

# Lancashire Safeguarding Children Board



## Annual Report 2011/12



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## Foreword



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

The safeguarding of our children remains challenging. The great majority of children have a happy, safe and fulfilling childhood, but there are some children for whom, unfortunately, this is not the case. Indeed some children, a fewer number, are at serious risk from harm, through neglect or maltreatment. Society as a whole has a responsibility to protect and nurture its children, and those people who work with children have a greater responsibility. Their work is often challenging and they should be given the support they need to do their jobs effectively.

The Safeguarding Board, now with a lay member, is where organisations and individuals come together, to put in place policies and procedures to keep children safe and support those working with them. Members of the Board are expected to represent their organisations and interest groups, but being a Board member means putting the Board's work first.

There have been notable successes, Lancashire's safeguarding was inspected by Ofsted and found to be 'good' with good prospects for improvement. This is an endorsement of the way in which committed and strongly motivated staff work together in challenging circumstances: being expected to do more with less has not meant a reduction in effort to safeguard children. It is also evidence of the way in which partners work together, Lancashire is characterised by strong partnership working.

Other successes are set out in this report.

There is, however no sense of complacency but a continuous striving for improvement. We have had serious cases of harm to children to review and these serve as a reminder that effort has to be unceasing. In these cases our first thoughts are with the children and those who care for them, but we should not underestimate the impact on professionals who have been involved in such cases and the support they need.

The Government has issued draft guidelines on safeguarding for consultation. These are based on the work of Professor Eileen Munro, we are well placed to take on the new guidelines, and as one of the biggest Safeguarding Boards to influence their development.

I am optimistic, and have had hard evidence for that optimism, set out in this report, that our efforts are making Lancashire a safer place for its children and that these efforts will continue.

My wholehearted thanks to all our colleagues for their hard work and commitment.

Nigel Burke  
Independent Chair  
Lancashire Safeguarding Children Board

## Board Membership

(As at April 2012)



AGENCY	REPRESENTATIVE
Independent Chair	<b>Nigel Burke</b>
NHS Central Lancashire	<b>Jean Rollinson (Vice Chair)</b> Associate Director Safeguarding (also Locality Group Chair – South & Central)
NHS North Lancashire	<b>Barbara Campbell</b> Head of Standards, Health and Effectiveness
NHS Central Lancashire	<b>Ruth O'Connor</b> Consultant Paediatrician / Designated Doctor for Child Protection
NHS East Lancashire	<b>Jane Carwardine</b> Lead/Designated Nurse for Safeguarding Vulnerable Adults & Children
Lancashire Constabulary	<b>Ian Critchley</b> Detective Superintendent
Lancashire County Council	<b>County Councillor Susie Charles</b> Cabinet Member for Children and Schools
	<b>Helen Denton</b> Executive Director for Children and Young People
	<b>Louise Taylor</b> Director of Specialist Services
	<b>Ann Pennell</b> Director of Targeted and Assessment Services
	<b>Paul Armitage</b> Head of Children's Social Care (Locality Group Chair - East)
	<b>Paul Hegarty</b> Children's Social Care, District Manager (Locality Group Chair - North)
	<b>Mike Banks</b> 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**

**Patrick Sullivan**  
Director of Nursing

**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, Assistant Director - 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 Attendance

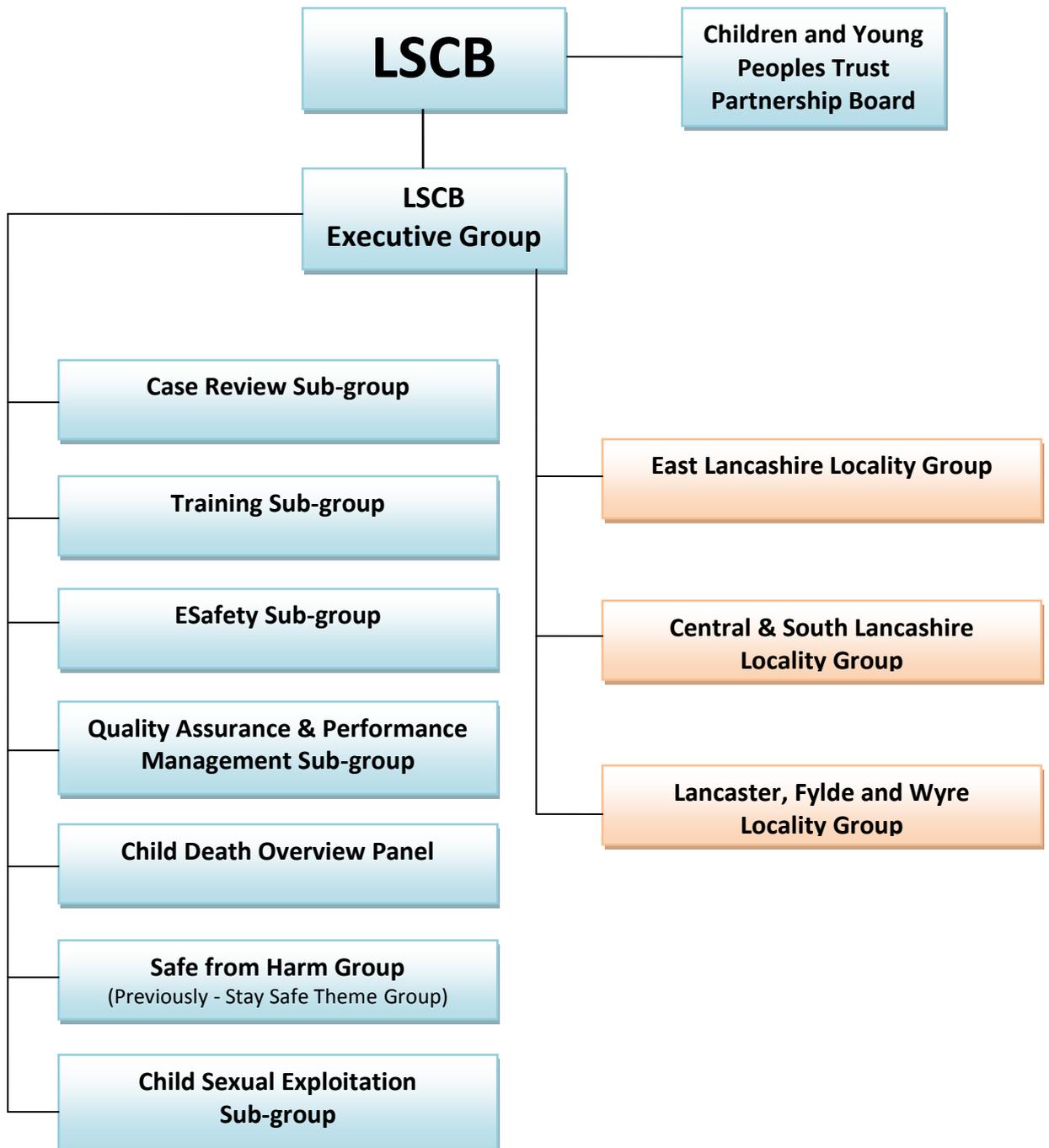


The table below shows the percentage of attendance at LSCB meetings by the agencies and roles represented.

<b>Agency</b>	<b>% Attendance</b>	<b>No Attended</b>	<b>No Invited</b>
Caritas Care (VCFS)	83	5	6
EL LSCG Chair	83	5	6
LCC (Adult SB)	50	3	6
NL PCT (Chair QA)	83	5	6
EL PCT	83	5	6
LCC (member)	83	5	6
NSPCC	80	4	5
LCC (DCS)	67	4	6
LTHT NHS (Designated Doctor)	33	2	6
Probation	67	4	6
Police	100	6	6
CL PCT (Vice Chair & LSCG Chair)	83	5	6
Preston CC	67	4	6
LCC	83	5	6
Independent Chair	100	6	6
Lancs Care NHS	83	5	6
CVS	50	2	4
NL LSCG Chair	33	1	3
Cafcass	50	3	6
LTHT NHS	83	5	6
LCC (SCR Group Chair)	83	5	6
Schools	50	3	6
Lay Member	75	3	4

# LSCB Structure

(As at April 2012)



## Strategic Priorities for 2011 – 2014



The LSCB agreed a new Strategy in 2011/12 with the following key strategic priorities:

**The Board will *ensure* that:**

1. We improve the way we work by listening to and responding to the views and experiences of children and young people.
2. We make sure that services work well together, taking and sharing responsibility, to keep children and young people safe.
3. We 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.
4. We make sure that everybody who works with children and young people knows that keeping them safe is an important part of their job.

**The Board will *take action* to:**

5. Help children, young people, their families and communities keep themselves safe and know how to get help.
6. Monitor how well agencies safeguard and protect children and will challenge them when there are concerns about their performance.
7. Use Board resources effectively to give the best results for children and young people.
8. Implement necessary changes that come from research, serious case reviews and any national policy guidelines.

In order to deliver against these priorities the Board has developed and agreed a comprehensive business plan. The business plan can be viewed at appendix 1 which also shows how well each action was progressed by the end of the year.

## Headline Achievements



### Outcomes

- The number of children killed or seriously injured on Lancashire's roads has reduced from 96 in the previous year to 80 in 2011/12
- There has been a reduction in repeat incidents of abuse of high risk victims after MARAC\* across the County from 25.9% in 2009/10 to 21.2% in 2011/12. This is better than the national average which is 22.4%
- Lancashire MAPPA have managed 134 individuals subject to MAPPA\*\* level 2 and 3 and there have been no further serious offences committed
- A total of 2953 staff have received LSCB training in 2011-12
- Provisional analysis of the data suggests an increase in the proportion of pupils who claim they are rarely or never bullied
- Eight multi-agency Serious Case Review (SCR) Briefings have been delivered to approximately 800 practitioners across numerous agencies, sharing the learning from SCRs. Feedback from these has been extremely positive.
- The Vulnerable Women's Midwifery Team provided midwifery care to 845 vulnerable women. Of these, 111 had been involved with Children's Integrated Services because of safeguarding concerns.

### Systems & Processes

- All Section 11 audits\*\*\* were updated, quality assured and corrective action taken forward
- A Multi- Agency Child Sexual Exploitation (CSE) conference, funded by the three LSCBs across Lancashire, was attended by 150 multi agency delegates
- A multi-agency CSE action plan and operating protocol has been developed and agreed pan-Lancashire
- The East Lancashire multi-agency CSE team (Freedom) team have recently been acknowledged in a number of national awards
- LSCB commissioned Rock FM to deliver an awareness raising campaign through local radio and schools radio stations to raise awareness of the dangers of "sexting"
- Lancashire Constabulary and the LSCB hosted a live on-line Q&A session for schools and members of the public about staying safe online
- Lancashire has piloted the development of Multi Agency Safeguarding Hubs (MASH) in the Preston district. To date this has resulted in a 60-65% reduction in police vulnerable child and domestic abuse referrals to CSC
- The eSafety sub-group has been re-launched and now has improved membership and a focussed action plan
- The LSCB has completed a consultation with over 100 young people across youth councils in Lancashire on its strategic priorities and incorporated their views into the business plan
- The Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time has reduced from 13.7% to 10.8% from previous year
- The LSCB has developed an outcome focussed quality assurance framework which sets out key priorities for the next 3 years

- Community Adolescent Mental Health Services (CAMHS) have developed Children Looked after Support Service (CLASS)
- To ensure successful transition planning for vulnerable young people towards adulthood, Lancashire has developed a new Transition Policy and Procedure
- Significant increase in participation of Children Looked After (CLA) in their reviews – 89.7% in 09/10 and 97.4% in 10/11
- A multi-agency peer review of Safeguarding services was completed involving all partner agencies resulting in a number of recommendations for further improvement

### Inspection Judgements

- The Ofsted inspection of the Adoption service was rated as "good with outstanding features"
- The Ofsted inspection of the Fostering service was rated as "outstanding"
- All Children's Homes in Lancashire (including Local Authority Children's Homes) received an Ofsted judgement of "good" or "outstanding" during 2011/12
- Lancashire Constabulary was credited as being a national exemplar of best practice in CEOPs national thematic assessment for its multi-agency approach to CSE
- The Ofsted Safeguarding and Looked After Children inspection of Lancashire found overall effectiveness of local services to be "good" with "good" capacity for improvement
- All Children's Centres in Lancashire were judged by Ofsted to be at least adequate with regard to safeguarding
- The Ofsted inspection feedback reported that "we provide an impressive range of good quality training"
- The Ofsted SLAC inspection said, "The performance of the LSCB is good. The independent chair provides good leadership and partners effectively support the board."
- Safeguarding and Looked After Children inspection acknowledged that Lancashire has a comprehensive and effective protocol and good arrangements in place to identify and monitor children missing from home, care and education

\* MARAC – Multi-agency Risk Assessment Conference – A multi-agency response for domestic abuse.

\*\*MAPP – Multi-agency Public Protection Arrangement - for the management of registered sex offenders, violent and other types of sexual offenders, and offenders who pose a serious risk of harm to the public

\*\*\* Section 11 Audit is a tool that measures whether organisations have robust safeguarding arrangements as set out in section 11 of the Children's Act 2004

## Reports from Sub-groups



### Training Sub-group

The LSCB training sub-group is responsible to the LSCB and contributes to the aims of the LSCB through the development of staff on an inter-agency basis;

#### Function

Commissioning learning opportunities to train staff to support agencies to ensure children in the community are safeguarded and protected from abuse.

To promote a shared understanding of the tasks, processes, principles, roles and responsibilities and local arrangements for safeguarding children and promoting their welfare.

To improve communications between professionals, including developing a common understanding of key terms, definitions and thresholds for action.

To develop effective working relationships, based on respect and an understanding of the role and contribution of different disciplines.

To promote sound decision making based on information sharing, thorough assessment, critical analysis and professional judgement.

#### Chair & Membership

This group is chaired by Jane Carwardine - Child Protection Lead/Designated Nurse, NHS East Lancashire. Members are drawn from Primary Care Trusts (PCTs), Police, Voluntary Sector and Children's Services. Support to the group is provided by the LSCB team.

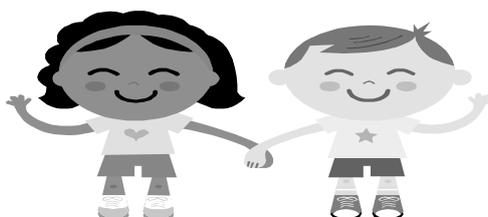
#### Headline Achievements 2011/2012

- 1391 people trained by attending LSCB training and 1562 completed the E-Learning making a total of 2953 staff trained by the LSCB in 2011-12
- The OFSTED inspection feedback reported that "we provide an impressive range of good quality training"
- The quality assurance by North West LSCB Trainers of our courses evidenced that our courses are of good quality
- The SCR briefings, held jointly with Blackburn with Darwen and Blackpool LSCBs were evaluated and found to provide excellent learning
- Advice was provided to 51 organisations which approached the LSCB Training Unit
- We recruited new members to the training pool to replace the members who left
- Partner agencies have committed to releasing a increased number of trainer practitioners which will enable an improved mix of multiagency trainers to deliver the LSCB training programme

#### Key Priorities for 2012 – 2013

- Develop a pan Lancashire approach to training CSE
- 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



## Quality Assurance and Performance Management Sub-group (QAPM)

### Function

To ensure that the LSCB have a comprehensive approach to quality assurance of multi- agency safeguarding processes which link into the Boards Strategic Priorities by following an effective Quality Assurance Framework.

### Chair & Membership

This group is chaired by Barbara Campbell, Head of Patient Safety and Safeguarding Lead for NHS North Lancashire. Membership for 2010/2011 has been supported by, NHS East Lancashire, NHS Central Lancashire, Children’s Social Care, Lancashire Constabulary and Voluntary Sector along with the LSCB team.

### Headline Achievements 2011/2012

- The LSCB has developed an outcome focused Quality Assurance Framework that has a 3 year plan to deliver improved outcomes in specific priority ‘content’ areas and is now embedded into the LSCB business plan. The first year of the delivery of the quality assurance programme will focus on a ‘deep dive’ into the following areas:-
  1. Neglect
  2. Thresholds
  3. Child Sexual Exploitation

All agencies will be supporting a work programme that provides both qualitative and quantitative data in relation to all three content areas above. Also, agencies are working to demonstrate the improved outcomes for children and families in 2012/13 as a result of the work undertaken.

- Section 11 Audits have been refreshed and the Q.A. group have provided the scrutiny required to provide assurances to the Board that agencies have reviewed their safeguarding processes. Challenge to agencies when required has also been part of the process of Quality Assurance
- There has been completion of the 2011/2012 Audit Calendar where agencies have submitted evidence of audits that have been undertaken throughout this timeframe. Outcomes from the

audits are demonstrated by the agencies themselves and challenged by the group throughout the year

- The group has, through the work programme enabled improved partnership working

### **Key Priorities for 2012 – 2013**

- To deliver the requirements of the Q.A Framework assurance processes and ensure that the first year priority content area are completed by December 2012
- To identify and challenge agencies - ensure actions that are required to ensure full compliance by all agencies to the Section 11 are undertaken
- Routinely update the audit and inspection Calendar for 2012/13
- The Q.A. group will assess the progress of any agency that had been highlighted within the SLAC Inspection where actions that have been required to be taken and monitor the progress of the full action plans that have been submitted to enable improvements required
- The group will review performance data inclusive of new health performance indicators for 2012
- The group will ensure that any risks that have been identified through Quality Assurance processes will be brought to the LSCB attention for monitoring and recommendation of actions to be taken



### **Report from Case Review Sub-group**

This group considers all cases brought to its attention where a child has been harmed. It recommends on a course of action including whether the LSCB Chair should authorise a Serious Case Review (SCR)\*.

#### **Function**

The role of the Case Review group is to review selected cases where a child has been harmed, including where necessary, "Serious Case Reviews" (SCRs). The group also ensures that lessons from all reviews are widely disseminated and the learning to improve frontline practice is embedded across all member agencies leading to improvements in the safeguarding of children.

#### **Chair & Membership**

This group is chaired by Louise Taylor, Director of Specialist Services, Directorate for Children and Young People, Lancashire County Council. Members are drawn from PCTs, Police, Voluntary Sector and Children's Services. Support to the group is provided by the LSCB team.

### Headline Achievements 2011/2012

Eight multi-agency SCR Briefings have been delivered to approximately 800 practitioners across numerous agencies, sharing the learning from SCRs. Feedback from these has been extremely positive.

A significant amount of single agency training about SCR learning has also taken place. Lancashire LSCB has been involved in a SCIE Learning Together SCR, which is a new way to try and learn from cases, and has fed back to national government on this experience.

All the critical incident reviews the LSCB now complete are practitioner focused, so their experiences guide future processes and developments.

All agencies are responding to themes that are emerging from SCRs. For example:

Children's centres: updated induction framework in place, centre managers briefed about the SCR findings, new registration form and new guidance about how to analyse and determine risk from those forms, level 1 CP training updated, and new guidance to help staff determine risks to children.

Level of service: CAF is being reviewed and refreshed, s11 audit provided evidence re: agencies ensuring children have needs met at right level (new LSCB QA framework will provide more evidence of this; particularly around neglect), CART provides more consistency, development of MASH endorsed and promoted by LSCB

Assessment quality: been a focus of training and briefings for some time, messages about how to analyse and who to include strongly reinforced across agencies, pre-birth protocol implemented, recent audit confirmed evidence of good assessment work, but need to build on consistency.

Information sharing and communication across agencies: protocols and procedures agreed pan-Lancashire, links between groups have formalised (e.g. safeguarding locality groups and district CYP trusts), best practice panels (practitioner led case discussions) started in the east of the county and have expanded across Lancashire. They report back to their local Safeguarding Groups (LSCGs), and focus on learning from practice.

### Key Priorities for 2012/13

- Auditing the impact of SCR recommendations to measure what difference they are making to children in Lancashire.
- Enabling and supporting practitioner development in light of SCR and CIR findings
- Develop a process of completing good practice reviews and link them into the best practice panels.
- Ensure practitioner involvement and engagement in all processes.
- Improve engagement with families and young people in terms of their experiences of practice and the impact of changes we make.

\* SCRs are carried out when a child dies or is seriously harmed and abuse and/or neglect is known or suspected to be a causal factor. The purpose of an SCR is to learn lessons about how agencies collectively and individually worked with the child and their family.



## Child Sexual Exploitation Sub-group (CSE)

### Function

Quality assurance and monitor compliance of CSE procedures and arrangements. To set a strategic approach to CSE across the County and respond to emerging threats and reduce the danger to children and young people.

### Chair and Membership

This group is chaired by Detective Superintendent Ian Critchley, Lancashire Constabulary. Members are drawn from Blackpool, Blackburn with Darwen and Lancashire LSCBs and include representatives from PCTs, Police, Voluntary Sector and Children's Services. Support to the group is provided by the LSCB team.

### Headline Achievements 2011/2012

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. Highlighted below are national issues relating to the CSE agenda as well as some of the outstanding work and innovation going on across our county.

### Response to National Initiatives

- May 2011-Lancashire Constabulary hosted a Multi-agency seminar which received national media attention and featured a mother and her daughter (by way of video testimony) talking about their experiences and service received.
- June 2011-CEOP published a thematic assessment 'Out of Sight, Out of Mind' in which Lancashire Constabulary was highlighted as 'outstanding' in terms of approach. The assessment also highlighted the work of the Children's Society in Lancashire.
- October 2011-University of Bedfordshire published information that only a quarter of safeguarding boards in the country were involved in promoting and developing practice around CSE- Lancashire County, Blackburn with Darwen and Blackpool Safeguarding Boards are all actively engaged in determining and quality assuring the partnership response to CSE
- October 2011- Children's Commissioner launched a two year public inquiry into exploitation of children by groups and gangs – the Constabulary has made a submission of evidence to this inquiry.
- December 2011- Launch of the Governments CSE National Action Plan. Lancashire Constabulary featured within this action plan as an area of national best practice.
- January 2012 – ACPO Child Abuse Conference – Ministers Tim Laughton, and Lynne Featherstone along with CEOP Chief Executive Peter Davies highlighted the work being undertaken regarding CSE and protecting children across Lancashire
- January 2012- Ministerial Round Table held at the Department for Education by Children's Minister Tim Laughton, 4 other Government Ministers and the Solicitor General also in attendance -Lancashire Constabulary were invited to provide an input of the work being undertaken and update re the National and ACPO action plan.

### Structures

- An LSCB Pan Lancashire Strategy, Action Plan and working protocols are all completed and agreed by the Children's Boards

- Dedicated co located teams are in place and strengthened across our 6 BCUs – Recent developments have involved Children’s services to co locate a social worker in Sothern Division and two additional voluntary sector workers now in place at Northern and Southern Division
- The development of Multi Agency Safeguarding Hubs (MASH) to assist in the identification of the right level of intervention required for children being or at risk of being exploited along with work being undertaken through the ‘Troubled Families ‘ agenda incorporating children being exploited.

### Prevention and Safeguarding

- 7<sup>th</sup> February 2012- A live Internet feed took place on Safer Internet Day across Lancashire involving G Division PPU, schools and carers- advice regarding safe use of the internet will be issued and the dangers for children of being exploited and groomed online.
- We have increased public awareness through our CSE corporate communications strategy being in place-in the last 6 months there has been a significant number of positive media articles on Lancashire’s approach to tackling CSE
- A Hotel awareness Initiative has been devised at Central Division involving the dissemination of photographs of victims and offenders of CSE- this has been seen as national best practice and being considered for roll out nationally prior to the Olympics.
- 28<sup>th</sup> February 2012 - Lancashire Constabulary hosted a CSE Seminar to disseminate best practice, after requests were made by the majority of constabularies across the country to review our partnership arrangements.
- A Series of presentations has been made to GPs and schools to increase awareness of the issues of CSE and methods of referral.
- We have safeguarded hundreds of young children across the county who were being exploited (suffering significant sexual violent attacks of rape and sexual assault) or were at risk of being exploited. There are some outstanding examples of the interventions that have taken place and protection provided to our vulnerable children, transforming their lives.

### Enforcement

- Over 350 suspects and offenders have been identified in the last 6 months –there have been some outstanding convictions and on-going investigations which have been fed into the Children’s Commissioners Public Inquiry.
- We have developed our approach to covert internet investigations to target on line exploitation in Lancashire which has led to a significant number of offenders being identified as grooming children as young as 12 for sex.
- The granting of the first ASBO for a CSE offender at Pennine Division.
- The development of tasking and targeting of OCGs involved in CSE across our county.

### Community Engagement

- Our problem profile completed 6 monthly allows us to identify who, where and how we engage with the public.
- Work is ongoing in East Lancashire in Mosques and Madrasahs to inform and deliver key messages and listen to community issues re CSE
- The funding of a young person's advocate for exploited boys in our county and work with travellers in Northern Division are further areas where we have identified the need to develop our engagement around the exploitation of children

## Reward and Recognition

- The Freedom Team at Pennine have recently been awarded an MJ award for 'Children's Services' and have also been shortlisted for the National LGC awards as well as the Health 'safeguarding' awards
- The work of all teams across Lancashire has been highlighted in the OFSTED inspections- *we must continue to strive to provide the best protection to vulnerable children to prevent them being abused*

## **Key Priorities for 2012/13**

1. Quality Assurance framework around CSE
2. Increased work with all diverse communities regarding awareness of CSE and confidence in the service provided
3. Develop approach to targeted organised criminal groups committing CSE
4. Develop public safety awareness campaigns re CSE
5. 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
6. Review and Develop training for all frontline professionals re awareness of CSE



## **Child Death Overview Panel -CDOP (Lancashire and Blackburn with Darwen)**

### **Function**

The CDOP was established under the Lancashire and Blackburn with Darwen Safeguarding Children Boards in April 2008. Its function is to consider all child deaths (both expected and unexpected) across the two areas; to establish whether modifiable factors\* were or were not present; and to allocate the causes of death to specified categories as required by the Department for Education (formerly DCSF).

\*Factors which could be modified to reduce the risk of future child deaths (see Working Together 2010; 7.23/4)

### **Chair and Membership**

Dr Shelagh Garnett, North West Screening and Quality Assurance Lead, NHS North West, is the Chair of the Lancashire and Blackburn with Darwen CDOP and CDOP Business Meeting. Members are drawn from PCTs, Police, Voluntary Sector and Children's Services. Support to the group is provided by the LSCB team

## **Headline Achievements 2011/2012**

- In the 2011-12 reporting year the Blackburn with Darwen and Lancashire Child Death Overview Panel (CDOP) was notified of 154 deaths, (116 Lancashire residents, 19 Blackburn with Darwen residents and 19 out of area). In the same reporting year the Panel completed 137 reviews (104 Lancashire and 33 Blackburn with Darwen).
- The Panel has formalised its procedures with the Lancashire and Blackburn with Darwen Registrars; as a result, death certificate information should be received by the CDOP Coordinator no later than seven days after registration. Furthermore, the Panel has a system in place for informing and involving all parents/ carers of the CDOP and its function in accordance with Working Together 2010. CDOP has ensured that via the Local Registry Offices and SUDC Nurses families are provided with 'The Child Death Review – a guide for parents and carers' the national leaflet developed by the Foundation for Sudden Infant Deaths (FSID) and a letter signed by the CDOP Chair on behalf of the Panel.
- The Panel has improved the reporting mechanisms and monitoring of the Rapid Response process and now receives regular updates from the SUDC (Sudden Unexpected Death in Childhood) Nurses in relation to completion of End of Case Discussions, early learning and early identification of issues and good practice. In particular, the Panel via the Rapid Response Service has become aware of new bereavement support services; therefore more parents/ carers can be directed to local support services.
- The Sudden Unexpected Death in Infancy (SUDI) Prevention Group promotes safer sleeping messages through the Give Me Room to Breathe Campaign and the Safer Sleeping Guidance. CDOP has accepted the SUDI Prevention Group as a sub-group and it receives quarterly reports; the Boards will be kept informed of this Group's progress via the CDOP bi-monthly reports and the annual report. The Campaign is due to be re-launched in due course to inform the public and frontline professionals of safer sleeping messages.
- The Panel is also reaching frontline professionals via the Pan-Lancashire SCR Briefings; the Panels contribution is used to raise awareness of the CDOP, its function and emerging themes and trends.
- The Panel undertook a project with the Public Health department at NHS Central Lancashire to examine and explain apparent inconsistencies in the number of deaths reported by ONS and CDOP. Further more in depth work to analyse deaths by risk factors is planned for 2012/13.
- A strategy was developed for managing the merger of the Blackburn with Darwen/Lancashire CDOP and the Blackpool CDOP. This included the development of a core membership to ensure consistency in decision making and a rota system to ensure equitable distribution of the workload. This was approved by the three LSCBs and the first Pan-Lancashire CDOP Meeting was held on 17<sup>th</sup> April 2012.

### **Key Priorities for 2012/13**

- Monitor and develop (as appropriate) the systems and processes of the newly merged Pan-Lancashire Panel to ensure efficient, consistent reviews of child deaths on a Pan-Lancashire basis.
- Update the data recording/ analysis systems to improve reporting on specific modifiable factors identified by the Panel
- Develop a Pan-Lancashire communications strategy for disseminating messages and information on a multi-agency basis
- Finalise the multi-agency e-learning and make available to professionals
- The Panel will monitor the re-launch of the Give Me room to Breathe Campaign

- CDOP will ensure the Safer Sleeping Guidance is reviewed
- CDOP will develop links with other Local Safeguarding Children Board Sub-Groups particularly the Safe from Harm Group



## **ESafety Sub-group**

### **Function**

To develop the LSCB eSafety Strategy and action plan for member agencies to promote and support stakeholders in safeguarding the welfare of children relating to online risks.

### **Chair and Membership**

Chair – Graham Lowe, LCC Schools ICT Manager.

Members are drawn from PCTs, Police, Voluntary Sector and Children's Services. Support to the group is provided by the LSCB team.

### **Headline Achievements 2011/2012**

- Increased multi-agency participation and engagement with eSafety agenda
- Increased partnership working with Lancashire Constabulary (e.g. participation in 3 x Live Online eSafety Q&A sessions with both schools and wider community; Christmas message from Lancashire Constabulary re: eSafety considerations for Technology gifts (e.g. gaming consoles, mobile devices)
- Engagement with related areas and groups where there is an eSafety consideration
- Increased impact in raising awareness across Stakeholder areas (Parental Awareness Sessions, Foster Carers, Library & YPS Services)
- Continued promotion of the Lancashire eSafety Charter with schools
- Continued INSET offering for Schools re: eSafety (e.g. Policy development, CPD courses)
- Continuation of Advice / Support for schools and others with eSafety queries (Queries predominantly - over 90% - Facebook related)
- Securing of representation on National eSafeguarding Group (incl. promotion of national campaigns such as Safer Internet Day, The Big March (Anti Bullying), POSH (Professionals Online Safety Helpline))

### **Key Priorities for 2012/13**

Build upon and develop successes of 2011/12 including:

- Secure continued commitment to eSafety during internal re-organisations
- Develop existing Lancashire eSafety Charter Scheme beyond schools
- Continue and develop multi-agency approach to raise awareness of eSafety
- Increase profile of eSafety across children's landscape
- Investigate options for multi-agency eSafety Conference in early 2013
- Include eSafety reference in related training events (e.g. LSCB Safeguarding)
- Gather qualitative / quantitative information from C&YP re: risks and views on existing arrangements
- Continue to promote the need for an eSafety Policy with all Stakeholders

- Complete a dip sample of schools to assess effectiveness of Policy & eSafety education
- Establish number of ICT-related Child Protection incidents
- Develop and improve online resources with involvement from Young People



## Stay Safe Theme Group

### Function

The purpose of the group is to oversee delivery and implementation of priorities set down in C&YP plan in respect of the Stay Safe outcome.

The main functions of the group are to

- Oversee partner agencies contribution to the "Children & Young People" plan regarding Stay Safe outcomes
- Scrutinise performance against a range of indicators concentrating on indicators that are off target
- Support development of policies, procedures and strategies in relation to the Stay Safe outcome
- Identify cross-cutting 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 reviewed to enable delivery of priorities in the C&YP plan
- Inform the QA/PM sub-group of any identified concerns
- Link with the other four Children's Trust Partnership theme groups to identify safeguarding concerns and evidence of best practice
- Identify opportunities for preventative work and early intervention

### Chair and Membership

The group is chaired by Louise Taylor, Director of Specialist Services, Directorate for Children and Young People, Lancashire County Council.

Members are drawn from PCTs, Police, Fire and Rescue, Voluntary Sector and representatives from Lancashire County Council, Children and Young People, Environment and Community Safety Groups.

### Headline Achievements 2011/2012

Outcome One: Children, especially those from vulnerable groups, are safe from physical and emotional harm and neglect

- Lancashire Youth Offending Team (LYOT) ensures safeguarding arrangements are in place for young people located within secure estate. Processes are clear and assessments shared with custodial staff to manage potential risks
- All young people placed in secure estate are offered additional integrated resettlement support

- LYOT continues to work closely with staff from HM YOI Hindley. Safeguarding arrangements and risk assessment/management procedures are in place and robustly managed
- Multi agency group coordinated by Child and Adolescent Mental Health Service (CAMHS) created guidance to staff which has been placed on Tri X and Children's Social Care procedures and redistributed through Schools Portal
- CAMHS teams operate 'self harm' rotas to ensure children and young people who self harm and are referred to CAMHS from A&E are seen and assessed
- Multi agency pan Lancashire LSCB Child Sexual Exploitation (CSE) Strategy and Standard Operating Protocol developed and agreed by all partners
- Creation of Children Looked after Support Service (CLASS) – high level of customer service reported - 59.1% improved placement stability, 47% improved foster carer morale, 26% increased engagement in Employment, Training and Education, and 44% improved emotional wellbeing, social function and behaviour
- Strength and Difficulty Questionnaire return has doubled on previous year to 698 including 58 children with disabilities
- To ensure successful transition planning for vulnerable young people towards adulthood, Lancashire has developed a new Transition Policy and Procedure
- 329 children and young people in December 11 were placed in independent non maintained special schools - a reduction of 33% (110) places in comparison to 2010 with a reduction in spending of £3.4m as special educational needs and disabilities met in more local maintained provision
- Before children and young people are placed in residential settings out of authority, 3 officers visit the proposed school to assess suitability to meet identified SEND. When an officer visits the school, a monitoring response is submitted to the Inclusion and Disability Support Service lead for Provision and Performance
- Joint protocol with Children's Social Care for agreeing jointly commissioned placements in residential care
- Figures for the first two months of 2012-13 compared to the previous year show a continued reduction in anti-social behaviour with a reduction of 3,613 incidents (18.5%)

#### Outcome Two: Fewer children come into care and those that do have better placements

- 37 family group conferences held evidencing improved school attendance, care placements prevented services stepping down because families managing better and positive family feedback
- Positive impact from intensive work with vulnerable adolescents – 50% of young people successfully returning home from care
- Significant increase in participation of children looked after in their reviews – 89.7% in 09/10 and 97.4% in 10/11 - improvement made in process recognised nationally and regionally
- All Lancashire County Council children's homes rated by Ofsted as good (46%) or outstanding (54%) and the authority's fostering service judged as outstanding
- Placement stability at December 2011 was 73.8% which is 7% and 5% above our statistical neighbours
- 25% fewer children placed outside of county in 11/12 compared to 10/11 with all children and young people placed with best performing providers
- Reductions of the percentage of children in care with three or more placements in 12 months – from 10.4% in 10/11 to 9.4% in 11/12
- The Transforming Care Services (TCS) Project has a robust action plan that includes a series of specific tasks/activities. All actions contained within the plan are formally reviewed on a

quarterly basis. The overall TCS project is reported to Efficiency Board, again on a quarterly basis

#### Outcome Three: Fewer children are missing from education, from home or from care

- The Children Missing from Education (CME) team are now based as one service in Chorley. This has aided improved procedures and more flexible response times. There are also now clearer protocols developed for close working between the CME team and Pupil Access and regular review meetings are held
- Discrete team established for Effective Education at Home allowing for clearer focus on Elected Home Education (EHE) work, improved communication between teams and revised EHE protocols/procedures 'signed off' by Cabinet Member for Schools, with full support and in partnership of parents and carers
- Ofsted during their safeguarding and looked after children inspection acknowledged that Lancashire has a comprehensive and effective protocol and good arrangements in place to identify and monitor children missing from home, care and education
- Established multi agency meetings and information sharing identified percentage between the levels of 'missing' children v associated cases of CSE in each Police area

#### Outcome Four: Fewer children are bullied

- Provisional analysis of the data suggests an increase in the proportion of pupils who claim they are rarely or never bullied

#### Outcome Five: Fewer children are killed or seriously injured in road traffic accidents

- 31% reduction in 2011 from the baseline of children seriously injured or killed in road traffic accidents
- Right Start Child Pedestrian Training - 16,511 children receiving 56,614 hours of training
- Cycle training - 13,343 pupils receiving 25,253 hours of education
- Theatre-in-education packages - 4,372 Year 7 and Year 9 pupils receiving 17,488 hours of education in 30 high schools
- Wasted Lives - 7,866 pupils receiving 23,598 hours of education. As a result, 76% of those who take part in the programme take fewer risks
- Little Safety Stars (LSS) piloted in Hyndburn resulting in 113 families receiving road safety information and 598 children receiving 711 hours of education.
- In car safety champions established in Burnley, Pendle, Hyndburn, Preston, Chorley and Lancaster - 26 in car safety sessions delivered to 326 parents
- Safety Stars introduced into 67 primary schools involving 2,010 pupils
- 20 mile p/h speed limits introduced in all residential areas and outside schools
- The Moodle has been launched which provides a web based learning platform
- High school provision further strengthened resulting in 42 business meetings with high school representatives, 22 delivery sessions involving 5,070 pupils
- Northern Beat (nationally recognised scheme for LCC) which focussed on road safety delivered in Lancaster, Fylde and Wyre. This involved 7 high schools engaging with 5,000+ pupils
- The Beats has been introduced into Preston, South Ribble, Chorley and West Lancashire, involving 15 schools and 15,000+ pupils.
- Geared & Go for riders of powered two wheelers introduced into colleges and high schools. Sessions delivered to 60 students receiving 180 hours of education

#### **Key Priorities for 2012 – 2013**

- Bullying

- Children Missing
- Children who sexually offend
- Domestic violence
- Neglect
- Road Safety

## Local Safeguarding Children Groups (LSCGs)

The LSCB has 3 LSCGs 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.

In 2011/12 each LSCG reviewed its membership, introduced refreshed terms of reference and developed a clear work programme to ensure LSCB Business Plan priorities were delivered at a local level. In 2011/12 the LSCG's have all:

- Considered the CDOP Annual Report
- Reviewed the views of young people locally through existing mechanisms
- Received regular reports from the Contact and Referral Team and resolved any local issues regarding referrals to CSC and thresholds
- Established connectivity with each of the local District Children's Trusts
- Discussed recommendations from Serious Case Reviews and agreed how local agencies can respond to these
- Completed local multi-agency audits and case reviews as directed by the LSCB

At the time of writing (June 2012) the LSCB is considering a different model of engaging with local practitioners and agencies. Until this has been fully explored and decided, priorities for 2012/13 have been put on hold.

## Annual Reports to LSCB



### Private Fostering

It is essential to ensure the welfare and safety of all children who are in private fostering arrangements (Children Act 1989). This includes any child or young person under the age of 16 (18 if they have a disability) who is living with someone other than their 'parent' or 'close relative' for 28 days or more (Private Fostering Regulations 1995).

Privately fostered children and young people remain some of the most vulnerable in terms of children in need and safeguarding.

The LSCB receives an annual report from the local authority in relation to private fostering so it can be assured that the service is effective and meets statutory and national requirements. This report was presented to Lancashire Safeguarding Children Board in July 2011 and the Board agreed to:

- Coordinate 3 dip sample audits through each locality group to scrutinise how cases were managed
- Assist in the distribution of publicity materials to all partner agencies
- Assist in identifying funding for production of publicity materials

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

The LADO is appointed to ensure allegations made against people working with children and young people are dealt with effectively and appropriately.

In 2011/12 there has been a continued increase in notifications and allegations to the LADO as a result of continued awareness raising and improved understanding of the role of the LADO across agencies. This however, has stretched administration resources that support the investigation and notification process and an action plan is now in place to address this and ensure sufficient capacity is available for an effective service.

The LSCB has assisted in raising awareness of the LADO among the voluntary, community and faith sector through targeted information distributed through Local Safeguarding Groups. The LSCB has also ensured all agencies provide a named Senior Nominated Officer within their organisation as a key point of contact with the LADO.

## Income and Expenditure



**01 April 2011 – 31 March 2012**

<b><u>INCOME</u></b>	<b>£</b>
<b>Contributions to Board</b>	
Central Lancs PCT	37835
East Lancs PCT	37835
North Lancs PCT	37835
Police	43938
Probation Service	13488
CAFCAS	550
LCC - Young People's Service	14000
LCC - CYP Directorate Funding	93000
<b>Total</b>	<b>352764</b>
<b>Child Death Overview Panel</b>	
LCC	75000
Blackpool	11500
Blackburn with Darwen	11500
<b>Total</b>	<b>98000</b>
<b>SCR Development Post Contributions</b>	
Central Lancs PCT	0
East Lancs PCT	5131.5
North Lancs PCT	0
LCC - CYP	50000
LCC - CYP Main Board Contributions/Reserves	19000
<b>Total</b>	<b>74131.5</b>
Other income	12975
<b>TOTAL LSCB INCOME</b>	<b>537870.5</b>
<b>EXPENDITURE</b>	
General LSCB	131657.3
Child Death Overview	60763.08

Serious Case Review	32928.82
Training	140161.5
<b>TOTAL LSCB EXPENDITURE</b>	<b>365510.7</b>

## Contact Us



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## Appendices

### LSCB Business Plan 2011/12 (Year End Position)

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
<b>Strategic Priority 1.</b> <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"> <li>- Identify countywide consultation channels and mechanisms</li> <li>- Identify local consultation channels and mechanisms</li> </ul>	LSCB Team	October 2011	Yes
		LSCGs	October 2011	Ongoing
b. Key business priorities incorporate the views of children and young people	Develop and implement consultation plan at county and local level	LSCB Team LSCGs	December 2011	Completed Ongoing
c. All agencies can evidence that they consult with children and young people as appropriate	Seek assurance from agencies on concerns identified in 2010 section 11 audit in relation to this issue.	QA Sub-group	October 2011	Completed
d. Feasibility of setting up a shadow board of children and young people is understood	Complete scoping exercise as to whether a shadow board is the most effective way to listen to and respond to views of children and young people.	LSCB Team	December 2011	Deferred
<b>Strategic Priority 2.</b> <i>We will make sure that services work well together, taking and sharing responsibility, to keep children and young people safe.</i>				
a. The Board is assured that the application of thresholds is safeguarding children	<ul style="list-style-type: none"> <li>- Review current thresholds guidance</li> <li>- Review of thresholds re: Child Protection &amp; Common Assessment Framework</li> </ul>	LSCB Team LSCGs	Sept 2011 March 2012	Completed Ongoing through CAF Group
	<ul style="list-style-type: none"> <li>- Review the understanding of thresholds across agencies</li> </ul>	LSCGs	March 2012	As Above
	<ul style="list-style-type: none"> <li>- Review the implementation of thresholds</li> </ul>	LSCGs	March 2012	As Above

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
	<ul style="list-style-type: none"> <li>- across agencies</li> <li>- Develop protocol for resolving disagreement between agencies</li> </ul>	LSCB Team	September 2011	Completed
b. Effective arrangements are in place to monitor and evaluate the work of the Children's Trust	<ul style="list-style-type: none"> <li>- Reporting arrangements between LSCGs and DCTs are agreed and implemented</li> <li>- Develop reporting mechanism to monitor the effectiveness of the Common Assessment Framework and Early Support</li> </ul>	LSCGs LSCB Team	August 2011 December 2011	Completed Ongoing through CAF Group
c. Effective strategies are in place regarding the issues of: <ul style="list-style-type: none"> <li>- Anti-bullying</li> <li>- DV</li> <li>- Neglect</li> <li>- CSE</li> <li>- CLA</li> <li>- Suicide / Self harm</li> <li>- Esafety</li> <li>- Mental Health</li> <li>- Substance Misuse</li> </ul>	<ul style="list-style-type: none"> <li>- Review current provision regarding these issues and conduct gap analysis</li> <li>- Commission development of any new strategy and ensure monitoring arrangements are in place</li> </ul>	LSCB Executive LSCB Executive	March 2011 March 2011	Completed Completed and being progressed into next year
d. LSCB is assured that multi-agency assessments are effective and robust	<ul style="list-style-type: none"> <li>- Collate information available regarding quality of multi-agency assessments</li> <li>- Identify issues and work being undertaken to address them</li> <li>- Identify recommendations and monitor their implementation</li> </ul>	QA Sub-group QA Sub-group QA Sub-group	October 2011 December 2011 December 2011	Now being pursued through new QAF
<b>Strategic Priority 3.</b> <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>				

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
a. Multi-agency standards for working practices, eg – supervision, are in place.	Develop multi-agency safeguarding supervision standards	LSCB Team	September 2011	Started but delayed.
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 this issue.	QA Sub-group	October 2011	Completed
c. LADO role has been reviewed with regard to function and capacity	To be included in review of Management Team, with reference to role of LCC in LADO business	Linda Richardson	August 2011	Completed
d. Recruitment practices of board 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	October 2011	Completed
e. A Multi-agency training programme is in place which meets the identified priorities of the LSCB.	<ul style="list-style-type: none"> <li>- Conduct Gap / Fit analysis to ensure training programme meets LSCB priorities</li> <li>- Provide regular progress reports to Executive</li> </ul>	Training Sub-group  Training Sub-group	October 2011  For every Exec meeting	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"> <li>- Develop and implement programme of audit</li> <li>- Provide regular progress reports to Executive</li> </ul>	Training Sub-group Training Sub-group	October 2011 For every Exec meeting	Completed Completed
g. LSCB Members have a suitable pack of induction material	Induction pack to be developed. (To include agency 'pen-profiles')	LSCB Management Team	September 2011	Completed
<b>Strategic Priority 4.</b> <i>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.</i>				
a. LSCB Safeguarding policies and procedures are up to date and effective	<ul style="list-style-type: none"> <li>- Existing pan-Lancashire group to continue to meet regularly and consider priorities.</li> <li>- Set task and finish groups to develop specific procedures.</li> </ul>	Pan-lancs & Cumbria procedures group Pan-lancs & Cumbria procedures group	Ongoing  Ongoing	Completed  Completed

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
b. 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	QA Sub-group	October 2011	Completed
<b>Strategic Priority 5.</b> <i>We will assist children, young people, their families and communities to keep themselves safe and know how to get help.</i>				
LSCB have an effective communications strategy	<i>To include:</i> <ul style="list-style-type: none"> <li>- Serious Case Review Learning</li> <li>- CDOP Case Reviews and learning</li> <li>- Improve and update Website</li> <li>- Scope new communication mechanisms (Social - - Networking etc)</li> <li>- Publicising LSCB and Safeguarding</li> <li>- Specific Campaigns</li> <li>- Engaging with diverse communities</li> </ul>	LSCB Team LSCGs	December 2011	Ongoing, delayed slightly.
<b>Strategic Priority 6.</b> <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. LSCB is assured that its priorities are being met on a multi and single-agency basis	<ul style="list-style-type: none"> <li>- Routinely update LSCB Audit &amp; Inspection Calendar.</li> <li>- Lead on the completion of multi-agency audits as required.</li> <li>- Develop a system for scrutinising single agency audits.</li> <li>- Participate in the Peer Review and act upon findings</li> </ul>	QA Sub-group  QA Sub-group  QA Sub-group  LSCB Executive Group	Every Meeting  Ongoing  October 2011  July 2011	Completed  Now being pursued through new QAF
b. The LSCB can demonstrate it is fulfilling all of its monitoring and evaluation functions, as per WT 2010.	<ul style="list-style-type: none"> <li>- Review membership of QA Sub-group</li> <li>- Review role of QA Sub-group</li> <li>- Finalise Performance Management arrangements</li> </ul>	QA Sub-group QA Sub-group LSCB Team	July 2011 July 2011 July 2011	Completed Completed Completed

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
c. LSCB member's can effectively challenge each other.	<ul style="list-style-type: none"> <li>- Identify suitable training for members with regard to challenge</li> <li>- Review LSCB report template</li> </ul>	Training Sub-group	October 2011	Ongoing
		LSCB Team	August 2011	Completed
<b>Strategic Priority 7.</b> <i>We will make sure that we use our money and staff to give the best results for children and young people.</i>				
a. LSCB Management Team is effective, efficient and provides value for money	Review of establishment to be completed	Linda Richardson	August 2011	Completed
b. LSCB has effective and efficient ways of working	<ul style="list-style-type: none"> <li>- Audit of budget to be completed</li> <li>- Develop mechanism for sub-groups to report to LSCB</li> </ul>	Executive Group	July 2011 July 2011	Completed Completed
<b>Strategic Priority 8.</b> <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"> <li>- Consider referrals against criteria for Serious Case Reviews</li> <li>- Commission Serious Case Reviews as appropriate</li> <li>- Commission Critical Incident Reviews as appropriate</li> <li>- Complete Critical Incident Reviews and feedback learning to SCR Group and local agencies</li> </ul>	SCR Group	Ongoing	Completed
		SCR Group SCR Group		Completed Completed
		LSCGs		Completed
b. An effective system is in place for the monitoring of action plans and	<ul style="list-style-type: none"> <li>- Develop and implement a system to monitor action plans</li> </ul>	SCR Group	November 2011	Completed

<b>Objective</b> <i>(what do we want to achieve)</i>	<b>Tasks to be completed</b> <i>(to achieve the objective)</i>	<b>Lead Person/Group</b>	<b>Completion Date</b>	<b>Completed?</b>
dissemination of learning from case reviews	- Ensure messages from case reviews are widely disseminated within all agencies	SCR Group	Ongoing	Completed
c. Board members are up to date with developments in policy, guidance and research	Ensure members are made aware of relevant information and developments	LSCB Team	Ongoing	Completed
d. Themes from the review of Child deaths have been recognised and acted upon	<ul style="list-style-type: none"> <li>- Review all child deaths in Lancashire</li> <li>- Themes from child deaths to be identified</li> <li>- Ensure themes inform single and multi-agency planning</li> </ul>	CDOP CDOP CDOP	Ongoing Ongoing Ongoing	Completed Completed Completed