



**Cambridgeshire &  
Peterborough  
Safeguarding  
Children Partnership  
Board**

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**Annual Report 2021/22**



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## FORWARD

**We are pleased to present the annual report of the Cambridgeshire & Peterborough Safeguarding Children's Partnership Board for 2021-22. This is presented on behalf of the three statutory partners and the local multi-agency safeguarding arrangements.**

The annual report outlines the key activities and achievements of the Board and its partners over the last year. You will see in the report that we have worked through our priorities through the year. The multi-agency safeguarding training has continued to develop and grow, front line practitioners' voices have been captured through a series of consultation surveys and forums and quality assurance and scrutiny activity has taken place. One of the key roles of the Board is to ensure that partners continue to work together effectively and this has been evidenced throughout the year. You will note that some of our priorities (child criminal exploitation) we share with our partner strategic boards (Community Safety Partnerships). We continue to work closely with other partnerships to ensure that the work is delivered jointly and consistently and there is no duplication or gaps.

Safeguarding is about people, their safety, wishes, aspirations and needs. The partnership has been active in identifying and learning lessons through the Child Safeguarding Practice Review subgroup. We have published two reviews within the time period covered by this review. The learning from these reviews has been identified and disseminated through various activities including briefings, workshops and learning lessons training. The dissemination of the learning is explored in greater detail within the report.

Over the last 12 months the safeguarding landscape has been complex, presenting many new challenges in addition to those faced day-to-day. We want to assure people that throughout the ongoing Covid pandemic, the Board has continued to work closely with both statutory and wider partners to scrutinise how safeguarding issues are addressed, gain reassurance that they are dealt with appropriately and provide a forum for sharing best practice across the partnership. It has also ensured that safeguarding children remains a key focus for agencies across the County.

Finally, we would like to thank all members of the Board for their professionalism, commitment and support. We would also like to say thank you to all agencies and frontline staff for the incredible work that they do to keep children safe from abuse and neglect

**Charlotte Black**

Executive Director, People and  
Communities



**Carol Anderson**

Chief Nurse



**Vicki Evans**

Assistant Chief Constable



## ABOUT THE BOARD

Working Together to Safeguard Children 2018, set in legislation that the three safeguarding partners (Local Authority, Chief Officer of Police and Clinical Commissioning Groups) must work together with relevant agencies to safeguard and protect the welfare of children in Cambridgeshire and Peterborough

Cambridgeshire and Peterborough are one of only a few areas nationally that had chosen to establish multi-agency safeguarding arrangements which span two local authority boundaries. The membership of the board is made up of the following organisations/agencies:



<sup>1</sup> Cambridgeshire County Council and Peterborough City Council representatives include Children Social Care, Public Health, Commissioning, Education and Elected councillors

## What we do

The purpose of the multi-agency safeguarding arrangements are to support and enable local organisations and agencies to work together in a system where:

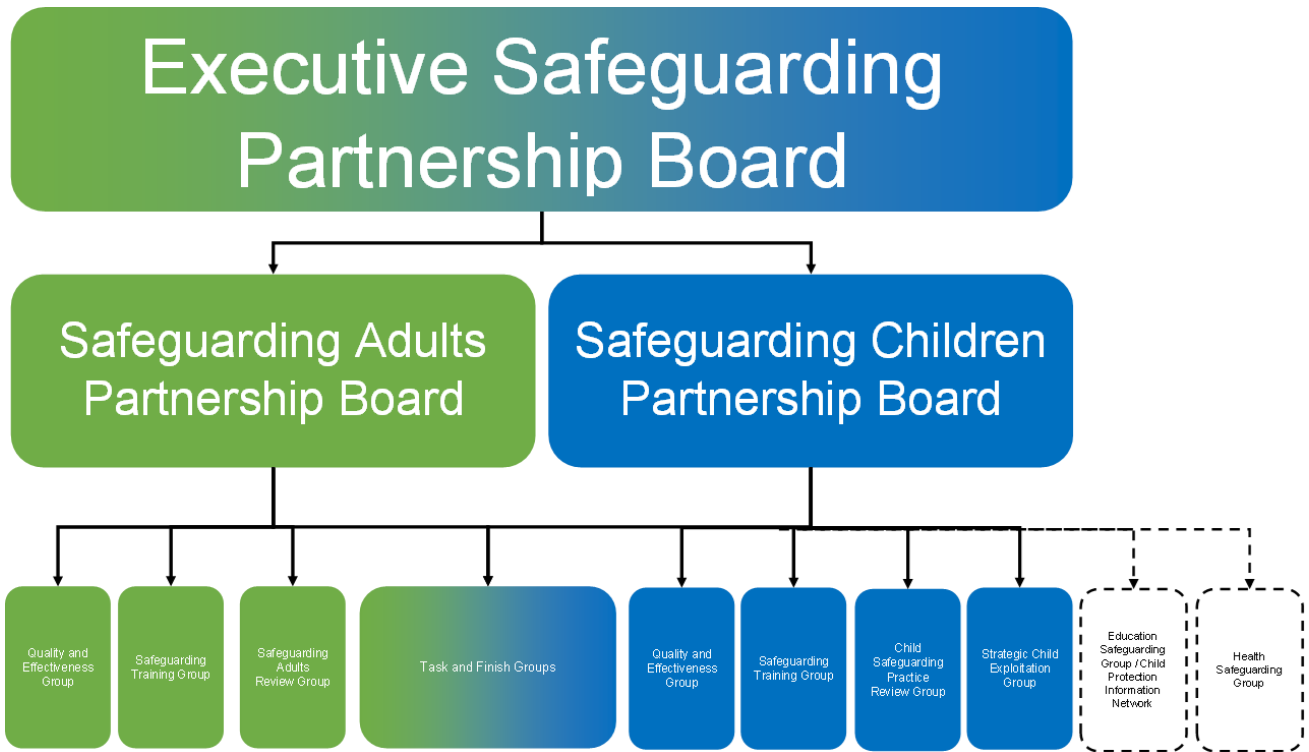
- Children are safeguarded and their welfare promoted.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There 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 accurate and timely decision making for children and families.

We do this by:

- Proactively identify and respond to new and emerging safeguarding issues and develop multi-agency policies, procedures and work streams.
- Communicate widely to persons and bodies of the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
- Oversee, evaluate and seek assurance on the effectiveness single/multi-agency safeguarding practice in order to drive improvement.
- Undertake Rapid Reviews and Child Safeguarding Practice Reviews to identify learning and improve practice.
- Raise awareness and train the multi-agency workforce to promote a common, shared understanding of local need in order to and provide children with the help they need.

The local safeguarding arrangements have a number of Boards and subgroups that oversee the safeguarding partnership. The most senior Board is the Executive Safeguarding Partnership Board, which is made up of membership from the 3 statutory partners (LA, CCG and Police). In addition there are members from public health, Healthwatch and the voluntary sector. The Executive Safeguarding Board considers both the children's and adults safeguarding agenda. The Safeguarding Children Partnership Board sits directly below the Executive Safeguarding Partnership Board and has wider partnership membership (Appendix 1 details those agencies who are members of the Board). The diagram below details the current governance structure.



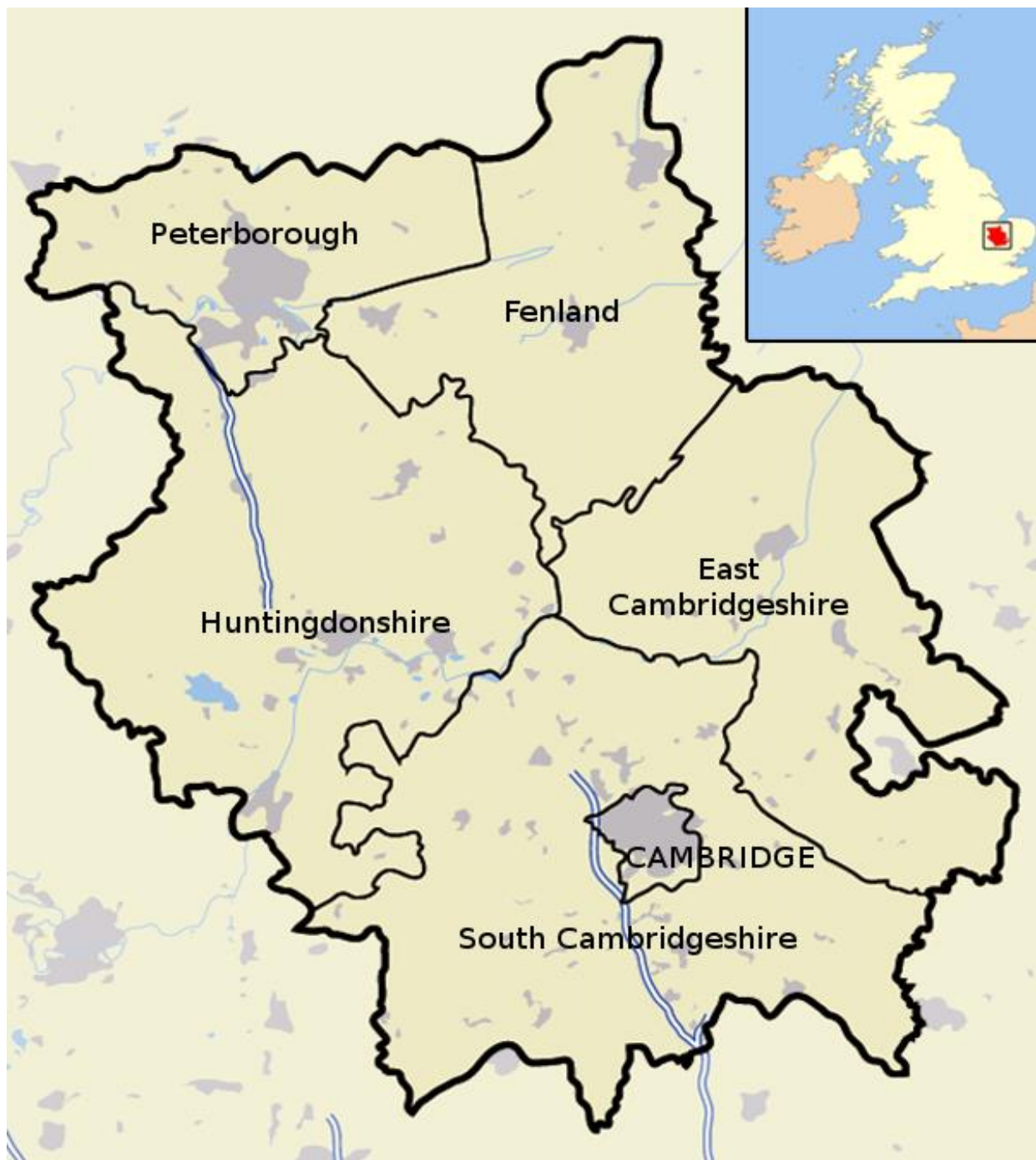


The Education in Safeguarding Group/ Child Protection Information Networks and Health Safeguarding Groups are in dotted lines as they are not Safeguarding Board groups but are established under education and health governance arrangements. The Safeguarding Children Partnership Board has maintained its links with other groups and boards who impact on child and adult services this year. These are illustrated in Figure 1. This ensures that all aspects of safeguarding are taken into account by the other statutory boards and there is a co-ordinated and consistent approach. These links mean that safeguarding vulnerable people remains on the agenda across the statutory and strategic partnership and is a continuing consideration for all members.



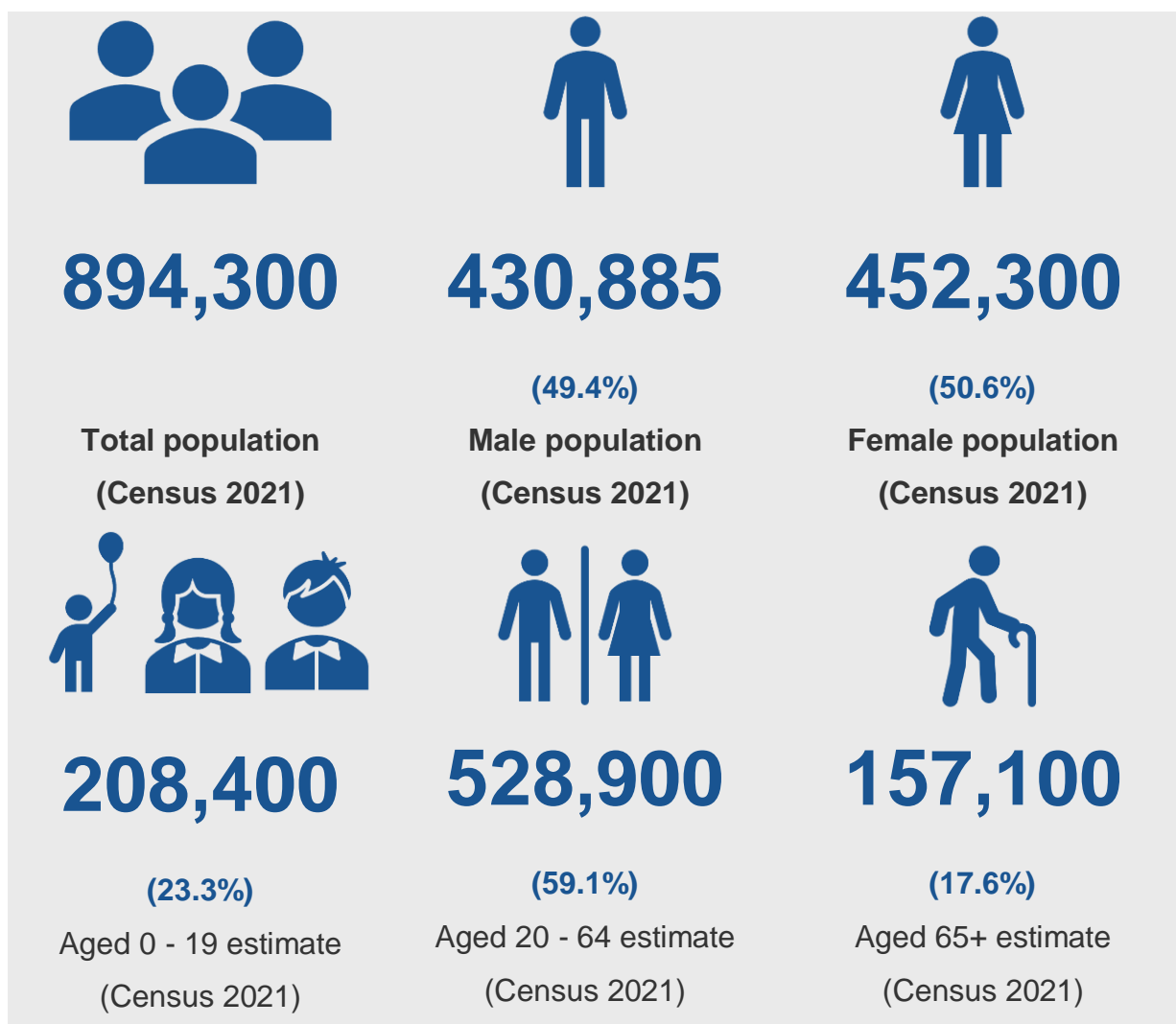
Links to other statutory boards

## DEMOGRAPHICS



Cambridgeshire covers an area 1,309 sq miles in the East of England bordering Lincolnshire to the north, Norfolk to the north-east, Suffolk to the east, Essex and Hertfordshire to the south, and Bedfordshire and Northamptonshire to the west. The county is divided between Cambridgeshire County Council and Peterborough City Council, which since 1998 has formed a separate unitary authority. In the non-metropolitan county there are five district councils, Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and South Cambridgeshire District Council.

## Population of Cambridgeshire and Peterborough at a glance<sup>2</sup>



The Census 2021 total usual resident population for Cambridgeshire and Peterborough is 894,300. This is an increase of 11.1% (89,500 residents) compared to Census 2011. There has been particularly high population growth in the urban local authorities of Cambridge and Peterborough, with rises of just over 17% in both areas. Cambridge and Peterborough have seen some of the highest percentage increases in population in England since Census 2011 when compared to other local authorities, topped only by Tower Hamlets, Dartford, Barking and Dagenham, and Bedford.

Between Census 2011 and Census 2021 Peterborough's usual resident population has increased by 32,100, 17.5%, to 215,700 from 183,600. It has been one of the fastest growing local authorities both in the East of England and England.

Cambridgeshire and Peterborough's ethnic composition is primarily White (90.3%). The next largest ethnicity group is Asian (5.9%) and Black (1.3%)

<sup>2</sup> <https://cambridgeshireinsight.org.uk/population/report/view/9eb28cf5b5d045d28eeabce7819ba4f6/E47000008>



The ethnic composition of Cambridgeshire and Peterborough differs between areas. Peterborough is much more ethnically diverse, with a larger proportion of people from ‘Asian; Indian/Pakistani/Bangladeshi’ and ‘White Other’ ethnicities. There are more than 100 languages spoken in Peterborough with more than a third of children speaking English as their second language. In Cambridgeshire districts, Cambridge City is much more ethnically diverse than Fenland. Within Cambridge City 82.5% of residents identified as White compared to 97.2% of Fenland residents.

According to the Census 2011 figures, there were 2,068 people identified with the ethnic background White: Gypsy or Irish Traveller.

The traveller caravan count data provided by local authorities on the number of caravans and traveller sites, does not cover the number of occupants residing in these caravans or caravan sites. In July 2021, there were a total of 1,681 caravans on authorised (socially rented and private) and unauthorised sites. 36% of these were located in East Cambridgeshire and 35% were in Fenland<sup>3</sup>

## Safeguarding Children Data 2021-22

### Peterborough data



**2096 Early Help Assessments initiated**



**545 Section 47s completed**



**176 Children subject to a CP Plan**



**354 Children in Care**

Between April 2021 and March 2022, Peterborough Children Social Care received 12,537 contacts and initiated 2,037 referrals. 19% of all referrals started since the beginning of the financial year were re-referrals.

<sup>3</sup> <https://www.gov.uk/government/statistics/traveller-caravan-count-july-2021>

There were 1738 Single Assessments completed within the 12 month period, of which 81% were completed within timescale. 39% of single assessments completed within the timescale covered by this report resulted in no further action.

545 Section 47 enquiries were completed over the past 12 months; 42% of these led to an Initial Child Protection Conference. The number of Early Help Assessments initiated over the 12 month period is 2096. At the end of March 2021, there were 176 children on a Child Protection Plan and 354 Children in Care.

### Cambridgeshire Data



**6,180 Early Help Assessments initiated**



**1,230 Section 47s completed**



**412 Children subject to a CP Plan**



**597 Children in Care**

Between April 2021 and March 2022, Cambridgeshire Children Social Care received 25,497 enquiries and initiated 4,227 referrals. 23% of these were re-referrals.

There were 3792 single assessments completed over the 12 month period. of which, 64% were completed within timescale. 29% of the referrals resulted in no further action.

There were 1230 Section 47 enquiries completed over the past 12 months; 45% of these led to an Initial Child Protection Conference. 6,180 Early Help Assessments were initiated over the 12 month period. At the end of March 2021, there were 412 children on a Child Protection Plan and 597 Children in Care.



## **SAFEGUARDING CHILDREN PARTNERSHIP BOARD PRIORITIES 2021/2022**

### **Priority One: To understand what the neglect landscape looks like across the county and embed the neglect strategies and tools across the partnership to achieve better outcomes for children and their families**

Neglect continues to remain the most common form of child abuse across the UK. Partners across Cambridgeshire and Peterborough aim to ensure that there is early recognition of neglect cases and that from early help to statutory intervention there should be appropriate, consistent and timely responses across all agencies.

As a result of the section 11 self-assessment audit that took place in 2020 it was identified that there was a lack of professionals using assessment tools. To ensure consistency of approach across the county and partners a single countywide child neglect tool was introduced. The Graded Care Profile (GCP) child neglect assessment tool was chosen as this is a nationally recognised tool which has an established research basis. The tool was introduced in March 2021 through a series of online workshops. This virtual training was then developed into an online briefing (SWAY). The virtual training and GCP tool SWAY have been accessed 1773 times in the 12 months period covered by this report. The Board has continued to monitor how the tool was embedded in practice. Professionals and agencies report through both feedback at training and through QEG single agency performance commentaries that whilst the GCP is being used within agencies, it is not being consistently used across the partnership. To gain an understanding of why the tools wasn't being used focus groups were held with practitioners. Feedback included that the format of the tool needs further development to make it user friendly for all agencies and to include all child and adolescent developmental areas. For 2022 there will be a consultation forum to include the members from the training subgroup and the QEG to explore how to address these issues as a partnership moving forward. The findings and impact of this forum will be reported in next year's annual report.

### **Priority Two: To understand what the sexual abuse landscape looks like across the county and embed the child sexual abuse strategy and tools across the partnership to achieve better outcomes for children and their families**

The last four decades have been witness to a changing landscape of language and framings for Child Sexual Abuse (CSA). The Cambridgeshire and Peterborough Safeguarding Children Partnership Board recognises the need for cases of CSA to be acknowledged and addressed and as such it is one of the core objectives of its work.

As a result of the section 11 self-assessment audit that took place in 2020 along with the CSA surveys for children, parents and professionals the CSA task and finish group developed a new CSA strategy and implemented a suite of CSA virtual training resources. During October 2021 the partnership board

launched the local sexual behaviours tool to support professionals with the identification of normal child and adolescent development and sexual behaviours which are of concern. Whilst the virtual training and tool has been accessed 797 times. Whilst a significant amount of resources have been developed and introduced across the partnership in the last 12 months, CSA continues to be an area where further work is required. By its nature, there is often a lack of physical evidence of CSA and we need to ensure that our workforce is confident to recognise signs and indicators and have difficult conversations. To support this we will continue to run a suite of CSA training and update and re-circulate resources and briefings on CSA. We have also developed a "having difficult conversations" training to support staff. For 2022, CSA will continue to be a priority area and additional work will be undertaken including updating SARC pathways, and up skilling staff on the possible role that Child Sexual Abuse Examinations may play in a CSA case.

### **Priority Three: To agree a multi-agency approach to identifying, assessing and responding to cases of child criminal exploitation. To develop an effective approach to identifying at risk groups and preventing them from being exploited**

Child Exploitation (CE) is increasingly being recognised as a major factor behind crime in communities in the UK; it also victimises vulnerable young people and leaves them at risk of harm. The effective oversight of practice around exploitation of children and young people is governed by the Cambridgeshire and Peterborough Safeguarding Partnership Board and Countywide Community Safety Partnership. The multi-agency partnerships work closely together to ensure that young people are supported, and perpetrators are brought to justice.

A key area of development this year has been the launch of a new combined strategy covering both Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE). The landscape has very much changed to broader exploitation involving "County Lines" and gangs as well as Sexual Exploitation and our strategy now reflects that.

Multi-agency information sharing through "mapping" has continued throughout this year and has enabled us to support Community Safety Partnerships (CSP's) to specifically concentrate on environmental issues and understand their own unique landscape. This work will continue through Problem solving Groups. (PSG).

The Partnership assisted the Home Office with a peer review of our response to Child Exploitation and a number of best practice examples were identified such as our involvement at CSP level, any learning opportunities were immediately captured in our Strategic CE delivery plan.

The Partnership continues to develop problem solving training for all partners based on best practice identified last year, the process will allow managers to become an effective member of the PSG.

Child Exploitation training has continued throughout Covid and home working. It has become a six weekly virtual session and has allowed us to accommodate a larger number of learners than was possible when classroom based. We have developed the training to allow the learner to view video

and audio content at a point convenient to them, which allows them to control their own environment based on personal home working conditions. This has received incredibly positive feedback when seeking evaluation.

The partnership has also been heavily involved in delivering awareness raising at regional events and sharing some of our best practice with national colleagues.

Child Criminal Exploitation continues to be discussed at the QEG as part of the single agency performance monitoring to see how agencies are embedding the assessment and support of CCE into practice.

### **Cambs Against County Lines**

The Safeguarding Partnership Board worked alongside Cambridge City Council Community Safety Team to commission an Office of Police Crime Commissioner funded video resource production "Cambs against County Lines" The resource was delivered face to face to children in different schools within Cambridge City. It was imperative throughout the project that we developed a resource that was relevant to Cambridgeshire and could be used to target different age groups.

After the initial roll out a decision was made to use any remaining funding to take footage elsewhere in the county and we now have a resource that is both relevant to Cambridgeshire and Peterborough. Initial analysis from student evaluation indicates that the resource has increased their knowledge of County Lines. We are now in the process of rolling the resource out Countywide.



## ENGAGEMENT WITH CHILDREN AND YOUNG PEOPLE

### Unconscious Bias

In the time period covered by this annual report we worked with several groups of young people across the County in relation to unconscious bias to produce a SWAY to upskill our workforce and challenge their biases. Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups and they are often incompatible with our consciously held values.

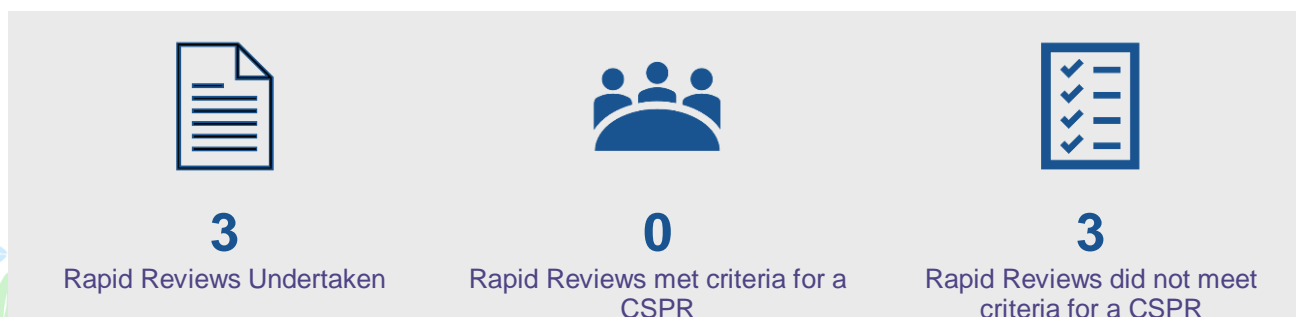
Whilst we all have biases, failing to recognise or address our bias can have catastrophic results at an individual and societal level. This is particularly true when we think about the unconscious biases that professionals/ volunteers may have and the impact it can have on children and young people.

To try and improve partnership practice around unconscious bias, we have spoken to children and young people from across Cambridgeshire and Peterborough about their experiences of unconscious bias, how it makes them feel and what can be done to address it. The children and young people who we spoke to were both primary and secondary aged children from a range of ethnic and demographic backgrounds. Whilst they were a diverse group of children and young people, they had all experienced unconscious bias and they all agreed that it needed to be addressed. They kindly gave us their permission to use their experiences and quotes within the SWAY with the express hope that it would start a conversation and help people to think about their unconscious biases. Within the first week of the unconscious bias SWAY being launched it was viewed over 300 times. The SWAY has been shared on both a local, regional and national level.

## CHILD SAFEGUARDING PRACTICE REVIEWS

The process for child safeguarding reviews involving Rapid Reviews and Child Safeguarding Practice Reviews (CSPR) has successfully been embedded into practice. The CSPR subgroup have developed a template for the completion of Rapid Reviews. All completed case reviews have action plans to ensure that the learning and recommendations are implemented. These are monitored regularly by the CSPR subgroup.

### Rapid reviews



From April 2021 – March 2022 we received 3 referrals for a statutory Rapid Review. All of these cases were scoped and discussed at multi-agency Rapid Review meetings. It was agreed that all of the cases discussed did not meet the criteria for a Child Safeguarding Practice Review and all relevant learning

had been identified as part of the rapid Review process. All identified learning was formulated into action plans and monitored. In all of these cases the National Panel agreed with our local decision making.

All of the rapid reviews had elements of good practice identified within them, this included good information sharing between agencies and the voice of the child being sought and recorded. The areas of learning included the need to check relationship statuses and who has parental responsibility, ensuring that records reflect who is present at meetings and medical examinations, recognition of injuries in pre mobile babies and the potential role of unconscious bias in practitioner's assessments of risk. Examples of how learning has been addressed includes, produced on both injuries in pre mobile babies and unconscious bias, refresh and re launch of the pre mobile baby protocol, changes in process and procedures and sharing of learning with the Family Justice Board. The learning has also been shared in a series of multi-agency workshops and the cases form the basis of case studies that are used in safeguarding training.

## Learning from Child Case Reviews



In the time period covered by this annual report there were already 7 CSPRs that were ongoing from 2020/21 and two CSPR's were completed and published.

The two published case reviews were Chris and Sam. They were twin sisters who both took their own lives within 5 months of each other. It was important that Sam and Chris were recognised in their own right and two separate case reviews were commissioned, both written by the same independent author. The case reviews were both published on the same day.

### Sam

At the heart of this Case Review is the appalling legacy of child sexual abuse; the response by agencies to this abuse and to the complex mental health conditions that can follow. Sam's life, and that of her sister and parents, illustrates the pernicious nature of child sexual abuse and the devastating impact this can have on the lives of children and families. The case review sought to understand Sam's lived experiences, including her experience of service intervention, from the age of six.

During early adolescence, Sam disclosed she had been the victim of sexual abuse from at least 6 years old. Sam self-harmed from the age of 9 years and this continued throughout her life becoming extensive and long standing. She suffered from difficulties in her interpersonal relationships, emotional dysregulation, depression, eating difficulties, anxiety and shame, and often expressed a wish to die. Sam's identical twin sister (Chris) also alleged she had been sexually abused. Sam took her own life when she was 16 and Chris took her own life five months later when she was 17.

The review concluded that there was a missed opportunity to consider what may have been going on in Sam's internal world, and to consider Sam's behaviour as a form of help-seeking behaviour which required more than the implementation of behavioural techniques. On occasions when there were opportunities to provide a multi-agency response, these opportunities were not utilised and had wide ranging implications on how Sam's needs were understood and met.

## Chris

Chris's review mirror Sam's and similarly at the heart of review is the appalling legacy of child sexual abuse and the response by agencies to this abuse and to the complex mental health conditions that can follow. This review sought to understand the lived experience of Chris, and her experience of service intervention, from the age of 6. During early adolescence, Chris disclosed she was the victim of sexual abuse from at least 6 years old. Chris self-harmed from, at least, the age of 13 years. Self-harm continued throughout her life becoming extensive and long standing. She suffered from difficulties in emotional regulation, depressive symptoms eating difficulties, anxiety and shame. She often expressed a wish to die and made several attempts to take her own life. Her identical twin sister (Sam) also alleged she had been sexually abused. Over time it was understood that the sexual abuse included allegations of repeated and extensive abuse, and the twins spoke about being abused in each other's presence by the same alleged perpetrator. Five months after Sam had taken her life, Chris also took her own life when she was aged 17.

One of the most consistent learning identified by all agencies was the need to provide a multi-agency joined up approach to meeting Chris's needs. Concerns were highlighted by all involved agencies that this was not a feature of the work; this led to silo approaches and a fragmented knowledge of Chris and her lived experiences.

Gaps in crisis/home treatment services for children with significant mental health needs compromised her treatment, recovery and well-being.

## Key messages from both Sam's and Chris's reviews

***Professionals rely too heavily on children to verbally disclose abuse.*** Children are unlikely to tell someone that they are being sexually abused, particularly when the perpetrator is known to them. Therefore, parents, professionals and the public must understand and know how to respond to the signs and symptoms of child sexual abuse (JTAI 2020)

It is of vital importance that any child who is exhibiting sexualised behaviour, outside the normal range for their age and development, is responded to by an ***approach informed by an understanding of***



**sexual abuse** and an appreciation of children's deep reluctance to speak out about abuse. How adults react will frame a child's understanding of what they are trying to communicate.

Taking a trauma informed approach in our work can enable this shift away from asking "What is wrong with you?" towards an orientation of "**What has happened to you?**", enabling the possibility of survivors of abuse being seen by themselves and others as just that – survivors (RIP, 2018)

**Think CSA: Think Twins!** The impact of CSA on the relationship between the twin sisters and the specific nature of this abuse needed to be actively considered.

There needs to be an acceptance that **parents are often doing the best they can** in very difficult circumstances and an understanding that parental fear and pain may be communicated by anger and frustration directed at professionals, which needs to be responded to in a non-blaming / non-judgemental way.

## Local Learning from Child Safeguarding Practice Reviews

Quality assurance activity (section 11 self-assessment) undertaken in 2020 recommended that there be a renewed focus on the strategic leads of agencies effectively disseminating the findings from case reviews to their workforce. To support partners in promoting the key findings from child case reviews the independent partnership board service has developed and provided supportive multi-agency training and information packs.

At the conclusion of a case review, an action plan is developed and implemented. This is monitored through the CSPR sub-group. This is followed by a series of multi-agency workshops being held to ensure that the learning is disseminated across the partnership and electronic learning packs on each case are cascaded across the partnership. The packs include a professional's briefing on the case review, a seven-minute briefing and a set of power point slides with information and practice links contained within. The learning pack can be used in single agency training or discussed as bite sized sessions within team meetings and supervision.

The lessons learned both nationally and locally feature within the biennial Thematic CSPR/SCR report that are presented at the QEG and held as discussion points at the Training Subgroup for implementation into wider workforce practice. Additionally, the cases and the learning are written into the virtual briefings and online training and are promoted at termly safeguarding workshops.

During 2021 a 'Database of Learning' was developed. The database records the details and findings from all child case reviews (both SCRS and CSPRS) and Safeguarding Adult Reviews (SARs) across the county. This allows further scrutiny of themes and trends arising from case reviews and is reported within the Thematic CSPR /SCR report back to the CSPR, QEG and Training Subgroup.

## LEARNING FROM CHILD DEATHS

**Over the last year 2021/2022, the deaths of 36 children were reported to the Child Death Overview Process (CDOP) across Cambridgeshire and Peterborough, this is two more than**

***2020/2021 but 10 less than 2019/2020. There were 22 in Cambridgeshire and 14 in Peterborough. 61% of these children were babies under one year old compared to the national average in the UK which is 62%. Two deaths (out of 36 reported) were suicides. The number of cases reviewed were 39 - some of these were reported to CDOP as early as 2018.***

One of the purposes of the child death review process is to identify 'modifiable' factors for each child that dies. That is any factor which, on review, might have prevented that death and might prevent future deaths. During 2021-2022 there were 13 child deaths where a modifiable factor was identified by the panel. 25 deaths were unmodifiable and one was unable to be accurately assessed due to inaccurate information. 41% of cases reviewed were completed within 6 months, 26% of cases reviewed this year were completed within 12 months and 33% were over 12 months old when review took place. One of the reasons for the delay remains the current backlog locally for Coronial Inquests. The DfE acknowledges that reviewing child deaths is an extremely complex task and these figures are not used as a performance measure.



# CONTRIBUTIONS FROM THE STATUTORY SAFEGUARDING PARTNERS

## Cambridgeshire and Peterborough Local Authority Children Services

In 2020/21 we said that for all those working with children, young people and their families, that was a year like no other. Sadly, that year wasn't unique, and we didn't know then that 2021/22 was going to be equally as difficult, for many people.

Despite the continuing challenges of emerging from the pandemic and the associated financial pressures facing all services, we continue to work effectively with partners across the system to ensure that children are safeguarded and their needs are met. There are areas of increasing stress in the system, especially in terms of mental health services and appropriate placements for the full range of children, but our staff continue to work with care and dedication to try and improve outcomes for children on a daily basis.

It is likely that we will continue to see the impact of the Covid-19 pandemic for some time to come, despite the best efforts of all concerned including – schools, health services, social care, voluntary and community services, and families themselves.

Despite the challenge of the pandemic, the war in Ukraine and the cost-of-living crisis affecting many families, Children's Services have continued to grow and develop. Achievements in 2020/21 included:

- Proprietary work was undertaken for the transformation of Early Help, Targeted and Specialist Services for Children and Vulnerable at Risk Adolescents, with the launch of the Strong Families, Strong Communities Strategy.
- Improvement of our Family Safeguarding offer continued - having a dedicated model of social work that is understood and supported by front line staff, families, and partners, is seen as a key factor in improving practice and delivering better outcomes for children. The reduction in the number of Children in Care in the County is an early indicator of improvement. The LSCP Independent Scrutineer highlighted the contribution Family Safeguarding is making to Children's Services practice in Peterborough and Cambridgeshire.
- Once in Care, children rarely move other than in a planned way. Emergency placements are rare. If a child's placement is under pressure, placement disruption meetings are organised swiftly to mobilise a multi-agency team around the child and their carers.
- The quality assurance service continues to serve as the eyes and ears of the service and ensures that managers and leaders have a clear line of sight to practice. Audit reports have provided a sound basis to understand practice quality and where improvement activity needs to focus.
- All staff receive good quality professional supervision in accordance with policy.
- The child's journey is subject to management oversight, challenge, and critical reflection through effective supervision.
- All MASH enquiries/RFI/EDT interventions and RHIs are informed by chronologies that are up to date, in line with policy, to inform intervention and analysis of risk.



- The Service has completed good quality enquiries that are proportionate and conducted in partnership with parents and all those who hold PR.
- All children/young people and their families are meaningfully consulted to ensure their views, and the impact of our intervention are identified, recorded, and considered.
- We create a safe space for conversations on mental wellbeing/emotional wellbeing within the Service.
- Issues of equality and diversity to be identified and recorded explicitly for all children/young people.
- We continue to respond to the increase in complexity of the challenges facing our most vulnerable children, young people and families.
- Peterborough was selected as one of the 75 Local Authorities to receive funding to implement Start for Life and Family Hubs programme.
- Work with health colleagues has improved the management and oversight of Tier 4 bed provision
- Moving the CCC Assessment Teams under the line management of the IFD and Assessment Service has resulted in a more consistent application of threshold and a clearer line of communication for referring agencies
- Other key achievements have been to consolidate the development of the shared approach to fostering and the Regional Adoption Agency, enabling both to flourish and focus on recruitment now that the implementation processes have concluded.

A key success in 2021/22 is our improved ability to listen and respond to the feedback from those who participate in, and / or receive our services. Feedback from all participation groups and activities is discussed with members of the Children in Care Council and Care Leaver Forum on a regular basis. Examples of service user feedback influencing service provision in the year include:

- Training of a Young Recruiters group set-up
- The formation of a Young Trainers group which deliver training to prospective foster carers
- The implementation of some changes to Supervised Contact Centres
- The creation of two animated feedback videos
- Co-production of a new version of the Children in Care Promise
- Duffle bags shared with social workers to use to pack belongings when taking a child into care or moving placement and more!

It is hard to think of a period that has relied more heavily on the extraordinary commitment of staff and managers in our services and in partner agencies. Despite the enormous challenges, that commitment and dedication has resulted in real achievements across services for vulnerable children, young people and their families.

## **Cambridgeshire & Peterborough Clinical Commissioning Group**

The Cambridgeshire and Peterborough CCG's Safeguarding Team have continued to embed the Think Family approach and work across all age groups since they merged into one team in 2020-2021. The

role of the Safeguarding People Team is to provide support to the health system and provide ongoing monitoring and assurance of safeguarding practice to ensure all providers of health care services have competent and well-trained staff who can safeguard vulnerable people.

The Health Safeguarding Group has been amalgamated to enable a 'Think Family' approach across all health safeguarding provider teams. A full review of the terms of reference have allowed for a better platform for sharing learning, risks and updates, with the meetings chaired by the Designated Doctor for Safeguarding Children, the Designated Nurse for Safeguarding Children and the Designated Nurse for Safeguarding Adults.

All Safeguarding People Team policies have been reviewed and updated in readiness for the transition to an ICS on the 1 July 2022. As part of this piece of work the Prevent and MCA policy have undergone a full review, with up-to-date information and resources included. The Safeguarding People Team have reviewed the safeguarding supervision policy to ensure all appropriate practitioners receive regular supervision, and the NHS Cambridgeshire and Peterborough safeguarding policy has been reviewed and now covers both adult and child safeguarding across the life cycle.

In total from April 2021 – March 2022 the Safeguarding People Team have responded to 94 general safeguarding children enquiries and had a total of 731 interactions with primary care staff to support with safeguarding. The Safeguarding Lead GP forum has seen an increase in attendance throughout the year with ten sessions hosted and 151 GP Lead's in attendance, with a variety of cases discussed and supported by the Safeguarding Named Nurses and colleagues across Primary Care.

The Deputy Designated Nurse for Safeguarding Children has driven forwards the Safeguarding Officer Apprenticeship, with the occupational proposal now finalised and ready to be presented to the route panel for agreement to progress to a full standard. There has been involvement from a wide variety of sectors in support of this, such as, Police, Education, Voluntary sector and Fire & Rescue. We hope this will be agreed in 2022/2023.

The Designated Nurse and Doctor for Children in Care continues to ensure that the health needs for children in care are addressed

The number of children in care as of March 2022 are:

<b>Cambridgeshire County Council</b>	<b>597</b>
<b>Peterborough City Council</b>	354

As the Safeguarding People Team move into 2022-23, they will continue to align their priorities with that of the Partnership Safeguarding Board and will continue to influence the system wide culture, ensuring that safeguarding is everyone's business and that staff have the right skills and knowledge to recognise and report safeguarding concerns. The Safeguarding People Team will continue to



support work towards being a preventative health system, ensuring staff are trained and receiving regular supervision to identify and report concerns at the earliest opportunity.

## **Cambridgeshire Constabulary**

Cambridgeshire Constabulary continues its active membership of the Safeguarding Children Partnership Board. Over the past 12 months we have been represented at Executive and Board level by Assistant Chief Constable Vicky Evans, Detective Chief Superintendent Mark Greenhalgh (Head of Crime and Vulnerability) and Detective Superintendent John Massey (Head of Protecting Vulnerable People Department). The constabulary is also represented at all the key subgroups to the board where we relish the opportunity to engage with all our partners on the board's priorities, seeking to support, challenge and learn from all our colleagues in our shared goal of continual improvement.

The past twelve months have seen a dramatic increase in the number of Child Sexual Abuse (CSA) and Child Sexual Exploitation (CSE) offences owing, in part, to the delayed reporting and increased online offending that successive COVID lockdown periods precipitated. Equally, the response to Violence Against Women and Girls (VAWG) has led police forces nationally to demand improvements in our own performance and approach. Both these elements have meant that we have been enormously grateful for the support and perspective of our partners as we seek to protect and improve the lives of the most vulnerable children within Cambridgeshire and Peterborough. The enduring partnership support has been invaluable in guiding our response to these challenges and generating new, positive initiatives and successful outcomes.

Our Vulnerability Focus Desks and Early Intervention Domestic Abuse Desks are now a year old and have greatly enhanced our overall response to children at risk from Domestic abuse, sexual abuse or criminal exploitation. Children exposed to DA are specifically identified and supported within enhanced protocols, capturing the Voice of the Child, and protective steps are then initiated while one of the three OPCC funded perpetrator programmes live this year, focuses on Child to Parent Violence and institutes a diversionary programme to greatly reduce the risk of reoffending and harm. Our Missing Exploited and Trafficked (MET) Hub continues to work with the Local Authority SAFE Team and our own Young Persons Early Intervention Officer in order to engage with children at risk of exploitation and divert them from a cycle of harm, abuse and criminality. Our dedicated Child Abuse Investigation and Safeguarding Units continue to produce remarkable results despite unprecedented demand and are responsible for embedding learning from Child Safeguarding Practice Reviews. They also lead on providing vital child protection and child death protocol training across the constabulary.

Co-ordination and governance of this activity is supported through the Constabulary's VAWG strategy which went live at the turn of the year. This contains four strands: Project Kaizen (Domestic Abuse); Project Eleos (Serious Sexual Offending); Project Boyd (Offender Management); and Project Artemis (CSE / CSA). Specifically, within Projects Artemis and Eleos we have secured government funding to enhance our response to sexual offences through the acquisition of two digital media vans and three additional phone download facilities which will greatly increase the speed with which digital material

can be extracted, reduce the time police retain victims' phones and strengthen their confidence in the police and CJ process. We are also incorporating the feedback from SADA, a 3rd sector partner who attend our DASV panel, on children's interactions with police to improve our response to future abuse, neglect and vulnerability investigations. Finally, police are leading a Task and Finish sub group of the partnership DASV to identify more effective protocols for investigating Indecent Image Of Children offences where children are sending the images of themselves to other children; this will identify ways to provide welfare support and learning without unnecessary criminalisation and without reducing our targeting of exploiters and adult offenders. Such elements have helped the Force achieve a rating of 'Good' within the Peel Report in respect of our provision for Vulnerability.

As we look ahead to the next twelve months, we remain confident that through our partnership structures, oversight and critical friend challenge within the Board we will meet the above challenges successfully.



## SCRUTINY AND QUALITY ASSURANCE

### Requirement for independent scrutiny

Working Together 2018 stipulates that the partnership has a duty to show ***there is independent scrutiny*** to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny can form part of a wider system which includes the independent inspectorates, single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.

Whilst the decision on how best to implement a robust system of independent scrutiny is to be made locally, safeguarding partners should ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

The independent scrutiny should consider how effectively the arrangements are working for children and families as well as for practitioners, how effectively the safeguarding partners are providing strong leadership and agree with the safeguarding partners how this will be reported.

### Local scrutiny arrangements

For 2021 to 2022 the scrutiny function of the partnership was discharged through an independent scrutineer who provides a scrutiny assurance report at each Executive Safeguarding Board meeting (Quarterly).

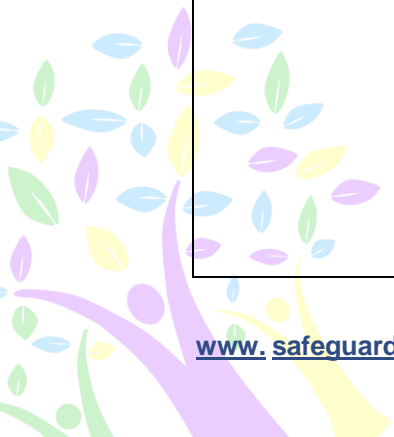
In addition to the activity undertaken by the scrutineer, there is a significant range of scrutiny functions that are currently in place. These offer additional assurances of the safeguarding and partnership arrangements. A number of these functions are undertaken by the Independent Safeguarding Partnership Service (Business Unit).

The table below evidences the additional robust scrutiny of the partnership arrangements across both adults and children's outside of the scrutineer's role.





Type	What we scrutinise	Activity
Single agency operational practice	Quality of single agency and multi-agency practice  Decision making  Professional challenge/escalation  Impact/outcomes	Single agency quality assurance activity.  Single agency inspections.  Serious incidents.  Performance management information.
Partnership working and multi-agency practice	Single agency and multi-agency practice  Decision making  Professional challenge/escalation  Impact/outcomes	Independent scrutiny of Case reviews through independent chair of the case review groups.  Head of Service for Safeguarding Partnership Boards chairs some of the case review panel meetings.  Independent authors for case reviews.  JTAI and other inspections.  S11 self-assessment and adult equivalent – this includes agency challenge sessions.  Regular QA assurance activity undertaken by business unit staff, including audits, surveys, thematic reviews, dip samples and case reviews.  Qualitative performance reporting through the Quality & Effectiveness Groups on a quarterly basis. They are held 4x a year, each one addresses one of the business priorities in the form of a single agency commentary.  Surveys and consultations with children and young people, parents and professionals.



		<p>Multi-agency workforce development feedback and impact process.</p> <p>The Head of Service for the Safeguarding Partnership Boards chairs the following meetings;</p> <ul style="list-style-type: none"> <li>• Quality &amp; Effectiveness Groups (adults and children)</li> <li>• Exploitation Strategic Group</li> <li>• Exploitation Delivery Group (CSP's)</li> <li>• Various task and finish groups.</li> </ul> <p>The Training &amp; Development Subgroup is Chaired by a member of the Independent safeguarding partnership service (business unit)</p> <p>Validation of single agency training</p> <p>Head of Service for Safeguarding Partnership Boards has independent oversight of the partnership budget.</p> <p>Head of Service Safeguarding Partnership Boards and other members of the Independent Safeguarding Partnership Service (Business Unit) are members of various boards/meetings where they scrutinise practice.</p>
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## Quality Effectiveness Group (QEG)

**This group is responsible for monitoring the individual and collective effectiveness of the safeguarding practice carried out by the agencies represented on the Children’s Safeguarding Partnership Board. QEG advises and supports the Board in achieving the highest safeguarding standards and promoting safeguarding across Peterborough and Cambridgeshire through evaluation and continuous improvement. During the twelve months covered by this report, the following quality assurance activity has taken place:**

**A Single Agency Performance Commentary** is completed by partners for each of the Board’s priorities with each priority being reviewed at QEG twice a year. This includes agencies qualitatively reporting on each priority under headings that include: what has worked well, areas for improvement and what the agency has done to contribute to those improvements, where multi-agency support is needed and issues to be escalated to the Executive Board. This process has worked well, and its impact is evidenced through the numerous changes in processes and policies and additional training courses being offered as a result of the scrutiny at QEG.

**Multi-Agency Training Impact** on Professional Practice Report is completed annually and presented at QEG and the Training Subgroup (see training section below for evidence of impact). The Partnership Board also continues to endorse single agency safeguarding training to ensure that training provided to the wider safeguarding workforce is robust, fit for purpose and contains consistent messaging. In the past 12 months a total of 7 courses have been validated for the Early Years Cambridgeshire County Council. A new more streamlined endorsement process covering both the children’s and adult’s single agency training submissions has been successfully piloted throughout 2021/2022 and will be officially launched during the latter part of 2022.

**Section 11 Self-Assessment Audit.** This audit is undertaken, in line with the Children Act 2004, every two years, to ascertain if agencies across the partnership are effectively safeguarding and promoting the welfare of children and young people in accordance with their section 11 statutory responsibilities. The last 2020 Section 11 audit was reported on in the previous annual report. The next Section 11 audit is due to take place towards the end of 2022 and will be reported on in next year’s annual report.

The **Biennial Thematic Review** of the Professional Themes found within Local Serious Case Review and Child Safeguarding Practice Reviews from 2019- 2021 was completed early 2022 and presented to the partnership board groups. In 50% of cases good practice was found in risk assessments and plans, trusted relationships between professionals and children and positive support and advice from professionals. The most common professional theme identified in all the cases as needing improvement was sharing information. To provide a regular and a more inclusive local picture surrounding child reviews, for 2023 the thematic review will become an annual audit and will include Rapid Reviews.



## Independent Scrutineer's Report and Findings

Independent scrutiny is a statutory requirement for the Cambridgeshire and Peterborough Safeguarding Partnership Board, as required by the Children and Social Work Act 2017, with guidance provided through 'Working Together' 2018.

The two Local Authority areas of Cambridgeshire and Peterborough have joined together and created one safeguarding partnership across the areas along with one countywide police force and one countywide Clinical Commissioning Group. This is widely seen as good practice and has created a much more effective and inclusive multi-agency focused safeguarding partnership. Cambridgeshire and Peterborough's agreed (Nov 2020) methodology that has been used for this scrutiny report is best known nationally as 'Six Steps for Independent Scrutiny: Safeguarding children arrangements.' This has been adapted from the publication of the same name by Pearce, J (2019) Institute of Applied Social Research, Luton, University of Bedfordshire.

The six themes to be explored to provide assurance of partnership safeguarding activity are covered below:

### **A) The three core partner leads are actively involved in strategic planning and implementation.**

The Cambridgeshire and Peterborough Safeguarding Executive Partnership Board have agreed the following priorities for the Safeguarding Children Partnership Board from April 2021 – March 2022. The four priorities are in summary:

- i. Child Neglect
- ii. Child Sexual Abuse (CSA)
- iii. Child Exploitation (CE)
- iv. Learning from Child Safeguarding Practice Review's (CSPR)

The assembly of a knowledgeable and informed task and finish group led by the independent partnerships head of service has brought about agreed changes to using one agreed child neglect assessment tool across the partnership.

The activity to achieve delivery against the CSA priority has been excellent. As well as an engaged and knowledgeable task and finish group, led by the Designated Doctor and the safeguarding partnership team head of service. The new policy and procedures that have been produced includes an innovative new local sexual behaviour assessment tool and is excellent.

The activity against the CE priority is equally impressive. The Home Office regards the Cambridgeshire and Peterborough approach as national good practice. The safeguarding partnership have invested in a mostly dedicated role to tackle CE and this is clearly reaping benefits as demonstrated for example by local mapping exercises.

During the year the partnership board has signed off two CSPRs and to support embedding the learning into management and frontline practice has produced a CSPR learning pack for each case review.

The Safeguarding Executive Partnership Board met in autumn 2021 to consider a number of issues that had arisen in the partnership mostly caused by the pandemic. This meeting was titled 'safeguarding pressures.' I was present at the meeting and was suitably impressed with the agreed position of the statutory partners to resolve the issues.

In January 2022 at the executive partnership board meeting the strategic partners felt that the current priorities are continued as they are still the appropriate one's for the partnership, but also in order to ensure the proposed outcomes are embedded. They are considering further whether to add any other priority to these one's.

**B) The wider safeguarding partners (including relevant agencies) are actively involved in safeguarding children.**

The safeguarding children partnership have included a wide list of relevant agencies including schools and all health providers who are appropriately informed of and engaged with the safeguarding children partnership arrangements and safeguarding children priorities. This is demonstrated and evidenced well by the membership and contribution to the work of the partnership, in particular the sub-groups and task and finish groups.

Another well evidenced example is the attendance at the last two children board meetings. This involved on average thirty attendee's from sixteen different statutory and voluntary agencies. I attended both of those meetings which were extremely well chaired, each agency and individual were enabled to, and did adequately contribute to discussions and decision making.

**C) Children, young people and families are aware of and involved with plans for safeguarding children.**

The partnership have also been working with twenty-five young people and a school on consultation for Safe Lives/Equality, receiving good feedback to inform future work.

A number of agencies have extensive engagement with children, young people and their families, it would be of great assistance to the safeguarding partnership if agencies could share with them relevant engagement and feedback from children and their families on a regular basis.

**D) Appropriate quality assurance procedures are in place for data collection, audit and information sharing.**

There are mechanisms in place for the three statutory partners to collect and analyse relevant data pertaining to safeguarding children. This happens through the Quality Effectiveness (QEG) Sub-Group. The QEG operates well with the data it has and has an extremely good multi-agency audit programme. Evidence of scrutiny is mainstreamed into partnership activity. The partnership has a very healthy Section 11 audit programme which also involves an innovative practitioners survey to accompany it.

The sharing of partnership data could be improved though with what they supply to QEG, they could also be supplying to QEG on a regular basis the result of single agency audit activity.



**E) There is a process for identifying and investigating learning from local and national case reviews.**

I have attended a Child Safeguarding Practice Review sub-group meeting which was chaired well by the independent chair who is very experienced and able. The CSPR group showed that it carries out all of its statutory responsibilities, but appeared to have an extensive agenda, it has though made some good progress on SCRs and iterations to its processes during the year.

I presented a scrutiny a report in November 2021 in relation to two reviews to the executive board. The way that the partnership managed engagement with the family is of national good practice.

Dr Russell Wate QPM



## MULTI-AGENCY SAFEGUARDING TRAINING

**Due to government restrictions during the continuation of the pandemic, most staff from organisations were still required to work from home where possible. Face to face training continued to be suspended whilst the Partnership Boards multi-agency online and virtual training offer grew from strength to strength. In response many of the temporary measures put in place to support professionals learning and to facilitate the training during 2020 have developed into a mainstay programme of virtual online activities and briefings which has grown and diversified to include identified safeguarding areas of need for partners safeguarding training.**

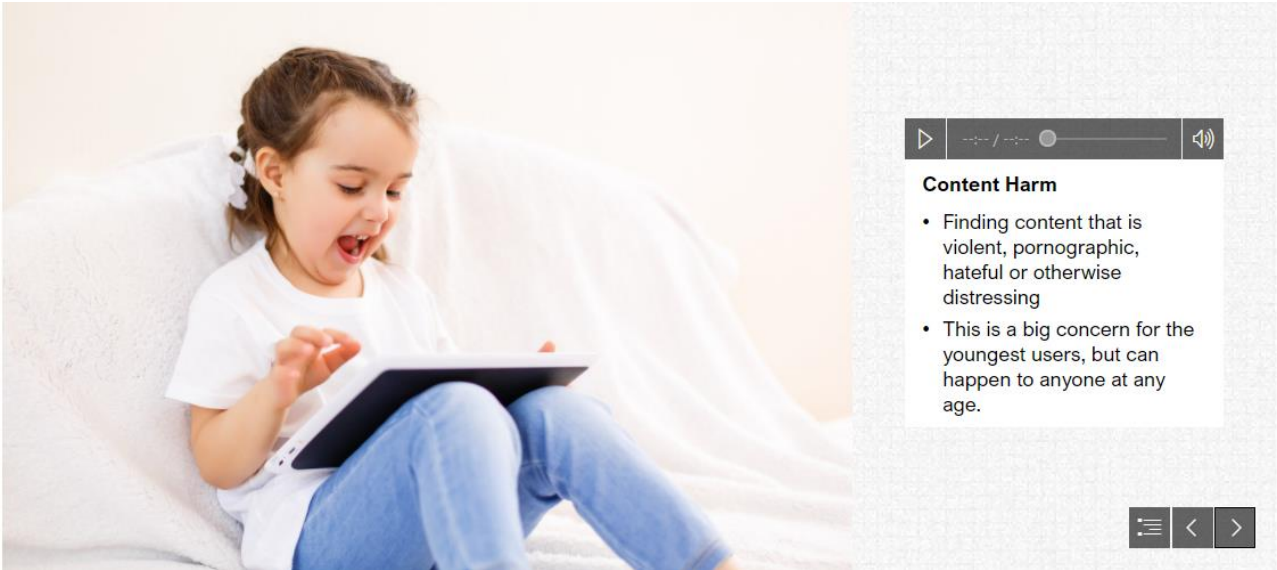
The Covid 19 Information page on the Safeguarding Partnership Board website continued to offer supportive information on Covid 19, vaccinations, local safeguarding arrangements, links to useful agency resources, presentations on basic safeguarding children and safeguarding adults at risk, leaflets, briefings and video links and a link to CPSPB online training. Feedback from volunteers and working professionals included that the Sways were clear and concise, 'good', 'informative', 'comprehensive' and 'really useful.' have found the information 'invaluable' and 'informative' to support their knowledge of safeguarding and what to do if they had safeguarding concerns.

### Virtual Briefings (Sways)

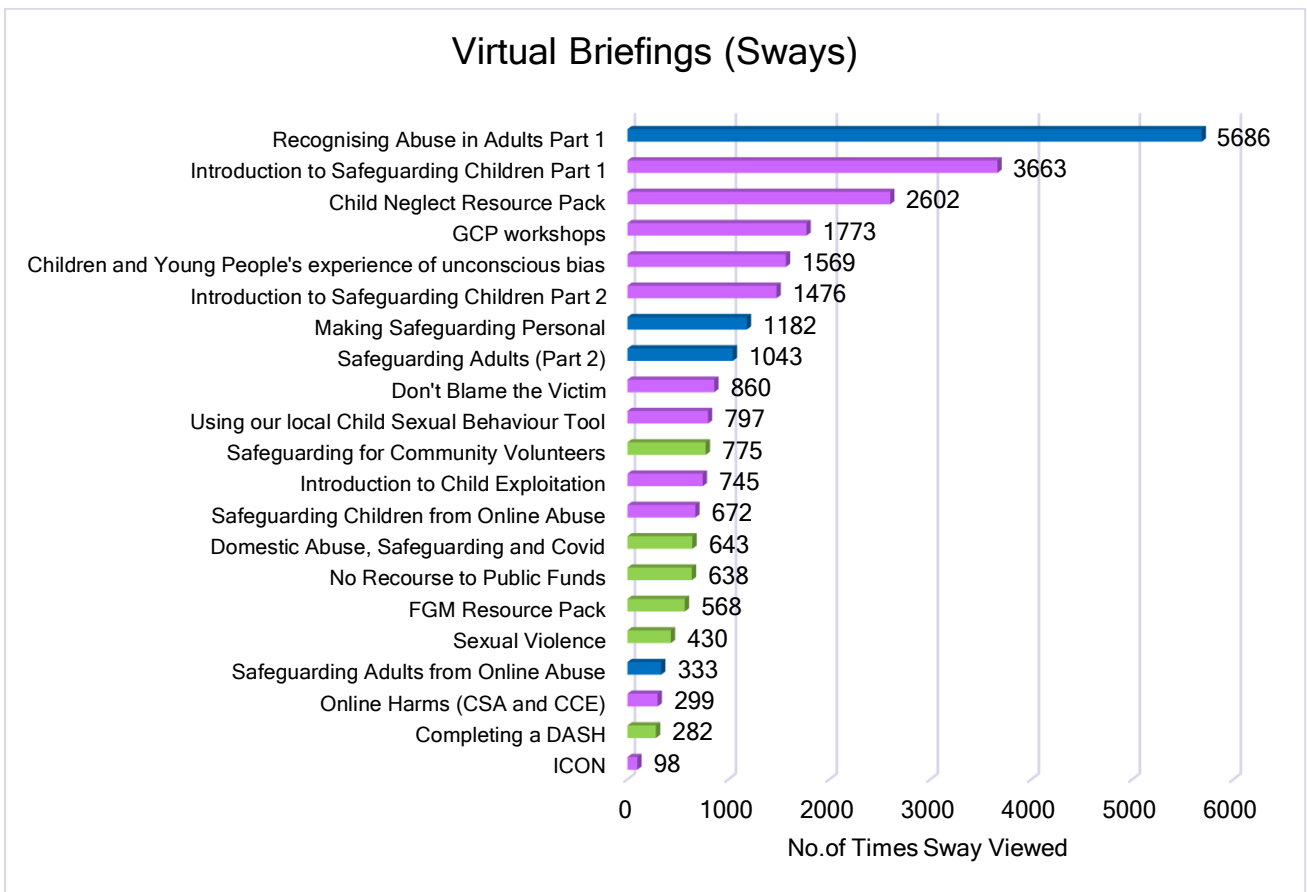
**Virtual briefings were first developed by the Partnership Board during 2020 as a response to providing safeguarding training / information during Covid times. Locally, these are referred to as SWAYs (on the Microsoft Team platform). In essence, these are a presentation but each slide has an audio that discusses the content of the slide. Generally, they last around 20 minutes per briefing. The virtual briefings are available on the Partnership Board website and can be accessed at any time. As a result, staff who are working night shifts, weekends or early shifts can all access the training at their convenience. To support a blended approach towards learning, participants of the multi-agency online safeguarding training are also required to access the SWAYs either prior or post their safeguarding training sessions.**

The virtual briefings have continued to be developed and focused on locally identified areas of safeguarding risk as well as the Board's priorities. The SWAYs are a hugely successful and useful resource. For those professionals who complete the SWAY there is a downloadable certificate as proof of completion. Most professionals gave the SWAYs a 4 to 5, star exceptional rating and described them as, 'clear and concise', 'good', 'informative', 'comprehensive' and 'really useful.'. They continue to be very well received by agencies and have been used and adapted within our local partners' resources as part of single agency training and have been utilised by other safeguarding boards across the Country.





Between April 2021 and March 2022, the virtual briefings had been viewed a total 26,134 times almost two and a half times the number of views on the previous year. For 2021-2022 there were 7 new Virtual Briefings developed.



**Key**  
 Adults  
 Children  
 Both Adults and Children



## Virtual Training

**Virtual Training was developed during 2020 from existing face to face training materials and condensed into 60 or 90 minute sessions. These sessions were initially facilitated by members of the Independent Safeguarding Partnership Service and during 2021 and 2022 have started to include partners leading specific sessions on identified safeguarding priorities.**

As with the briefings, the virtual training has focused on safeguarding risks and the Board's priorities. As part of a rolling programme, the training focused on Child Neglect, Child Sexual Abuse (CSA), Child Criminal Exploitation, Fabricated and Induced Illness, Working Together and Termly workshops on the latest safeguarding messages. Safeguarding partners have facilitated training on the Early Help Offer, Sexually Harmful Behaviour, Domestic Abuse and Young Carers.

41 training sessions took place during April 2020 to March 2021 where 1,106 people attended virtually. This is nearly a 50% increase on the virtual courses offered in the previous year. As the demand for the training has been so great up to 75- 100 places on each course are now available for professionals to attend.

The virtual training continues to be greatly received with 98% of professionals reporting that they felt that the safeguarding virtual training content met their training needs and 97% of professionals stating that the delivery of the training was right for them. Professionals' comments included:

- Good liked the use of videos / liked the use of theory
- Excellent / Brilliant, thank you
- Detailed and informative / concise and to the point
- This was absolutely perfect and very powerful and well presented
- Delivering virtually did not take away from the session at all and still allowed interaction
- I have found online training extremely useful, particularly during the Covid pandemic and associated restrictions. It gives me the opportunity to 'attend' a lot more training sessions over the course of the year without impacting on my work load.

Whilst the face to face training provision has always been well attended it would never have reached the number of people who have accessed the Virtual Briefings and training. It is to the credit of the Partnership that whilst other areas in the region stopped all training delivery, locally we evolved and adapted to both the lockdown environment and slowly coming out of the pandemic.



## WEBSITE & SOCIAL MEDIA

Over the past year we have had 500,662 page views and 81,669 users to the website.

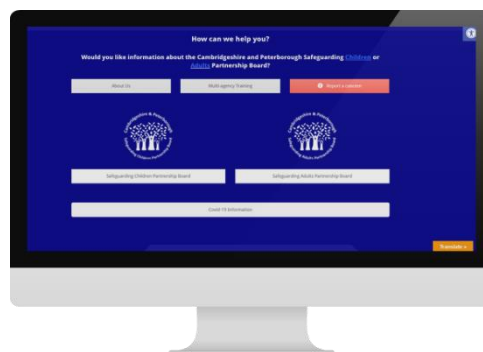
On average, a user spent an average 2 minutes per session on the website, and the bounce rate has remained close to 4% which would indicate users find what they are looking for quickly.

Apart from the home page, the 'Making a Referral' page was the most visited page on the site, followed by Multi-agency Training page and our virtual SWAY briefings pages.

54% of visitors reached our site via entering keywords into search engines. 66% accessed the site via a desktop device (i.e. Laptop) and 31% accessed the site via a mobile.

Feedback from visitors includes:

- *Its really easy to use, very clear and content is good.*
- *Easy to manoeuvre around the website*
- *Breadth of training resources available and are easily accessible*
- *the clarity, layout and range of information available far exceeded what was expected*



### Our social media presence

The CPSPB uses Twitter, Facebook and Instagram for all sorts of communications from the latest safeguarding news to events that the Safeguarding Partnership Board are hosting.

If you haven't yet followed us, please do!



@cplscb



@cplscb



@cpsafeguardingboard

## **APPENDIX 1 - LIST OF AGENCIES REPRESENTED ON THE SAFEGUARDING CHILDREN PARTNERSHIP BOARD**

- Cambridgeshire and Peterborough Local Authorities including
  - Children Social Care
  - Public Health
  - Elected Members
  - YOS
- Clinical Commissioning Group
- Cambridgeshire Constabulary
- Education
  - Primary School
  - Secondary School
  - Further Education
- East of England Ambulance Service
- Cambridgeshire and Peterborough Foundation Trust
- Cambridgeshire Community Services
- Royal Papworth Hospital
- North West Anglia Hospitals
- Cambridge University Hospital
- Office of the Police and Crime Commissioner
- Ely Diocese
- Cambridgeshire Fire and Rescue
- Cambridge District Council – representing District Councils
- Cross Keys Homes – representing Housing
- National Probation Service
- CAFCASS
- Healthwatch (Voluntary Sector)
- Department for Work and Pensions





Contact details: 01733 863744

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