Cheshire West and Chester had an estimated resident population of 338,000 people.

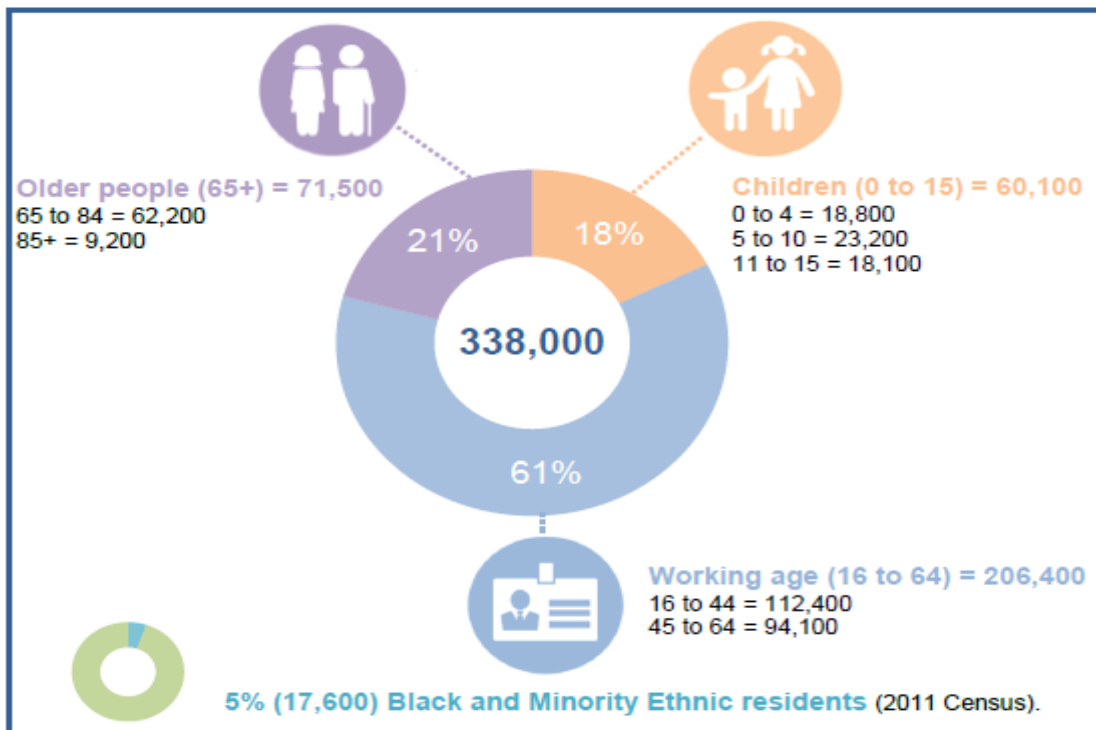


Figure 2. Cheshire West & Chester demographics

There are 43 residential homes and 35 nursing homes and domiciliary care providers for adults and older people within the Borough of which 74 homes are private and 4 homes are local authority managed by Vivo.

There is two NHS Cheshire Clinical Commissioning Groups (CCGs) that commission health care across Cheshire West and Chester which are Vale Royal CCG and West Cheshire. There are two general hospitals in the area – The Grosvenor Hospital Chester operated by Nuffield Health and the Countess of Chester Hospital NHS Foundation Trust, although residents do also attend Leighton Hospital in the East which is operated by Mid-Cheshire Hospitals NHS Foundation Trust and across the border to Arrowe Park Hospital on the Wirral. As such the Safeguarding Board does receive performance information from these hospitals via our Clinical Commissioning Group representative. There is an psychiatric hospital operated by Cheshire & Wirral Partnership (Bowmere) an in-patient treatment centre for adults with learning disabilities (Eastway). There are also some independent hospitals such as St Cyril's and Meadow Park.

Cheshire and Wirral Partnership NHS Foundation Trust are commissioned to provide mental health services (including CAMHS), learning disability and community physical health services.

Sexual Health Services in Cheshire West and Chester are delivered by Virgin Care Limited.

There are 47 GP Practices in our area providing primary care services to our population. NHS England commissions primary and secondary care dental services across Cheshire West and Chester. These services are provided by dental practices across the area.

The area is covered by one police force – Cheshire Police, which also covers Cheshire East, Halton and Warrington.

In addition to Cheshire Police, there are a number of other partners that operate in Cheshire West and across the wider Region. These include NHS England, the National Probation Service and Community Rehabilitation Service.

4. How the safeguarding partners will work together to identify and respond to the needs of adults in the area

4.1 The 3 statutory safeguarding partners in Cheshire West and Chester.

Local authorities are responsible for the establishment of Safeguarding Adult Boards. The Care Act 2014 specifies that there are three core members:

- the local authority
- clinical commissioning groups (CCGs)
- the police – specifically the chief officer of police.

Table 1 Lead representatives for the LSAB

Deputy Chief Executive & DASS	Cheshire West and Chester Council
Director of Quality and Safeguarding	NHS West Cheshire and Vale Royal Clinical Commissioning Groups
Detective Chief Inspector	Cheshire Police

4.2 Relevant agencies

The Care Act allows for further members to be specified in order for the Board to fulfil its responsibilities and duties effectively. The local authority, having consulted with the other core members, considered the following organisations and agencies to be relevant partners.

Table 2: Relevant agencies

Cheshire Wirral Partnership NHS Foundation Trust	Age UK Cheshire
Countess of Chester Hospital NHS Foundation Trust	Cheshire Centre For Independent Living
Mid Cheshire Hospitals NHS Foundation Trust	Public Health
Housing Providers	Adult Social Care - statutory
National Probation Service - Cheshire	Elected Members
Cheshire Fire & Rescue Service	Children's Social Care
NHS England	
North West Ambulance Service	

These agencies have been identified by the safeguarding partners as organisations with a key contribution to make to ensure that effective safeguards are in place for adults.

4.3 Our shared vision

In Cheshire West and Chester the Board is committed to achieving the best possible outcomes for adults with care and support needs. We recognise that to do this we must share a collective vision in respect of what we are seeking to achieve and work together to deliver that vision. Our Board is agreed that:

‘Our vision is to promote partnership working by working together to help people feel safe and free from abuse and neglect.’

‘Our mission is to put the adult at risk of abuse at the heart of everything we do.’

To achieve this vision the Board will adopt national best practice (Social Care Institute for Excellence (SCIE)), and will work collaboratively with relevant agencies to ensure that:

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

4.4 Our priorities

We have agreed some shared priorities for the next 3 years which are our Strategic Priorities 2019-2022.

Priority 1 People and Outcomes – Ensuring Safeguarding services are delivered effectively and professionally, with Making Safeguarding Personal at the heart of how those services are delivered.

Priority 2 Systems, Processes and Performance – Ensuring that there are effective governance, scrutiny and business processes in place to ensure that the safety and well-being of adults who are subject to, or at risk of, abuse and neglect. This includes ensuring that the findings from Safeguarding Adult Reviews and other key areas of Practice improvement are implemented.

Priority 3 Partnerships and Communities with care and support needs - We will promote safeguarding adults in the community by listening to their concerns and raising awareness & well-being to prevent neglect and abuse before it happens, with a particular focus on diverse, isolated and under-represented communities.

We will also work with other key Boards, Committees and Partners, including the Children’s Safeguarding Partnership, to build effective partnerships.

We will deliver training and development in areas where awareness and understanding needs to be improved.

5. Annual Reporting Arrangement

The LSAB are required to publish an annual report. The report will provide analysis on progress against key priorities, linkage across other key strategic partnerships in

Cheshire West and Chester and evidence as to the difference that we are making to the lives and experiences of our adults with care and support needs. We will provide details on any safeguarding adult reviews; multi-agency audits and any thematic reviews that we have undertaken, including the learning that was identified and what we have done to embed that learning into practice. The report will be formally received through the Health and Wellbeing Board and the Council's Scrutiny Committee and will be published on the LSAB website.

6. Data and Information Sharing Agreement

The LSAB will adhere to relevant legislation in using data and intelligence. As the Board is hosted within the local authority, they will remain the designated data controllers acting on behalf of the Board. Each partner will need to respond individually to any information requests and consider exemption under current legislation.

The Care Act specifies that it is important that organisations share information related to abuse or neglect with SABs. Not doing so could prevent them from being able to tackle problems quickly and learn lessons to prevent them happening again.

The Act is therefore clear that if an SAB requests information from an organisation or individual who is likely to have information which is relevant to SAB's functions, they must share what they know with the SAB. This is so any problems can be tackled quickly, and lessons can be learnt to prevent them happening again in the future.

All organisational members should provide the Board with any adult safeguarding information which will include:-

- reporting and preparing action plans
- significant reviews
- inspections
- policies
- internal learning
- budget challenges
- safeguarding adult reviews

7. Multi agency Escalation Procedure

This policy sets out the general principles of resolution as well as specific procedures to be followed. When a disagreement arises between any members of the Board, then the general principles of resolution will still apply:

- Where the disagreement is between 2 agencies they should seek to meet and find a satisfactory solution.
- Where disagreement cannot be resolved, or involves a more complex set of partner agencies it will be for the full membership of the Board to seek a resolution.
- Where necessary, the three safeguarding partners have primacy in determining the resolution to a disagreement.
- Where there is disagreement between the three safeguarding partners this may need to be escalated to the Chief Executive and Accountable Officers of the safeguarding partner's organisations.
- Whistleblowing policies provide an additional important route for staff to raise concerns. The Board will promote effective whistleblowing policies within each agency across the local area.

8. Membership

The Care Act defines safeguarding as everyone's business, and it is important that organisations work together to protect people who need help and support. Yet one of the biggest challenges is how to bring together the huge number of teams and organisations involved in keeping people safe. The LSAB must:

- Include the Local Authority, the NHS Clinical Commissioning Group and the Chief Officer of Police in Cheshire, who should meet regularly to discuss and act upon local safeguarding issues
- Develop shared plans for safeguarding, working with local people to decide how best to protect adults in vulnerable situations
- Publish an Annual Report t so that different organisations can make sure they are working together in the best way

LSAB membership is recommended to include representatives of organisations and individuals which can assure us that the necessary partners are involved in carrying out our duties.

9. Role of Independent Chair

The chair of the Safeguarding Adults Board is accountable to residents in the area covered by the board through; the statutory annual report and strategic plan, which is presented to council members and relevant partnership boards; through reporting to the chief executive of the local authority for that area; and to the partners of the Safeguarding Adults Board.

The Safeguarding Adults Board chair is required to:

- provide effective leadership to the board, ensuring that they complete all tasks and responsibilities to a high standard, in a timely and proportionate manner, and in accordance with the requirements of the Care Act (2014) and other relevant legislation

- lead the quarterly board meetings including setting the agenda, approving and distributing minutes and following up on decisions taken by the board
- ensure sound governance and due diligence is in place at all times
- take the lead in producing and publicising the board's strategic plan and annual report, and monitoring and reviewing the effectiveness of the plan where individuals meet the criteria, instigate SARs, ensuring that current guidance and processes are followed and that all learning is appropriately shared
- promote collaborative work and a culture of learning, constructive criticism and support within the board
- provide advice, support and encouragement to board members and other colleagues
- work with any conflicts or concerns within the board, supporting members to reach a positive resolution
- contribute to developing a culture where the prevention of abuse and neglect is paramount, including sharing learning from SARs within the local area, regionally and nationally (where appropriate)
- ensure that the work of the board and the outcomes from SARs inform wider training plans and learning and development priorities develop and maintain constructive links and effective communication with partners across the local area, promoting the safeguarding agenda and working together to develop best practice champion and promote the prevention of abuse and neglect to adults across all relevant agencies, contributing to the broader safeguarding preventative agenda
- act as a spokesperson for the board with other agencies and the media as appropriate
- hold regular meetings to update the local authority chief executive and the director of adult social services about the board's activities
- ensure that the voices of people who need care and support and their families, are heard and acted upon within the board's work
- ensure that all partners to the board provide assurance, are accountable and challenge partners if required
- ensure that the principles of 'Making Safeguarding Personal' are embedded in all relevant policies, procedures, actions and plans of the board

- act as the link between the board and all relevant local, regional or national groups, ensuring that learning and development is shared ensure that the board has clear policies, processes and appropriate protocols in place to support information sharing and that they are monitored
- keep themselves and the board up to date with good practice and act upon developments in national policy, case law and research.

10. Independent Scrutiny of the Board

The key role of members is to provide scrutiny and where appropriate challenge in respect of the safeguarding arrangements for adults with care and support needs in Cheshire West and Chester. All members, whilst representing their own organisations, are expected to contribute with openness and transparency in this regard.

The Independent Chair enables the Board to gain an independent perspective and chairs the Board and the Executive Group. The Chair also decides on whether any Safeguarding Adult Reviews need to be carried out as well as overseeing the completion of the Annual Report.

The Board is also supported by an elected member who enables us to gain another independent perspective.

In addition the Board will continue to act on opportunities for Peer Review and multi-agency audit led by the independent business unit that supports the Board.

11. Responsibilities of Membership

Collectively all members of the Board are expected to:-

- Be an active and effective partner in safeguarding and promoting the welfare of adults at risk, contributing to the work of the Board through its groups and wider dissemination of information.
- Contribute resources to the Board to enable it to fulfil its functions.
- Collate and provide management information as required by the Board and contribute to quality assurance arrangements.
- Share information to safeguard adults in line with government guidance on information sharing arrangements and the Boards information sharing protocol locally.
- Develop and maintain effective working arrangements based on trust and mutual understanding

- Establish effective systems for being briefed by and providing briefings to key staff in their agency and/or liaise within their profession about views on safeguarding matters
- Contribute to the LSAB financially and/or otherwise
- Collate and provide management information as required by LSAB and contribute to quality assurance arrangements
- Identify and support staff to participate in the interagency activities of LSAB such as policy development, scrutiny of practice, training, safeguarding adult reviews, practice development and new initiatives
- Make a commitment to training and workforce development
- Ensure that the policies and procedures of LSAB are disseminated in an effective way within their own organisations and acted upon
- Represent LSAB and its activities within their own organisation
- Report difficulties with own organisation and between organisations to LSAB and work with partners to find effective solutions
- Promote LSAB, voluntary, independent and private provider's information exchange meetings as a way of developing and sustaining a shared understanding with this broader community of providers
- Where a member of the LSAB, is identified as the link person to an operational group they will take responsibility for ensuring that they or their delegate, takes forward the work of the LSAB sub group and supports the chair in achieving agreed objectives
- Hold managers within their agency/organisation to account for that agency's contribution to safeguarding
- Undertake any audit or pre-inspection activity as required by LSAB
- Comply with the 7 principles of public life the [Nolan Principles](#)

12. Terms of Reference

12.1 Frequency

LSAB meetings take place quarterly.

12.2 Quoracy

For the group to be quorate the Local Authority, Cheshire Clinical Commissioning Group and Cheshire Police must be present at each meeting.

12.3 Agenda Items/Reports

The LSAB Business Support will write to all members to request items to be considered for the LSAB agenda prior to meetings. Any reports to the LSAB should be submitted using the LSAB report template which can be requested from the LSAB Business Support when required.

12.4 Confidentiality

Any confidential information shared at; or arising from LSAB meetings (or sub-groups) should not be shared beyond agreed parties without consent from the 'owner' of the information. Members must make it clear if information is confidential and clarify any specific requirements as to how the information should be stored and shared. It is incumbent on members to ensure confidential information is handled in accordance with legal requirements and local protocols.

12.5 Minutes

Minutes of LSAB meetings will be distributed within 10 working days of the meeting where possible, following approval by the Chair.

12.6 Notice of Leaving

Members should give two months' notice where possible.

12.7 Chair & Assessment of Chair

The LSAB will be chaired by an independent person of relevant experience and qualification. A contract/service specification will be agreed with the chair and signed by both parties. The Chair will be accountable to the statutory partners.

12.8 Attendance

Members will be expected to attend every meeting unless prevented from doing so by personal circumstances, holidays or urgent competing priorities from their agencies. Where this is the case a suitable representative should be provided who can speak on behalf of the agency and commit the agency on matters of policy and practice. Attendance will be monitored on an agency basis and reported through the Annual Report.

12.9 Funding & Budget Monitoring

The operation of the LSAB is funded through a pooled budget of contributions from the statutory partners. The budget is allocated to staffing, activities, training; projects and sub-groups at the start of the financial year and budget monitoring reports are presented to the Executive Group.

13. The Structure of the Board

13.1 The Board

The Board is the decision making body, owning and driving the strategic plan. Its primary function is to hold each other and all relevant agencies to account for the safeguarding of adults with care and support needs. The Board is the entity which encompasses our partnership activity which includes meetings of its groups as outlined above.

Each group making up the Board has its own Terms of Reference which outlines the purpose, functions, membership and frequency of the meetings. Each group is expected to ensure that the engagement of adults and the professionals with whom they work influence their work. Each group will operate with delegated authority on behalf of the Board to ensure there is no unnecessary delay in decision-making or dissemination of learning. Each group has its own work plan based on the strategic priorities of the Board and will provide regular updates to the Board through sub group reports, in respect of progress.



13.2 Executive Group

The Executive Group meets on a quarterly basis and is chaired by the Independent Chair. The purpose of the Executive Group is to oversee the governance arrangements and provide scrutiny and effective support to Board. The Executive will receive information, assurance and learning from other groups and officers of the Board in order to:

- Develop and maintain effective relationships between the key safeguarding partners and relevant agencies and take action when issues arise.
- Receive information, assurance and learning from the other groups in order to take decisions about what change is needed and provide scrutiny and challenge to ensure learning is embedded.
- Respond to reports from the key safeguarding partners and relevant agencies where areas for improvement are identified.
- Ensure local safeguarding adult practice reviews and local learning reviews are appropriately resourced.
- To give and/or receive expert and or professional advice on emerging initiatives, legislation, policy or procedure and act on them accordingly.
- Ensure local safeguarding adult practice reviews and local learning reviews are appropriately resourced.
- To give and/or receive expert &/or profession advice on emerging initiatives, legislation, policy or procedure and act on them accordingly.
- To ensure effective budget management through regular monitoring of expenditure against priorities.
- Manage and mitigate actions via the Risk Register.
- Receive and consider the Annual Reports pertaining to partnership working e.g. Domestic Abuse Partnership, etc.

13.3 Quality Assurance Group

The Quality Assurance Group meets quarterly. The purpose of the QA 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 Board is having on improved outcomes for adults. The QA Group will achieve this by:

- Developing a Quality Assurance Framework for the Board.

- Scrutinising quarterly data submissions by agencies and using this to inform auditing and case review activity.
- Receiving assurance reports or additional information to support reviews of areas of practice as requested.
- Overseeing action plans arising from Safeguarding Adult Reviews and testing the impact of this work.
- Directing work to Task and Finish groups as required.
- Providing regular updates to the Executive and highlighting any exceptions.

The Quality Assurance Group have a fixed membership of safeguarding partners and relevant agencies. They will invite individual agency representatives to present information to their meeting as required.

13.4 Safeguarding Adult Review (SAR) Panel

A Safeguarding Adult Review panel will be convened as the need arises in order to consider whether a serious incident referral meets the criteria for a Local or National Adult Safeguarding Practice Review. The role of the Panel is to:

- Gather the facts about the case, as far as they can be readily established at the time.
- Determine whether there is any immediate action needed to ensure adult's safety and share any learning appropriately.
- Consider the potential for identifying improvements to safeguard and promote the welfare of adults.
- Determine the steps the LSAB should take next, including whether or not to undertake an adult safeguarding practice review.

The SAR Panel membership is made up of senior officers from Safeguarding Partners and relevant organisations. The Panel is chaired by the Detective Chief Inspector of the Police. The recommendation from the Panel goes to the LSAB Independent Chair in order to provide a level of impartiality and independence to the process. In circumstances where a local Adult Safeguarding Practice Review is conducted, the Panel members will provide oversight to the process whilst the review is underway. The final report will be presented and endorsed at the LSAB Board.

13.5 Channel Panel

The Channel Panel meets monthly. The purpose of the group is to effectively manage the vulnerability and risks associated with cases supported through the Channel programme. The group will achieve this by:

- Managing referrals and cases through the Channel process in accordance with the Channel guidance and case management principles
- Have oversight of all Channel cases in the area
- Ensuring that referrals that are dealt with swiftly, and where appropriate, brought to the attention of the Channel panel as soon as possible
- Establish effective relationships across statutory agencies to ensure effective co-operation over information sharing and attendance at panel meetings
- Establish the appropriate support plan for identified individuals by using the expertise of the panel
- Ensure that risks of person(s) being drawn into terrorism are identified and are referred to the appropriate agencies for action
- Ensure an effective support plan is put in place and that consent is sought from the individual before that plan is put in place
- Ensure individuals and/or organisations on the panel carry out their elements of the support plan so that an effective support package is delivered.

The Channel Panel have a fixed membership of safeguarding partners and relevant agencies. They will invite individual agency representatives to present information to their meeting as required.

13.6 Service User Involvement Group

The Service User Involvement Group is a community based group that meets quarterly. The purpose of the group is to listen to people who have been subject to abuse or neglect, and to seek assurance that people are able to be supported in the way that they want, are empowered to make decisions, and can achieve the best outcomes. The group will achieve this by:

- Tell people about what Making Safeguarding Personal is.
- Tell people what they should do if they are being hurt or if they know someone who is being hurt.
- Members to share ideas with other members.
- Members to help the Adult Safeguarding Board to make decisions about how they can listen to people and keep people safe.

13.7 Joint Partnership Safeguarding Training and Development Hub

The Training and Development Hub is a new initiative developed as part of the Children's Partnership new arrangements. It builds on the structure that was

previously in place with the Joint Learning and Development Meeting of the LSCB and LSAB, by incorporating representatives from a range of other partnerships in Cheshire West including the Community Safety Partnership, Domestic Abuse Partnership, and Early Help & Prevention Service. In addition, representatives from the safeguarding partners and relevant agencies with a lead for training and development activity will attend meetings of the hub.

The key functions of the Training and Development Hub include:

- Co-ordinating the training calendars across all Cheshire West Partnerships.
- Conduct and analyse the training needs analysis.
- Develop and quality assures training packages.
- Hold agencies to account for attendance at training sessions.
- Support the multi-agency training pool of facilitators.
- Conduct and evaluate training and its impact on frontline practice.
- Report to the Cheshire West partnerships that contribute to the Hub.

13.8 Task and Finish Groups

In the event that a specific piece of development work or such like is required that cannot be routinely accommodated within the existing group structure then **Task and Finish** (T&F) groups will be initiated using the following process

- Starting Up - The T&F team is appointed including the lead and a brief is produced including the objective and timescale for completion
- Oversight – The process for the T&F is agreed
- Closing – The work is signed off, disseminated and embedded in practice. Actions via an action plan that is overseen by the Executive Group.

14. Working with other strategic groups in Cheshire West and Chester and the wider Cheshire Footprint

At a local level, a Memorandum of Understanding (MOU) sets out the expectations of the relationship and collaborative working arrangements between the LSAB, the Safeguarding Children Partnership, the Community Safety Partnership, Health and Wellbeing Board. 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.

The Local Safeguarding Adults Board (LSAB) and Safeguarding Children's Partnership have responsibility to scrutinise and challenge each other and the wider partnerships on their safeguarding arrangements.

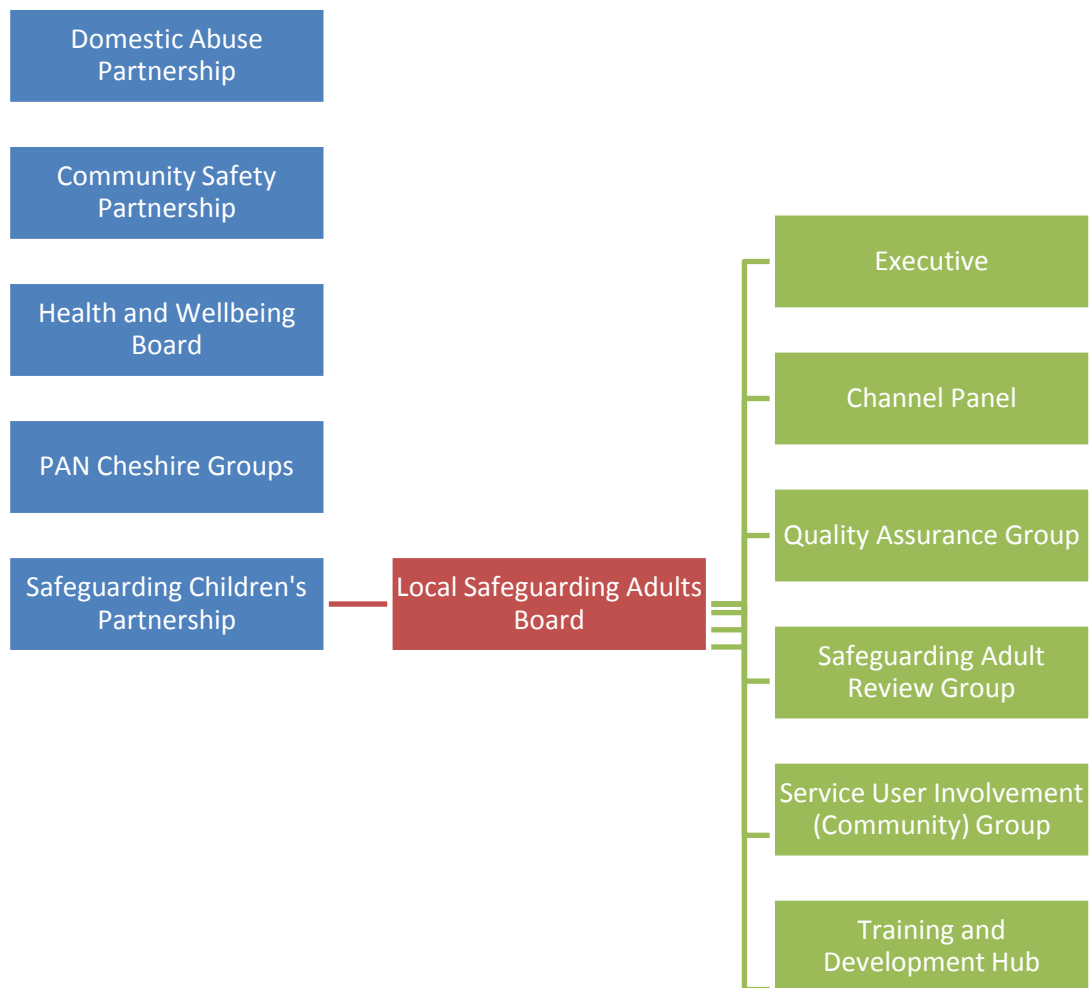
The Community Safety Partnership (CSP) has responsibility to understand the nature and extent of crime and disorder issues including offending and substance misuse issues and to set out a plan to address them.

The Domestic Abuse Partnership has responsibility to oversee all the work in relation to Domestic Abuse and ensure agencies have effective structures in place and to set out a plan to address the issues relating to Domestic Abuse.

Cheshire West and Chester Health and Wellbeing Board (HWB) is a system-leadership board which meets monthly to monitor progress on population health and care developments and to ensure that delayed transfers of care meet national targets.

It is proposed that there is a meeting between the chairs of the Boards/Partnerships above. This will provide greater opportunity for effective communication and engagement and ensure that there is a co-ordinated and collaborative approach to safeguarding that effectively targets expertise and limits the risk of duplication.

The LSAB will also continue to actively contribute to development work and joint priority areas at a Pan Cheshire level.



In Cheshire there are a number of partnership working groups that undertake work on behalf of the 4 local areas. These areas of work include Harmful Practice (Female Genital Mutilation, Honour Based Abuse and Forced Marriage, and Modern Day Slavery); and a group looking at Criminal Exploitation. Work is being undertaken to identify how these work programmes are to be aligned to Contextualised Safeguarding approaches and where feasible to take an ‘all age’ approach to practice.

The agreed work undertaken by the Pan-Cheshire collaborative will be reported to the LSAB Executive. The Executive will then determine how the work should be progressed within the local arrangements.

For more information you can contact:

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