



## **ANNUAL REPORT 2015/16**

Published: September 2016

## Foreword by Independent Chair

My second year in the role of Independent Chair of the Lancashire Safeguarding Children Board has been both rewarding and challenging. It has been a privilege to work alongside committed managers and leaders, and to meet dedicated staff. The opportunity to work alongside children and young people and to learn from their experiences has brought inspiration and strengthened my own commitment to ensuring that safeguards for them in Lancashire are as good and effective as they can be.

These are difficult times with public sector budgets significantly reducing. In the years between now and 2020 I am told there will be continuing budget reductions to the extent that there will be in excess of an £800 million deficit. All services are seeking to find efficiencies, but the impact on the availability of services will increase. All children and young people should expect to be protected from harm and prevention is the best approach. Non-the-less robust services do need to be in place when protection is required.

During 2015 Ofsted inspected services for children in need of help and protection, and services for children looked after and care leavers. They found services to be inadequate. While this inspection focussed on Children's Social Care it is important to recognise that all agencies need to work effectively together to provide good safeguarding responses and so I view this as a challenge to improve services across the whole sector.

As Independent Chair I am committed to ensuring our children, young people and their families have a voice and are heard. The Board will be working hard in the coming year to improve its engagement with the community and my simple message will be that I want children and young people to be, and to feel safe.

In this report we have tried to set out what we know about the effectiveness of key services, we have considered what we know about vulnerable children and we have provided information both about activity in 2015/16 and also priorities for the coming year.

Looking forwards, the government is planning changes to the way safeguarding services are coordinated and organised and will be revising the law which sets current arrangements in place. While we have yet to receive any detail there is the potential for radical change and with this, both opportunities and the risk of instability. My intention is to ensure that, here in Lancashire, we do not let ourselves be distracted from the job we need to do while we manage whatever changes are to come.

In the Ofsted inspection the Board was subject to a separate review and a separate judgement. Ofsted judged the Board to be "good". We have however, taken a critical look at ourselves and have concluded that, although we had quality assurance processes in place, these had not been sufficient to expose the extent of failings in safeguarding services. In response we have reviewed and enhanced our ability to measure and monitor services and will be able to better fulfil our role in providing challenge where services are not good enough in the coming year.



Jane Booth  
Independent Chair,  
Lancashire Safeguarding Children Board

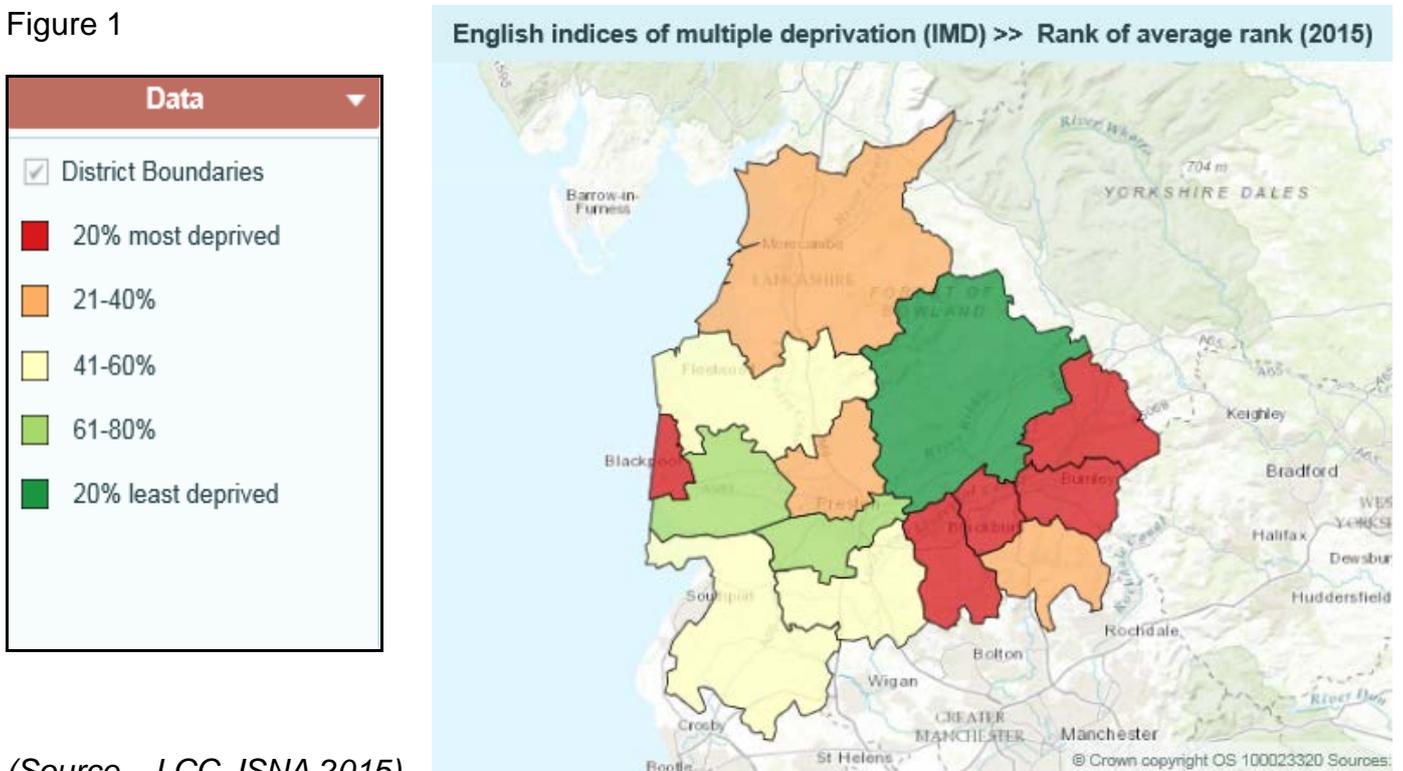
## Contents

<b>1. Local Background and Context</b> .....	<b>4</b>
<i>What do we know about Children in Lancashire?</i> .....	5
<b>2. What do we know about services in Lancashire and their effectiveness? .....</b>	<b>12</b>
<i>Services in Lancashire</i> .....	12
<i>Multi-Agency Practice Inspections</i> .....	20
<i>Section 11 Audit Process:</i> .....	20
<i>Themed Audits</i> .....	20
<i>Annual Reports</i> .....	21
<i>Themes from Child Death Reviews</i> .....	21
<b>3. Statutory and Legislative Context for LSCBs .....</b>	<b>23</b>
<b>4. Governance and accountability arrangements</b> .....	<b>24</b>
<i>LSCB Business Plan - Strategic Priorities</i> .....	26
<i>Views of Children and Young People</i> .....	31
<i>LSCB Performance</i> .....	32
<b>5. Key Achievements from LSCB Sub-groups</b> .....	<b>33</b>
<i>Serious Case Review Group</i> .....	33
<i>Learning &amp; Development</i> .....	34
<i>E-Safeguarding</i> .....	35
<i>Quality Assurance</i> .....	36
<i>Child Death Overview Panel (CDOP)</i> .....	37
<i>Child Sexual Exploitation Strategy Group</i> .....	38
<i>Missing From Home (MFH) sub-group</i> .....	38
<i>Children's Partnership Boards</i> .....	39
<b>6. LSCB Budget .....</b>	<b>42</b>
<b>7. Contact details</b> .....	<b>44</b>
<b>Appendices</b> .....	<b>45</b>
<i>Appendix 1 – Preston MASPI</i> .....	45
<i>Appendix 2 – LSCB Service area annual report summaries</i> .....	46
<i>Appendix 3 – LSCB Attendance 2015/16</i> .....	50

# 1. Local Background and Context

Lancashire is a large and diverse Shire County with one County Council and 12 District Councils. Within the old county footprint there are two unitary authorities, Blackpool and Blackburn with Darwen who have separate administrations and separate Local Safeguarding Children Boards, these will provide their own Children Safeguarding Board Annual Report. The total population in Lancashire is approximately 1.5 million, with the Lancashire LSCB footprint (excluding Blackpool and Blackburn with Darwen) totalling 1.2 million. Within Lancashire, there are pockets of severe social and economic deprivation. Four Lancashire Districts (Burnley, Hyndburn, Pendle and Preston) are in the "top 50" most deprived in England according to the Index of Multiple Deprivation 2015. There are also large areas of economic prosperity such as Ribbles Valley and Fylde Borough. The map below shows the 'indices of multiple deprivation' across the county with red areas showing the most deprived and green the least deprived places. Even within identified local areas there is considerable variances within local deprivation.

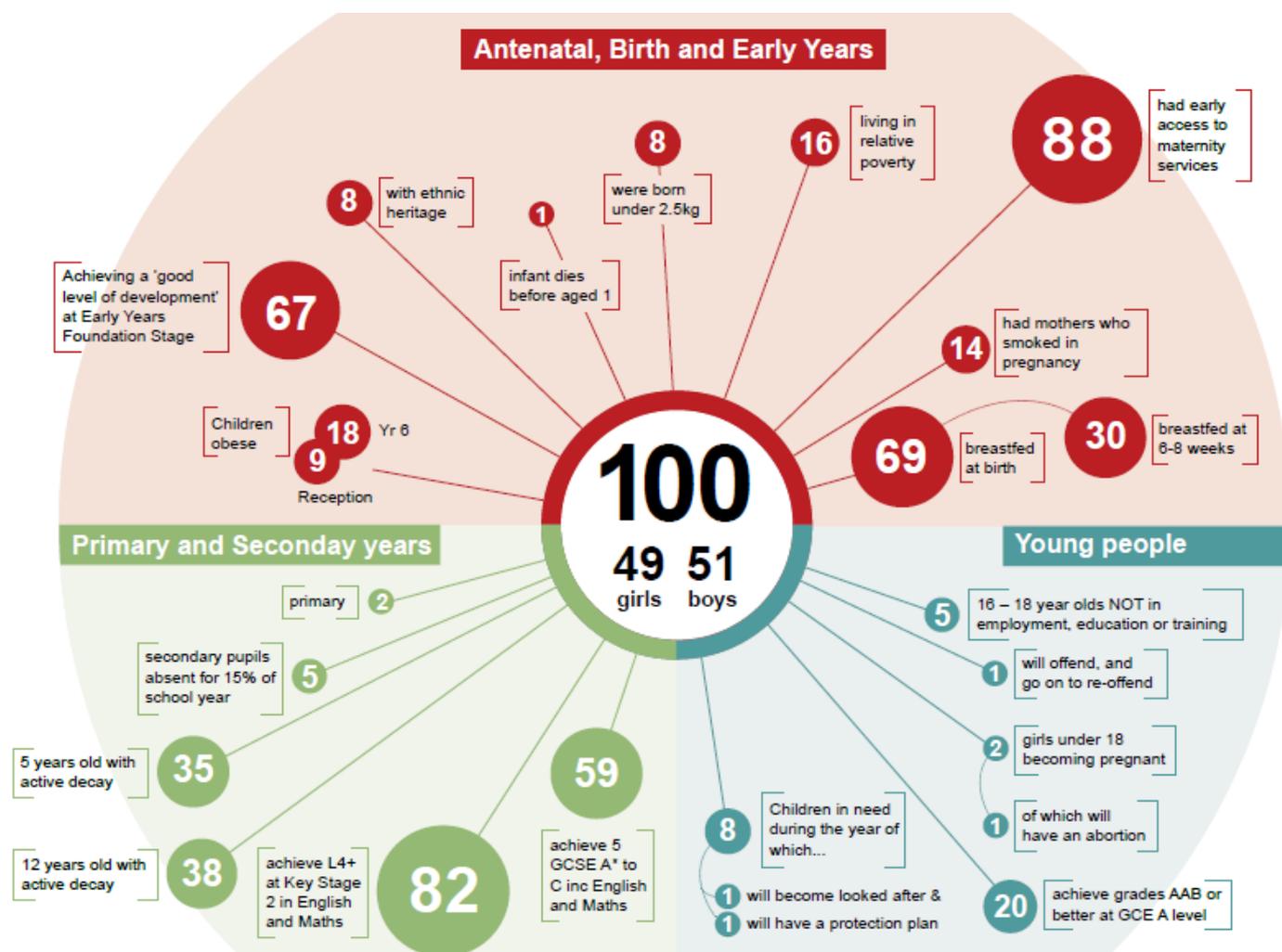
Figure 1



## What do we know about Children in Lancashire?

Lancashire has a child population of almost a quarter of a million (274,733 – 2014 mid-year estimate). The following diagram illustrates the diverse range of needs and demographics factors for children within Lancashire.

If Lancashire was a Village of 100 children then:



(Source – Lancashire Childrens Services Improvement Plan)

## What do we know about the health and well-being of Children in Lancashire?

The following information is based largely on the Child Health Profiles (Public Health England), these provide a snapshot of child health and wellbeing for each local authority in England. By using a list of key health indicators, comparisons can be made locally, nationally and over time. This data is based on the Lancashire Child Health Profiles for 2015 and 2016 and also includes some data from LCC. Indicators relating to Infant Mortality, wider determinants of health and health improvement have generally stayed stable or marginally improved.

Lancashire is made up of 12 distinct districts, all of which have different priorities, demographics and localised issues. This needs to be remembered when Lancashire wide data is considered.

Red = significantly worse, Amber = no significant difference, Green = significantly better

	<b>Child Health Profiles</b>	<b>England Average</b>	<b>Current</b>	<b>Previous</b>	<b>Direction of Travel</b>
<b>Premature mortality</b>					
1	Infant mortality (Rate per 1,000 live births)	4.0	4.8	5.1	Stable
2	Child mortality rate (per 100,000 1-17 year olds)	12.0	15.9	15.8	Stable
<b>Wider determinants of ill health</b>					
3	Percentage of children achieving a good level of development at the end of reception	66.3%	67.5%	63.3%	Better
4	Percentage of 16-18 year olds not in education, training or employment	4.7%	5.0%	5.3%	Better
5	First Time Entrants to the youth justice system (rate per 100,000 of 10-17 population)	409.1	368.8	469.7	Better
6	% of children living in poverty (under 16 years)	18.6	16.9	17.1	Stable
7	Family homelessness (per 1000 households)	1.8	0.3	0.3	Stable
8	Children in care (rate per 10,000 of under 18's)	60 (1691 actual children)	66	65	Stable
<b>Health Improvement</b>					
9	Percentage of 4-5 year olds classed as obese	9.1	9.4	9.5	Stable
10	Percentage of 10-11 year olds classed as obese	19.1	18.4	18.1	Stable
11	Percentage of children (aged 5) with decayed, missing or filled teeth	27.9	34.9	34.9	Stable
12	Hospital Admissions due to alcohol specific conditions (rate per 100,000 under 18 year olds)	40.1	62.7	62.7	Stable
13	Hospital Admissions due to substance misuse (rate per 100,000 15-24 year olds)	88.8	132.6	123.7	Worse
<b>Prevalence of ill health</b>					
14	Accident and Emergency attendances for children aged 0-4 (rate per 1000)	540.5	526.7	506.7	Worse
15	Hospital admissions caused by injuries in children aged 0-14 years (rate per 10,000)	109.6	151.1	146.2	Worse
16	Hospital admissions for asthma (under 19)	216.1	379.8	326.9	Worse

	years, rate per 100,000)				
17	Hospital admissions for mental health conditions (rate per 100,000)	87.4	114.8	113.9	Stable
18	Hospital admissions as a result of self-harm (10-24 years, rate per 100,000)	398.8	504.3	524.3	Better

(Source – Public Health England. Child Health Profiles 2016)

It is of concern to the LSCB that the National comparator data shows that Lancashire performance is worse than the National average against a number of indicators. Although the infant and child mortality figures are relatively stable the performance shows Lancashire to be still performing poorly against the National averages. A more detailed report from the LSCB Child Death Overview Panel will be published later in the year. Of particular concern to the LSCB are the indicators in respect of, hospital admissions due to alcohol specific conditions and substance misuse, and hospital admissions for mental health conditions and self-harm. While the LSCB does recognise that the indicators in respect of mental health and self-harm are either stable or show improvement they compare badly with the National averages and have a long way to go.

In summary the information suggests that challenges still exist in relation to:

1. Infant Mortality
2. Self-Harm and Mental Health
3. Hospital admissions due to alcohol/substance misuse
4. Hospital attendances related to accidents and injuries

### **Safeguarding and supporting children in specific conditions**

The table below provides a summary of some of our main performance indicators relating to supporting children with specific needs

Indicator	2013/14	2014/15	2015/16	Comments
Number of vulnerable child referrals with a CSE marker <small>(source Lancashire constabulary)</small>	718	975	1220	There has been a 20.1% increase in the number of vulnerable child referrals with a CSE marker in 2015/16 compared to the previous year.
Number of Domestic Violence notifications from Police where a child is recorded to live at the address	9853	9354	8644	There is a continued reduction in the number of Domestic Violence notifications where a child is recorded as living at the address. Since 2013/14 there has been a 12.2% reduction
The rate of violent and sexual offences against children aged 0-17 per 10,000 of U18 population	118.1	130.9	160.6	There is a continued increase in the rate of violent/sexual offences against children recorded by the police. Since 2013/14 the rate has increased by 42.5 (29.7 increase

Indicator	2013/14	2014/15	2015/16	Comments
				between 14/15 and 15/16)
Number of children involved in the MARAC process	3799	3480	3306	This is consistent with the reduction in the number of recoded incidents of domestic abuse where there were children in the household.
Privately fostered children	33	28	26	Numbers of children identified as privately fostered have reduced. This is believed to be due to lack of recognition.
CLA placed in Lancashire from other LA	959	981	986	A slight increase in this figure, although numbers remain relatively stable
Local Authority Designated Officer Allegations/ Investigations against professionals	779	491	496	There is a slight rise in the number of referrals taken forward as allegations but this is not a significant change. The drop in 2014/15 was linked to a change in how information was recorded. This is evidenced in the consistency of allegations dealt with in 2015/16.
Independent Reviewing Officer Caseloads	117	109	92	The recommended National caseload for IRO's is 50-70 (IRO Handbook). 2015/16 has seen a decrease in IRO Caseloads within Lancashire although on average, at year end, it was still above the recommended level.

### **Children Missing from Home/Care/Education – need this information for year end**

Data relating to the number of children missing for 2015/16:

Indicator	Q1	Q2	Q3	Q4	Comments
Missing from home	503	514	522	527	Numbers of children reported missing from home throughout 2015/16 were fairly stable, though Q4 did see a marginal increase (1.0%)
%of children reported missing who were looked after by the local authority	17.6%	23.1%	24.3%	16.8%	The percentage of those missing from home who were CLA during 2015/16 ranges from 16.8% to 24.3%. The quarter four figure is

					encouraging but it is too soon to see if more pro-active engagement with the residential sector is a factor in the lower figure.
Number of children confirmed as missing from education (not on school roll or receiving alternative provision)	41	44	62	75	The numbers of children missing from education increases at Q3 and Q4, however this is not uncommon and is dealt appropriately by the Children Missing from Education Team.

### **Referrals to Children's Social Care**

Referral rates have increased significantly in 2015/16 compared to the previous year. Lancashire County Council changed the definition of what was classified as a referral to a local measure so there is no national comparator data as local authorities now adopt their own definitions which may vary considerably.

	2013/14	2014/15	2015/16
<b>Lancashire (number)</b>	2954	2491	3888
<b>Lancashire (rate per 10k)</b>	121.5	102.5	159.0
<b>England</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

The very significant increase in referrals is a common experience for councils who have been subject to a judgement of "inadequate" in an Ofsted inspection but in many areas this has been seen to then have an adverse effect on performance across the board as the need to address the increasing incoming workload strips capacity to undertake ongoing work.

### **Repeat Referrals**

The table below shows the percentage of referrals that were repeat referrals (within 12 months of initial referral)

	2013/14	2014/15	2015/16
<b>% Re-referrals</b>	15.1	15.7	15.7

Quarterly data for this indicators shows the percentage of repeat referrals decreasing throughout 2015/16. Q1 17.8% of referrals were repeat referrals within 12 months, by Q4 this figure has reduced to 12.0%.

### **Percentage of assessments completed to timescale**

	2013/14	2014/15	2015/16
<b>Lancashire</b>	96.1%	79.8%	74.6%
<b>North West</b>	<b>85.1%</b>	<b>82.2%</b>	<b>N/A</b>
<b>England</b>	<b>82.2%</b>	<b>81.5%</b>	<b>N/A</b>

2015/16 Data	Q1	Q2	Q3	Q4
% assessments completed to timescale	79.9%	78.2%	67.1%	61.0%

2015/16 has seen a significant reduction in the percentage of single assessments completed within timescales (45 working day target). In Q1 79.9% of assessments were completed to timescales, by Q4 this had reduced to 61.0%. This means that at the year end Lancashire were well below the National (81.0%) and North West (82.0%) average for this measure. It is of concern that at the year end performance was showing continuing deterioration but needs to be understood in the context of increasing referrals and social worker workloads.

### **Children in Need and Children subject to a Child Protection Plan (CPP) per 10k child population**

Children in Need	2013/14	2014/15	2015/16
Lancashire (number)	9,034	8,534	9,316
Lancashire (rate per 10K)	371.5	348.7	379.4
England	346.4	337.3	-

Children subject to a Child Protection Plan							
Area	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Lancashire rate	27	27	23	36	44.4	38.9	59.0
England Rate	36	39	38	38	40	42.1	42.9

The rate of CPPs has increased significantly from 2014/15 and is now above the national average. In response to the concerns raised in the Ofsted inspection LCC reviewed all cases of children in need and while some were identified as having had the work completed and closed a significant number were escalated into Child Protection Plans. If this results in the right children getting the right service this is to be welcomed but the workload associated with this increase is significant for all agencies and the LSCB will be giving particular attention to these indicators in the coming year. Both indicators now exceed the national average.

The reason for the need for a Child Protection Plan is recorded under the following headings: Neglect; Physical Abuse, Sexual Abuse, Emotional Abuse or Multiple Categories (as below).

<u>Lancashire Percentage</u>	<u>Neglect</u>	<u>Physical Abuse</u>	<u>Sexual Abuse</u>	<u>Emotional Abuse</u>	<u>Multiple Categories</u>
<u>2014</u>	40%	11.9%	4.1%	34.6%	9.3%
<u>2015</u>	34%	6.1%	2.5%	48.8%	8.8%
<u>2016</u>	33.8%	6.9%	4.9%	50.3%	4.1%

Although there are more children represented in these figures overall, over the last three years we have seen a reduction in the percentage categorised as "Neglect" and increase in "Emotional

Abuse". The most common reason for the use of "Emotional Abuse" is for children who are living in households where there is domestic abuse,

The 2015 data re children supported via a Child Protection Plan as a result of sexual abuse was concerningly low. In 2016 the Office of the Children's Commissioner published a report into the prevalence of intra-familial sexual abuse. Based on these findings it is clear that vulnerability to or experience of intra-familial sexual abuse often goes unrecognised. While the data for year March 2015 shows an increase this is still well below what we should expect to see. The Board has established a task and finish group to review our training, policies and multi-agency practice in this area of work and will make recommendations to the LSCB during 2016/17.

### **Child Protection Plans Lasting Two Years or More**

This measure provides an indication of whether children or young people and their families are receiving the services necessary to bring about the required changes on a timely basis – a long period on a CPP may reflect drift and lack of targeted support. This figure has risen considerably in 2015/16, especially when compared to 2013/14 data. It is, however, now in line with the England average, which had also seen a notable increase compared to the previous year.

Area	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Lancashire rate	3.8%	4.8%	4.4%	2.4%	1.2%	3.0%	3.7%
<b>England Rate</b>	<b>5.9%</b>	<b>6.0%</b>	<b>6.0%</b>	<b>5.2%</b>	<b>3.5%</b>	<b>2.6%</b>	<b>3.7%</b>

### **Children Looked After (CLA)**

At 2015/16 year end Lancashire had responsibility for 1691 Lancashire looked after children, this equates to a rate of 69.1 per 10,000 and is above the national average, but significantly below the regional average as illustrated below. Within Lancashire, the rate of increase over the last 6 years is greater than that demonstrated at a North West / National level.

Lancashire data for 2015/16 also shows that there has been 18% decrease in the number of children becoming looked after and a 33% decrease in the number ceasing to be looked after i.e. although fewer children are coming into care, even fewer children are being discharged,

Further analysis is needed to understand the practice issues behind the number leaving care having decreased to this extent.

Rate of CLA	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Lancashire rate	52	53	54	60.9	66.3	67.2	69.1
<b>North West Rate</b>	<b>76</b>	<b>77</b>	<b>76</b>	<b>79</b>	<b>78</b>	<b>81</b>	<b>82</b>
<b>England Rate</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

In addition more than a thousand children who are looked after by other local authorities are thought to be in placements in Lancashire in Private/Independent Children's Homes and with foster carers. Confidence in the accuracy of these figures is low despite a tightening of the regulations this year which was designed to ensure prompt notification to the host council.

## **Early Help**

Lancashire agencies have invested significant resources in early help services and the use of Common Assessment Framework (CAF) / Team around the Child/Family (TAF) as an assessment and early help framework for children families in need of help or 'struggling to cope'. During 2015/16 a total of 2,768 CAF assessments were completed with the identified needs met. In 2014/15 this figure was 1,527, approximately double the previous year when the figure was 885.

## **Summary**

While these figures demonstrate the totals for Lancashire there is significant local variation across the county. Ensuring appropriate and equitable service provision for all children across Lancashire is a challenge for all agencies.

Increases in the numbers missing from education, increase in CSE referrals and the decrease in Domestic Abuse referrals are points which have been noted in particular by the LSCB QA/Performance sub-group. Further analysis work will be done on these issues. Complex safeguarding issues such as those arising from Female Genital Mutilation, Forced Marriage, on-line safeguarding issues, safeguarding issues arising from radicalisation and extremism, human trafficking and modern slavery have been given increased priority in 2015/16 and continue to be a priority in terms of the development of an appropriate data set providing reports for the LSCB.

Future audit activity within the LSCB will seek to more clearly identify some of the trends within the data and pull out the implications. 2016/17 will see the formation of a multi-agency virtual audit team to conduct a timetable of audit activity. In addition, audit returns of agency compliance with safeguarding responsibilities (section 11) will continue to be collected from partner agencies in order to ensure that the LSCB can seek appropriate assurances that all agencies are working to safeguard the children and young people of Lancashire effectively.

The LSCB is in the process of refreshing the performance scorecard used to present relevant safeguarding data and performance information from all key agencies. Reviewing the scorecard will help the LSCB to ensure that the most relevant and timely information is included, covering a broad range of multi-agency safeguarding issues. There is an ongoing challenge in obtaining regular and timely performance data from all partner agencies on a countywide basis, which we will continue to pursue in 2016/17.

## **2. What do we know about services in Lancashire and their effectiveness?**

### **Services in Lancashire**

All Board partners are subject to scrutiny through the section 11 audit process on an annual basis and there are currently no areas of significant non-compliance.

Key services in terms of safeguarding are provided/commissioned by the following agencies:

**Lancashire Constabulary** covers the former county area which now includes Lancashire County Council, Blackburn with Darwen and Blackpool. It delivers its services through three divisions (East, West and South). It provides direct policing across the county and is fully engaged in

partnership safeguarding services as part of the Child Sexual Exploitation teams, Multi-agency Safeguarding Hub, Multi-Agency Risk Assessment Conferences and Multi-agency Public Protection Arrangements. Increasingly the force has been moving its focus towards early intervention and preventative policing, initially piloting new approaches in the north of the county.

During 2015 the police were rated as “overall good” by HMIC and received very positive feedback from the Royal College of Policing in relation to its work on CSE.

**Lancashire County Council** provides support for vulnerable children and their families through direct services from:

Children’s Social Care;

Wellbeing, Prevention and Early Help Services (including Children's Centres);

Schools Services and specific support for children involved in the criminal justice system via the Youth Offending Team (YOT).

A range of other council services, including Adult Social Care also support families.

In April 2015, the Wellbeing, Prevention and Early Help Service brought together a number of functions including 79 Children's Centres; Young People's Provision (through 53 young people's centres and outreach work); Prevention and Early Help commissioned services; and Lancashire's response to the national Troubled Families Programme. Further information is available in the WPEHS Annual report:



WPEHS Annual  
Report for LSCB.pdf

In addition to providing the above services, the local authority commission some of the public health services for children such as sexual health services and school nursing. In October 2015 the responsibility for children's public health commissioning for 0-5 year olds transferred from NHS England to local authorities. The main programmes to transfer were the 0-5 HCP (Health Visiting) and the Family Nurse Partnership (FNP), a licensed preventative programme for vulnerable first time young mothers. A briefing note detailing the progress of this transfer can be accessed here:



0-19 PH Services -  
LSCB Annual Report

In September 2015, OFSTED carried out their inspection of services for children in need of help and protection, children looked after and care leavers; and a review of the effectiveness of the LSCB. The outcome of the inspection judged children's services to be 'inadequate' overall. The report outlines serious failings in services and deterioration in quality across all areas since the last inspection. Key concerns were noted at all stages in child protection enquiries, inspectors found complex work allocated to inexperienced staff and questioned the extent to which children in need of protection were being recognised as such. Inspectors found systemic weaknesses in management and oversight of child in need cases and poorly served care-leavers. Performance management information was said to be poor and workloads too high.

A robust improvement process is now in place. The LSCB is working on specific recommendations set out in the inspection report and working with the local authority to support the implementation and delivery of the Improvement Plan. Further detailed information regarding the inspection can be accessed here: <http://www.lancashire.gov.uk/council/performance-inspections-reviews/children-education-and-families/childrens-services-improvement-board.aspx>

Across Lancashire there are six **Clinical Commissioning Groups** (CCGs) who are responsible for commissioning most hospital and community healthcare services. From April 2015 co-commissioning arrangements are being brought in which will see CCGs getting involved in the commissioning of primary care services.

CCGs take steps designed to provide assurance that the organisations from which they commission services have effective safeguarding arrangements in place in line with NHS Assurance and Accountability Framework for Safeguarding (Safeguarding Vulnerable People in the NHS (2015)). NHS England gain assurance that CCGs are meeting their statutory requirements in respect of safeguarding on a quarterly basis. As NHS England is also a commissioner of some services it also ensures that its own commissioned services are compliant. In line with the NHS Five Year Forward View (2014) most CCG's have some or full delegated authority to commission primary care services e.g. GPs.

All CCG or NHS England commissioned services complete, as part of their annual contract, a safeguarding audit to benchmark themselves against safeguarding standards for children and adults; these are reviewed and updated on an annual basis to reflect current legislation and guidance. Systems and processes are in place to identify and support organisations that may not be fully compliant with these standards.

A Pan-Lancashire safeguarding assurance framework (SAF) group has been developed in order to work collaboratively to streamline the annual safeguarding standards assurance process. A task and finish group has been set up to develop proportionate evidence indicators to support standardisation and to streamline the process where the same services are commissioned by CCGs across Lancashire. Safeguarding standards have been developed for Primary Care based on current legislation and guidance including Royal College of General Practitioners toolkit and GMC guidelines. It is anticipated that these will form part of the GP quality annual contract.

Over the past 12 months NHS England, both locally and regionally, has championed work in line with its national priorities. There has been a range of learning events to further enhance understanding of children's safeguarding particularly around CSE, domestic abuse, trafficking and Prevent.

Six **NHS Hospital Trusts** provide a range of community and acute services including: A&E, specialist nursing for looked after children, neo/ante natal care, paediatric services and a range of other specialist services. The NHS hospital trusts that serve the Lancashire area as follows:

1. University Hospital Morecambe Bay NHS Foundation Trust
2. Southport and Ormskirk Hospital Trust
3. Lancashire Teaching Hospitals Foundation Trust
4. Blackpool Teaching Hospitals NHS Foundation Trust
5. East Lancashire Hospital Trust

## 6. Lancashire Care NHS Foundation Trust

**University Hospital Morecambe Bay (UHMB)** - UHMB's safeguarding team has continued to develop the safeguarding agenda across the Trust. The CQC inspection of UHMB in 2015 took the Trust out of special measures.

The inspection highlighted one area of concern within safeguarding relating to the inadequate completion of records. The Trust has responded to this to ensure comprehensive records are created in the future.

The issue has been addressed by communications to staff members, in the form of monthly highlights and regular newsletters, and the records of vulnerable babies are being audited to ensure that the communications have been effective and that records are appropriately completed and filed.

A third UHMB Safeguarding Conference was held in September 2015 and was well attended by UHMB staff as well as staff from partner agencies. Topics covered included: Learning from Jimmy Savile; Female Genital Mutilation; Domestic Abuse and Child Sexual Exploitation.

A Thematic Review of non-mobile infants was completed in the autumn of 2015 and as a result of this a non-mobile baby safeguarding tool has been developed which is now in use in all areas.

The Safeguarding Strategy for 2016-2018 has taken on board both local and national priorities; Children Looked After, Early Help, Domestic Abuse, MCA/DoLS and Child Sexual Exploitation.

**Ormskirk District General Hospital** is one of two hospitals within the Southport and Ormskirk NHS Trust. The hospital was subject to a comprehensive inspection of services by the Care Quality Commission (CQC) during November 2014. Although the hospital was rated overall as requiring improvement, with maternity services being rated as inadequate, the services for children and young people were rated as good in all areas. The full inspection report can be accessed at: <http://www.cqc.org.uk/location/RVY02/inspection-summary-overall> . A further CQC inspection was undertaken in April 2016 and the outcome is awaited. Children and Maternity Services were also reviewed by the CQC during a Lancashire CQC Safeguarding Review in June 2016 to be reported in August 2016.

**Lancashire Teaching Hospitals Foundation Trust** operates from two sites, Royal Preston Hospital and Chorley and South Ribble Hospital. Both sites were subject to a comprehensive CQC inspection in July 2014 and although overall the trust was rated "Requires Improvement" it was rated good for children and young people's services and maternity care. It had a very positive focus around children's safeguarding practices. Over the course of 2015/16 there has been a focus on FGM. This has led to a policy review, face to face training and routine enquiry into adversity in maternity services. Alongside this the Trust has strengthened its system for collating information for submission the Department of Health.

The Trust, along with the Local Authority, was the first hospital in the country to go live with Child Protection Information Sharing Project (CPIS) November 2014 and the system has operated

effectively through 2015/16. LTHTR are now looking forward to other NHS Hospital Trusts, urgent care centres and Local Authorities across the country coming on board with CPIS.

**Blackpool Teaching Hospitals (BTH) NHS Foundation Trust** is an acute and community provider following a merger on 1st April 2012. The Trust is situated on the west coast of Lancashire, and operates within a regional health economy catchment area that spans Lancashire and South Cumbria, supporting a population of 1.6 million. A range of acute services are provided to the 340,000 population of the Fylde Coast health economy and the estimated 11-million visitors to the seaside town of Blackpool. Since 1st April 2012, the Trust also provides a wide range of community health services to the 500,000 residents of Blackpool, Fylde, Wyre and North Lancashire.

Over the last 12 months 2015/16 there has been a variety of local activities and initiatives to improve safeguarding children arrangements in Fylde & Wyre and North Lancashire. These have included; Co locating named nurses in Fleetwood and Lancaster duty and assessment teams to enhance partnership working, improve the quality of strategy meetings to inform decision making and reduce risk Think Family concept being revisited in all aspects of training across the trust A successful trial of an IDVA post in A&E The introduction of safeguarding practitioner health post to the CSE team covering Fylde & Wyre and North Lancashire.

Examples of initiatives to improve safeguarding are:

- Quarterly patient stories included in the KPI / Contract meetings;
- Revision of the training strategy to include the revised guidance and introduction of the mandatory FGM reporting requirements
- Improved quality and clarity of referrals, with an increased ratio of referral to assessment;
- Funded 'Chelsea's choice' training, following a successful visit from NHSE safeguarding lead;
- A renewed focus on the child's voice in multi-agency CSE meetings;
- The introduction of risk assessment tools for the children who are looked after, enhanced by drop ins and named health links for all children's homes;
- Improved quality focus for care leavers including planning and the use of health passports fully embedded
- Prevent – BTH has trained 868 staff members to date.

**East Lancashire Hospitals Trust (ELHT)** underwent a further CQC inspection in 2015/16 focusing on the areas that were judged as 'needing improvement' in the previous inspection. The latest CQC judgement now reports both main hospital sites, Blackburn Royal and Burnley General as 'good'.

**Lancashire Care Foundation Trust** – Provider of Child and Adolescent Mental Health Services (CAMHS), Psychology Services and universal children and young people services such as health visiting and school nursing in East, Central and West Lancashire. LCFT await the outcome of a CQC inspection of Safeguarding and Looked After Children Services, however elements of safeguarding were included in the recent full CQC compliance inspection and verbal feedback was positive regarding standards of safeguarding practice.

LCFT has had a busy year in terms of Safeguarding Children, responding to many challenges and changes both locally and nationally. The Trust has developed a 'Safeguarding Vision' which

outlines priorities for the Trust to ensure the Trust continues to work with partners and the individuals and communities it serves. The Vision encompasses safeguarding from early help through to the protection of harm.

The past year has seen a continued LCFT investment in the safeguarding agenda at both strategic and operational level. A detailed report is available to provide an overview of the key developments, progress, achievements and challenges for the LCFT Safeguarding Team. The report highlights significant legislative changes within Safeguarding in the last twelve months, setting out the responsibilities for LCFT and demonstrates how responsibilities are being met. The full report can be read here:



LCFT SG Annual  
Report 2015'16 - FIN

**Lancashire Probation Trust** – 2015/16 has been a period of embedding the new organisational structures for the National Probation Service (NPS) and the Community Rehabilitation Companies (CRC) following the implementation of the Governments Transforming Rehabilitation programme. The specific duties of the NPS are: to provide advice to Courts and deliver pre-sentence assessments; management of all high risk of serious harm offenders; management of all offenders sentenced to 12 months or more for a serious sexual or violent offence; and the management of all offenders who are subject to statutory supervision and are registered sex offenders.

Public protection, including safeguarding children is a key priority and thorough and robust safeguarding arrangements are in place. The service work closely with other agencies and make necessary checks and referrals at pre-sentence stage and throughout our period of contact. In Lancashire the service currently supervises around 3,340 cases, predominantly violent and sexual offenders with a high number of domestic violent offenders.

Safeguarding activity is supported by Multi Agency Public Protection Arrangements (MAPPA) which are in place to manage the risk posed by the most serious sexual and violent offenders. MAPPA bring together the National Probation Service, Police and Prison Services into the MAPPA Responsible Authority which works with other Duty to Cooperate agencies including Social Services and Youth Offending Teams, to share information and agree a multi-agency plan to manage any identified risks. It is a requirement that agencies meeting under MAPPA consider whether disclosure needs to be made to any individuals or organisations (e.g. schools) to enable them to make decisions to protect themselves and /or their children from the risks posed by a MAPPA offender.

The updated multi agency safeguarding guidance, Working Together 2015, reinforces the important role of providers of probation services in safeguarding work. Where an adult offender is assessed as presenting a risk of harm to children, the offender risk management plan should align and be integrated with any associated child protection plan. For any offender who is a parent, their Probation Officer should consider whether the work undertaken with them will impact on their parenting responsibilities and whether it could contribute to improved outcomes for the offenders children. In Lancashire we prioritise safeguarding through risk management of offenders in the community. We believe there is scope to expand the focus to support better

outcomes for the children of prisoners and welcome the priorities of the Safeguarding Children's Board to focus on young people whose parents are involved with the Criminal Justice System.

The Offender Rehabilitation Act 2014 introduced a period of supervision in the community for offenders sentenced to less than 12 months in custody who previously would have been released unconditionally at the end of their prison sentence. All adult offenders sentenced to more than 1 days' imprisonment for any offence committed after the Act came into force, are now released on licence to Probation. Many of these will be managed by the CRC but those presenting a high risk of harm are the responsibility of the NPS giving us a further opportunity to contribute to improving the experience of children of prisoners

The NPS in Lancashire is committed to supporting the LSCB as a statutory partner and contributes to relevant sub groups. We also attend MARAC and Community Safety meetings within the area which contribute to safeguarding. The NPS has an interim safeguarding children policy which reiterates there is mandatory child safeguarding training in place for all practice staff and attendance is monitored. We welcome closer collaboration with Children's Social Care in the future.

**Cumbria and Lancashire Community Rehabilitation Company (CLCRC)** delivers offender management and rehabilitation services to offenders assessed as presenting a low and medium risk of serious harm. These could be serving community sentences or be sentenced to custody in which case CLCRC will be involved in their rehabilitation both inside prison and in supervising the post release licence. CLCRC delivers a range of programmes to help rehabilitate offenders by providing access to learning new skills, changing and challenging offenders thought processes and managing risky behaviour. In particular, and central to safeguarding, CLCRC delivers 2 specific domestic abuse programmes in addition to modules to address emotional resilience, conflict resolution and stress resilience.

Public protection is at the heart of all work undertaken by CLCRC and therefore the organisation is committed to supporting the work of the safeguarding board and taking a multi-agency approach to the safe management of all safeguarding cases. In doing so, staff are expected to maintain close liaison with police and children's social care and ensure that sentence plans and risk management plans are aligned with any child protection plans which are in place.

**Cafcass** (the Children and Family Court Advisory and Support Service) is a non-departmental public body sponsored by the Ministry of Justice. The role of Cafcass within the family courts is: to safeguard and promote the welfare of children; provide advice to the court; make provision for children to be represented; and provide information and support to children and their families. It employs over 1,500 frontline staff. Demand upon Cafcass services grew substantially in 2015/16 with a 13% increase in care applications and an 11% increase in private law applications. The grant-in-aid provided by the Ministry of Justice was smaller than the previous year. Notwithstanding this, Cafcass has met all of its Key Performance Indicators.

The following are key examples of work undertaken by Cafcass in 2015/16 to promote continuous improvement: revisions of the Quality Assurance and Impact Framework and Supervision Policy; implementation of an Equality and Diversity Strategy; extension of the Child Exploitation Strategy to address trafficking and radicalisation; development of innovations to improve practice and support family justice reform; contribution to the government review of Special Guardianship Orders; continued work with a range of partners; and the completion of a

service user feedback survey looking at the interim outcomes of children six to nine months after the conclusion of private law proceedings. Further detail on these developments can be found here:



CAFCASS - LSCB  
annual reports 2016

**Private/Independent Sector Providers** – There is a wide range of community support services available cross Lancashire, including drug and alcohol services, sexual health services and domestic abuse services. The Board has been in receipt of recent reports giving assurance about the range and availability of services.

**Housing providers** – the area is supported by a wide range of private providers, Registered Social Landlords (RSLs), hospices and hostels, sheltered housing provision and local authority housing provide accommodation across the County. A scoping exercise carried out in 2012/13 concluded that RSLs and Local Authority providers generally had good safeguarding arrangements but that private landlords often may not.

**Voluntary, Community and Faith Sector** – The County has a rich and diverse range of different VCFS organisations providing a wide range of service on a commissioned and non-commissioned basis (e.g. – carers support, advocacy, fostering agencies, lobbying, consultation). These agencies are represented on the board and actively participate in learning and development activity.

**Schools** – There are over 600 mainstream schools including 30 special schools and 10 short stay schools of which currently 7 have been judged to be inadequate. There are also a significant number of schools and organisations providing education outside the public sector. The LSCB is notified if a school is judge to be inadequate in respect of safeguarding when inspected by Ofsted and liaises with the local authority to ensure appropriate steps are taken.

There are over 100 **children's homes** in the County with a high percentage of private providers. Many of the children placed are out of area placements. The LSCB receives notification of any provider that is judged to be inadequate by Ofsted with regard to safeguarding. There was one judgements of inadequate in 2015/16 which related to homes ran by the local authority. The LSCB was immediately informed of the local authority's response and action in terms of improvement.

A Serious Case Review is underway following concerns about provision of safe care for troubled adolescents in one private sector establishment.

There are 79 **Children's Centres**. 92% of which are judged as 'Good' or 'Outstanding'; none are judged as 'Inadequate'. Children's centres in Lancashire are notified of all new births and make a universal offer of support to families.

828 **child minders** provide day care across the County (1 judged to be inadequate), 356 day nurseries (2 settings judged to be inadequate) and 154 pre-school play groups (2 settings judged to be inadequate). 91.8% of private and/or voluntary settings are judged to be good or better and 88% of child minders are judged good or better.

There are 12 **District Councils** providing services across the county. All 12 have a nominated safeguarding lead and ensure staff are appropriately trained in respect of safeguarding issues. 2015/16 has seen a particular focus on the safeguarding elements of the licensing function in respect of private hire cars and taxis. All District Councils have been reviewing their policies and procedures and updating their training programmes.

The Board itself exercises challenge and scrutiny of agencies using a number of mechanisms for assessing the quality of local services and agencies commitment to safeguarding children. These include:

### **Multi-Agency Practice Inspections**

One Multi-Agency Safeguarding Practice Inspection was completed in 2015/16. This was a district based inspection using the Ofsted framework in the district of Preston. The inspection was made up of four elements: pre-inspection information; case file scrutiny; observation of frontline practice; and interviews with frontline staff and their managers. An experienced multi-agency team carried out the inspection, supported by a group of Young Inspectors who visited a primary school to seek the views of young people. Findings highlighted a number of key strengths and identified areas for improvement. A summary of the inspection report can be found at Appendix one.

### **Section 11 Audit Process:**

Section 11 of the Children Act 2004 sets out agencies responsibilities in respect of safeguarding children and the LSCB conducts an annual audit of all member agencies safeguarding arrangements. The section 11 audit tool was updated in 2014-15 to encourage agencies to consider their safeguarding arrangements specifically in relation to training for counter terrorism and child sexual exploitation. The Section 11 audit tool once completed provides the board with assurance that all agencies have the necessary arrangements in place to safeguard children. Compliance levels are generally high across the standards set out in the audit, the 2015/16 return sees 89.7% indicators returned as fully compliant (green) and only 10.3% partly compliant (amber). In 2015/16 the area which is most frequently scored amber is training, where not all staff have been trained to the correct level or have access to specialist safeguarding reflective supervision. Where such issues exist, the tool allows the agency to provide the board with evidence that these issues are being addressed. Progress on areas of improvement will be tested via the quality assurance and challenge process and a further monitoring process requiring agencies to give regular updates on progress. There are currently no outstanding 'red' indicators. The section within the tool which relates to inter-agency working is most frequently graded green, with none of the agencies marking themselves as amber or red for this indicator.

### **Themed Audits**

In the previous Annual Report the LSCB reported on a diagnostic exercise in respect of the multi-agency arrangements for specialist services to support children at risk of or experiencing Child Sexual Exploitation. In 2015/16 a follow up exercise reported to the Board on progress (information can be found below).

In 2015/16 themed audits were undertaken about Children Missing from Home and CLA who are placed outside the local authority. The outcome of these audits are to be reported to the LSCB during 2016/17.

In 2015/16 the LSCB commissioned a diagnostic review into the Multi Agency Safeguarding Hub (MASH) in order to provide the basis for future development of the MASH, seeking to compare developments in Lancashire with models which exist elsewhere and which have been part of effectiveness reviews. The purpose of this MASH diagnostic was to assess – “how do we know what good looks like?”, to draw upon what research and good practice tell us. Numerous MASH visits were conducted across the country and identified that there was no ‘off the shelf’ product found for implementation in Lancashire. It is evident that a MASH has to be tailor made to meet local requirements of its communities and partners. Lancashire Constabulary hosted two MASH Practitioner and Manager events to explore and understand multi-agency professional’s view of MASH. These events sought to understand a number of aspects of MASH from partner’s perspectives - the strengths, weaknesses and purpose of MASH and to consider options moving forward. These events were inclusive of Blackpool and Blackburn local authorities as well as Lancashire County Council.

Work continues to progress the MASH to phase 2 of its development and a reporting detailing the findings of the diagnostic is due to be published in Summer 2016.

### **Annual Reports**

The Board also receives a number of annual reports in relation to key multi-agency services as follow:

1. LADO (Local Authority Designated Officer)
2. CAF
3. Wellbeing, Prevention and Early Help
4. Counter Terrorism
5. Domestic Abuse
6. IRO (Independent Reviewing Officer)
7. MAPPA (Multi-agency Public Protection Arrangements)
8. MASH (Multi Agency Safeguarding Hub)
9. Secure Estate (Young offenders institutes)
10. Private Fostering

A summary of key findings from each of these reports for 2015/16 is available at Appendix 2.

### **Themes from Child Death Reviews**

The Child Death Overview Panel reviews every child death in the county and analyses any factors that may have contributed to the death in order to identify themes and trends for preventative measures. 86% of deaths reviewed during 2015/16 were completed within 12 months.

A summary of the key findings for 2015/16 are as follows:

- 7% of deaths were of children from an Asian Pakistani heritage, compared with the child population of 6% in the 2011 census
- 60% of children were aged under 1 year (35% under 28 days and 25% 28 – 264 days)
- 38% of deaths were due to chromosomal, genetic and congenital anomalies and 23% were due to perinatal/ neonatal events.

- 31% of deaths were identified to have modifiable factors\*
- Of the 31% of deaths identified to have modifiable factors the most common category of death was perinatal neonatal events (33%), this was also the case for Pan-Lancashire. The second largest category to have modifiable factors was sudden, unexpected, unexplained deaths (22%).
- The four most common modifiable factors were service provision, parenting capacity, alcohol/substance misuse in a parent/carer and smoking.

*\*Factors which could be modified to reduce the risk of future child deaths*

### **Learning from Serious Case Reviews**

During 2015/16 the LSCB published three Serious Case Reviews, two of which had been completed locally and the third by Lincolnshire LSCB in respect of a child who had lived for a time in Lancashire. These reports can be found in full on the LSCB web-site.

Learning points can be summarised as follows:

- Child G
  - Professionals sometimes need to think the unthinkable
  - Parental history must be considered and used to inform future risk assessment
  - People may want to change but may not be able to do so in the timescale of the child
  - Beware of the “rule of optimism”
  - Sometimes people lie and this might be supported by others
  - Remember the impact of adult behaviour on children; consider what the child sees, feels, thinks, fears
- Child O
  - Take account of the impact of parental behaviour on children in assessment and decision making
  - While always responding seriously to allegations of domestic abuse recognise that in some exceptional circumstances these may need to be questioned
  - Agencies need to understand the context of child homicide in the context of parental conflict and private law proceedings
- Child A
  - When children/young people present at A&E having used drugs this should trigger intensive follow up to understand need and address risk
  - Appropriate resources need to be in place to see young people who have been missing when they return so as to assess their vulnerability
  - A specific learning point for a school involved to ensure policies are compliant with National guidance in respect of dealing with sexualised behaviour.

- Full details should be transferred between schools when a child moves and particularly when they move out of the authority

It is of concern that the lessons which emerge from Serious Case Reviews are rarely new to us and this highlights the complexity of translating learning into improved practice outcomes. In 2016/17 the LSCB is using a different methodology for SCRs which it is hoped will bring about more timely and practice informed outcomes which will enhance learning. This will be kept under review.

### 3. Statutory and Legislative Context for LSCBs

Section 14 of the Children Act 2004 and Working Together to Safeguard Children 2015 sets out the statutory objectives and functions for an LSCB as follows:

1. To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
2. To ensure the effectiveness of what is done by each such person or body for those purposes. Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:
  - 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
    - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
    - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
    - (iii) recruitment and supervision of persons who work with children;
    - (iv) investigation of allegations concerning persons who work with children;
    - (v) safety and welfare of children who are privately fostered;
    - (vi) cooperation with neighbouring children's services authorities and their Board partners;
  - (b) communicating to persons and bodies in the area of the authority 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;
  - (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
  - (d) participating in the planning of services for children in the area of the authority; and
  - (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of the guidance. Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

In order to fulfil its statutory function under regulation 5 an LSCB should use data and, as a minimum, should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations set out in chapter 2 of this guidance;
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children

In 2015/16 the government issued additional guidance to all LSCBs in respect of radicalisation and extremism which needs to be recognised as a safeguarding issue and should be included in the quality assurance work undertaken by the Board.

Additionally the government contacted all LSCB Chairs and Chief Executives of councils in 2015 following publication of the Jay reinforcing the importance of ensuring robust responses to CSE.

## 4. Governance and accountability arrangements

The LSCB was inspected as part of the local authority inspection of services for children in need of help and protection, children looked after and care leavers, carried out by Ofsted in 2015 and was subject to a separate assessment and judgement of its effectiveness. The LSCB was judged to be 'good'. Ofsted Executive summary describes the LSCB as follows:

- Lancashire Safeguarding Children Board (LSCB) is meeting its statutory responsibilities and has formed clear protocols and shared priorities across all strategic partnership. Working relationships and cooperation across the partnership are strong with appropriate focus on children and families.
- The Board is influential and has initiated a programme of improvements in key areas of safeguarding and child protection, for example early help, children missing from home and care, and children at risk of sexual exploitation.
- The Board engages in a variety of meaningful ways with children and young people to enable their views and opinions to influence and shape priorities and improvements. It prioritises the needs of looked after children and is working jointly with the Corporate Parenting Board to improve the quality of placements across the area. It has challenged partners and can demonstrate its impact in a number of important areas for children and families
- The multi-agency training programme is diverse, well evaluated and is starting to be measured for its impact on frontline practice.
- The Board facilitates a comprehensive multi-agency auditing programme to test the quality of practice and services to inform improvements. Audits have examined thresholds for early help but have not yet focused on testing out that thresholds have been appropriately applied at every stage in the child's journey.
- The Board has identified female genital mutilation as a priority in the business plan. A lack of information about prevalence makes it difficult for the Board to effectively hold agencies

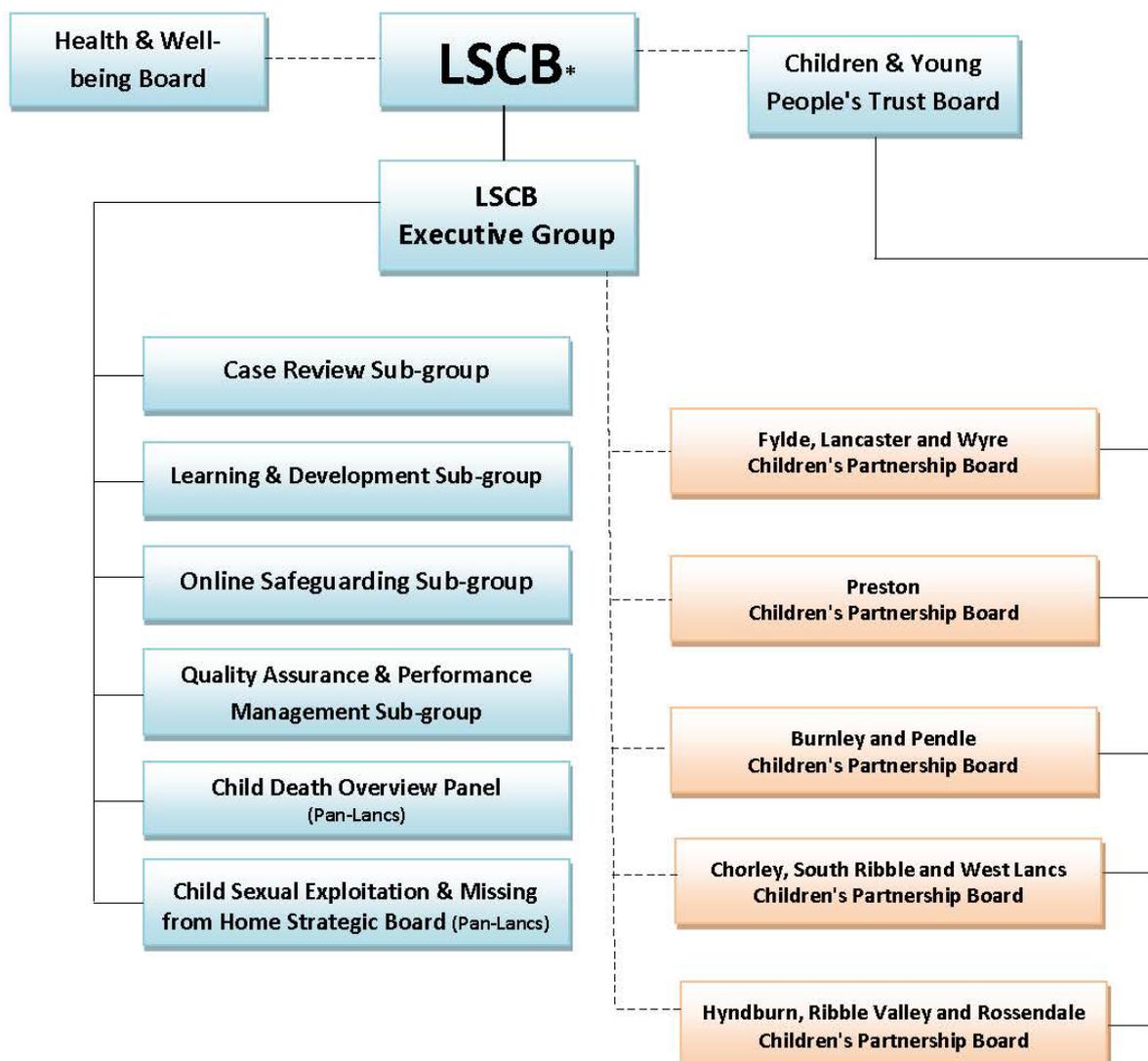
to account for the safeguarding of children and young women who are at risk of or have experienced female genital mutilation.

- The Board's annual report does not include findings from its analysis of changing patterns and trends in child protection categories. This is a missed opportunity to share what has been learnt across the wider partnership and with the public.

Notwithstanding the positive findings the Board was concerned that, whilst having identified many of the deficits in services through its own work, and required services to develop action plans in response, its work had not exposed the serious and significant failings Ofsted found. The Board has reviewed its approach to quality assurance and made significant changes which will impact in 2015/16.

The LSCB is structured as illustrated below. The chair is held to account by the Chief Executive of the Local Authority through regular meetings and its Board members participate in a process of standardised appraisal.

### LSCB Structure (July 2016)



\* Full Board membership can be seen at: <http://www.lancshiresafeguarding.org.uk/about-us/board-structure.aspx>

The LSCB Executive Group continues to carry out the executive function and deals with the general business of the Board and has oversight of the Budget, Business Plan, performance information, risk register and any themed reports or annual reports required by the LSCB. The LSCB holds the Executive to account and ratifies / challenges any decisions made by the Executive where necessary. In 2014/15 the Local Safeguarding Groups were merged with the District Children's Trusts which resulted in 5 Children's Partnership Boards which bring partners together locally under the wider children's agenda. The LSCB holds these to account for coordination of effective safeguarding and development of action plans to deliver safeguarding priorities locally and ensuring safeguarding is embedded in their priorities and plans.

Partnerships in Lancashire such as the LSCB, Children and Young People's Trust, Health and Well Being Board and Community Safety Partnership all produce detailed strategic plans setting out the key outcomes to be achieved within a 3 year timescale. These plans are based on a detailed analysis of the needs, the aspirations of the Lancashire residents and the resources available to organisations to meet these needs and aspirations. The LSCB has arrangements in place to share its annual report with these key strategic groups and join up the business planning processes so priorities can be shared and reflected accordingly.

The LSCB Chair is a member of the Children and Young People's Trust and the Health and Wellbeing Board. A protocol is in place to define the relationship between the groups and their chairs.

### **LSCB Business Plan - Strategic Priorities**

The LSCB has a well-developed business planning framework/cycle based on the strategic priorities. The business plan is written and agreed at the start of the financial year following a review of the previous year's plan to ensure continuity and carry forward of key priorities where applicable. Progress is monitored via the Executive meeting using a 'RAG' system to identify where activities are not progressing as planned and agree corrective action. The plan is a dynamic document which is regularly refreshed and amended to take account of unforeseen changes or external factors that may come to light in year. The priorities and tasks within the plan are, in the main, delivered through the work of the sub-groups. However, a number of developments are delivered directly by the LSCB Executive, the Chair and the management team.

The LSCB's broad strategic priorities were set out in the business plan for 2015/16 as follows:

*Priority Area 1:* Improve the effectiveness of agencies and the community in preventing child sexual exploitation

*Priority Area 2:* Improve the effectiveness of agencies in meeting the needs of Children Missing for Home, Care and Education

*Priority Area 3: Improve the effectiveness of safeguarding activity for children in specific circumstances:*

- Children placed in Lancashire from other areas, and in other areas from Lancashire
- Children whose parents are in prison
- Children in need of support for emotional and mental health issues
- Children who are Privately Fostered

A detailed business plan is kept up to date and can be viewed on the LSCB website.

### **Child sexual exploitation**

Following a comprehensive 'diagnostic' assessment of current multi-agency CSE arrangements in Q4 of 2014/15, a detailed report was completed by the LSCB Chair which identified both areas of good practice and areas requiring further development. All agencies were asked to consider and respond to so the LSCB could be assured that recommendations were being taken forward. The diagnostic has been explored with key statutory leaders, in particular the Lancashire County Council Chief Executive and Chief Constable and Police and Crime Commissioner and a number of positive changes have been reported during 2015/16 (see below). Other strategic developments around improved performance monitoring and quality assurance are proposed and will be progressed in 2016 – 17 and will be reported in the next annual report.



Child Sexual  
Exploitationrespons

2015/16 has seen a record number of referrals to the CSE teams although the reported crime rate remains stable. This is seen as a positive step as more children are being identified and offered support.

National CSE awareness week was in November 2015 and was marked by Pan-Lancashire conference which highlighted the vulnerability of boys. CSE awareness day in February 2016 involved activities across all agencies to promote CSE awareness.

The Children's Partnership Boards have all developed CSE action plans to enhance support at a local level.

In partnership with the Police and Crime Commissioner, the LSCB has been working to improve safeguarding policies and practice in respect of private hire cars and taxi drivers. Training has been delivered to hundreds of drivers and to licensing committees across the county and will continue into 2016/17.

Work is ongoing to improve engagement with BME communities with two voluntary sector agencies commissioned in the east of the county to take a lead.

### **Children missing from home, care and education**

The LSCB (in partnership with unitary colleagues) has in place a Pan-Lancashire operational protocol for children missing from home and care and work was completed during the year to

agree and develop a set of performance measures to be reported to the LSCB regularly. There is more work to do on this and the current data is not considered to be reliable.

The LSCB has also been progressing work following an audit of cases completed by the Local Authority in early 2015 which has informed future planning and developments. And as a result of which plans are being taken forward to pilot a different approach to the completion of Independent Return Interviews.

In March 2016 a multi-agency conference was held to promote a better understanding of the needs of children who go missing and to look at future service development. This conference was developed and the content determined by a group of young people (supported by the Children's society) and the content was informative and challenging. The methods used by the young people to promote learning were innovative and all participants left having made individual pledges as to changes they were going to make to support for this group of young people.

Data, although not yet fully reliable, is scrutinised and is currently showing what appears to be a reduction in repeat incidents of missing from home from children in residential care. This may be a reflection of pro-active responses from the police in building relationships with the homes and their residents. This will be kept under review.

### **Children placed in Lancashire from other areas, and in other areas from Lancashire**

There are approximately 1,000 children living in accommodation (children's homes or in fostering agency placements) in Lancashire who are looked after by another local authorities. While responsibility for care planning rests with their home authority, they draw on local services, for health and education, policing and youth offending support. They have high levels of need and feature significantly in the groups of children who go missing from home and are at risk of CSE. The LSCB has carried out an audit in respect of the quality of placement planning which will be reported the Board in 2016/17. Unfortunately the response rate from placing authorities was poor and will reduce the value of the audit. An audit using a similar tool will be completed in 2016/17 in respect of those children who are the responsibility of LCC and placed out of authority.

The LSCB continued to work with the Corporate Parenting Board during 2015/16. In September, a Challenge Panel took place where the Chairs of the two Boards and young people from LINX (Lancashire's Children in Care Council) invited placement providers to complete a self-assessment on safeguarding and attend a challenge event. The Fostering and Adoption Service and Residential establishments (both LCC and Private Providers), were scrutinised in respect of the quality of placements for CLA and assurances were sought that children looked after are adequately safeguarded. This raised a number of issues, particularly about children who go missing from home and about the impact of inspection regimes which are being picked up in 2016/17.

The Corporate Parenting Board will be invited to present their 2015/16 annual report to the LSCB in September 2016

### **Children whose parents are in prison**

Children with a parent in prison are at risk of experiencing poor outcomes comparable with those of looked after children. Following the development of a partnership between the LSCB, the Children's Trust Board and iHOP (DfE funded charity, delivered through Barnardo's, who support professionals to work with children and families of offenders) to explore how the LSCB can introduce priorities and raise awareness of supporting children with a parent in prison. In July 2015, an approach was agreed to deliver an awareness raising conference with county-wide multi-agency colleagues. This took place in November 2015 and provided a picture of the issues within Lancashire and prompted initial discussions to consider the current position; support mechanisms already in place; and identify possible means of development around this vulnerable group. In addition to this, a number of local workshops were held within the localities to allow for further awareness raising in January 2016. All events were extremely successful with high multi-agency attendance, generating positive discussions and this is now a priority for the LSCB and a number of the Children's Partnership Boards locally.

Further work will be undertaken during 2016/17 to ensure these children are identified and their families offered support.

### **Children in need of support for emotional and mental health issues**

Following a number of concerns arising from Serious Case Reviews, inspection and audit activity about access to, and the effectiveness of CAMHS the LSCB Chair presented a report to the Health and Well-being Board (HWBB) by way of scrutiny and challenge in 2014. Following this it was agreed a full review of current arrangements would be carried out by the HWBB and the service re-commissioned and re-structured in line with the findings by end of March 2016 to address concerns raised. The LSCB has expressed its frustration at slow progress on this agenda and remains concerned about both the quality and equity of access to timely support across the county for some of the most vulnerable children. Waiting times for an appointment are still too long and spend per capita on these services is well below the national average. This is unacceptable and will continue to be a priority for the LSCB during 2016/17.

### **Children who are Privately Fostered**

The Board receives an annual report about the work undertaken by the Local Authority to ensure this group of children are identified and that appropriate support is given. The number of such children being identified has increased slightly since 2015/16 but the report shows poor compliance with completion of statutory visits required (seven day visits at 34%, 6 weekly visits at 57%).

All the cases have been audited by at least one CSC manager and the LSCB can be reassured that no children were left at risk. There are examples where CSC have intervened to take action either via child protection procedures, ceasing inappropriate arrangements as they were unsuitable or have brought the children into our care due to concerns.

Audits indicate that for the number (and %) of cases where action (including a visit to the young person and their carers) was taken within 7 working days but not necessarily recorded in the correct pathway, visits were achieved in timescale for 26 (60.5%) of children and young people. For the number (and %) of privately fostered CYP whose placements started on or after 1st April 2015 who were visited the required 6 weekly minimum during the first year, but not necessarily

recorded in the correct pathway, visits were achieved in timescale for 34 (83%) of children and young people.

The report notes that the data provided to the LSCB has been taken from Lancashire's Electronic Social Care Record (LCS) and should be read with some caution due to challenges with recording private fostering data in the correct place on the system, despite raising awareness of this.

The LSCB has been given assurances that actions are in place to improve identification and compliance at team level. Additional publicity is planned to encourage notification of placements, and additional training to be provided. Although the numbers of children privately fostered are small they do constitute a potentially very vulnerable group and National research and guidance evidences links between cases of private fostering and children being victims of trafficking.

*The full annual report regarding children who are Privately Fostered can be viewed at appendix 2.*

#### Additional areas of focus:

##### Children in Custody:

The Board receives regular reports about safeguarding children in secure settings. It has received reports about placements of children and was provided with assurance by the Youth Offending team as to the work undertaken to ensure appropriate safeguards were in place. This included assurance that 100% of placements were compliant with national standards with regard to assessment and planning. The Board considered the implications of an inspection of the local prison provision which raised significant criticism about safeguarding of young people both on remand and serving sentences. Action taken by the authorities resulted in young people no longer being sent to Hindley and as a result most of our young people who are in custody now go to Wetherby. Regionally there has been concern about the impact, particularly the difficulties for maintaining family contact, but also continuing concerns about safeguarding issue and use of restraint. These are being addressed at a regional level. The challenge of suitable accommodation on discharge continues to be a problem and is still a concern to the Board.

##### Schools Safeguarding

Engaging effectively with schools across the county is a challenge for the LSCB. Schools are represented on the Board, as are school governors, and the Chair of the Board has met with both primary and secondary heads during the year. At the year end the On-line Safeguarding Coordinator joined the LSCB Business Unit team. The majority of his work is with schools and the internet resource for schools regarding the safeguarding issues around radicalisation has been updated.

##### Innovation Fund Bid – REACH (Routine enquiry into childhood adversity)

Following an unsuccessful bid to Innovation Fund early in 2015, the LSCB allocated funding to support a project looking at improving support and engagement with young people who go missing from home or care. In the long term, the project aims to introduce a model for children/young people missing from home which incorporates routine enquiry into adverse childhood experiences (ACE) and to enhance support which will better enable parents and families to reduce risk following missing from home incidents. In the medium term, the aim is to

see a reduction in missing from home incidents, and the short term sees professionals trained in the Routine Enquiry, systems and process reviewed from an ACE/Trauma informed perspective; and the design and implementation of new systems and processes takes ACE into consideration.

Lancashire Care Foundation Trust have been commissioned to develop the pilot, supported by The Children's Society. A project group is currently working towards agreeing the pilot cohort and geographical area for roll out and completion during 2016/17.

### **Views of Children and Young People**

The LSCB had developed robust arrangements for involving children and young people in various aspects of its work and seeking their views as appropriate. Specifically within 2015/16 the following:

- a) 'Takeover' – national 'Takeover Day' takes place in November, and each year Lancashire aspires to increase engagement by extending the initiative to take place over the entire month. The LSCB has engaged in the process for a number of years, and in November 2015, the following took place:
  - A young person co-chaired the LSCB meeting which proved a rewarding and useful experience and challenged LSCB members to ensure dialogue is meaningful and accessible to young people
  - A young person spoke at the LSCB/CYP Trust conference led by iHOP about her life and how people perceived her as a child of a parent in prison. There were around 120 professionals present who received the presentation.
- b) Young Inspectors – a group of young inspectors assisted the LSCB in multi-agency practice inspections in order to gain the views of children and young people. In 2015, the Team supported the Preston MASPI by consulting with primary aged children within the district to discuss any concerns they have regarding staying and feeling safe, and where they would go if they had concerns.
- c) Missing from Home Conference – the event was planned entirely by young people over eight evening sessions. They introduced the day and were heavily involved throughout.
- d) CSE Awareness Week – Engagement of young people in a CSE conference which informed a parallel event for adults and influenced the CSE Strategy.
- e) Safeguarding Young People Course review – a group of young people reviewed the aims, objectives and content. They then designed an online feedback form, for the young people who are clients of the course participants, to check if the course made any difference in practice.
- f) Safety Tool – young people designed a tool for professionals to complete with young people. The impetus for this was that a number of SCRs had been focussed around young people, who obviously have a part in safeguarding themselves. It was apparent that they sometimes did not know what was risky or not, and so the form helps them with messages about this and aims to enable conversations with professionals about safety. This tool is still in development and yet to be published.
- g) Annual report – a young person's version of this year's annual report is being developed

As part of the SCR process the LSCB routinely consults and seeks the views of family members in relation to the review and ensures their views are appropriately reflected

### Organisational Re-structuring

Due to the significant reductions in resources for partner agencies in recent years the LSCB Chair has asked all agencies to regularly report on their planned restructures and for assurance as to mitigating action to prevent an adverse impact on safeguarding. The County Council have provided detailed reports, correspondence and assurance in light of their significant restructuring which will continue into next year and beyond.

### Troubled Families

The Wellbeing, Prevention and Early Help Service is responsible for delivering Lancashire's response to the national Troubled Families Unit agenda and has been developed to transform the way in which services are delivered to families that are experiencing multiple complex problems.

The long term ambition of the programme is to build resilience in families, reducing the demand and dependency on costly high need services within the area and to ensure families are supported to achieve the best possible outcomes in life.

Families are eligible to be included within the programme if they meet 2 or more of the six criteria, outlined in the Wellbeing, Prevention and Early Help in Lancashire Outcomes Plan. This document has been developed to outline the expectations of success that Lancashire has in working with families identified as experiencing multiple and complex difficulties in the areas below:

- Parents or children involved in crime or anti-social behaviour
- Children who have not been attending school regularly
- Children who need help: children of all ages, who need help, are identified as in need or are subject to a child protection plan
- Adults out of work or at risk of financial exclusion or young people at risk of worklessness
- Families affected by domestic violence and abuse
- Parents or children with a range of health problems

Lancashire has been set a target of identifying, working with and demonstrating sustained improvement in outcomes for 8,660 families over the 5 year period to 2020. As at 31st March 2016, Lancashire had "attached" 1,510 families to the programme. The LSCB Chair is represented on the Lancashire CYP Trust Board which is accountable for this work.

### Alignment with the Lancashire Safeguarding Adult Board (LSAB)

Following the introduction of statutory obligations for the LSAB in 2014/15, it was agreed that the existing LSCB Business Unit would be expanded to manage the functions of both the LSCB and the LSAB moving forward. Additional financial contributions were agreed and assigned by partner agencies and a restructure has taken place, establishing a number of new posts. The new Lancashire Safeguarding Business Unit is now operating and will soon be at full capacity.

### LSCB Performance

The LSCB also has performance indicators which relate to the effectiveness of the LSCB, with the year-end returns as follows:

Indicator	2013/14	2014/15	2015/16	Target	Direction of Travel (at Q4)
-----------	---------	---------	---------	--------	-----------------------------

Attendance at LSCB Meetings*	75%	69	67	80%	Worse
Percentage of Business Plan Actions completed within timescales	90%	95%	Under review	90%	Same
SCRs referrals considered within timescale	100%	100%	100%	100%	Same
Number of cases reviewed by CDOP	Not Available	84	86	N/A	N/A

\*A full breakdown of attendance by agency can be viewed at appendix 3. Where agency representation is poor, this addressed by the Chair.

The LSCB also has in place; a risk management framework and risk register which is reviewed twice a year to ensure the appropriate controls are in place to mitigate against key risks to the delivery of LSCB business and the effectiveness of the partnership.

## 5. Key Achievements from LSCB Sub-groups

The work of the Board is delivered through a range of themed sub-groups as illustrated in the Board structure. Each sub-group has its own work plan which is drawn from the LSCB Business Plan which in turn is based around the Boards strategic priorities. The work plans have been reviewed for the year and key achievements are as follows:

### **Serious Case Review Group**

Role - To consider referrals for SCRs against the criteria, commission case reviews and monitor implementation of single and multi-agency learning from case reviews.

**SCR Activity 2015/16 Number of referrals: 14; Number converted to SCR: 8 SCRs (1 MALR)**

### **Key Achievements 2015/16**

- Circulated three case specific learning briefings and commissioned seven minute briefings regarding domestic abuse and an annual summary of key lessons.
- Agreed to utilise the Welsh methodology within Lancashire for SCRs and subsequently commissioned and held two training sessions for Board members and partners agencies of the LSCB.

### **Priorities for 2016/17**

- Review the SCR referral process to ensure efficiency and develop a robust, auditable tracking system of all referrals and ongoing reviews.
- Raise awareness of the Welsh methodology to the partners of the LSCB including frontline practitioners.
- Implement Welsh methodology including develop a resources pack which will include: Panel Member expectations, learning event briefing, certificate for learning event, seven minute briefing on the Welsh methodology.
- Revise Terms of Reference and core membership for the SCR Review Group.
- Develop a robust tendering process for recruiting independent reviewers.

- Develop a contract for independent reviewers commissioned to complete SCRs on behalf of the LSCB.
- Develop a robust method for monitoring and auditing recommendations and actions identified from SCRs.
- Improve communication, links and feedback mechanisms with other LSCB sub-groups, namely CDOP, Quality Assurance, and Learning and Development particularly in relation to dissemination of any lessons learnt across all agencies.

### **Learning & Development**

Role - The principal purpose of LSCB learning & development sub-group is to promote learning and development.

#### **Key Achievements for 2015/16**

- Completion of a training needs analysis around CSE.
- Monitoring of training uptake for all agencies and challenge non-attendance.
- Continued development of tolls to measure the impact of training.
- Missing from Home event planned by and attended by young people.
- Substance misuse conference held.
- Issued 13 seven minute briefings.
- Completed S11 audit of single agency training and challenged low numbers.
- Ensured awareness training is completed by single agencies.
- Provided e-learning to 13,420 people, and signposted to external e-learning.
- Delivered a programme of 78 inter-agency courses for 1,609 people.

#### **Priorities for 2016/17**

- Ensure that an appropriate level of CSE training is available to all professionals in the local area who require it; specialist training should be targeted on those working with children and young people at risk of or suffering from CSE.
- Evaluate the impact of training with a focus on how it makes a positive difference to keeping children and young people safer.
- Improve practitioner's knowledge of missing from home.
- Reinforce knowledge of missing from home.
- Enhance awareness of children placed in Lancashire from other areas, and in other areas from Lancashire.
- Ensure that children who have a parent in prison are safeguarded and raise awareness of the impact on children.
- Ensure practitioners have awareness of children who are privately fostered.
- Ensure children in need of support for emotional and mental health issues.
- Ensure practitioners are aware of the need to safeguard children at risk as a result of extremism or radicalisation.
- Enhance inter-agency awareness of safeguarding issues.
- Maximise professional and community awareness of safeguarding issues.
- Include the scoping of training requirements regarding a range of complex safeguarding concerns in annual training needs analysis.
- Ensure appropriate level 3 multi-agency training is delivered as part of the LSCB Training Plan accordingly.

- Ensure appropriate single training is provided to relevant staff.

### **E-Safeguarding**

Role - To raise awareness and support agencies in protecting young people from the risks associated with the use of the internet and social media.

#### **Key Achievements for 2015/16**

- E-Safety Live conferences in Lancashire 2016 successfully took place in January 2016 with related sessions also being held in Liverpool, Blackpool and Blackburn with Darwen on successive days as part of a co-ordinated, regional approach. The Lancashire session was again well attended with immensely positive feedback. A repeat of the children's workforce survey was conducted to identify issues and areas requiring support and provides an invaluable local evidence base to inform future progression.
- The Ofsted Inspection in Autumn 2015 referred to the work of the e- Safeguarding Sub Group '...has introduced some innovative practices to combat the challenges of online risks.' which provides an excellent opportunity to further develop the work of the Group on a Pan-Lancashire basis.
- The move of the Online Safeguarding Adviser to the LSCB during Spring 2016 allows for increased stability and commitment, longer-term dedicated development and greater scope to progress the Online Safeguarding agenda with a child-centric focus.
- Continued representation and engagement at the National level has increased in 2015/16 and allows Lancashire to inform and develop national activities as well as strong engagement and collaboration with UK partners and leading organisations.
- External (non-Lancashire) requests for advice and guidance have continued to increase during 2015/16, identifying the Lancashire approach as a source of good practice.
- Indirectly, the continued involvement and development of the Prevent for Schools (P4S) website as a nationally recognised resource continues to provide schools both within and beyond Lancashire with valued learning resources and guidance to address the threat of radicalisation and extremism, particularly in relation to the growing online aspects.

#### **Priorities for 2016/17**

- Online Radicalisation/Extremism across the spectrum continues to see a rising profile with demand for guidance from school-based colleagues anticipated to continue to rise.
- Sexting is a key area of concern with YP often viewing the activity as mundane (e.g. snap-for-a-snap). Raising awareness of the potential dangers of the activity along with promoting good practice for handling incidents will be a key area.
- Online Child Sexual Exploitation (OCSE) remains a core risk area for Online Safety and Online Bullying is anticipated to continue to be the area most often flagged as a concern by C&YP themselves.
- As in previous years, Parental/Community Engagement is the foremost area stakeholders across the Children's workforce (particularly schools) wish to see more support with and will continue to see a key focus for 2016/17.
- E-Safeguarding Strategy: The current 2014-2016 e-Safeguarding Strategy and underlying Action Plan is under review and will result in a renewed Strategy and associated priorities being developed as a core aim for 2016. The Strategy provides a structural, collaborative framework against Strategic Objectives without being locally prescriptive. The underlying Action Plan will follow the Strategic Objectives with some tasks common on a Pan-

Lancashire basis whilst also allowing for progression of individual priorities to be the responsibility of the respective Board partners at the local level where applicable.

- Securing and developing school engagement remains a core objective to successfully supporting positive outcomes for C&YP. In addition, the complexity of the risks faced continues to evolve and therefore, engagement with national expertise will be essential to ensure the group remains informed of the current and emerging threats.
- Group Development: Review Group membership and extend to reflect engagement activity and increasing organisational diversity. 2015 saw the successful inclusion of Blackburn with Darwen in the Pan-Lancashire approach. To further reflect a regional approach, it is intended to extend an invitation to colleagues in Cumbria (previously part of the original Pan-Lancashire approach) to participate in the Pan-Lancashire approach to support sharing of expertise and good practice.
- Securing commitment to repeat the ESL events across the region for 2017 (to be re-branded 'Online Safety Briefings' to reflect current terminology and best practice).
- Reviewing and building upon those successes identified in the Autumn 2015 LSCB Ofsted Inspection around Online Safety
- Further embed Online Safety as a key Safeguarding area with related partners

### **Quality Assurance**

Role – to develop QA capacity and test the quality of multi-agency responses to vulnerable children and their families in order to inform service development and training needs.

#### **Key achievements for 2015/16**

- Completion of a further multi-agency safeguarding practice inspection
- Further development and analysis of the regional framework via a dedicated resource
- Continued QA of section 11 audits through multi-agency site visits
- Further developing connectivity and reporting with the CSE and MFH sub-groups so QA activities are joined up
- Continued monitoring of progress with recommendations and actions from audits and MASPIs
- Establishment of arrangements for a virtual multi-agency audit team
- Completion of an audit of the safeguarding arrangement for CLA placed in Lancashire from other areas.

#### **Priorities for 2016/17**

- Embed data reporting via QA framework
- Train virtual audit team
- Complete four audits focussing on priorities from the Ofsted Inspection
- Engage children and young people in quality audits/service reviews

**Multi-agency audit team** – work is underway to embed a new multi-agency audit framework within the LSCB's quality assurance activity. The QA and Performance management sub group will be using a tool developed by Rochdale LSCB to conduct multi-agency themed audits according to a timetable of audit activity. Nominations for Virtual Audit Team have now been received from all partner agencies and training dates have been set, with staff visiting from

Rochdale LSCB to present the tool and share their auditing experiences. Progress will be reported in next year's annual report.

**Performance Dataset** – the LSCB performance dataset is currently under revision. The LSCB Business Co-ordinator responsible for performance, quality and audit is liaising with named individuals within partner agencies to request additional data and address a list of missing performance indicators. Once the full dataset is agreed it is hoped that this information will be presented in its entirety to the QA and Performance management sub group on a quarterly basis who will then provide the Board with highlight reports focussing on key performance indicators and further analysis and supporting data as applicable from the responsible agency. It is hoped that this method of analysing key findings and providing the Board with a targeted exceptions report will help to ensure that only key messages are sent to Board.

Work is underway to develop a members' area on the LSCB website to house our performance reports and related data, to allow Board members access to the full dataset and raise any issues which may have been missed by the sub-group

### **Child Death Overview Panel (CDOP)**

Role - Reviews all child deaths in Lancashire to identify themes and trends to inform preventative developments

#### **Key Achievements 2015/16**

- *Safer Sleep Campaign:* The Campaign has continued to supply professionals with materials to support them in providing consistent messages to parents/carers Pan-Lancashire. A specific pharmacy campaign was also commissioned Pan-Lancashire in November with Public Health colleagues. A bulk order of the Safer Sleep materials was placed with regional colleagues buying into the campaign, this significantly reduced the cost for Pan-Lancashire and provided regionally consistent messages and reduced cross-border differences particularly for acute trusts. The materials were developed further with a risk assessment tool being produced. This tool encompasses a checklist for risks around the home for children up to the age of two. This is being disseminated Pan-Lancashire with frontline workers.
- *Safer Sleep Guidelines:* The Safer Sleep Guidelines were amended and ratified by CDOP members and the final guidance was disseminated to the Pan-Lancashire workforce. The guidance was recognised by NICE as an example of good practice and shared on their learning website. It has automatically been entered into the NICE annual award.
- *Public Health Data Analysis Report:* Public Health analysts from the three Lancashire authorities undertook a data analysis of CDOP data from April 2008-March 2014. The recommendations drawn from the report will be added to the 2016/17 priorities.
- *Development of learning briefs:* The CDOP developed several learning briefs including one for GPs on prescribing anti-epileptic drugs. This has been circulated Pan-Lancashire.

It should be noted that in April 2016 the CDOP team went through a period of change with the CDOP Chair, Coordinator and BSO being recruited new into post at the same time.

#### **Priorities for 2016/17:**

- Implementation of CDOP Database
- ACE Audit

- Infection and Trauma Thematic Reviews
- CDOP Development Day
- North West Sector-Led Improvement (SLI) self-assessment
- Implementing actions and recommendations from SUDC Service Review, SUDI Thematic Review and Public Health Data Analysis Report
- CDOP is to ensure that is receiving fully completed AB forms back from practitioners, this will be monitored with the implementation of the new CDOP database
- CDOP is to ensure that there is adequate representation, particularly GPs at End of Case Discussion Meetings

### **Child Sexual Exploitation Strategy Group**

**Role:** Strategic multi-agency group to ensure a coordinated multi agency response to CSE.

#### **Key achievements for 2015/16**

- Engagement with Education establishments. Challenges still exist in ensuring all children and school staff receive the right level of training and support.
- Greater awareness raising in BME and harder to reach communities and Leisure and Hotel industries. Methods and means of engagement with these members of the community have been canvassed in order to tailor the correct and most effective approach and will be followed up in 2016-17.
- Pan-Lancashire training delivered to greater numbers of professionals through larger and more concise sessions.
- Continued engagement with Children and Young people to deliver services by, and for, them. Participation leads within Authorities to be encouraged to provide cohort and Young Peoples conference work to continuing
- Collaborative work with licensing departments to ensure safeguarding of vulnerable people. Enhanced training and application and renewal process for Taxi drivers.
- Collaborative Pan-Lancashire approach to achieving strategic objectives.
- Audit of policies and procedures against recommendations of national and regional research and publications in the field and to ensure local practice is good
- Children's Society have delivered CSE training in Lancashire's schools.
- Development of bespoke Problem Profile for each Authority area.

#### **Priorities for 2016/17**

- Ensure coordinated response to CSE, MFH and other complex safeguarding issues e.g. Trafficking, FGM, Modern Slavery etc
- Respond to work re CSE and minority communities and develop Pan-Lancashire approach.
- Profile population changes
- Add Prevent duties to Section 11 audit
- Update Prevent for Schools (P4S)

### **Missing From Home (MFH) sub-group**

**Role -** Strategic multi-agency group to ensure a coordinated multi agency response to MFH.

### Key Achievements for 2015/16

- A task and finish group has focussed on effective Return Home Interviews, provision of information and Intelligence to underpin a reduction in repeat episodes.
- Further resourcing was identified for Missing Persons.
- Scrutiny of Absent and Missing reports to ensure they identify and provide evidence that response is appropriate
- Promotion of relevant information sharing between partners to provide effective support for those children regularly missing
- The highlighting of the possible link between missing from home/school and radicalisation
- Pan-Lancashire Action plan for Missing Children has been developed to ensure the delivery of priorities.
- Progression of development of Problem Profile of Missing Persons to enable analysis and mapping of the missing picture and identify where actions need to be taken
- Closer working with the CSE Strategic Group to identifying links between missing from home and CSE

### Priorities for 2016/17

- Implement actions agreed via Task and Finish Group to improve data collection and quality of safe and well checks and independent return interviews.
- Align local practice with recommendations of the All Party Parliamentary Group on Missing people
- Link into REACH project to develop best practice

### **Children's Partnership Boards**

These Boards are not sub-groups of the LSCB but do report in quarterly and are supported by the attendance of the LSCB team at their meetings on a regular basis to represent the LSCB, provide updates and respond to queries.

### Key achievements for 2015/16

#### **Burnley and Pendle:**

- A needs assessment undertaken through the Lancashire BME Network to explore perceptions around CSE within the BME community. The Board also commissioned surveys to ascertain what concerns parents had in relation to grooming, social media and relationships. The results have led to a number of actions around awareness and promotion of messages.
- Comprehensive campaign under the Family Learning banner promoting enjoyment of reading in communities by engaging partners (Burnley Council, Calico, GPs,) in the promotion of reading with books in waiting areas and involvement in national campaigns such as World Book Day. A number of activities took part during 17th October–1st November 15 under the Family Learning Week national umbrella, including arts and crafts sessions, spooky Halloween roller disco and a town centre event. 50 children, from Burnley and Pendle primary schools, attended a reading celebratory event at Burnley football club on 20th October. Author Steve Hartley delivered a fun session and activities

were also provided by Lancashire school library service, Burnley college childcare students and the family learning team

- Around 100 frontline staff attended a very successful full day conference which aimed to look at more effective partnership working, as a response to the Burnley MASPI held in October 2014. The conference was an opportunity to gain an insight into child protection in Burnley and Pendle; develop a shared understanding of thresholds; consider reflective practice; learn about MASH processes. The conference was possible as a result of a small grant from the LSCB. Feedback from delegates will shape the next steps.
- The LCYPT provided £4k for the coordination of a single point of information for families to plan children's engagement in a range of quality activities over the summer holidays. A joint booklet for Burnley and Pendle was produced and 25,000 copies were shared with families through children's centres, schools, GP surgeries and sports centres.

### **Chorley, South Ribble and West Lancashire:**

#### Safeguarding:

- Developed links with LSCB.
- Increased awareness and understanding of e-Safeguarding issues.
- Safeguarding information, including the LSCB 7 Minute Briefings, is disseminated across all sectors represented on the CPBs via the CPB Coordinators.
- Awareness of radicalisation and the Prevent Duty has increased.

#### CSE:

- Established a joint CSE steering group with District CSPs, including Preston. The steering group has developed a Training-for-Trainers CSE package.
- All CPB members have completed CSE eLearning and promoted package to their own agencies. The eLearning has been made available to all staff in South Ribble and West Lancashire Councils and to appropriate front-line staff in Chorley Council.
- South Ribble Council is planning to provide CSE training for taxi drivers; Chorley Council is awaiting the recommendations of the LOG subgroup before delivering training.

#### Holiday activities:

- Summer Fun brochures produced and promoted for each districts, utilising funding from LCC (£2k per district).

#### Participation:

- Links developed with Youth Council and Young Members of Parliament.

#### Start Well:

- The CPB has engaged with Young Enterprise to promote aspirations of children and young people.

### **Fylde, Lancaster and Wyre**

#### Safeguarding

- Developed links with LSCB.
- Increased awareness and understanding of e-Safeguarding issues.
- Safeguarding information, including the LSCB 7 Minute Briefings, is disseminated across all sectors represented on the CPBs via the CPB Coordinators.
- Awareness of radicalisation and the Prevent Duty has increased.

#### CSE

- 'Chelsey's Choice' workshops were delivered in schools across Fylde and Wyre, increasing awareness of CSE in Secondary schools.
- A joint CPB/CSP workshop took place to look at current action plans, share good practice and identify gaps.
- All CPB members completed CSE eLearning and promoted package to their own agencies. The eLearning has been made available to all staff in Fylde, Lancaster and Wyre Councils.
- CSE training has been given to taxi drivers in Fylde, Lancaster and Wyre.
- A CSE awareness raising event for front line workers was held in Lancaster; a similar event is being planned for Fylde.

#### Holiday activities

- Summer Stuff Activities brochures were produced and promoted for Fylde, Lancaster and Wyre districts (utilising funding from LCC, £2k per district), providing a one stop method for families to access information.

#### **Hyndburn, Ribble Valley and Rossendale:**

- Organised Free Preventing Violent Extremism Event for Primary Schools and Early Years Providers.
- Established a joint CSE sub group across all 3 districts.
- Implemented a monitoring feedback report on district CSE activity.
- Promoted 'Together We Can Tackle Child Abuse Campaign' with partner agencies.
- Collated, produced and promoted Summer Fun brochure within all three districts.
- Established a Youth Shadow Board to sit alongside the Children's Partnership Board.
- Established links with Domestic Abuse providers and promoted the White Ribbon Campaign and Educational Award.

#### **Preston:**

- Completed MASPI action plan in response to findings from the recent practice inspection in Preston.
- Park It events took place over four Fridays throughout the summer period. A number of multi-agency organisations were involved in activity, with over 2,600 children and young people attending in total.
- Strengthened links with district CSP around CSE through November workshop to explore actions currently in place, identify duplication and any gaps or barriers in delivering actions.

#### Key priorities for 2016/17:

##### **Burnley and Pendle CPB**

- Child Sexual Exploitation
- Family Learning, including Early Years
- Summer Fun
- Safeguarding
- Emotional health

##### **Chorley, South Ribble and West Lancashire**

- Participation
- Safeguarding (including CSE, Prevent / Radicalisation, eSafeguarding)

- Start Well

### **Fylde, Lancaster and Wyre**

- Emotional Health and Wellbeing
- Participation
- Safeguarding (including CSE, Prevent / Radicalisation, eSafeguarding)
- Wellbeing, Prevention and Early Help (including support for children with a parent in prison)

### **Hyndburn, Ribble Valley and Rossendale**

- Child Sexual Exploitation
- Participation of CYP
- Summer Fun

### **Preston**

- Currently under review and awaiting agreement

## **6. LSCB Budget**

The below details the contribution and expenditure against the LSCB budget during 2015/16.

**N.B 2015/16 was a transitional year with mid-year increase to agency contributions due to new working arrangements and developments of the Business Unit to provide support to the Lancashire Safeguarding Adults Board following the introduction of statutory obligations.**

<b>INCOME</b>	<b>Annual Budget</b>
<b>Contributions to Board</b>	
North Lancashire CCG	26,041
Fylde & Wyre CCG	26,041
Greater Preston CCG	22,107
West Lancashire CCG	11,693
Chorley & South Ribble CCG	18,283
East Lancashire CCG	52,028
Police	60,331
Probation Service	18,377
Cafcass	550
Lancashire County Council	148,008
Transfer funding to Serious Case Reviews	-33,367
	<b>350,146</b>
<b>Serious Case Reviews (Funding from main contributions)</b>	<b>33,367</b>
<b>Child Death Overview Panel</b>	
Lancashire County Council	74,000
Blackpool	9,800
Blackburn with Darwen	14,700

	<b>98,000</b>
<b>TOTAL LSCB INCOME 14/15</b>	<b>482,013</b>
<b>EXPENDITURE</b>	<b>Annual Budget</b>
<b><u>Central</u></b>	
Staffing Costs	186,144
Transport	1,000
Printing and Stationery	2,000
Telephones	1,000
Panel/Professional Fees	20,000
Venues (Meetings/Room Bookings & Hospitality)	2,000
Other Expenses	2,000
	<b>214,144</b>
<b><u>Child Death Overview</u></b>	
Staffing Costs	59,000
Transport	1,000
Printing and Stationery	500
Venues (Meetings/Room Bookings & Hospitality)	1,000
Other Expenses	35,000
	<b>97,000</b>
<b><u>Serious Case Review</u></b>	
Staffing Costs	23,000
Professional Fees	45,000
Venues (Meetings/Room Bookings & Hospitality)	3,000
Other Expenses	6,000
	<b>77,000</b>
<b><u>Training</u></b>	
Staffing Costs	73,000
Transport	1,000
Printing and Stationery	1,000
Staff Subsistence	1,000
Professional Fees	30,000
Venues (Meetings/Room Bookings & Hospitality)	15,000
General/Other Expenses	15,000
	<b>136,000</b>
<b>TOTAL LSCB EXPENDITURE</b>	<b>524,144</b>
Note: The LSCB has some reserves which can be used to offset the funding deficit and has retained one post vacant whilst opportunities for further funding are explored.	

## 7. Contact details

@ Email: [lscb@cyp.lancscc.gov.uk](mailto:lscb@cyp.lancscc.gov.uk)

✉ Address:

Lancashire Safeguarding Children Board  
Room 503/504  
East Cliff County Offices  
East Cliff JDO  
PRESTON  
PR1 3EA

☎ Phone: +44 (0)1772 530283

🌐 Website: <http://www.lancshiresafeguarding.org.uk/>

# Appendices

## **Appendix 1 – Preston MASPI**

### Summary of Strengths

The commitment from all professionals involved to safeguard children and young people from the Preston area was a strong feature throughout the entire inspection. It was clear that staff would go beyond their call of duty to ensure children and young people were safe, often working long hours and with high caseloads. Effective multi-agency working was evidenced in the cases selected and the practice/visits observed. Agencies were clear that CSE was a priority for Preston and worked collectively to try and address the risks associated with this for young people. Improvements in accessing CAMHS was commented upon by agencies. Likewise, the opportunities that the Children's Partnership could bring in agreeing shared priorities going forward. Children and young people had a voice that was listened and responded to with staff adapting their approach to ensure this took place. There were no safeguarding concerns raised at any point in the inspection.

A number of recommendations were made as areas for development, and can be found in the Inspection report below.



Preston MASPI,  
Final Report.pdf

The findings from this inspection were presented to the local Children's Partnership Board who have developed an action plan to address any areas for improvement and recognise and promote areas of achievement. This action plan is overseen by the LSCB QA/PM Sub-group until they are completed and signed off.

## **Appendix 2 – LSCB Service area annual report summaries**

### **Local Authority Designated Officer for Allegations (LADO)**

2015/16 has experienced further demand on LADO activity, with a 7% increase in initial contacts rising to 2,226 from 2,107 in the previous year. This represents a 93% increase over the past five years and is now the main area of work for the LADO on a day to day basis. The number of cases recorded as "allegations" has slightly increased on last year from 491 to 496.

Despite the challenge of increased demand on the service, performance has remained consistent with the two previous years in relation to the LADOs timely response to contacts – sitting at 72% in 2015/16 for those responded to in one working day. Performance relating to the LADOs response to allegations requiring an initial consideration within one working day also remains high at 81% but is a drop on last year.

Performance in concluding allegations cases within the suggested target timescales has dipped with cases concluded within one month sitting at 65% (69% in 2014/15) and those concluded within three months down to 77% (83% in 2014/15) – this reflects the continued rise in LADO notifications. The performance of cases concluded within 12 months, however, remains high and mirrors the performance in 2014/15 (93%).

The Assistant LADO has been effective in progressing the conclusion of cases which has supported good performance on the 12 month timescale. However, this post was temporary and the longer term plan to support the volume of LADO work whilst maintaining good performance needs to be a priority for 2016/17.

The Ofsted Inspection highlighted the experience and effectiveness of the LADO and the cases discussed with inspectors demonstrated suitable decision making.

The full LADO annual report is available here:



LADO Annual  
Report 2015 16 FINA

### **CAF / Early Help**

The total number of CAFs initiated during 2015/16 was 4,185, a slight increase on the previous year. At least 4,175 CAFs were closed during 2015/16, with 2,768 closed with needs met. As at 31 Marcy 2016, 1,938 CAF records held a 'pending' status on the CAF database.

A CAF Quality Assurance tool has been developed to support the monitoring of assessments to ensure quality. The tool was developed in Excel and allows for CAFs to be assessed for both compliance and quality whilst providing both qualitative and quantitative feedback. A pilot quality assurance exercise identified a number of slight tweaks for the tool, but also allowed for some early findings on the quality of the first cohort of CAF assessments that were assessed.

The CAF eLearning module continues to be a success, and one day classroom based CAF/CON training is delivered, training a total of 162 practitioners over 9 courses during 2015/16.

The CAF annual report is available here:



CAF Annual Report  
for LSCB.pdf

## **Counter Terrorism**

The Counter-Terrorism and Security Act 2015 (CTSA 2015) came into effect on 1st July 2015. Lancashire reconstituted the Contest Board (strategic level) in September 2015, to support both the implementation of the CTSA and the Prevent Delivery Manager's group (tactical level) that meet quarterly. Both groups are responsible for reporting back through the Chief Executive's Group and to the Safeguarding Boards. All LA's and statutory partner agencies are represented and are aware of their obligations under the CTSA. A number of training resources are available around Channel and Prevent, including a recent refresh of the 'Prevent for Schools' website.

Issues around travel to Syria have lessened nationally but a small number of people are still travelling including females and families. The 2013 Lancashire information sharing protocol to and from Family Court proceedings (<https://www.lancashire.police.uk/media/345256/family-court-lancs-protocol.pdf>) is helping to navigate this complicated area and further work will be progressed with NWCTU leadership and partners around capturing learning within the region around similar cases, with the aim of producing a framework to share with partners.

*Available resources:*

- **Hate crime.** <http://www.educateagainsthate.com>
- **'Run, Hide, Tell' campaign**  
<http://www.npcc.police.uk/NPCCBusinessAreas/WeaponAttacksStaySafe.aspx>
- **'Taking charge of personal security'**  
[https://www.cpni.gov.uk/Documents/Publications/2015/Employee Vigilance Asset Library/I2IR0044\\_Your Personal Security ONLINE FAW\\_LR.pdf](https://www.cpni.gov.uk/Documents/Publications/2015/Employee_Vigilance_Asset_Library/I2IR0044_Your_Personal_Security_ONLINE_FAW_LR.pdf)

The Counter Terrorism annual report is available here:



Prevent and  
Channel.pdf

## **Domestic Abuse**

A Pan-Lancashire Domestic Abuse Strategy has been completed and is awaiting agreement. Once agreed a robust delivery plan will be drawn up, with an expectation that the Pan-Lancashire Strategic Group will then deliver against the strategic priorities set. A focus will be improving tangible outcomes for domestic abuse.

The MARAC and 'So-called' HBV/FM/FGM steering groups have made significant progress within these aspects of domestic abuse. The MARAC steering group, sees an increase in agency representation and has focussed on looking at 'the success of MARAC'. This piece of work is on-going and findings will be presented to the next steering group in July 2016. A Pan-Lancashire MARAC protocol has been completed awaiting sign off from all agencies. MARAC pre-screening has reduced the number of MARAC'S from 13 a month Pan-Lancashire to 11 per month.

The 'So-called' HBV/FM/FGM steering group has focussed on community engagement and community mapping. Local events have taken place to understand from practitioners and specialist provisions how we can improve community engagement and seek to further appreciate and understand what the issues are for victims and their families, where are the gaps, how do we fill these gaps and engage with all communities.

The Domestic Abuse annual report is available here:



LSCB Report DA.pdf

### ***Independent Reviewing Officers***

In 2015/16 the IRO Service operated with 30 full-time equivalent (FTE) IROs. Despite some additional investment in the service IRO caseloads remained high with an average caseload of 109, which was significantly higher than the number recommended in the IRO handbook (50-70). In September 2015, Lancashire's inspection into services for children in need of help and protection, children looked after and care leavers highlighted that IRO caseloads were high and a recommendation was made that the IRO Service undertakes consistent, regular oversight of practice and care planning. As part of the Improvement Plan there has been further significant investment in the IRO Service, including 15 additional permanent IROs and 3.5 additional permanent Quality & Review Managers. Agency staff have been appointed pending permanent recruitment to these posts. This has had a positive impact in reducing IRO caseloads to an average of 92 at the end of March 2016 followed by a further reduction to 82 in April 2016. Once fully staffed it is anticipated that the average caseload will be below 75.

Performance in relation to child protection conferences held within the requisite timescale improved in 2015/16 despite a significant increase in the number of children subject to child protection plans. At the end of March 2015, 956 children were subject to a child protection plan. However, in March 2016 this had increased by 55% to 1,443. Performance in relation to children looked after reviews being held in timescale has dipped slightly to 93.9%. When considered in the context of the additional workload of the team this still represents good performance.

The reduction in caseloads since the recruitment of additional IROs to the service has led to a significant increase in the completion of mid-point checks. This is strengthening IRO oversight of practice and care planning in line with the Improvement Plan.

The IRO annual report is available here:



IRO Annual Report  
2015-16.pdf

### ***Multi Agency Safeguarding Hub (MASH)***

The MASH was established in 2013 when a two stage approach was adopted. Phase one related to referrals which were generated by police officers in the course of their duties. The original estimate for police referrals was in the region of 30,000 but the reality in 2015/16 has been around 50,000. The multi-agency team has as a result faced significant challenge and, while there is clear evidence of improved information sharing resulting in better decision making and improved safeguarding responses, there is also evidence of unproductive and duplicated activity.

Phase two, the processing of all agency referrals was put on hold and the LSCB has been undertaking a diagnostic exercise which will report during July 2016.

The MASH annual report is available here:



## **MAPPA**

Lancashire Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board continues in its statutory duty to undertake public accountability for the delivery and performance of MAPPA activity across Lancashire. The Board comprises of senior managers from Police, Probation, Youth Justice, Child & Adult Safeguarding, Housing, Health and two Lay Advisors.

From Lancashire Children's Services, the Head of Safeguarding, Inspection and Audit sits on the Lancashire MAPPA Strategic Management Board and in this way, there is a direct link between MAPPA in Lancashire and Lancashire Safeguarding Children's Board to facilitate the required strategic links.

The Lancashire MAPPA SMB has a number of statutory duties amongst which is the publication of an MAPPA Annual Report in October each year which provided details of MAPPA performance in Lancashire including statistical data on the numbers of MAPPA eligible offenders in the community being managed through MAPPA multi-agency panels.

The Criminal Justice Act 2003 provided for the establishment of MAPPA in each of the 42 criminal justice areas in England and Wales. These are designed to protect the public, including previous victims of crime from serious harm by violent and sexual offenders.

MAPPA requires local criminal justice agencies and other statutory agencies such as Housing, Health, Youth Justice and Children's Social Care to work together in partnership in dealing with these offenders.

The Responsible Authority is the primary agency for MAPPA and this is the Police, Prison and Probation in each local area working together. These agencies have a duty to ensure that the risks posed by violent and sexual offenders are assessed and appropriately managed.

Other agencies such as Children's Social Care have a duty to co-operate in this work with the Responsible Authority. Each duty to co-operate agency will work on particular aspects of an offender's life e.g. child safeguarding to manage the risk posed to children by a particular dangerous offender(s). Colleagues from Lancashire Children's Social Care teams regularly attend MAPPA meetings to share information and to take away actions to supplement the lead agency's risk management plan.

One MAPPA Key Performance Target which every MAPPA area reports on quarterly to the Ministry of Justice is the number of MAPPA meetings attended by Children's Social Care where the offender under discussion is managed by Youth Offending Services and is under 18 years of age. This joint attendance ensures that both the needs of the child and also the offending risks

are fully considered. This target is regularly achieved and in Lancashire MAPPA SMB's role is to keep all such targets under review.

**Children who are privately fostered:**



**Appendix 3 – LSCB Attendance 2015/16**

<b>Agency</b>	<b>% Atn</b>
Independent Chair	100
LCC (DCS)	100
LCC (Lead Member)	50
LCC – CSC	33
LCC – Safeguarding, Inspection & Audit	50
Chorley & South Ribble, West Lancashire and Preston CCG	100
Fylde & Wyre and Lancashire North CCG	83
East Lancashire CCG	83
Blackpool Teaching Hospital NHS Foundation Trust	100
East Lancashire Hospital Trust	100
Lancashire Care Foundation Trust	100
Lancashire Teaching Hospital Trust NHS	100
Lancashire Teaching Hospital Trust NHS	50
Southport and Ormskirk Hospital Trust	17
University Hospital of Morecambe Bay	67
CDOP Chair	67
NHS England	33
Cumbria and Lancashire CRC	83
Probation	67
Lancashire Constabulary	83
District Councils	50
Cafcass	100
VCFS - Childrens Society	83
VCFS – HARV	33
Primary Schools	67
Secondary Schools	50
Colleges	50
Governor Services	100
<b>OVERALL %</b>	<b>67</b>

**This report has been prepared by Jane Booth, Independent Chair of the Board with support from the LSCB Business Manager and Co-ordinators.**

**Approved by LSCB on: 9 September 2016**

**Date of Publication: 9 September 2016**