

LANCASHIRE SAFEGUARDING CHILDREN BOARD



ANNUAL REPORT 2012/13

Published: August 2013

Contents

Foreword	Page 4
LSCB members	Page 5
LSCB Structure	Page 7
Provision of Policies and Procedures	Page 7
LSCB Business Planning Cycle	Page 8
Single and Multi Agency training provision	Page 9
Quality and Effectiveness of Arrangements and Practice	Page 11
LSCB Case Reviews	Page 14
Update from the eSafety Sub-group	Page 18
Update from Child Sexual Exploitation Sub-group	Page 19
Update from Safe from Harm Sub-group	Page 21
Update from Local Safeguarding Children Sub-Groups (LSCGs)	Page 22
Engagement with and participation of children and young people	Page 24
Equality and diversity	Page 25
Priority groups of children	Page 25
LSCB effectiveness, contribution and challenge	Page 26
Issues and challenges facing safeguarding – statement of effectiveness of safeguarding arrangements in local area	Page 29
Conclusion and recommendations for future priorities and Business Plan	Page 30
Appendices	Page 31

Foreword

From Nigel Burke, Independent Chair of Lancashire LSCB

I am pleased to present the Annual Report from Lancashire Safeguarding Children Board.

This report is different from its predecessors as the Government has published its statutory guidance 'Working Together 2013' which came into effect on the 15th of April 2013; and amongst other things this sets out the requirement for Local Safeguarding Children Boards (LSCBs) to publish an annual report. The guidelines explain that the report should cover the effectiveness of child safeguarding and promoting the welfare of children in our area. It should provide a rigorous and transparent assessment of the performance and effectiveness of local services.

The safeguarding of children and young people is challenging. It remains the responsibility of everyone in the community but it is a particular responsibility for all those organisations and individuals who work with children and young people. The challenge has been to maintain that relentless focus on safeguarding in times of financial stringency. Success is entirely dependent on motivated, well trained and highly skilled staff. Wherever I go in Lancashire I find such people. This has not lead to complacency, key decision makers come together in the LSCB to identify how we can all work better together, to identify any weaknesses and put in place improvements.

I believe that partnership working in the LSCB has been exemplary and despite significant challenges for all our partners there has, if anything been a greater willingness to work actively together to find efficiencies whilst maintaining the high standards we set ourselves.

There have been notable successes, the consolidation of the Multi Agency Safeguarding Hub has seen staff coming together in one place to support the safeguarding effort, our Child Sexual Exploitation strategy has national prominence and Health representation has remained strong despite the major reorganisation in the sector. Voluntary, community and faith organisations continue to play a vital role, as do the other organisations represented on the Board, and our lay member led the production of a report on a key area of interest.

Safeguarding is challenging and no more so when dealing with child deaths, now undertaken by the Child Death Overview Panel that spans the local authority areas (Blackpool and Blackburn with Darwen as well as Lancashire), and serious case reviews where a child has died or been seriously harmed through abuse or neglect. The impact on all the professionals involved cannot be underestimated. We do have to learn from where there have been failings in systems or procedures but at the same time staff working with these most challenging cases need our support.

The LSCB has in place robust systems for setting strategy, planning and quality assuring both its work and that of its partners. The work of the Board is well supported by a very able business management team and the Board sub-groups.

I am optimistic that we can continue to improve the safeguarding of children and their welfare and hope that you will find in this report the evidence to help you share that optimism.

Once again my wholehearted thanks to all those who work with our children for their effort and commitment.



LSCB Members

AGENCY	REPRESENTATIVE
Independent Chair	Nigel Burke
NHS Central Lancashire	Jean Rollinson (Vice Chair) Associate Director Safeguarding (also Locality Group Chair – South & Central)
NHS North Lancashire	Barbara Campbell Head of Standards, Health and Effectiveness
NHS Central Lancashire	Dr Ruth O'Connor (up to October 2012) Dr Diah Mahmood (October 2012 onwards) Consultant Paediatrician / Designated Doctor for Child Protection
NHS East Lancashire	Jane Carwardine Lead/Designated Nurse for Safeguarding Vulnerable Adults & Children
Lancashire Constabulary	Ian Critchley Detective Superintendent
Lancashire County Council	County Councillor Susie Charles Cabinet Member for Children and Schools
	Helen Denton Executive Director for Children and Young People
	Louise Taylor Director of Specialist Services
	Ann Pennell Director of Targeted and Assessment Services
	Paul Armitage Head of Children's Social Care (Locality Group Chair - East)
	Paul Hegarty Children's Social Care, District Manager (Locality Group Chair - North)
	Mike Banks County Head of Active Intervention and Safeguarding (Adult Safeguarding Board Representative)
Lancashire Probation Trust	Linda Lock Assistant Chief Executive
Children and Family Court Advisory and Support Service (CAFCASS)	Collette Dutton Head of Service, Cheshire, Merseyside & Lancashire
Lancashire Care NHS Foundation Trust	Gill Frame

Network Director, Children and Families Network

**Lancashire Teaching Hospitals NHS
Foundation Trust**

Sue Reed
Nursing Director

Secondary Schools

Roddy McCowan
Head Teacher, Baines School

Voluntary, Community & Faith Sector

Debbie Fawcett
HARV Outreach, Project Manager

Voluntary, Community & Faith Sector

Amanda Forshaw
Caritas Care, Director of Services - Children's Services

Lay Member

Abdul Haleem

District Councils

Lorraine Norris
Chief Executive
Preston District Council

Burnley Borough Council

Chorley Borough Council

Fylde Borough Council

Hyndburn Borough Council

Lancaster City Council

Pendle Borough Council

Preston City Council

Ribble Valley Borough Council

Rossendale District Council

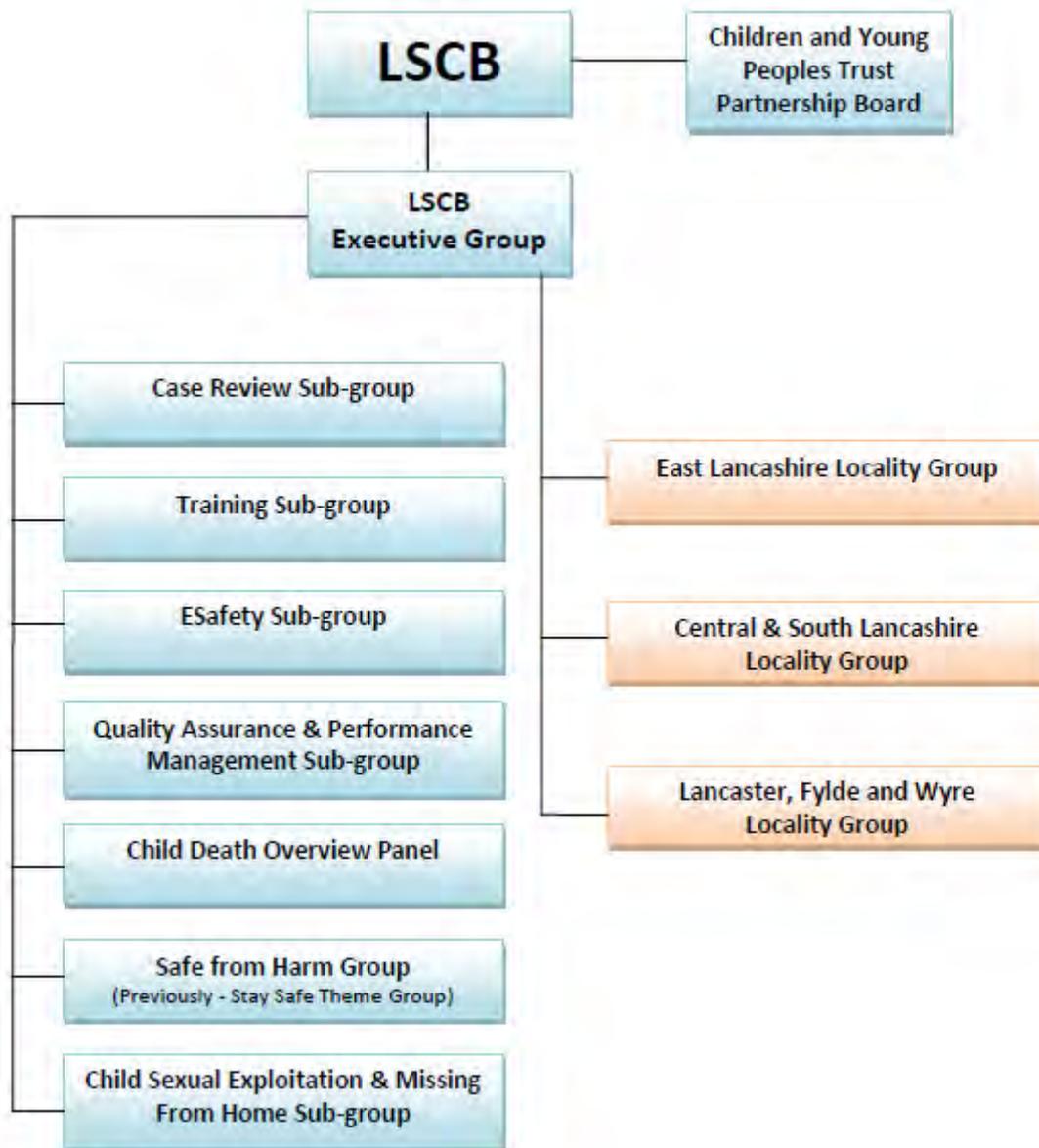
South Ribble Borough Council

West Lancashire District Council

Wyre Borough Council

LSCB Structure

The LSCB is structured as illustrated in the diagram below. The Executive group is now well established and continues to take forward the day to day business of the Board.



Provision of policies, procedures and guidance for multi-agency arrangements, to protect children and promote their welfare

Lancashire LSCB is now working in collaboration with Blackpool and Blackburn with Darwen LSCBs to provide Pan-Lancashire multi-agency safeguarding policies and procedures. These are available in an interactive e-manual (produced and administered by an external service – Tri-x) which is reviewed and updated three times per annum to account for:

- Changes in national guidance
- Themes emerging from local and national research
- Recommendations from case reviews

- Recommendations from quality assurance
 - Learning from best practice
- The procedures are accessible for free, via the LSCB website at the following link:
<http://www.lancashire.gov.uk/corporate/web/?siteid=3829&pageid=20741&e=e>

Where possible all procedures are discussed across the 3 LSCBs and agreed on a pan-Lancashire basis to assist partner agencies who work on footprints which are not co-terminus with the 3 local authority areas. However it is recognised that there will inevitably be some LSCB specific variation and this is recognised within the procedures manual.

During 2012/13 the following additional procedures/guidance have been developed or updated and agreed for inclusion within the manual:

- Multi-agency Supervision Standards
- Guidance for supporting staff following the death of a child
- Multi-agency Pre-birth Protocol
- Sexually Active Under 13s
- Procedure for the assessment of young people who exhibit sexually harmful behaviour

The LSCB Business Planning Cycle

The LSCB has developed a robust business planning cycle to ensure strategic priorities and their subsequent delivery plans are effectively monitored, managed and reviewed. This is illustrated in the diagram below.



It is important to note that each sub-group of the LSCB has its own work programme based on the LSCB business plan, but also including specific priorities within the group, which is monitored on a regular basis via formal bi-monthly reports to the LSCB. These reports are discussed in detail and any subsequent corrective action agreed. At

the end of the year the LSCB reviews its strategy and objectives based on feedback from the sub-groups and other areas of activity as detailed above.

Single and Multi Agency training provision

Update from Learning & Development Sub-group

Chair: Jane Carwardine

Summary of Key Functions

The principal purpose of LSCB learning & development sub-group is to promote learning and development which leads to:

- Improved practice in safeguarding Children in their context
- Reduced incidence of harm to children
- Better outcomes for children

The Learning & development sub Group is accountable to the LSCB and contributes to the aims of the LSCB and supports its business plan through the development of staff and organisations on a multi-agency basis.

The strategic aims of the group are:

1. Identifying training and development needs for Inter-agency learning
2. Commissioning, quality assuring and evaluating Inter-agency learning opportunities, to enable staff and agencies to access appropriate learning in line with current National guidance:
 - a. That promotes a shared understanding of the tasks, processes, principles, roles and responsibilities and local arrangements for safeguarding children and young people and promoting their welfare
 - b. Improves communications between professionals, including developing a common understanding of key terms, definitions and thresholds for action
 - c. Promotes effective working relationships, based on respect and an understanding of the role and contribution of different disciplines, including an ability to work in multi-disciplinary groups or teams
 - d. Promotes sound child focussed assessments and decision making
 - e. Promotes learning from Serious Case Reviews, Critical Incident Reviews and Reviews of Child Deaths
 - f. Uses the available resources in the most effective way

Key actions to deliver these aims are as follows:

- Develop a workforce Training Needs Analysis in line with 'Working Together 2010' guidance
- Develop and review a learning and development programme that is established within the context of local and national policies, research and practice developments
- To commission the design, planning, organisation and implementation of the training/learning programme via the LSCB strategic training co-ordinator, based on inter-agency priorities and learning from SCRs and reviews of child deaths
- To maintain links with all other LSCB sub groups in order to ascertain learning needs
- Ensure that the LSCB learning programme is monitored and evaluated for quality and impact on practice
- To recruit, support, develop and monitor the training pool
- To ensure membership attendance of learning & development sub group is in accordance with LSCB guidance

Key priorities for 2012/13

- Develop a pan Lancashire approach to Child Sexual Exploitation training
- Implement and embed revised e-learning programme
- Develop a reporting process with all partners to assure LSCB that all partners comply to national guidance regarding group 1 & 2 safeguarding training
- Implement and embed on line access to LSCB training

- Review membership to the LSCB training sub considering organisational transition
- Review the training needs of all agencies, including the voluntary and independent sector in respect of safeguarding training
- Run a core training programme of approximately 75 events covering at least 20 topics, potentially adding further events required by the LSCB

Were the priorities achieved effectively?

The review of the plan is attached (see appendix 1). As can be seen, most objectives were achieved. The one objective which was not, was part of a large review and the system has been changed.

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

L& D Sub-group contributes to the work of the LSCB by developing the workforce and informing key members of the workforce about the latest developments. Through the business planning cycle above the work of the sub-group informs future LSCB priorities and development.

Key Successes and Achievements for 2012/13

- 1378 professionals attended LSCB training events, and 2097 completed e-learning, making a total of 3475 professionals who came through the LSCB learning programme
- In 2012-13, L&D sub planned 80 training events. Of those, 59 ran, and 21 were cancelled. In addition, three Critical Incident Reviews, each lasting two days were facilitated.
- Held SCR briefings, jointly with Blackburn with Darwen and Blackpool LSCBs, which were evaluated and found to provide excellent learning
- Provided advice to 58 organisations which approached the LSCB Training Unit
- Recruited new members to the training pool to replace the members who left
- Successfully engaged the 12 District Councils in the safeguarding agenda, with the result that all now have a safeguarding policy and most have training for their staff
- Planned on-line sign up for training events, which will happen in 2013-14
- Pilot tested an electronic feedback system, initially for three months to ascertain viability and response rates
- Revised e-learning course and separated it into Group 1 and group 2
- Ensured AIM training delivered was in line with the new AIM policy and procedures
- Involved Children and Young people as well as parents in the delivery of the Neglect Conference in October 2012.
- Successfully delivered a group 8 course in June 2012
- Developed a new Quality Assurance programme to receive feedback from the workforce on how learning has been used following attendance at courses to influence positive outcomes on children and families.
- Expanded the programme to include more ways of learning to ensure we offer a diversity of learning opportunities which make learning and development accessible for the workforce across agencies in Lancashire. Shorter workshops have proved to be in demand.
- Developed a proposal for inter-agency, case based reflection for front line practitioners. Contributed to the Learning and Improvement Plan, which was approved by LSCB
- Wrote a Child Sexual Exploitation e-learning course, which was agreed across the three LSCBs
- Wrote two new e-learning courses which are now on line
- Delivered a Neglect conference
- Brought new learning and research into SCR learning seminars
- Provided three System-based Critical Incident Reviews (now renamed), this has included training up three facilitators
- Met six times in the year, L & D sub membership healthy and the sub works well
- Contributed to the regional learning by membership and contributions to the North West Interagency Trainers (NWIAT)group
- Wrote seven new courses
- Developed new ways of getting messages over, for example by bookmarks and 'best advice' cards
- Proposals for practitioner forums and group supervision written

Quality and Effectiveness of Arrangements and Practice

Update from the Quality Assurance and Performance Management Sub-group

Chair: Barbara Campbell (up to December 2012), Tony Morrissey (December onwards)

Summary of Key Functions

- To provide the LSCB with a qualitative and quantitative evidence base to demonstrate how effective multi-agency safeguarding practices and arrangements are
- To coordinate completion and quality assurance of the LSCB Section 11 audit across all partner agencies
- To develop and deliver a quality assurance work programme based on priorities and methods specified in the LSCB Quality Assurance Framework – namely Neglect and Child Sexual Exploitation
- To oversee any improvements arising from multi-agency inspections, peer reviews or mock inspections and inform the LSCB of any significant risks or issues

Key Priorities for 2012/13

- Co-ordination and quality assurance of section 11 audits for all member agencies
- Development of a strategic quality assurance framework (QAF)
- Delivery of the Neglect quality assurance work programme (as specified in the QAF)
- Delivery of the Child Sexual Exploitation quality assurance work programme (as specified in the QAF)
- Development of a framework to assess the effectiveness of Early Intervention and the Common Assessment Framework (CAF)
- Oversight of the action plan following the safeguarding and looked after children inspection
- Review of health performance data to ensure consistency and quality

Were the priorities achieved effectively?

All priorities were commenced and progressed effectively during 2012/13. A new QAF was developed based on recognised best practice guidance from the pan-London model. This was ratified by the LSCB and implementation led to the agreement of priorities and work programmes with regard to Child Sexual Exploitation and Neglect as detailed below. There was some slippage on delivery of the Neglect work programme and the final activity, a multi-agency case file audit, has just been completed at the time of writing (June 2013). The development of effective QA pathways with regard to Early Support and the use of the Common Assessment Framework is still ongoing due to the current wholesale review of the Common Assessment Framework and development of the Early Support core offer. This activity will continue into 2013/14 and its conclusion reported in next year's annual report.

Neglect work programme:

A summary of conclusions from the neglect work programme is as follows:

- The Local Authority has comprehensive monitoring and recording processes in place around Child Protection Plans, referrals, children missing education and some very informative auditing has taken place engaging with families subject to statutory intervention
- It is a concern that there are no systems in place across agencies to capture, collate and analyse information about neglect lower down the continuum of need
- Health indicators around immunisations, missed appointments and GP registration have proved difficult and problematic to evidence
- The Lancashire housing economy is complex and diverse and seeking assurance from housing providers is a significant challenge. Work is ongoing to engage with housing providers and develop effective quality assurance pathways
- Planned multi-agency auditing over the coming months will provide further evidence of how effectively agencies are intervening with families and children

- Findings shared with the training sub-group to inform the training priorities for next year

The LSCB will be considering how to address these issues following finalisation of the current audit, and will be reported in full next year's annual report. It is also worth noting that the LSCB has developed a Neglect Strategy which has been informed by the findings of this work – delivery of the strategy will be overseen by the Safe From Harm sub-group and reported fully in next year's annual report

Child Sexual Exploitation work programme

A summary of conclusions from the Child Sexual Exploitation work programme is as follows:

- Child Sexual Exploitation practices and procedures are very well developed in Lancashire and all aspects of the frame work have been evidenced to a good standard with any areas for future development identified. A number of local and national action plans have been delivered and the strategy and operating protocol effectively embedded
- Child Sexual Exploitation is a high priority locally and nationally and Lancashire Police are leading the way in partnership with other agencies. The children's commissioner on a recent visit commended the work in Lancashire as a 'beacon of excellent practice'
- There are no identified areas of weakness or gaps to note from this analysis. The areas for development are recognised and planned for implementation in due course

The LSCB has been assured that this area of practice is being effectively addressed by partner agencies in Lancashire. Following this quality assurance activity and implementation of the Child Sexual Exploitation strategy a programme of E-learning has been developed through the Learning and Development Sub-group.

Practitioner Survey

A survey of over 700 practitioners across all LSCB agencies was completed to ascertain how effective they felt their agencies were in dealing with safeguarding issues and how confident they personally felt at dealing with a range of specified safeguarding issues. The results have been shared with all LSCB agencies who have been asked to consider how they will respond to issues raised. A copy of the report can be accessed at the following link:

<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=3829&pageid=31195&e=e>

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

As detailed above the work of the sub-group informs the LSCBs priorities through the robust business planning cycle and regular progress updates to the LSCB on priorities specified in the work programme. The 'Toxic Trio', which refers to the combination of parental drug misuse, domestic abuse and parental mental ill health, has been identified through the QAF as a priority for 2013/14 which follows on from issues raised through the work on Neglect and shared learning from the Case Review Sub-group.

Key Successes and Achievements for 2012/13

- Development and implementation of a new quality assurance framework
- Development of a new section 11 audit tool
- Completion of all section 11 audits by partner agencies
- Completion of the neglect audit work programme
- Completion of the Child Sexual Exploitation work programme
- Development of a health performance dataset
- Completion of a multi-agency practitioner survey of over 700 practitioners
- Development of LSCB multi-agency safeguarding practice inspections

LSCB Section 11 Audit

The Section 11 Audit is a self assessment tool which the LSCB requires all statutory agencies to complete to evidence compliance with section 11 of the Children's Act 2004 – the duty to safeguard. (See appendix 2)

The LSCB section 11 audit follows a triennial business cycle as follows:

- Year 1 – All agencies complete section 11 audit and receive feedback following quality assurance with any improvements required clearly specified using a 'RAG' rating (Green=compliant, Amber=partially compliant, Red=non-compliant)
- Year 2 – Update on areas for improvement
- Year 3 – Update on areas for improvement

September 2012/13 marked the start of year 1. At this point the LSCB had been assured that any areas for development / improvement for all applicable agencies from the previous audit had been effectively addressed or were progressing. A new audit tool was developed to ensure information captured was more concise and relevant with regard to the requirements for organisations specified in the guidance. The previous tool was felt by agencies to be rather unwieldy and overly prescriptive. The audit tool can be viewed at appendix 2.

All statutory agencies completed the audit tool. This includes the following agencies:

- Central Lancashire PCT (provider & commissioner)
- North Lancashire PCT (provider & commissioner)
- East Lancashire PCT (provider & commissioner)
- Lancashire Care NHS Foundation Trust
- East Lancashire Hospital NHS Foundation Trust
- Lancashire Teaching Hospitals NHS Foundation Trust
- Calderstones NHS Foundation Trust
- Blackpool Victoria Hospital NHS Foundation Trust
- University Hospitals of Morecambe Bay NHS Foundation Trust
- Southport & Ormskirk Hospital NHS Foundation Trust
- NHS East Lancashire Community Health Services
- Lancashire Constabulary
- Probation
- Cafcass
- Lancashire County Council
- Chorley BC
- West Lancs BC
- Wyre BC
- Fylde DC
- Lancaster CC
- Preston CC
- Rossendale DC
- Burnley DC
- Pendle DC
- Hyndburn DC
- Ribble Valley DC
- South Ribble BC

The LSCB Quality Assurance sub-group maintained oversight of the submission of returns and a process of quality assurance was agreed as follows:

- LSCB Business Coordinator to make an initial screening of returns to identify any obvious issues or omissions
- 3 key statutory agencies to be randomly selected to receive a site visit from a small multi-agency team of peers to look at supporting documentation and speak to key members of staff about the audit
- LSCB Business Coordinator to visit 3 randomly selected District Councils for a site visit to check supporting documentation and speak to key staff about the audit

These site visits are planned for completion in 2013/14 and results from these will be reported in the next annual report.

Themes from the returns

Within the S11 audit returns agencies identify a number of issues to address, progress in resolving these will be tested through annual updates to the QA Sub-group as well as the QA site visits referred to above. Key themes from the screening exercise have revealed the following:

- All organisations have a designated senior officer
- All organisations can demonstrate policies and procedures are in place
- Safeguarding Supervision arrangements are often not in place – statutory agencies (especially health agencies) recognise this is an area for development
- Evidence of staff training to the required 'levels' is variable – few organisations can demonstrate all staff have received the appropriate training
- Use of the Common Assessment Framework (where referred to) appears inconsistent and patchy
- All organisations appear to have at least the essential safe recruitment practices in place, links to the Local Authority Designated Officer for Allegations (LADO) not always robust
- All agencies understand the need to share information and all appear to have appropriate arrangements with key partners, though this varies depending on the nature of the organisation

LSCB Case Reviews

Update from the Review Group

Chair: Louise Taylor

Summary of Key Functions:

- To consider, at the request of the Chair of Lancashire LSCB, whether a Serious Case Review should take place, and make recommendations to the LSCB Chair who has ultimate responsibility for deciding whether or not such a Case Review should be conducted
- To consider, in the light of each case, the scope of the review process and draw up clear terms of reference and identify any specific expertise needed for the Overview Panel including nomination for independent Chair and Author
- To monitor the SCR process and to oversee changes to this process
- The review group will be required to have oversight of all multi-agency action plans and will need to have a scrutiny role in relation to all single agency action plans. Recommending to LSCB when a SCR can be signed off as being completed
- Advising and facilitating the QA Sub group's role in distilling key learning and audit

Key priorities for 2012/13

- To undertake serious case reviews and multi agency learning reviews when appropriate
- To ensure that there is an effective system in place for the monitoring of action plans and dissemination of learning from case reviews
- To adopt any new methods and processes for completing SCRs and CIRs that may come from revised statutory guidance
- To enable and support practitioner development in light of SCR and CIR findings
- To develop process of completing good practice reviews and link into best practice panels

Were the priorities achieved effectively?

All cases that potentially met the criteria for a serious case review or multi agency learning review were referred into the SCR group in a timely manner. All those cases were considered by the group and a decision reached by the chair of the LSCB within one month of referral.

The group considers the progress of all single and multi agency action plans on a bi-monthly basis and takes necessary action when there are felt to be unacceptable delays in implementing learning. The findings from all reviews are also shared with the Learning and Development sub group and Quality Assurance sub groups in order that they reflect them in their work programmes.

The SCR group has developed more effective and inclusive models of learning from reviews and has been involved in developing these on a regional basis. The feedback from practitioners about these models has been overwhelmingly positive; they all believe their future practice has changed for the better.

The dissemination of lessons from reviews has continued throughout the year. There are regular newsletters that are widely shared throughout Board agencies and the Children and Young People's Trust. The large scale multi-agency SCR briefings continue to be updated and delivered and the actions practitioners take as a result of their attendance at these events continues to be monitored.

How do these reflect learning and developments from the previous year?

The review group felt that the process for completing reviews was not as effective as it could be and welcomed the findings in the Munro report that suggested a different approach to learning from cases. The group was keen to ensure that practitioners were much more involved with the process of reviewing cases and therefore volunteered to be part of a pilot of a systems methodology being undertaken by the Social Care Institute for Excellence (SCIE).

As a result of learning that came from this pilot, the SCR group developed a new model of reviewing cases that didn't meet the criteria for an SCR. This involved practitioners coming together to discuss a case and reflecting on what worked well and what could be improved. They then help to develop that learning to share more widely with other practitioners. The SCR group has completed a number of multi agency learning reviews over the last twelve months and used the findings to develop training and learning events for all staff. The new Working Together guidance will now allow us to develop this successful model of learning to serious case reviews too, and we have been working with neighbouring authorities to develop a consistent framework for this.

The monitoring of actions emerging from SCRs and other learning reviews has ensured that the messages and learning are being shared widely across partner agencies.

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

Building on the success of these new models of reviewing cases, the LSCB has developed a proposal for group reflection which is now being piloted.

The issue of the 'toxic trio' (combined effect of parental substance misuse, domestic violence and mental health issues) has been present in a number of reviews locally and nationally and has been adopted by the QA sub group as their topic for QA activity for the coming year.

The findings from case reviews have assisted in the development of the training programme for the coming year, in that all the lessons are built into existing training courses and new ones are developed where necessary. In addition, a programme of 'bite-sized' briefings around topics that emerge from case reviews will be delivered, and larger conferences around specific topics, such as neglect are also planned.

The issue of assessment quality has been incorporated into the LSCB Business Plan for the coming year as a result of potential inconsistencies revealed through case reviews.

Key Successes and Achievements for 2012/13

The SCR group continued to hold agencies to account to demonstrate that they learn from cases when appropriate, meaning that there is a continual process of improvement in working with children and young people across agencies. For example, new supervision guidance has been developed as a result of a serious case review, and the LSCB tests the implementation of this through the s11 audit process.

The new method of reviewing cases has been a huge success for practitioners and they believe their practice with children and young people has changed for the better. Their engagement in the process has made the learning far more effective which in turn will benefit all children and young people that come into contact with professionals across all partner agencies.

This in turn has led to the development of other new ways of engaging with practitioners to ensure the best learning outcomes for them, such as reflective practice sessions and bite-size briefings. The ongoing briefings of staff, on a single and multi-agency basis, has led to a wider understanding of the themes from case reviews, and has given staff tools to use in their practice.

Themes from Case Reviews concluded during 2012/13

Lancashire Safeguarding Children Board concluded two serious case reviews (SCRs) during this year and four multi agency learning reviews (for cases that didn't meet the criteria for an SCR but offered a learning opportunity). The LSCB has also undertaken a number of best practice reviews, and the learning from all these processes has been brought together to inform the training programme for the current year, implement improvements in processes and procedures and drive improvements to practice across the County.

The findings from all of these review processes can be grouped into broad themes; the first of which is around human behaviour. All the reviews found that practitioners were hard working, committed and really cared about outcomes for the children and young people they worked with. The time and energy that people put into their work is commendable. The LSCB wants to build on this passion and help practitioners to develop their practice even further.

Some of the 'human themes' that have emerged are natural human behaviour; such as wanting parents to do their best for their children, and believing people when they state their commitment to parenting their children properly. The LSCB has done a great deal of work with practitioners about sceptical curiosity and hypothesising (a tool for practitioners to use to challenge their assumptions about what they see). In addition, the LSCB has worked hard to provide an environment in which practitioners are comfortable in being challenged by others, and comfortable to challenge other practitioners when they don't believe a decision is right for a child. Supervision standards have been developed, and reflective practice is encouraged through the use of multi agency learning reviews, best practice panels and the soon to be operational practitioner forums.

There have also been areas for development identified in the tools that practitioners have available to them in their work. The LSCB has become involved in the Graded Care Profile pilot, in the hope that this will deliver an effective way of assessing neglect and its impact on children. The Common Assessment Framework and Continuum of Need are being refreshed, alongside new Thresholds Guidance for practitioners and the LSCB will monitor the roll-out and use of these refreshed processes. The single assessment framework is being developed and will take account of the findings from reviews around the quality of assessments and the use of historical information to judge risk to children.

Update from the Child Death Overview Panel (CDOP)

Chair: Dr Shelagh Garnett

Summary of Key Functions

- To review all child deaths pan-Lancashire
- To identify themes and trends and make recommendations to try and prevent future child deaths
- Monitor the Sudden Unexpected Death in Infancy (SUDI) Prevention Group and the Safer Sleep Campaign
- Ensure there is a coordinated response to each unexpected child death

Key priorities for 2012/13

1. The Panel will review cases and make recommendations regarding themes to the Board
2. CDOP will develop links with other Local Safeguarding Children Board Sub-Groups particularly the Safe from Harm Group
3. With Public Health department investigate apparent disparity in numbers of deaths between CDOP and ONS data
4. Further detailed review work to identify themes / trends in deaths categorised as caused by perinatal /neonatal events
5. The Panel will monitor the re-launch of the Give Me room to Breathe (GMRTB) Campaign
6. CDOP will ensure the Safer Sleeping Guidance is reviewed
7. Ensure and monitor the review of the SUDC Protocol
8. Finalise the multi-agency e-learning and make available to professionals front line multi-agency professionals
9. Develop a Pan-Lancashire communications strategy for disseminating messages and information on a multi-agency basis
10. Monitor Multi-Board CDOP Budget and develop action plan for utilising the under spend

11. Update the data recording/analysis systems to improve reporting on specific modifiable factors identified by the Panel

How do these reflect learning and developments from the previous year?

In the 2011/12 annual report it was identified a significant proportion of children died as a result of a perinatal/neonatal event; consequently further research into this cohort of child deaths was identified as needing an in depth review. When Public Health started this review it was identified they would be best placed to investigate the disparity in data between CDOP and ONS.

The data from the previous year identified that for children under one year of age who died unexpectedly, one of the largest categories was sudden unexpected, unexplained death; the risk factors identified within this group were related to safer sleep – which features as a key priority for 2012/13 as above.

The SUDC Protocol was approved by the three Boards in 2011, it was suggested it should be for review after 1 year this has been delayed pending the release of the new guidance. In this time, the SUDC Service has had a number of staff changes, system and service developments and consequently the SUDC Protocol review still remains a priority for the Panel going into 2013/14.

It was identified that e-learning would be the best method for reaching the multi-agency workforce. The e-learning will inform professionals of CDOPs systems and processes but more importantly, raise awareness to the themes and trends emerging and provide additional contacts and resources for further information.

One of the Panel's main functions is to identify themes and trends; the Panel were aware that they collate a large amount of detailed data without the ability to efficiently extract the information and report on it. As a consequence, it was identified a database (rather than excel spreadsheets) would significantly improve the reporting mechanisms of the CDOP particularly in relation to modifiable factors.

Were the priorities achieved effectively?

(See Appendix 3) Most priorities were achieved effectively. The review of the SUDC Protocol was delayed pending the release of Working Together 2013 and is now a priority for 2013/14.

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

The Panel has regular reporting to the Boards which informs future planning, gaps in service or areas for update/improvement. The reporting is bimonthly (includes themes and trends from case discussions and issues, recommendations from the business meeting), quarterly statistics are provided and an annual report identifies themes and trends from aggregated data. The CDOP Chair attends and contributes to the annual Board development day.

Key Successes and Achievements for 2012/13

The SUDI Prevention Group, a sub group of CDOP, updated and re-launched the Safer Sleep Campaign (previously Give Me Room To Breathe). The Campaign will provide professionals with a consistent message and materials to give parents/ carers for discussing safer sleep. The Campaign aims to inform parents/ cares of the risks associated with safer sleep for babies to help them make an informed decision in relation to bed sharing and consequently make children within pan-Lancashire safer.

The CDOP monitored the update and review of the Safer Sleeping Guidance which has been ratified by the three LSCBs and has informed the development of the Safer Sleep Campaign. This was a challenging piece of work which provides frontline staff across pan-Lancashire with clear and consistent evidence based information to support them in having open and honest discussions with parents/ carers about safer sleeping choices.

The Panel set up and monitored the Suicide Thematic Task and Finish Group which completed an in depth review of the child deaths which were deemed to be as a consequence of the child/ young person's own actions. The group identified recommendations to be considered by the LSCBs and the report has been shared widely on a multi-agency basis.

The CDOP developed posters for professionals and GPs to advise them who to contact to initiate the rapid response and who to notify should a child die in a manner that was expected. This will improve the notification process, ensure relevant systems are initiated and parents/ carers/ families are supported in a timely manner. The Panel has completed a survey of available bereavement services within the pan-Lancashire area; this information is being distributed to GPs and will be included in the updated SUDC Protocol.

The CDOP have successfully completed their first year as a tri-partite Panel utilising a rota system for Acute Trusts professionals, Community Health colleagues, Public Health, Children's Social Care and Education representatives.

Update from the eSafety Sub-group

Chair: Graham Lowe (Schools ICT Manager)

Summary of Key Functions:

- To develop and oversee delivery of the LSCB eSafety Strategy and Action Plan (including review and monitoring)
- To provide specialist advice to the LSCB on eSafety issues
- To provide a forum for sharing single agency practice and developments and provide mutual support
- To act as a central point of contact and advice for strategic eSafety issues
- To share resources and take forward actions as agreed by the group
- To provide regular reports to the LSCB on progress with the Action Plan and contribute to the LSCB Annual Report
- To take forward initiatives and projects as directed by the LSCB

Key priorities for 2012/13

- Continue eSafety Group as a forum for sharing good practice and developing eSafety provision across member agencies
- Enhance awareness of Online Safety issues across stakeholder groups
- Maintain and develop the eSafety Group and network of colleagues
- Establish a conference activity to engage stakeholders across the region and raise awareness of Online Safety
- Facilitate activities to engage with C&YP on Online Safety activities
- Establish and develop links with related agencies and groups (local, regional and national)
- Support stakeholder groups in developing Online Safety practices and procedures
- Review the existing 2009-2013 eSafety Strategy
- Establish definitive local evidence re: Online Safety issues and areas where stakeholders require support
- Engage with C&YP to establish concerns and areas requiring further development
- Establish overview of current activity across region
- Investigate potential for Pan-Lancashire approach to Online Safety with Blackpool, Cumbria and BwD colleagues
- Develop links into national representative forums to promote Lancashire issues
- Improve safe access for C&YP in non-school environments

How do these reflect learning and developments from the previous year?

- Additional support pathways from national developments
- Awareness raising continues to be a priority for all key agencies
- Key agencies and individuals continue to provide the most effective support and expertise. More strategic leadership needs to be developed going forward

Were the priorities achieved effectively?

2012/13 has been the most challenging year to-date for the group, particularly as a result of organisational change (majority of eSafety-related activity historically achieved through Schools' ICT Centre which was ceased and disaggregated in 2012) – current and future position of the various functions is still awaiting clarification though much of the existing provision (e.g. LGfL eSafety) currently remains available as a legacy of the previous service.

The majority of the priorities identified above have been achieved to varying extents. Particular successes identified under Key Successes and Achievements below.

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

Whilst much will be dependent on the results of organisational changes, there is significant potential to effectively progress Online Safety on a much greater and more effective scale, particularly if a co-ordinated approach with associated multi-agency partners and wider regional colleagues can be established.

However, since its inception, the LSCB eSafety Group has achieved its successes predominantly as a result of committed individuals and local priorities. In order to maintain and build upon these successes, there is a need to formalise the position of Online Safety as a priority area for partners which will require strategic leadership.

Subject to approval of the revised Strategy and Action Plan, forthcoming priorities for the Group for 13/14 and beyond will include:

- Commitment from partner agencies and senior members to progress Online Safety as a defined priority area
- Development of the Pan Lancashire & Cumbria eSafeguarding Strategy
- Establish the Pan-Lancashire eSafeguarding Group (existing eSafety Group will continue during interim) with agreed ToR/Key Functions
- Review of Lancashire membership to ensure appropriate representation
- Development of respective Action Plans to address local priorities (e.g. reflect ESL event findings)
- Identify appropriate support and resourcing to implement Action Plan priorities
- Increased co-ordination of activities across the region
- Increase engagement with related internal partners and external agencies to enhance and support the progression of Online Safety for C&YP across the region

Key Successes and Achievements for 2012/13

- Continuation of LSCB eSafety Group in challenging organisational circumstances
- Support and participation in Cover-IT-Live sessions
- Support for Safer Internet Day 2013 through themed advice and guidance
- Links established with Pan-Lancashire partners
- Maintain Lancashire presence on National eSafeguarding Group
- Progression towards cohesive Pan-Lancashire & Cumbria approach to Online Safety
- Raising Lancashire issues at National level (e.g. AskFM Tip sheet)
- Progression and raising awareness of eSafety agenda into related areas and stakeholder groups
- Provision of expertise and experience to colleagues looking to address eSafety in respective organisations
- Increased networking with recognised expertise to support the successful progression of specific Lancashire issues
- Continuation of eSafety presence at locality events (e.g. Chorley Clockwise)
- Increasing number of eSafety 'marketplace' at related events and conferences
- Continuation of Y6 transition activities re: Information Privacy
- Raising awareness of eSafeguarding issues with senior figures in related agencies
- Involvement in supporting the updating/development of Online Safety resources for related partners
- Planning and preparation for eSafety Live (ESL) in Lancashire 2013 sessions to take place on 25th April 2013

Update from Child Sexual Exploitation Sub-group

Chair: Ian Critchley

Summary of Key Functions:

To set a strategic approach to CSE across the County, to quality assure and monitor agencies compliance of CSE policies and procedures. To respond to emerging threats and reduce the risk of exploitation and abuse of our children and young people

Key priorities for 2012/13

- Quality Assurance framework around CSE
- Increased work with all diverse communities regarding awareness of CSE and confidence in the service provided
- Develop approach to targeted organised criminal groups committing CSE
- Develop public safety awareness campaigns re CSE
- Undertake activity to obtain feedback from young people who have been exploited regarding the service they received in order to continually seek to develop service improvement
- Review and Develop training for all frontline professionals re awareness of CSE

How do these reflect learning and developments from the previous year?

Child Sexual Exploitation remains a significant issue in Lancashire for the Safeguarding Board. There has been national media focus on this area of our protecting people strategy. In Lancashire across our 6 policing divisions we have led the way in terms of the approach we have taken to tackling the issues with our partners. We must continue to review our approach to safeguarding and preventing children from abuse and exploitation and ensure we bring all perpetrators to justice.

Were the priorities achieved effectively?

Increased work with all diverse communities regarding awareness of CSE and confidence in the service provided

The Deter team - Preston, has benefitted by identifying and establishing community contacts through the local Police and Communities Together (PACT) meetings and the City Council's Community Engagement Team. These community contacts work with the team to prepare and present briefings to promote awareness of CSE within their own communities. The next step in this initiative to increase the knowledge and skills of 'Community Champions' to inform the way in which vulnerable young people are identified and supported within the community.

There are a number of projects across the county which have identified concern about the tolerance to exploitive behaviour amongst individuals, groups and communities. The following are just some examples of the awareness raising work being undertaken in our communities to tackle these issues.

The Children's Society - provide a service known as 'Respect U & Me' in a Lancashire school where two groups of young men of Asian heritage were identified as displaying demeaning behaviour towards females (both their peers and women in general) and there was evidence of some elements of exploitive behaviour in their personal relationships. The Children's Society worked with the groups on 'respect and healthy relationships' which culminated in the group producing a leaflet on key messages about respecting others this leaflet will be shared with other young men.

Streetlink - an established, voluntary organisation in Preston, provides street based services for sex workers and young people at risk of being involved in prostitution. Their local knowledge and ability to communicate on the street enable their workers to identify and provide targeted intervention to children at risk of CSE being drawn into street sex work.

Develop approach to targeted organised criminal groups committing CSE

The Constabulary continue to target all those suspected of sexually exploiting children and young people. An investigation into individuals associating in an organised criminal group has been successfully prosecuted at Crown Court. The lessons learned from this case will enable police and their partners to refine the targeting, investigation and prosecution of organised groups.

Develop public safety awareness campaigns re CSE

September 2012 - The sub group co-ordinated a week long CSE awareness campaign between the 17th September and the 21st September 2012. This campaign was designed to raise awareness and inform and empower the public, especially young people about Child Sexual Exploitation. Events arranged during the week including the use of the media and social media highlighted how successful collaborative working of agencies addresses and tackles the issue of CSE within Lancashire.

Undertake activity to obtain feedback from young people who have been exploited regarding the service they received in order to continually seek to develop service improvement

The Lancashire co-located teams include statutory and third sector providers. The co-located model provides an essential hub, in which the partners identify the needs of the victim and their family and work together to safeguard, support, investigate and bring offenders to justice. Our VCFS partners are crucial members of the teams and include Brook, The Children's Society, PACE, and Barnardos.

Intensive outreach workers, in the Children's Society's Street Safe Lancashire (SSL), provide valuable support to children and young people, at risk of or involved in sexual exploitation, from report through to the court process. They are co-located in 5 of our divisional teams, where they provide support to victims as part of an integrated package of multi-agency intervention.

Between October 2012 and March 2013, SSL supported 172 children and young people with interventions which raised awareness of grooming, CSE, healthy relationships and protective behaviours. These continued whilst they were needed by the victim and for varying periods from between 2-3 months and a few years, where young people struggled to cope and build resilience. They have also delivered 151 group sessions in children's homes, schools, colleges and youth groups.

Parents Against Child Sexual Exploitation (PACE) parent support workers provide independent, non-judgmental and confidential support to parents, they understand the rights of parents and carers. They listen to concerns, give information on statutory agencies, court procedures and pass on advice from other affected parents. PACE workers help find the best solution for each family. They are co-located in 3 of our teams and have supported 25 families during October 2012 – March 2013.

Both The Children's Society and PACE are positioned to feedback to the teams the views and opinions of young people and their families of the service they were given and how we, as professionals could improve this experience.

Review and Develop training for all frontline professionals re awareness of CSE

The members of the LSCB have developed a CSE training package for practitioners; the one day training is delivered by experienced staff who work in the CSE Arena on a daily basis. The feedback from participants of the course has been excellent. A course for Managers is now being written and will be rolled out in autumn 2013.

The LSCB CSE E-Learning package received agreement in February and is now 'live' this resource is available for all agencies and is aimed at staff who come in to contact with children during their daily work not necessarily as their primary role.

Update from Safe from Harm Sub-group

Chair: Louise Taylor

Summary of Key Functions:

- Overseeing partner agencies contribution to the CYPP regarding Safe From Harm outcomes
- Support development of policies, procedures and strategies in relation the Safe From harm outcomes
- Identify cross cutting countywide procedures and developments and work towards a more integrated approach and work with other groups and partners to ensure integration.
- Ensure policies and procedures are developed and revised to enable delivery of priorities in the CYPP
- Link with the three other priority groups to identify safeguarding concerns and evidence of good practice.
- Identify opportunities for preventative work and early intervention

Key priorities for 2012/13

- Neglect
- Missing Children
- Domestic Abuse

- Bullying
- Fewer Children are killed or seriously injured in road traffic accidents
- Children who sexually offend

How do these reflect learning and developments from the previous year?

Neglect

Following the report on the Safeguarding Quality Assurance Framework on Neglect brought to the group and an audit to take place on 65-70 case files in May 2012, it was agreed that some actions and outcomes should be added to the 2012/2013 action plan

Missing Children

It was agreed that the outcome relating to this priority should remain with the group as it is a high profile area of work

Domestic Abuse

After discussion of a pilot perpetrator programme in Blackpool the group agreed that focus needs to be on what support is given to children pre CP plan threshold as per the safeguarding and looked after children inspection report. A sub group will be set up to look at what support is available and where there are gaps to ensure consistency of provision. The outcomes will inform the action plan.

Bullying

Following discussions on cyber bullying and the problem of bullying which occurs outside of school where perpetrators attend the same school further developmental work will be carried out and will therefore remain a priority for the coming year

Road Traffic

The strategy is being revised and the outcomes will inform the action plan

Children who sexually offend

A thematic inspection will take place in June 2012 and links have been made to identify four young people who meet the criteria. It was appropriate therefore that this should remain on the action plan

Were the priorities achieved effectively

- Pupil Attitude Questionnaire shows an improving picture of bullying. An anti bullying charter has been developed
- There has been a significant reduction in children killed or seriously injured on Lancashire roads
- The number of incidents of domestic violence involving children has reduced
- Good feedback was received around the Neglect conference
- Where signs have been installed on the 20's project and there is still a speeding issue, a number of systems have been put in place, these include smiley faces, banners for school gates and school road watch where those caught speeding have been asked to attend a Q & A session with the schoolchildren
- A flowchart around protocols for children missing from care, missing from home and missing education was drawn up to look at any duplication across the services, this shows that there is good partnership working and minimal duplication and overlap

How has the work of the sub-group contributed to the LSCB's priorities in 2013/14

Informative presentation of the statistical data for Children Missing (previous concern of disparity between CSC and Police Data) The anomaly addressed and further work now planned to review arrangements for conducting "return home interviews" will be picked up by the LSCB Task and Finish Group. Work streams around domestic abuse or substance abuse links into the LSCB neglect strategy, which will be linked to the toxic trio as well as workforce development.

Key Successes and Achievements for 2012/13

- Development of the anti bullying strategy and charter
- Development of a multi-agency neglect strategy and successful conference

- 108 schools using the road safety products on Moodle
- Successful campaign on the 20's speed limit across Lancashire
- Reduction in the number of children and young people being seriously injured in road traffic collisions
- Implementation of a Pan Lancashire procedure for children/young people who display sexually harmful behaviour
- Missing from home strategy finalised
- The initial feedback from the YOT inspection around young people who sexually offend showed a strong and overarching strategy and good communication between services alongside excellent multi-agency working

Update from Local Safeguarding Children Sub-Groups (LSCGs)

The LSCB has 3 Local Safeguarding Children Sub-groups which cover the following districts of Lancashire

- Lancaster, Fylde and Wyre
- East Lancashire (Hyndburn, Rossendale, Burnley, Pendle and Ribble Valley)
- Central & South Lancashire (Preston, Chorley, West Lancashire and South Ribble)

The LSCGs discharge LSCB functions at a local level and advise the LSCB of local issues and developments to ensure the LSCB reflects the diversity of need across the whole of Lancashire.

East Chair: Paul Armitage

Central Chair: Jean Rollinson

LFW Chair: Paul Hegarty

Summary of Key Functions

- Develop a work programme to ensure effective delivery of specified Strategic Objectives in LSCB annual plan
- Build and sustain local partnerships within LSCGs to ensure the effective delivery of that programme
- Report as required to LSCB, on progress on all aspects of the LSCG work programme, identifying any risks or barriers which may impact on the achievement of identified objectives
- Assist and contribute to the production of the LSCB annual report on the effectiveness of safeguarding in Lancashire by giving a local perspective on operational issues and emerging themes.
- Provide a named person to link with each of the District Trusts in their area and ensure regular reporting and discussion around safeguarding issues
- Participate in discussions around the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account
- Ensure that lessons emerging from any local or county case reviews are well disseminated and partner agencies are implementing actions plans effectively
- Undertake local multi-agency audits and peer reviews of child protection processes to ensure practice is effective and improving outcomes for children
- To scrutinise Performance Management and Quality Assurance data at a local level to identify good practice and areas for further development

Key Priorities for 2012/13

- Identify local consultation channels and mechanisms
- Develop and implement consultation plan at county and local level
- Review of thresholds re: Child Protection & Common Assessment Framework
- Review the understanding of thresholds across agencies
- Review the implementation of thresholds across agencies
- Reporting arrangements between LSCGs and DCTs are agreed and implemented
- LSCGs to create a local communications strategy to include:
 - Serious Case Review Learning
 - CDOP Case Reviews and learning
 - Improve and update Website
 - Scope new communication mechanisms / social networking

- Publicising LSCB and Safeguarding
- Specific Campaigns
- Engaging with diverse communities
- Ensure themes inform single and multi-agency planning
- Improve governance and function of LSCGS
- Assurance that local arrangements for private fostering are effective
- Develop methods of learning from best practice

How do these reflect learning and developments from the previous year?

LSCGs were re-launched in the previous year to bring activity into line with the new strategy and business planning framework. Learning and activity was collated into the production of the new business plan and a more focused SMART work programme developed for this year with priorities informing and being informed by the LSCB Business Plan.

Were these priorities Effectively Achieved

A review of the work programmes for each sub-group has provided evidence that each LSCG has largely achieved most of the priorities specified. There has been some local variation in how these have been implemented, especially around learning from best practice, which continues to be developed in 2013/14. The Local Authority has provided a wealth of locally reflective performance information and data which has informed a number of discussions and provided assurance around the application of thresholds and CP processes.

How has the work of the sub-groups contributed to the LSCB's priorities in 2013/14

As stated above the sub-groups report bi-monthly to the LSCB on progress with their work programmes which are reviewed annually in line with the business planning cycle to inform priorities for the next year.

Key Successes and Achievements for 2012/13

- Completion of local audit in relation to private fostering
- Completion of local audit of CP referrals (Central Lancashire)
- CDOP annual report presented and discussed at all LSCGs
- Case reviews considered at a local level and learning disseminated
- Best practice panels successfully established at North and East LSCGs
- Membership refreshed
- Regular updates and assurance provided from CART Manager re thresholds and referral process

Engagement with and participation of children and young people

The LSCB identified participation and engagement with young people as a priority for 2012/13 and has now established effective links with the local Children and Young People's Participation Officer who meets regularly with the LSCB Coordinator to identify where the LSCB can be involved in planned activity and vice versa. The LSCB has involved young people in a number of initiatives throughout 2012/13 as follows:

Engagement in national 'take over day' via Lancaster Young Advisors - 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.

Inclusion of 2 young people, via Chorley Youth Council, on the 'Cover it Live' panel which was established by the eSafety sub-group to answer live questions (via Twitter) regarding cyber-bullying and acceptable behaviour on line.

Commissioning Lancaster Young Advisors to complete a research project and produce a suite of resources for gaining the views of primary school age children with regard to safeguarding issues. This work is currently ongoing and a full report will be available for the next annual report.

Involvement of a group of young people in the Neglect Managers Conference to raise awareness of the impact on children and young people. This presentation was particularly well received by participants.

Completed a survey involving over 100 young people through district youth councils to ascertain their views on safeguarding and what they feel LSCB priorities should be. The results of this informed the review of the LSCB strategy and were shared with locality groups so locally specific issues could be addressed – for example the district councils in East Lancashire noted the number of young people who did not feel safe in parks or leisure centres and this will inform future service planning and development. The report can be viewed at the following link:
<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=3829&pageid=31195&e=e>

Equality and diversity

The LSCB and its members recognise that Lancashire is a large and diverse county with huge local variation in need and the composition of local populations. The LSCB has a lay-member who also provides a BME perspective to the business of the Board and all members are required to comply with equality requirements as laid out in statutory guidance and legislation.

Recognition of the diverse needs of different groups of children is central to all areas of LSCB business. Every effort is made to ensure the views of all groups are gathered to inform service developments and business planning.

Priority groups of children

The following groups of children are recognised by the LSCB as potentially experiencing greater vulnerability:

- Children in Custody
- Children who are privately fostered
- Children experiencing neglect (see QA sub-group update)
- Children who are sexually exploited (see QA sub-group update)
- Children with disabilities
- Children Looked After, particularly those moving out of or into Lancashire

The LSCB receives an annual report from the County Youth Justice manager to be assured that young people in custody are being effectively safeguarded. This report was considered and accepted by the LSCB in May 2012. The report assured the LSCB that 100% of YOT assessments were completed within timescales for young people prior to detention, during and post release. The LSCB was also assured that effective arrangements were in place to identify and respond to any safeguarding issues within the secure estate.

The LSCB also receives an annual report from the Local Authority on privately fostered children. This was received in July 2012 and accepted by the LSCB. The following key points were noted:

- All cases related to social care issues
- Publicity activity continues to raise awareness effectively
- There has been an increase in notifications
- All statutory visits have taken place in line with national standards
- There were no disqualifications or significant concerns with regard to carers suitability

With regard to children with disabilities (CWD), a report from the local authority CWD Service Manager was presented to the LSCB in January 2013 which concluded that arrangements for safeguarding Children with Disabilities are robust and effective which was supported through key findings from the recent Ofsted inspection. It was agreed an audit of cases should be carried out in relation to the current practice guidance recommendations which is progressing through the QA Sub-group due for completion in 2013/14.

In addition to these priority groups the LSCB receives an annual report from the Local Authority Designated Officer (LADO) with regard to the management of allegations against people working with children and young people. The report was presented to the LSCB in November 2012 and the following key points noted:

- More initial considerations and requests from the Police were impacting on capacity
- Health referrals are very low – the LADO is looking into this to establish why
- Little change in referrals from other agencies

Overall it was felt the service is effective and robust and there were no concerns expressed.

LSCB effectiveness, contribution and challenge

The LSCB determines its own effectiveness largely through the business planning cycle referred to above. The business plan is developed and monitored by the LSCB Management Team and presented to each LSCB Executive and Board meeting for scrutiny and challenge and to agree any corrective action where tasks or activities are not progressing as planned. The LSCB business plan showing the end of year position for 2012/13 can be viewed at appendix 4.

In addition the LSCB also has a basket of performance indicators which are monitored by the LSCB through a quarterly performance report. The indicators which relate to the effectiveness of the LSCB, with the year end returns, are as follow:

Indicator	EoY 2011/12	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target	Direction of Travel (at Q4)
Number of cases reviewed by CDOP	Not Available	30	33	31	30	26	Worse
SCRs referrals considered within timescale	100%	100%	100%	100%	100%	100%	Same
Attendance at LSCB Meetings	73%	80%	75%	68%	79%	80%	Improved
Percentage of Business Plan Actions completed within timescales	90%	90%	80%	90%	90%	90%	Improved

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. There are currently no risks that are felt to be 'high' given the controls in place at present. The full register can be viewed at appendix 5.

All LSCB members are required to sign a 'Compact' setting out their responsibilities as a Board member and highlighting the expectation that LSCB work should take priority over single agency responsibilities when acting on Board business. All members are provided with an induction pack containing all necessary information.

LSCB Attendance

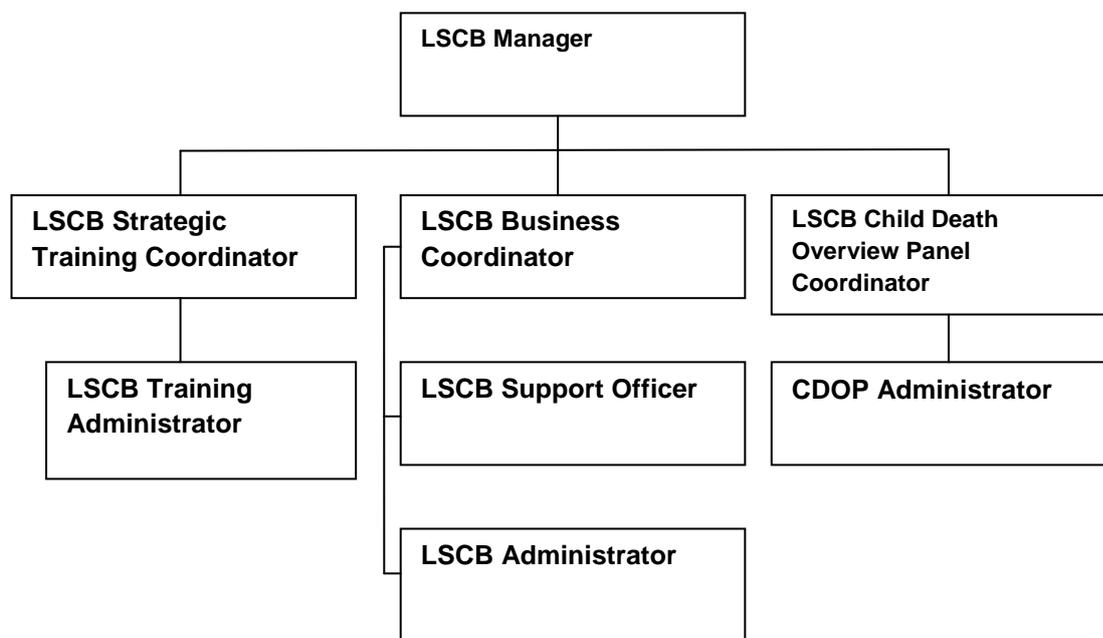
Attendance by agency for all Board meetings in 2012/13 is shown below

Agency	% Attended	No Attended	No Invited
East Lancashire LSCG Chair	100	6	6
LCC (Adult SB)	67	4	6
North Lancashire PCT (Chair QA)	83	5	6
East Lancashire PCT	67	4	6
LCC (member)	83	5	6
LCC (DCS)	83	5	6
Designated Doctor	33	2	6
Probation	83	5	6
Police	83	5	6

Central Lancashire PCT (Vice Chair & LSCG Chair)	100	6	6
Preston City Council	67	4	6
LCC (Director of Specialist Services)	67	4	6
Independent Chair	100	6	6
LCFT NHS	67	4	6
VCFS	67	4	6
VCFS	100	6	6
North Lancashire LSCG Chair	83	5	6
Cafcass	83	5	6
LTHT NHS	83	5	6
LCC (SCR Group Chair)	83	5	6
Schools Rep	33	2	6
Lay Member	50	3	6
OVERALL	79		

LSCB Management Team

The LSCB Management Team coordinates and drives forward the work of the LSCB and is currently structured as follows:



All posts are hosted by the local authority and individual performance appraisal is in line with the Local Authority procedure. Individual performance plans are in place for all members of the team which are based on the business plan of the LSCB and monitored on a monthly basis through formal supervision.

An independent review of the team has taken place in 2011/12 in order to identify any efficiency savings or improved ways of working. The recommendations of this review are currently being finalised and further capacity for the team in light of the new guidance is being considered, especially around the Case Review function. Any changes from this will be reported in next year's Annual Report.

LSCB Budget

The LSCB is funded from a pooled partnership budget which is monitored via a bi-monthly report to the LSCB and Executive Group. Accountancy assistance is provided through the Local Authority finance team and expenditure is administered through the Local Authority electronic financial management system (Oracle). A scheme of delegation is also in place which determines the level of expenditure that can be authorised at different levels of seniority. The LSCBs statement of account for end of year 2012/13 is as follows:

INCOME	Actual £
<u>Contributions to Board</u>	
Central Lancs PCT	37,835
East Lancs PCT	37,835
North Lancs PCT	37,835
Police	43,938
Probation Service	13,488
CAFCAS	550
LCC - CYP Directorate Funding	112,000
LCC - CYP Directorate Funding	-3,181
	280,300
<u>Child Death Overview Panel</u>	
Lancashire Safeguarding Children Board	55,000
Blackpool	11,500
Blackburn with Darwen	11,500
Miscellaneous Income	265
Funding from Reserves	29,596
	107,861
<u>Serious Case Review</u>	
Funding from LCC CDOP	20,000
Funding from LCC	51,000
Funding from Main Contributions	3,181
Funding from Reserves	36,319
	110,500
Other income	12,332
TOTAL LSCB INCOME	510,993
EXPENDITURE	£
<u>LSCB General</u>	143,129
<u>Child Death Overview</u>	87,248
<u>Serious Case Review</u>	34,807
<u>Training</u>	134,520
TOTAL LSCB EXPENDITURE	399,704
Carry Forward to 2013/14	(111,289)

Safeguarding and Looked After Children Inspection

During 2011/12 Lancashire was inspected by Ofsted under the framework for Safeguarding and Looked After Children. Within the inspection the role and effectiveness of the LSCB was assessed as follows:

"The performance of the LSCB is good. The independent chair provides good leadership and partners effectively support the board. Partner agencies are challenged and held to account and performance is closely monitored."

In addition to the effectiveness of the LSCB a number of recommendations for improvement were made for partner agencies and an action plan developed. The high priority actions which the LSCB maintained a close scrutiny over (see business plan at appendix 4) are as follow:

- a. LSCB is assured that gaps in Designated Health roles are effectively addressed
- b. LSCB is assured that CAMHS resources for ADHD, ASD and 16-18yr olds are adequate
- c. LSCB is assured that substance misuse services are accessible and effectively commissioned
- d. LSCB is assured that safeguarding arrangements across out of hours, walk-in and accident and emergency health services across Lancashire to ensure children are effectively safeguarded

The inspection also highlighted a number of concerns about the effectiveness of safeguarding arrangements at University Hospitals Morecambe Bay NHS Trust. In response to this a multi-agency 'expert panel' was convened, involving a number of LSCB members, and an action plan developed. The LSCB maintained a regular dialogue with the panel through its members and was provided with regular progress reports with implementation of the action plans which is continuing into 2013/14. At the end of year it was felt all improvement plans were established and corrective action progressing. The LSCB will continue to maintain oversight of this action plan both directly and through the North Lancashire Local Safeguarding sub-group.

Issues and challenges facing safeguarding – statement of effectiveness of safeguarding arrangements in local area

The LSCB has faced additional challenges in 2012/13 due to a number of significant external factors and developments as follows:

- Emerging revision of statutory Guidance (Working Together 2013)
- The Munro Review of Child Protection
- High profile media interest in local Child Sexual Exploitation cases
- Reconfiguration of the Health Economy
- Ofsted inspection of Safeguarding and Looked After Children
- Organisational restructuring in response to austerity measures

The LSCB's robust business planning cycle has enabled the LSCB to regularly review its business plan and priorities in response to these emerging and issues and developments, as can be evidenced at appendix 4. In summary the LSCB has responded to these effectively through the following actions and initiatives:

- Consideration of the draft Working Together guidance and collation of a comprehensive LSCB response to the consultation
- Piloting the systems methodology for the completion of SCRs using the SCIE model on a live case (See Case review Sub-group Update)
- Recognising Child Sexual Exploitation as a priority area for quality assurance and receiving regular reports from the Constabulary and Child Sexual Exploitation sub-group re operational and strategic activity
- Requesting regular updates from key health personnel with regard to ongoing reconfiguration of health services
- Inviting all CCG leads to a special extended LSCB to agree how safeguarding will be embedded across the 6 CCGs and how they will be represented through the LSCB and its sub-groups
- Providing all necessary support, information and engagement for the SLAC inspection and taking an active role in implementing and overseeing subsequent improvements

- Requesting all organisations to provide assurance that service re-structuring will not compromise the safeguarding of children and young people

Most of these issues and developments are ongoing into the next financial year and can be clearly evidenced through the 2013/14 business plan and subsequent sub-group work programmes.

Conclusion and recommendations for future priorities and Business Plan

2012/13 has been an extremely challenging year for the LSCB. The pace of organisational change as a result of continuing national and local governmental austerity measures and wholesale revisions to national guidance has required careful planning and horizon scanning to enable the LSCB to meet these challenges head on. In addition to this, the area inspection by Ofsted of Safeguarding and Looked After Children services, while recognising much good and excellent practice has also raised a number of issues and gaps in services resulting in substantial national media interest around issues at University Hospital Morecambe Bay Hospital Trust. There has also been significant challenges in responding to the threat of Child Sexual Exploitation, which has also been widely reported in the media and Lancashire has now been recognised as a beacon of excellent practice for its response.

The LSCB has taken an active role in addressing and overseeing many of these improvements and recognising the wealth of good practice and innovative developments. The robust business planning cycle will ensure key issues and areas for further development are continued into next year's business plan. A brief summary of these are as follows :

- Implementing Working Together 2013
- Relationships with the new:
 - Health Economy & CCGs
 - Health & Well Being Board
 - Police and Crime Commissioner
- Revised Case Review Methodology (systems model)
- Quality Assurance around the 'Toxic Trio'
- Implementing the new Learning and Improvement Framework
- Revision of LSCB Performance Information
- Responding to increased risks from the use of Social Media and online behaviour
- Continued evaluation of practice through Audits/Mock Inspection
- Continued activity to support the victims of Child Sexual Exploitation and bring offenders to justice

Appendices

Appendix 1: Learning and Development Plan

LSCB Business Plan Objective	LSCB Business Plan Task	Actions Sub-group will take to deliver this:	Lead Person/Agency	Completion Date	Progress since last meeting	
3e. A Multi-agency training programme is in place which meets the identified priorities of the LSCB.	- Conduct Gap / Fit analysis to ensure training programme meets LSCB priorities	Liaise with LSCB and all LSCB sub-groups to ascertain training needs Consult within own agency to ascertain training needs	Training sub members	September 2012	completed	
		To establish, via employing organisations, who in the workforce requires multi-agency training to safeguard children	Training sub-group members	Ongoing	Review done	
		Plan the training programme to meet the needs, within the resources given	Training sub group	September 2012	completed	
		To have the training programme agreed by LSCB to ensure it meets LSCB priorities	Jane Carwardine & LSCB	January 2012	completed	
		Work towards the inclusion of all agencies (statutory, voluntary & independent) in LSCB training programme	Training sub-group, Ane Freed-Kernis	Ongoing	Places to Vol. Orgs. On each event	
	- Provide regular progress reports to Executive	Provide a report to each Executive meeting	Jane Carwardine & Ane Freed-Kernis	Ongoing	completed	
	3f. Single agency training being delivered across the county can be evidenced as complying with Working Together	- Develop and implement programme of audit	To ensure standards are set for single agency basic training/learning and evaluate and review single agency provision	Training sub		Standards set. S.11 used to QA
			To plan and execute a programme of quality assurance of single agency training	Ane Freed-Kernis	Ongoing	s.11
		Provide regular progress reports to Executive	To provide half-yearly reports	Jane Carwardine	Ongoing	Done
			Providing limited children's safeguarding training consultancy service	Ane Freed-Kernis	Ongoing	58 requests done
6c. LSCB member's can effectively		Identify suitable training for	Questionnaire designed for LSCB members regarding	Ane Freed-Kernis	November 2011	Done

LSCB Business Plan Objective	LSCB Business Plan Task	Actions Sub-group will take to deliver this:	Lead Person/Agency	Completion Date	Progress since last meeting
challenge each other.	members with regard to challenge	their needs/wishes for training			
		Questionnaire distributed and returned for analysis	LSCB members	February 2012	Done
		Suitable facilitator identified and date booked	Nigel Burke/Ane Freed-Kernis	April 2012	Not needed, LSCB
Ensure training sub-group is will informed about practice issues in the LSCB	To maintain links with Quality Assurance subgroup, child death overview panel and serious case review panel	Have overlapping members of all the sub-groups	Training sub-group	Ongoing	Done
To ensure membership of training sub group is in accordance with LSCB guidance	Update terms of reference for training sub-group	Have terms of reference agreed by LSCB annually	Jane Carwardine	April 2012	Done
To commission the design, planning, organisation and implementation of the training/learning programme via the LSCB strategic training co-ordinator, based on inter-agency priorities and learning from SCRs and reviews of child deaths.	Run a core training programme of approximately 75 events covering at least 20 topics, potentially adding further events required by the LSCB	Create a training plan for the year Manage the plan responding to feedback from LSCB should priorities change	Ane Freed-Kernis And Freed-Kernis	October 2011 March 2013	Done. 77 events were planned. 56 ran, 21 were cancelled
	To recruit, support, develop and monitor the training pool.	Request trainers from individual agencies Devise and run a development programme for the training pool development	Training sub-group, Ane Freed-Kernis	Ongoing	Done
	Ensure the programme that is run reflects national and local policy and research	Keep abreast of national research Develop the training pool members Use experts to keep us updated	Ane Freed-Kernis, training pool members, Training sub-group	Ongoing	Done
To implement quality assurance measures across	Monitor and evaluate the quality and	Training sub-group members to observe a LSCB course each year	Training sub-group members	Ongoing	Method changed, will

LSCB Business Plan Objective	LSCB Business Plan Task	Actions Sub-group will take to deliver this:	Lead Person/Agency	Completion Date	Progress since last meeting
the learning programme	effectiveness of the LSCB learning programme				happen in 2013-14
To support the LSCB by providing up to date information in relation to the learning programme	Maintaining records of all delegates and trainers on courses, for statistical use	Maintain and update training database to keep this information and provide statistical information to the LSCB and others on request	Louise Wilson	Ongoing	done

Appendix 2

LSCB Section 11 Audit Tool 2012

Section 11 of the Children Act 2004 places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The application of this duty will vary according to the nature of each agency and its functions.

Agency	Name & Designation of Person Completing (include email address)	Date Completed

1 - LEADERSHIP

Senior managers will need to demonstrate leadership, be informed about, and take responsibility for the actions of their staff who are providing services to children and their families.

Minimum Requirements

- Designated Senior Officer for Safeguarding in place and visible
- Senior Managers can evidence effective monitoring of service delivery

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance (office use only)

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

2 – COMMITMENT

The agency's responsibilities towards children is clearly stated in policies and procedures that are available for all staff.

Minimum Requirements

- Statement of responsibilities (as per section 11 guidance) is visible in policies & guidance
- This is accessible and understood by all staff

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance *(office use only)*

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

3 – ACCOUNTABILITY & GOVERNANCE

It should be clear who has overall responsibility for the agency’s contribution to safeguarding and promoting the welfare of children and what the lines of accountability are from each staff member up through the organisation to the person with ultimate accountability for children’s welfare.

Minimum Requirements

- All staff know who to report concerns about a child to
- Staff at all levels know and understand their responsibilities

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance *(office use only)*

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

4 – SERVICE DEVELOPMENT/REVIEW

In developing local services, those responsible should consider how the delivery of these services will take account of the need to safeguard and promote the welfare of children.

Minimum Requirements

- The views of children and families are sought and acted upon when developing services
- The need to safeguard children has informed decision making about any developments

Evidence Statement *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance *(office use only)*

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

	<u>Comments</u>
<p>5 - TRAINING Staff should have an understanding of both their role and responsibilities, and those of other professionals and organisations.</p> <p><u>Minimum Requirements</u></p> <ul style="list-style-type: none"> • All staff have received level 1 safeguarding training • All appropriate staff have received level 2 and above single agency training (include %) • All appropriate staff have received level 2 and above multi agency training (include %) 	
<p>Evidence Statement: <i>(max 200 words, please attach / embed appropriate policies or documents)</i></p>	<p>Quality Assurance (office use only)</p> <p>Red – Not Compliant Amber – Partially Compliant Green – Fully Compliant</p> <p><u>Comments</u></p>
<p>6 – SUPERVISION Safeguarding Supervision should be effective and available to all</p> <p><u>Minimum Requirements</u></p> <ul style="list-style-type: none"> • Supervision Policy in place and meets LSCB guidance standards • All staff working with children receive appropriate regular supervision 	
<p>Evidence Statement: <i>(max 200 words, please attach / embed appropriate policies or documents)</i></p>	<p>Quality Assurance (office use only)</p> <p>Red – Not Compliant Amber – Partially Compliant Green – Fully Compliant</p> <p><u>Comments</u></p>
<p>7 – SAFE RECRUITMENT Robust recruitment and vetting procedures should be put in place to prevent unsuitable people from working with children.</p>	

Minimum Requirements

- All recruitment staff are appropriately trained in safe recruitment
- All appropriate staff receive a CRB check that is regularly updated
- Legal requirements are understood and in place
- Role of LADO understood and procedures in place
- All staff know who the Named Senior Officer for their agency is

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance (office use only)

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

8 – INTERAGENCY WORKING

Agencies and staff work together to safeguard and promote the welfare of children.

Minimum Requirements

- Evidence of leadership to enable joint working
- Evidence of practitioners working together effectively
- Evidence that CAF is being used appropriately and effectively

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance (office use only)

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

9 - INFORMATION SHARING

Effective information sharing by professionals is central to safeguarding and promoting the welfare of children.

Minimum Requirements

- Evidence of robust single agency protocols and agreements*
- Evidence of robust multi agency protocols and agreements*

- Evidence that practitioners understand their responsibilities and when to share information

* The lack of an information sharing agreement between agencies should never be a reason for not sharing information that could help a practitioner deliver services to a child.

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Quality Assurance (office use only)

Red – Not Compliant
Amber – Partially Compliant
Green – Fully Compliant

Comments

Appendix 3

CDOP Work Plan

Priority	Status (RAG rating)	Comments
1. The Panel will review cases and make recommendations regarding themes to the Board		The Panel has an ongoing responsibility to review cases and make recommendations as appropriate; the CDOP reports to the Boards bimonthly, quarterly (with statistics) and annually.
2. CDOP will develop links with other Local Safeguarding Children Board Sub-Groups particularly the Safe from Harm Group		The CDOP Coordinator sits on the pan-Lancashire Infant Mortality Group, has presented the Annual Report and Suicide Thematic Report to the Safe from Harm Group, the annual report has also been shared with the CYPT Chairs Meeting, the LSCB locality groups and the JSNA manager.
3. With Public Health department investigate apparent mis-match in numbers of deaths between CDOP and ONS data.		Mismatch of data identified inherent problems with the comparison of the two datasets because they work on different parameters – gestation viability, pending inquest/ criminal investigation.
3b. Further detailed review work to identify themes / trends in deaths categorised as caused by perinatal / neonatal events.		The initial findings have been presented to CDOP the final report is awaited.
4. The Panel will monitor the re-launch of the Give Me room to Breathe (GMRTB) Campaign		The SUDI Prevention Group have updated and re-launched the Campaign; the Boards have approved funding for the second/ third phase of the Campaign.
5. CDOP will ensure the Safer Sleeping Guidance is reviewed		The Guidance was approved by the Board in March 2013 and is being widely disseminated to all frontline professionals.
6. Ensure and monitor the review of the SUDC Protocol		The review of the Protocol was delayed pending the release of the new statutory guidance. This is a priority for 2013/14.
7. Finalise the multi-agency e-learning and make available to front line multi-agency professionals		The e-learning has been re-written to be more user friendly; this remains a priority for 2013/14.
8. Develop a Pan-Lancashire communications strategy for disseminating messages and information on a multi-agency basis		The CDOP developed a task and finish group to look at this; however, it was decided a specific sub-group/ strategy was not required and the CDOP would develop an 'events calendar' to enable CDOP to recommend to the Boards time press releases.
9. Monitor Multi-Board CDOP Budget and develop action plan for utilising the under spend. (suggested ideas: CDOP database, Give Me Room To Breathe Campaign, commissioning a piece of research into Neonatal/ Perinatal deaths and/ or deaths due to genetic, chromosomal and congenital abnormalities)		The Boards approved funding for the safer Sleep campaign. The CDOP still has a budget for 2013/14 which has some under spend from 2012/13 but the under spend from 2011/12 has been utilised. The CDOP now monitor their budget at each bi-monthly Business Meeting.

10. Update the data recording/ analysis systems to improve reporting on specific modifiable factors identified by the Panel



The current reporting spreadsheet has been updated to enable some reporting on modifiable factors while a CDOP database is scoped out.

Appendix 4

LSCB Business Plan 2012/13

<i>Objective (what do we want to achieve)</i>	<i>Tasks to be completed (to achieve the objective)</i>	<i>Lead Person/Group</i>	<i>Completion Date</i>	<i>Update to LSCB March 2013</i>
Strategic Priority 1. <i>We will improve the way we work by listening to and responding to the views and experiences of children and young people</i>				
a. All existing channels and forums for consulting with children and young people have been identified	<ul style="list-style-type: none"> - Identify countywide consultation channels and mechanisms - Identify local consultation channels and mechanisms 	LSCB Business Team LSCGs	October 2012 October 2012	Completed. Discussed at LSCGs and identified where appropriate
b. Key business priorities incorporate the views of children and young people	<ul style="list-style-type: none"> - Develop and implement consultation plan at county and local level - Facilitate safeguarding events (x2) with Youth Councils and/or existing groups (11 – 18 year olds. Possibly use North West regional group) 	LSCB Business Team LSCB Business Team	December 2012 December 2012	Completed To be considered as part of YP involvement plan 2013-14
c. All agencies can evidence that they consult with children and young people as appropriate	Continued section 11 activity to confirm agency engagement with young people	QA Group	March 2013	Completed. New audit tool now gone out including this criteria.

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
Strategic Priority 2. <i>We will make sure that services work well together, taking and sharing responsibility, to keep children and young people safe</i>				
a. The LSCB is assured that the application of thresholds is safeguarding children	<ul style="list-style-type: none"> - Monitoring Common Assessment Framework (CAF) performance – data and links to outcomes - Monitoring system for implementation of thresholds to be developed - LSCB assured current proposals are fit for purpose - Develop reporting mechanism to monitor the effectiveness of the Common Assessment Framework and Early Support - Establish involvement of LSCB in development of Multi Agency Safeguarding Hub (MASH) - Development of a local assessment framework in line with National Guidance 	<p>QA Group</p> <p>QA Group</p> <p>QA Group</p> <p>QA Group</p> <p>Executive Group</p> <p>Pan Lancs Group</p>	<p>October 2012</p> <p>December 2012</p> <p>January 2013</p> <p>March 2013</p> <p>March 2013</p>	<p>Completed</p> <p>Report to Feb Exec re CAF and CoN</p> <p>As above</p> <p>Ongoing</p> <p>Progressing – to continue next year.</p>
b. Effective arrangements are in place to monitor, evaluate and influence the work of the Children's Trust, Health and Wellbeing Board (HWB) and the Police Commissioner	<ul style="list-style-type: none"> - Reporting arrangements between LSCGs and District Children and Young People's Trusts (CYPT) are agreed and implemented - Effective links are established between HWBs and Police and Crime Commissioner - LSCB has established a role / process to 	<p>LSCGs chairs meeting</p> <p>Executive Group</p>	<p>October 2012</p>	<p>Chairs have met DCT chairs, awaiting outcome of this</p> <p>Completed</p>

Objective (what do we want to achieve)	Tasks to be completed (to achieve the objective)	Lead Person/Group	Completion Date	Update to LSCB March 2013
	influence/monitor commissioning - Annual report to CYPT Partnership Board, Lancashire County Council (LCC) Chief Executive and Leader	Executive Group LSCB	March 2013 October 2012 July 2012	KG attending commissioning groups Completed
c. Effective strategies are in place regarding the issues of: - Bullying - Domestic Abuse - Neglect - Child Sexual Exploitation/missing persons - E safety - Child and Adolescent Mental Health - Rape	- Review current provision regarding these issues and conduct gap analysis - Commission development of any new strategy and ensure monitoring arrangements are in place - Hold a conference on neglect to raise awareness of recognition and how to deal with it - Rape group to report into LSCB regarding development of strategies and work	Specific sub groups Specific sub groups Business Team Strategic Rape group	October 2012 December 2012 July 2012 October 2012	Ongoing activity. Ongoing Completed Completed

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
d. LSCB is assured that the refreshed continuum of need is widely understood by practitioners and families and is working well. The LSCB is also assured that the approach to working together with families is making a difference	<ul style="list-style-type: none"> - Work with CYPT to progress implementation of new continuum of need and the approach to working together with families. - Attend and participate in all workshops with CYPT regarding these issues - Complete any actions for the LSCB from these workshops 	LSCB LSCB LSCB Business Team and LSCB	September 2012 As and when required As and when required	Work progressing through strategic group, regular updates to Exec.
e. LSCB is assured that multi-agency assessments are effective and robust	Quality Assurance framework to be progressed, to ensure findings from audits are acted upon	QA Group	March 2013	Planned
f. The LSCB is assured that arrangements for the safeguarding of privately fostered children are effective	<ul style="list-style-type: none"> - Annual Report to be presented by LCC - Audit findings to be presented to LSCB and necessary actions undertaken 	Paul Armitage/LSCGs Paul Armitage	July 2012 July 2012	Completed Completed
g. Develop effective relationships with the 'new' Health Economy	<ul style="list-style-type: none"> - Establish connectivity to Clinical Commissioning Groups and Health and Well Being Board - Re-establish Health sub-group 	Executive Group Health leads	March 2013 October 2012	Completed, Ongoing

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
h. LSCB to receive assurance that issues identified through Safeguarding and Looked After Children Inspection are being/have been addressed effectively	- Full action plan in place which will be monitored by 'continuous improvement' multi-agency group - LSCB will monitor progress of action plan via QA group	QA Group QA Group and LSCB	July 2012 Ongoing	Regular update reports now being provided.
i. LSCB is assured that all single agency areas for improvement identified through Safeguarding and Looked After Children Inspection have been addressed effectively	Multi-agency 'Continuous improvement group' to monitor progress of Inspection Action Plan Business Manager to keep the LSCB informed	Jane Higgs	Update to every Exec	Group continuing to meet and action plan update can be provided at the Exec if required.
j. LSCGs are well attended by all key local agencies and services and are effectively identifying local issues and needs	- LSCGs to report to LSCB what local needs and priorities are in line with Board priorities and act upon them through their action plans - Annual report on attendance from LSCGs	LSCGs LSCGs	October 2012 March 2013	Ongoing Attendance reported at every meeting
Strategic Priority 3. <i>We will make sure that the way we recruit, train and supervise those who work with children and young people will keep children and young people as safe as possible</i>				
a. Multi-agency supervision standards are in place	Develop multi-agency safeguarding supervision standards	LSCB Business Team	October 2012	Completed
b. Effective supervision policies are implemented across all agencies and compliance evidenced	Seek assurance from agencies on concerns identified in 2010 section 11 audit in relation to	QA Sub-group	March 2013	Completed

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
	this issue			
c. LADO role has been reviewed with regard to function and capacity	<ul style="list-style-type: none"> - Improve awareness of LADO, including regular newsletters and increased access to website - Review effectiveness of LADO role - LSCGs to assure all members know about LADO and LSCB 	LADO LADO and Executive LSCG chairs	October 2012 March 2013 October 2013	Completed ?? Completed
d. Recruitment practices of LSCB agencies are demonstrably effective and robust	Seek assurance from agencies on concerns identified in 2010 section 11 audit in relation to this issue	QA Sub-group	March 2013	Completed
e. A Multi-agency training programme is in place which meets the identified priorities of the LSCB	<ul style="list-style-type: none"> - Implement revised programme - Commission specific programmes in response to Munro review using funding provided 	Training Sub-group Training Sub-group	July 2012 October 2012	Completed Completed
f. Single agency training being delivered across the County can be evidenced as complying with Working Together	<ul style="list-style-type: none"> - Develop and implement programme of audit - Provide regular progress reports to Executive 	Training Sub-group Training Sub-group	October 2012 Ongoing	Currently being developed. As and when required
g. LSCB Members have a suitable pack of induction material	Keep induction pack updated as required	LSCB Business Team	Ongoing	Completed

Objective (what do we want to achieve)	Tasks to be completed (to achieve the objective)	Lead Person/Group	Completion Date	Update to LSCB March 2013
h. LSCB has a Learning and Improvement Framework	Develop Framework	LSCB Business Team	March 2012	Completed
Strategic Priority 4. We will make sure that everybody who works with children and young people knows that keeping them safe is an important part of their job				
a. LSCB Safeguarding policies and procedures are up to date and effective	<ul style="list-style-type: none"> - Existing pan-Lancashire group to continue to meet regularly and consider priorities - Set task and finish groups to develop specific procedures as and when required - Monitor Tri-X updates and improvements to procedures and ensure they are completed 	Pan-Lancs & Cumbria procedures group Pan-Lancs & Cumbria procedures group Pan-Lancs & Cumbria procedures group	Ongoing Ongoing	Ongoing, new procedures being developed as and when required.
b. The LSCB is assured that all agencies are meeting their requirements under section 11	<ul style="list-style-type: none"> - Section 11 Audit has been completed by all member agencies, quality assured and key findings acted upon - Seek assurance from agencies that areas for improvement are progressing as planned - Revise S11 Tool to ensure effectiveness 	QA Sub-group QA sub-group QA sub-group	March 2013 March 2013 October 2013	Progressing as planned Completed Completed
Strategic Priority 5. We will assist children, young people, their families and communities to keep themselves safe and know how to get help				
LSCB have an effective communications strategy	<i>To include:</i> <ul style="list-style-type: none"> - Serious Case Review Learning - CDOP Case Reviews and learning – especially around overlay 	Specific sub-groups to manage specific	July 2012	

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
	<ul style="list-style-type: none"> - Improve and update Website - Scope new communication mechanisms (Social - Networking etc) - Publicising LSCB and Safeguarding - Specific Campaigns - Engaging with diverse communities - Rapid response to increase incidence of overlay 	<p>issues</p> <p>LSCB Business team to develop overarching communications strategy</p>		Completed
Strategic Priority 6. <i>We will continue to make sure that people who work with children and young people are doing their jobs well, and will challenge them when they don't</i>				
a. The LSCB is robust in its challenges of agencies that are not safeguarding children in the way they should do	<ul style="list-style-type: none"> - LSCB member's can effectively challenge - Review responses to challenge questionnaire and develop action plan - Offer individual training sessions to individuals that want it 	Training sub	October 2012	Training offered questionnaire completed
b. The LSCB be assured that all agencies are meeting the needs of children and young people across Lancashire, specifically with regards to neglect and Child Sexual Exploitation	<ul style="list-style-type: none"> - Embed Quality Assurance Framework and feedback to the LSCB - Deliver priorities as specified in Quality Assurance Framework for this year 	QA Sub-group	March 2013	Largely completed, some activity to continue into next year.
c. The LSCB is assured that health agencies are meeting the needs of children and young people across Lancashire	Review of Health performance data : existing and provision of data as per example from Manchester LSCB (include acute trusts and safeguarding standards)	QA sub group	July 2012	Completed. End of year data to be requested as agreed.

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
d. LSCB is assured that gaps in Designated Health roles are effectively addressed ¹	Health action plan to be progressed and monitored by QA sub-group	QA sub group	October 2012	Expert Panel now in place and update reports provided.
e. LSCB is assured that CAMHS resources for ADHD, ASD and 16-18yr olds are adequate ¹	Health action plan to be progressed and monitored	QA sub group	October 2012	Progressing through inspection improvement group.
f. LSCB is assured that substance misuse services are accessible and effectively commissioned ¹	Health action plan to be progressed and monitored	QA sub group	Update to every Exec	Progressing through inspection improvement group.
g. LSCB is assured that safeguarding arrangements across out of hours, walk-in and accident and emergency health services across Lancashire to ensure children are effectively safeguarded ¹	Health action plan to be progressed and monitored	QA sub group	Update to every Exec	Progressing through inspection improvement group.

¹ Relates to Inspection findings

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
h. LSCB has a robust plan and is prepared for any future inspection	Plan and arrangements to be developed and scrutinised.	QA Sub-group	March 2013	Carried over to next year.
Strategic Priority 7. We will make sure that we use our money and staff to give the best results for children and young people				
a. LSCB Business Team is effective, efficient and provides value for money	Review of establishment to be completed through LCC Business Analysts	Executive Group	October 2012	Progressing but significant slippage.
b. LSCB has effective and efficient ways of working	- Budget management process to be further refined and improved - Review training function and all sub-groups for efficiency savings	Executive Group	October 2012	Completed Largely completed
c. Ensure closer joined up working with other LSCBs on cross cutting / Sub-regional issues	LSCB Business Teams and Chairs to develop cross boundary working when possible	Pan –Lancs and Cumbria Chairs group	Ongoing	Ongoing meetings and developments.
d. LSCB Membership has the right representation from all necessary agencies	Review membership to ensure the following are linked in:	Executive	March 2012	Discussed at Nov LSCB and felt to be

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
	<ul style="list-style-type: none"> - Faith Community - Armed Forces - Transport Police - Another lay-member? 			adequate.
Strategic Priority 8. <i>We will make changes that come from research, serious case reviews and any national policy guidelines.</i>				
a. Serious Case Reviews and Critical Incident Reviews are undertaken where appropriate	<ul style="list-style-type: none"> - Consider referrals against criteria for Serious Case Reviews - Commission Serious Case Reviews as appropriate - Commission Critical Incident Reviews as appropriate - Complete Critical Incident Reviews and feedback learning to SCR Group and local agencies 	SCR Group SCR Group SCR Group LSCGs	Ongoing	Systems in place and effective.
b. An effective system is in place for the monitoring of action plans and dissemination of learning from case reviews	<ul style="list-style-type: none"> - Maintain system to monitor action plans - Ensure messages from case reviews are widely disseminated within all agencies 	SCR Group SCR Group	Ongoing	Systems in place and effective.
c. That good practice is recognised and disseminated	<ul style="list-style-type: none"> - Learning from best practice cases in the north and the east be shared and any learning is acted upon 	LSCGs	Ongoing	Systems in place and effective.

Objective <i>(what do we want to achieve)</i>	Tasks to be completed <i>(to achieve the objective)</i>	Lead Person/Group	Completion Date	Update to LSCB March 2013
d. LSCB members are up to date with developments in policy, guidance and research	<ul style="list-style-type: none"> - Ensure members are made aware of relevant information and developments - Plan development day for LSCB to examine new Working Together when available 	LSCB Business Team	Ongoing	Systems in place and effective.
e. Themes from the review of Child deaths have been recognised and acted upon	<ul style="list-style-type: none"> - Review all child deaths in Lancashire - Themes from child deaths to be identified - Ensure themes inform single and multi-agency planning; especially overlay given recent 'spike' in numbers - Specific activities and projects commissioned in response to identified themes and issues 	CDOP	Ongoing September 2012 December 2012 As and when required	Systems in place and effective.

Appendix 5

Risk Register

Theme 1 – Integrity & Reputational Risks

No	Description of Risk	Inherent Risk Rating	Current Controls	Residual Risk Rating	Further Controls Required	By When	By Whom	Retained Risk	Current Status	Review Date
1a	Inability to evidence improved outcomes for children and families	12	Performance Reports, QA framework, scrutiny of single agency inspections / evidence, Mock Inspections	8	None	NA	NA	8		September 2013
2a	Negative media exposure	9	Media planning around key issues and SCRs. Scrutiny of key reports and info. Communication with agency media liaison staff	6	None	NA	NA	6		September 2013
3a	Information security breaches.	8	Robust procedures and governance. Training and supervision.	6	None	NA	NA	6		September 2013
4a	Poor inspection judgement – of LSCB or key partner	9	Peer review feedback, business planning, intelligence gathering from other areas, links to inspection planning groups, assurance from partners	6	None	NA	NA	6		September 2013

Theme 2 – Risks to Partnership & Engagement

No	Description of Risk	Inherent Risk Rating	Current Controls	Residual Risk Rating	Further Controls Required	By When	By Whom	Retained Risk	Current Status	Review Date
1b	Insufficient contribution from partners - financial or in kind (Failure of duty to cooperate)	9	Review at regular intervals, operation of Compact, regular reports, accountability and governance arrangements,	6	None	NA	NA	6		September 2013
2b	Failure to effectively hold a partner agency to account who is failing	8	Publish attendance stats, quality assurance of sec 11, peer review, chair has a clear mandate, LSCB compact , calendar of peer reviews	6	None	NA	NA	6		September 2013
3b	Disengagement of key partners from the LSCB	8	Governance arrangements, secured commitment, LSCB Compact, shared priorities	3	None	NA	NA	3		September 2013
4b	Impact of Health reforms resulting in potential loss of focus and leadership around safeguarding	9	Regular updates from Health members, engagement with CCGs	6	?			6		September 2013

Theme 3 – Risks to Delivery of LSCB Business Objectives

No	Description of Risk	Inherent Risk Rating	Current Controls	Residual Risk Rating	Further Controls Required	By When	By Whom	Retained Risk	Current Status	Review Date
1c	Insufficient resources to deliver key business priorities.	12	Financial monitoring, review of team structure, Effective business planning	8	Establish long term capacity in LSCB Team	September 2013?	Exec	8		September 2013
2c	Changes in government policy impacting upon resources and priorities	12	Regular updates from members on policy issues, forward planning and horizon scanning	9	Response to finalised revised WT	September 2013?	Exec	9		September 2013
3c	Severe staff absence in	8	Formal absence	8	Contingency	September	LSCB	8	No	September

	management team – business continuity		management procedure.		planning for additional resources if required	2013	Manager		business continuity plan in place	2013
4c	Severe weather restricting business activity	9	Electronic information systems, forward planning	6	None	NA	NA	6		September 2013
5c	Legal challenge or substantial liability claim	8	Close links with legal team, scrutiny of key business.	6	None	NA	NA	6		September 2013
6c	Very high profile and complex SCR, or several required simultaneously	8	Close scrutiny of referrals, improved processes, additional staff resources to support SCRs	6	Establish long term capacity to support SCRs	September 2013	Exec	6		September 2013
7c	Competing Priorities from supporting LASB?	9?	Being developed – clear mandate for resource allocation / level of support	?				?		September 2013
8c	Failure to evidence effective monitoring of single agency training	9	Process being developed through L&D Group	9	Assurance from all key agencies that processes are in place	September 2013	L&D Sub Chair	9		September 2013