

# Public Document Pack

## Children and Young People Overview and Scrutiny Committee

Monday 5<sup>th</sup> September 2022.

6.00 pm

Meeting Room A  
Town Hall, Blackburn.

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### AGENDA

**1. Welcome and Apologies**

To welcome those present to the meeting and to receive any apologies for absence

**2. Declarations of Interest**

To receive any declarations of interest on items on the agenda.

**3. Youth Forum Update**

To receive an update on the work of the Youth Forum.

**4. Achieving Excellence update**

To receive an update on the work of the Achieving Excellence Board

**BWD Improvement Plan - 10 Areas of recommendation (2)** **3 - 15**

**Terms of Reference - Achieving Excellence Board V1.2**

**5. Children's Safeguarding Assurance Partnership**

To receive a presentation on the work on Children's Safeguarding Partnership. The Annual Report of the Partnership is attached.

**CSAP Annual Report Easy Read Summary\_180722** **16 - 47**  
**FINAL\_CSAP Annual Report 2020-21 030822**

**6. Early Years Speech and Language**

To receive a presentation on the work on Early Years Speech and Language.

Date Published: 25<sup>th</sup> August 2022  
Denise Park, Chief Executive

**Post-Inspection Action Plan – 10 AREAS OF RECOMMENDATION**

Blackburn with Darwen Borough Council has prepared this response in compliance with The Education and Inspections Act 2006 (Inspection of Local Authorities Regulations 2007) following publication on 18<sup>th</sup> March 2022 by Ofsted of the report on their inspection into the effectiveness of Blackburn with Darwen Borough Council's Children's Social Care Services.

OFSTED recommendations of what needs to improve	Actions that will be taken	By whom and when	Measure of success that will be used	A local authority is likely to be judged good if the following applies:
<b>The experiences and progress of children who need help and protection</b>				
<p><b>1</b> The <b>multi-agency response to concerns</b> that a child is suffering or is likely to suffer significant harm, particularly timely <b>strategy discussions</b></p>	<p><b>1.1 Senior management oversight, scrutiny, tracking and access monitoring</b> of the effectiveness of strategy discussions, from a multi-agency perspective.</p>	<p>Strategic Director of Children's Services; Deputy Director, Chief Constable; CCG Safeguarding Lead</p> <p>April 2022</p>	<p>Meeting of Strategic Director of Children's Services, Chief Executive and Chief Constable to discuss findings of the inspection and actions needing to be taken (completed 7/3/2022). Commitment to reviewing impact of action taken on a quarterly basis with first multi-agency audit taking place in May 2022.</p> <p>Completion of Quarterly Multi-Agency Reviews with the Police and other partners to determine progress.</p> <p>Escalation process is embedded across the partnership. Strategy meetings are partnership led and respond to the needs and risk of children and young people to ensure we improve children and young people's situation without delay.</p>	<p>Children and young people are protected through effective multi agency arrangement. Key participants attend multi agency meetings. These meetings are effective forums for timely information sharing, planning, decision making and monitoring. Actions happen within agreed timescales and the help and protection provided reduce risk and meet need</p>
	<p><b>1.2 Escalation process to be implemented</b> to capture emerging problems when timeliness and partnership availability is a barrier.</p>	<p>Deputy Director</p> <p>March 2022 <i>(completed)</i></p>	<p>Practice Week methodology will evidence an effective multi-agency response to strategy meetings that share information, planning and decision making without delay to help and protect children.</p>	
	<p><b>1.3 Quality Assurance activity:</b> Practice Week, thematic and planned multi agency quality assurance activity to measure the quality and impact of learning and improvement of practice of multi-agency strategy discussions.</p>	<p>Quality Assurance Lead</p> <p>May 2022</p>		
	<p><b>1.4 CSAP multi-agency thematic audit on strategy discussions.</b></p>	<p>Head of Safeguarding &amp; Assurance</p> <p>November 2022</p>	<p>Strategy discussions are compliant with guidance; quality and consistency of practice; multi-agency response meets good standards.</p>	
	<p><b>1.5 Introduce mandatory joint multi-agency training;</b> strategy meetings and Section 47 enquiries to be delivered to all staff with statutory responsibilities, and to support the workforce to understand how to improve practice.</p>	<p>Deputy Director</p> <p>Development Manager</p> <p>Lancashire Police</p> <p>February-April 2022</p>	<p>Training the workforce will develop staff and embed changes required and evidence improved practice; Quality Assurance Activity – analysis and evaluation will identify improved performance; monitoring for full attendance.</p>	
	<p><b>1.6 Develop guidance and practical '7 Minute Briefings' for strategy discussions and section 47s</b> and deliver to all teams across the workforce. Engage teams in good practice, with roles and responsibilities of all professionals including the significance of timely partnership working to reduce risk and meet the needs of children. Content includes that meetings are accurately recorded and on the information system.</p>	<p>Deputy Director</p> <p>February 2022</p> <p>Principal Social Worker</p> <p>March-April 2022</p>	<p>Evaluation of the sessions that are practice informed and supported through an understanding what we are doing, reflecting on why we are doing it and how it might be better.</p> <p>Assurance to the senior management team through a range of quality assurance activity that will evidence that children and young people are protected and safe including Practice Week thematic audit, routine audit activity and supervision.</p>	
	<p><b>1.7 Practice Improvement Meeting oversight:</b> Weekly dip sample audits, performance data and Team Manager reflective discussions to inform weekly journey travelled reports regarding the quality of practice and impact for children in respect of timing and impact of strategy discussions and section 47 investigations.</p>	<p>Strategic Director of Children's Services, Deputy Director and Quality Assurance Lead</p>	<p>Weekly improvements in audit grading with consistency of good/outstanding outcomes by May 2022.</p>	

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	<p><b>1.8 Strengthening governance:</b></p> <ul style="list-style-type: none"> <li>• <b>Creation of a quarterly Strategic Board</b> to scrutinise performance and impact for children.</li> <li>• <b>Strengthen CADS weekly performance meeting to a partnership approach</b> to provide scrutiny and challenge of decision making and practice.</li> </ul>	<p>February – May 2022</p> <p>Deputy Director; Head of Social Work &amp; Specialist Support</p> <p>April 2022</p>	<p>New Terms of Reference and Board in place by April 2022; Quarterly reports presented to an 'Operational Practice Improvement Group' evidencing clear and evidence-based oversight and scrutiny of practice, that is improving outcomes for children on a multi-agency basis.</p>	
	<p><b>1.9 Specialist Nurses to have read only access for the Protocol case recording Management Information System.</b></p>	<p>Deputy Director / Service Lead Digital</p> <p>March 2023</p>	<p>Access to shared information and intelligence to have a more rounded picture of the circumstances of the child and family.</p>	
	<p><b>1.10 Introduce longer term multiagency Continuous Professional Development</b> post 'Brilliant at the Basics' training on a 6 month cycle.</p>	<p>Principal Social Worker</p> <p>October 2022</p>	<p>Keep abreast of modern best practice and research, and embed learning.</p>	
<p><b>2</b> Practice relating to <b>securing or dispensing with parental consent</b> during child protection investigations</p>	<p><b>2.1</b> All safeguarding concerns for children will be addressed through <b>appropriate multi agency strategy discussions</b>, where <b>consent is clearly considered and recorded</b> during the strategy discussion and throughout any agreed investigation.</p>	<p>Strategic Director of Children's Services; Head of Social Work &amp; Specialist Support; Head of Corporate Parenting &amp; Permanence</p> <p>May 2022</p>	<p>Senior management oversight and scrutiny will see improvements in audit grading. Benchmark audit activity on strategy discussions commenced 11/2/2022. Target by May 2022 to have consistent good/outstanding grades.</p>	<p>Children in need of help and/or protection have a plan setting out how they will be helped, how their needs are going to be met and how risk will be reduced within the timescales appropriate for the child. If families refuse to engage, clear contingency plans are in place. These are based on the assessment of need and risks to the child. Action is taken to avoid drift and delay. Plans and decisions are reviewed. Alternative decisive action is taken if children's circumstances do not change and the help provided does not meet their needs, or the risk of harm or actual harm remains or intensifies</p>
	<p><b>2.2</b> Children's plans to <b>include timescales and details of contingency arrangements</b> – continuous monitoring through quality assurance activity, IRO scrutiny and tracking, including a dip sample audit of Child In Need plans and contingency plans in October 2022</p>	<p>Head of Social Work &amp; Specialist Support; Head of Safeguarding &amp; Quality Assurance</p> <p>Audit</p> <p>October 2022</p>	<p>All children's plans to include clear timescales against actions to be undertaken. All children's plans to include contingency arrangements in the event that there is no improvement to their daily lived experience and / or parents / carers are unable to safely care for them.</p>	
<p><b>3</b> The <b>response to neglect and domestic abuse</b> to ensure child-focused practice which measures impact through the difference made to children's lives</p>	<p><b>3.1 Partnership workshop to develop a shared value base and approach</b> to responding to and assessing impact of domestic abuse upon victims and children.</p> <p><b>3.2 Bespoke domestic abuse training</b> to be provided to staff, through 'domestic abuse champions' and a workforce development approach. Training to be provided by the accredited provider 'Safe Lives'.</p> <p><b>3.3 Neglect Champions Group to continue raising awareness across all partners on the impact of neglect.</b></p> <p><b>3.4 Review the pre-proceedings and the neglect tracker</b> to refresh the focus of decision making to evidence the impact of the</p>	<p>Deputy Director; Head of Community Safeguarding</p> <p>Workshop</p> <p>June 2022</p> <p>Draft guidance and tool kit</p> <p>July 2022</p> <p>Principal Social Worker; Head of Social Work &amp; Specialist Support</p> <p>March 2022</p> <p>Principal Social Worker; Head of Social Work &amp; Specialist Support</p> <p>Head of Social Work &amp; Specialist Support; Head of</p>	<p>A partnership guide and toolkit to cover supporting, assessing, and responding to Domestic Abuse through a high support approach to victims and high accountability to those that harm. Success will be evidenced through thematic QA activity that demonstrates improved and consistently good assessment and response for children.</p> <p>Consistently good assessment, planning and response to the impact of domestic abuse upon children's experiences and subsequent decision making.</p> <p>Increased review of impact for children to inform and develop how we continuously improve our understanding of impact and decision making in response to this.</p> <p>Quarterly report on the impact of pre-proceedings, and shared with Legal and CAFCASS who will provide feedback to the Operational Practice Improvement Board on the timeliness and impact of all children subject to a threshold for care proceedings.</p>	<p>Neglect, sexual abuse, physical abuse and emotional abuse are effectively identified and responded to. Children and young people who live in households where at least one parent or carer misuses substances or suffers from mental ill-health, or where there is domestic violence, are helped and protected</p>

OFSTED recommendations of what needs to improve	Actions that will be taken	By whom and when	Measure of success that will be used	A local authority is likely to be judged good if the following applies:
	safeguarding concerns and pre-proceedings upon the child's daily lived experience.	Safeguarding & Assurance; Deputy Director of Legal & Governance  March 2022 –July 2022	Decision making will be consistent and monitored by the panel chair; Monthly tracker demonstrates that children receive the right intervention without delay and they are safe and protected.	

### The experiences and progress of children in care and care leavers

Page 5	4 The quality of planning for children and care leavers across the service	<b>4.1 Care Planning:</b> <ul style="list-style-type: none"> <li>Review and update all care plans in line with basic practice standards by June 2022.</li> <li>Brilliant at the Basics mandatory training for all staff to take place on care planning and what good looks like.</li> <li>Training to be delivered to Foster Carers and Residential staff and Designated Teachers.</li> </ul>	All Heads of Service  June 2022	All children in our care/care leavers have a good written care plan that is embedded in the views and experience of the child and is ambitious to improving short term and long-term outcomes for them.	Children's care plans comprehensively address their needs and experiences, including the need for timely permanence. Children's plans are thoroughly and independently reviewed with the involvement, as appropriate, of parents, carers, residential staff and other adults who know them. Plans for their futures continue to be appropriate and ambitious.
		<b>4.2 Pathway Planning training</b> to be delivered to Personal Advisors to ensure that all Care Leavers aged 18-21 have clear, ambitious and aspirational plans.	Head of Partnerships, Intensive Support, Policy & Performance  August 2022	Pathway plans are SMART, ambitious and aspirational; Quality Assurance activity demonstrates consistent quality & practice; Independent Reviewing Officer (IRO) review for independent scrutiny.	
		<b>4.3 Deliver training to improve the recording and monitoring of accommodation for care leavers over 21</b> , to enable appropriate support and assess for suitability for needs.	Head of Partnerships, Intensive Support, Policy & Performance  April 2022	Accurate data recording; robust quality assurance; effective escalation process to Senior Leads in place.	
		<b>4.4 Recruit two Advanced Practitioners</b> to work with Children in Our Care who have additional SEND and vulnerabilities.	Deputy Director (Education)  June 2022	Care plans meet the needs of child with SEND; the Advanced Practitioner takes the lead with regards to the EHCP plan and transition.	
		<b>4.5 Secure Business Support to strengthen the offer to Children in our Care and Permanence.</b>	Head of Social Work & Specialist Support  Head of Corporate Parenting & Permanence  September 2023	Health assessments are well co-ordinated; case supervisions and minutes from meetings are recorded in a timely way and the quality is consistently high. <i>Funding starts from 2023-24 as posts currently financed through alternative budgets.</i>	
		<b>4.6 Existing PEPs 2021 – 22:</b> <ul style="list-style-type: none"> <li>Continue to audit PEPs for current academic year using existing tools</li> <li>Auditors to ensure there is specific feedback on the target setting and impact review section for all audited PEPs</li> <li>Deliver existing training offer 'Writing PEPs and SMART Targets' to Designated Teachers/school staff</li> </ul>	Virtual School Head Teacher 22/04/22  15/07/22  May 2022	Schools receive specific feedback on quality of targets and impact review in their audited Spring/Summer Term PEPs.  Quality of targets in existing PEPs is SMARTER and impact is evidenced through audit documents. Current baseline and targets to be included.	
		<b>4.7 PEP's 2022 – 23:</b> <ul style="list-style-type: none"> <li>Review the format of current PEP forms for all ages (Early Years, Primary, Secondary and Post 16) in consultation with relevant stakeholders.</li> </ul>	Virtual School Head Teacher  July 2022	New forms created and tested in Protocol/Delegation Portal for the new academic year.	

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	<p><b>4.8 Specific focus on review of structure of Part 4 target setting and impact</b> to support effective target setting and impact measures.</p>	<p>Virtual School Head Teacher September 2022</p>	<p>Target section is re-written and supports schools to develop more meaningful targets and their impact on the child's education and achievement.</p>	
	<p><b>4.9 All Pathway plans audited</b>, reviewed and urgent actions implemented to ensure quality and effectiveness on improving care leavers outcomes.</p>	<p>Strategic Director of Children's Services, Deputy Director, Head of Partnerships, Intensive Support, Policy &amp; Performance May 2022</p>	<p>Pathway plans are SMART, ambitious and aspirational; Quality Assurance activity demonstrates consistent quality &amp; practice.</p>	
<p>5 The <b>quality of life-story work and direct work</b> with children in care</p>	<p><b>5.1 Mandatory training on Lifestory work</b> for all front-line practitioners delivered by 'Research In Practice'.</p>	<p>Head of Corporate Parenting &amp; Permanence May-June 2022</p>	<p>Practitioners will be able to make life story books and be comfortable to explain difficult stories.</p>	<p>The accessibility, style and clarity of case records enhance the understanding that children in care and care leavers have about their histories and experiences</p>
<p><b>5.2 More frequent use with children and young people of their life-stories by practitioners</b> and carers to help children and young people make sense of their and their families' histories, and better understand why they are in care.</p>	<p>Head of Corporate Parenting &amp; Permanence June 2022</p>	<p>Focused audit activity demonstrates more systematic use of lifestory work in everyday practice.</p>		
<p><b>5.3 Subject Access Request process</b> amended in line with feedback from Care Leavers to enable them to access their records to get support to understand their care history.</p>	<p>Head of Partnerships, Intensive Support, Policy &amp; Performance Lead Service Designer, Digital Transformation June 2022</p>	<p>Young people are supported to understand their care history and have an opportunity to talk to a trusted adult about the implications of this; aftercare from a Personal Advisor is routine as part of the process; easy read guidance produced for young people; Information Governance Team to revise the process; process published on the website; Care Leavers Forum feedback on the quality and effectiveness of the support and process.</p>		
<p>6 The <b>timeliness of the discharge of care orders for children living at home</b> with their parents</p>	<p><b>6.1 A Full review of all care orders at home</b> has taken place, ensuring a SMART plan is in place for all those children for whom a discharge of a care order is appropriate. Agreement has been reached with CAFCASS and the Courts for priority given to timely discharge.</p>	<p>Deputy Director Head of Corporate Parenting &amp; Permanence March 2022 (complete)</p>	<p>Additional Advanced Practitioner role to achieve: Timely discharge of care orders (DCO) where appropriate; a plan is in place with a timetable of action to be taken Trajectory of DCO with necessary staffing levels in CIOC 5 DCO in 3 months 5 DCO in 4 months 9 DCO in 6 months 3 DCO in 7 months 2 DCO in 8 months  <i>This funding for staffing would start from 2023-24 as post currently financed through alternative budgets.</i></p>	<p>If the plan for a child is to return home, there is purposeful work carried out with the family so that it is safe for the child to return. Further care episodes are avoided unless they are provided as a part of an appropriate plan of support.  The wishes and feelings of children, and those of their parents, are clearly set out in timely and authoritative assessments and applications to court. Assessments of family members as potential carers are carried out promptly to a good standard.</p>
<p><b>6.2 Review the impact of the work</b> ongoing in respective of <b>reducing care orders at home and increasing the use if impactful supervision orders.</b></p>	<p>Head of Corporate Parenting &amp; Permanence Service Lead Review &amp; Quality September 2022</p>	<p>Ensuring that children's needs are met through the 'lessor order' approach. Impact will be reviewed through the review of our data and through scrutiny from the Local Family Justice Board; caseloads are lower allowing for more impactful practice; Reduction of children who should not be in care.</p>		
<p><b>6.3 Increased joined up working with CAFCASS and the judiciary</b> to ensure a fast-track approach in place to progress swift discharge of care orders, without unnecessary court adjournments.</p>	<p>Practice Improvement Consultant March 2022 (complete)</p>	<p>Agreed list of discharges to be shared with detailed proposed timeline, utilising the agreed fast track policy. All care orders that are not needed for children to be discharged by July 2022. Quarterly monitoring report.</p>		



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	<b>6.4 Additional Legal Capacity</b> in the short term to support timely discharges.	Head of Social Work & Specialist Support  July 2022	F grade Legal Officer post for 12 months from 1 <sup>st</sup> July 2022	
7 The quality of <b>support, advice and guidance</b> offered to care leavers	<b>7.1 New leadership of the Leaving Care Service</b> from 21 February 2022, with a <b>full-service review</b> initiated. Immediate action taken to update data, ensure systems are up to date and resources are considered to support all care leavers entitlements.	Head of Partnerships, Intensive Support, Policy & Performance  April 2022	Strong management oversight to drive improvement; improved quality of practice and effectiveness of the service and this is embedded across the service.	Care leavers have timely, effective pathway plans (including transition planning for children in care with learning difficulties and/or disabilities). These plans address all young people's needs. Reviews of plans for care leavers are thorough and involve all key people, including the young person, who understands their pathway plan and contributes to its development. Plans for their future continue to be appropriate, as well as ambitious.
	<b>7.2.1 Increase staffing capacity</b> within the Leaving Care Service including <b>increasing Personal Advisor capacity</b> to allocate care leavers away from the duty service (over 21s).  <b>7.2.2 Review the duty system</b> and strengthen management oversight to ensure that the duty system is utilised only for when an allocated Personal Advisor is not available.	Head of Partnerships, Intensive Support, Policy & Performance  July 2022 (7.2.1) July/August 2022 (7.2.2)	All Care Leavers to have an allocated PA up to age 25 & team capacity in place. Staff have more time to spend with the young people.  Equitable service for all young people/adults. Strong offer of support; young people feedback that support is timely and meets their needs; the service is proactive across all ages.  From 1st July 2022 - Recruitment for additional team members: 1 Team Manager; 4 Personal Advisors; 1 Business Support; 1 Finance Officer;	
	<b>7.3 Recruit an Independent Reviewing Officer</b> to focus specifically on Care Leavers.	Head of Partnerships, Intensive Support, Policy & Performance  July/August 2022	Scrutiny and challenge of care plans to ensure that care leavers are supported to achieve their aspirations. Post from 1 <sup>st</sup> July 2022.	
	<b>7.4 Establish a Hub for Care Leavers at The Limes</b> , for young people to meet with their Personal Advisor in this dedicated space.	Head of Partnerships, Intensive Support, Policy & Performance  August 2022	Hub is established and promoted to young people for improved engagement with the service and there is positive relationship building with the Personal Advisor.  The space is refurbished based on the feedback of young people; venue launched, kitted with equipment and furniture; young people start accessing and enjoying the Hub.	
	<b>7.5 Development sessions with the Leaving Care Team</b> to improve case recording and workflow actions on the management information system, Protocol.	Head of Partnerships, Intensive Support, Policy & Performance  April 2022	Improved data capture and strengthened management oversight.	
	<b>7.6 Establish a Virtual College</b> to overlap with the Virtual School for young people aged 14 – 25 years to track education, employment or training and direct support as needed.	Deputy Director (Education)  May 2022	Care leavers have timely effective ambitious transition plans in place with a focus on next steps – education, employment and training.	
	<b>7.7 Strategic preparation for adulthood planning group</b> in place to develop close relationships for transition between Children's Services and Adults Services for care leavers.	Deputy Director (Education)  September 2022	Adult Education support care leavers from age 19; there is strategic planning across children's and adult services to ensure effective plans in place for adulthood.	
	<b>7.8 Review an enhanced Entitlement Offer for practical, emotional and financial support</b> to enable care leavers to live independently and supports them to achieve their ambitions and aspirations.	Head of Partnerships, Intensive Support, Policy & Performance  May/June 2022	Offer meets the needs of the young person so they can meet their full potential. Effective Personal Advisor conversations, detailed Pathway Planning & detailed recorded supervisions to measure impact.  Enhanced funding offer to extend to support with costs for transport, access to employment, passport applications, driving licence/lessons contribution, and accommodation whilst in education.	

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	<b>7.9 Remove Personal Adviser transfer points</b> - Care leavers will be allocated a consistent Personal Advisor, who will only change when there is a reason that it is in the best interest of the care leaver, or unavoidable due to staff changes.	Head of Partnerships, Intensive Support, Policy & Performance  February 2022	Consistent Personal Advisor support to enable enduring relationships as young people become independent. Well established relationships which will lead to a reduction in crisis support; monitored through supervisions, pathway planning and calls data.	
	<b>7.10 Introduce focus groups with young people</b> to explore what a Leaving Care service looks like for them, to improve the quality of the support and response for care leavers post 18.	Head of Partnerships, Intensive Support, Policy & Performance  August 2022	Establish a Leaving Care Leaver Forum separate from the Senior Voice group. Regular feedback loop to influence the design and delivery of services. Care Leaver Forum representative on the Corporate Parenting Executive Board.	
	<b>7.11 Review the language used in care leaver case recordings</b> to ensure inclusivity and that the information is captured for the young person as the reader.	Head of Partnerships, Intensive Support, Policy & Performance  May 2022	Routine Audits to demonstrate that learning is embedded. When young people access their files post 18, the detail is clear and demonstrates an emphasis on care and compassion.	
	<b>7.12 Review and update case supervision templates for care leavers</b> to specify clearly the information to be captured and provide challenge on practice which is reflective and supportive, and addresses practice which is yet to be good.	Head of Partnerships, Intensive Support, Policy & Performance  May 2022	Strengthened management team; Quality Assurance activity July 2022 to demonstrate improved consistency of practice for 18-21 year olds and 21-25 year olds.	
	<b>7.13 Leaving Care Team to receive Trauma Informed training,</b> linking in with the Violence Reduction Unit.	Head of Partnerships, Intensive Support, Policy & Performance  June 2022	The relationship between the Personal Advisor and the young person is strength based, measured through supervision and feedback from the young person.  Pathway Plans demonstrate that young people's adverse childhood experiences are considered to allow sensitive, trauma informed practice by their Personal Advisor.	
	<b>7.14 Leaving Care Team to receive Systemic Practice in-house training</b> via the Best Practice Team.	Head of Partnerships, Intensive Support, Policy & Performance  July 2022	Improved practice across the service and outcomes for young people, measured through QA activity, feedback from young people and supervisions.	
8	The provision of information for care leavers about their <b>entitlements and health histories</b>	Head of Partnerships, Intensive Support, Policy & Performance  September 2022	Offer published; Care Leavers can access the support and information they need; staff knowledge is embedded and applied; website and app developed.	Care leavers develop the skills and confidence they need to maximise their chances of successful maturity to adulthood, including parenthood. Care leavers have trusted relationships with carers and staff from the local authority and develop supportive relationships within the community, including with family and friends. They receive the right level of practical, emotional and financial support until they are at least 21 and, when necessary, until they are 25. Care leavers have access to and understand their full health history.
	<b>8.2 Strengthen preparation for adulthood for care leavers by ensuring that health histories are shared with young people/adults in a timely way.</b>	Head of Partnerships, Intensive Support, Policy & Performance  June 2022	All young people have the information they need which is measured through supervision and pathway planning.	
	<b>8.3 Co-production with young people to redesign the Leaving Care offer and entitlements leaflet.</b>	Head of Partnerships, Intensive Support, Policy & Performance  June/July 2022	Task and Finish Group in place for participation activity with young people; leaflet is promoted, published and that young people are fully aware of their entitlements.	



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<p>9 The range and impact of participation and advocacy opportunities for children and care leavers</p>	<p><b>9.1 IRO service to implement preparation standards which focus on the participation</b> of the child and families, ensuring appropriate utilisation of the advocacy service through our refreshed opt out approach for Child Protection and Children in our Care.</p>	<p>Service Lead, Review &amp; Quality  April 2022</p>	<p>Consistent consideration and use of the commissioned Advocacy Service- evidenced through our quarterly commissioning reviews.</p>	<p>Children in care and care leavers are helped to understand their rights, entitlements and responsibilities. They know how to give feedback or complain and understand what has happened as a result of their complaint. Their complaints are treated seriously and are responded to clearly. Urgent action is taken and services improve when necessary. Children and young people have access to an advocate and independent visitor when needed. Care leavers are well-informed about access to their records, assistance to find employment, training and financial support.</p>
	<p><b>9.2 New model for Child Protection Conferences</b> to be drafted and brought to the Practice Improvement and Impact Group in April 2022 with proposed implementation plan with operational staff and partners.</p>	<p>Service Lead Review &amp; Quality; Head of Safeguarding &amp; Assurance  November 2022</p>	<p>Review the pilot and conclude Nov 2022; Child Protection conferences to focus on participation, and the lived experience for the child, through a restorative and systemic approach. Impact would be reduced re-plans and length of Child Protection (12 months or below). Impact evidence through pilot evaluation. PN7 codes to be reviewed monthly.</p>	
	<p><b>9.3 Increase the membership of the Care Leavers participation 'Voice Group'</b> for wider representation and encourage and capture the diverse views and needs.</p>	<p>Head of Partnerships, Intensive Support, Policy &amp; Performance  April-June 2022</p>	<p>Strong established group; voice impacts on service design and delivery.</p>	
	<p><b>9.4 Promote the use of the Advocacy Service</b> to children in care, care leavers and professionals, to raise awareness of the offer and entitlement.</p>	<p>Head of Partnerships, Intensive Support, Policy &amp; Performance  Head of Corporate Parenting &amp; Permanence  April 2022</p>	<p>Quarterly meetings with the commissioned service, awareness sessions with staff; include as part of staff induction.</p>	

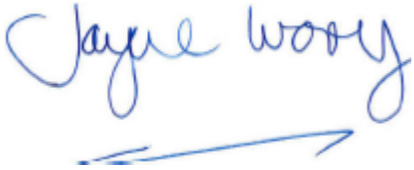
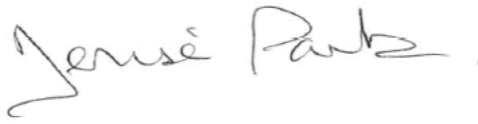
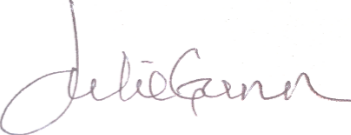
### The impact of leaders on social work practice with children and families

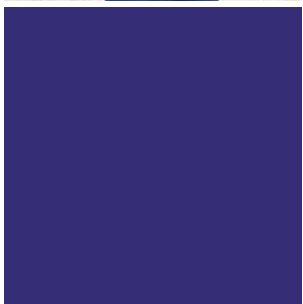
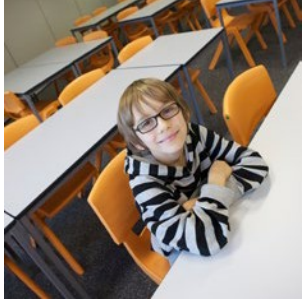
<p>10 The effectiveness and impact of internal auditing and monitoring processes</p>	<p><b>10.1 Engage with North West Improvement Leads;</b> Children's Improvement Adviser (Linda Clegg) and Children's Improvement Advisor (Jane Humphreys).</p>	<p>Strategic Director of Children's Services  February 2022</p>		<p>The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness and uses this to drive improvement. Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and used clearly to improve the quality of decisions and the provision of help to children and young people.</p>
	<p><b>10.2.1 Initial Brilliant at the Basics</b> session with Local Government Association Children's Improvement Adviser and Senior Leadership Team. <b>10.2.2 Brilliant at the Basics workshops</b> will be delivered to the management team across the service.</p>	<p>Strategic Director of Children's Services 8/03/2022 (complete)  Deputy Director April 2022</p>	<p>Workshops will support managers to reset the focus on quality and impact of their work. Appraisals and supervision will be the forum to support staff with their development to embed high standards of practice.</p>	
	<p><b>10.3 New Head of Safeguarding &amp; Assurance</b> role and development of the Best Practice Hub.</p>	<p>Structure Agreed by DCS and recruitment process by May 2022</p>	<p>Appointment to role; Strengthened senior leadership and focus to drive forward practice improvement.</p>	
	<p><b>10.4 Review the Quality Assurance Framework</b> to strengthen reflection and action planning and embed to continually improve outcomes across all aspects of the service.</p>	<p>Deputy Director; Head of Safeguarding &amp; Assurance  April – July 2022</p>	<p>Quality Assurance Framework methodology to analyse and evaluate successes.</p>	
	<p><b>10.5 Establish an independently chaired Improvement Board</b> as part of the review of monitoring and performance management.</p>	<p>Strategic Director of Children's Service; DCS/DASS</p>	<p>Achieving Excellence Board established.</p>	

OFSTED recommendations of what needs to improve	Actions that will be taken	By whom and when	Measure of success that will be used	A local authority is likely to be judged good if the following applies:
		North Tyneside Jacqui Old April 2022		
	<b>10.6.1 Reshape and refine governance roots and oversight of quality assurance, performance and practice</b> to ensure the impact of quality assurance is shared, and scrutinised on a multi-agency and political level. <b>10.6.2 Operational Group</b> terms of reference revised and a clear information flow and feedback established.	Strategic Director of Children's Services  April 2022	Scrutiny and oversight of performance and QA Activity. Results are triangulated with feedback from children and families that provide a much richer picture of what life has been like for the child and the quality of practice is good.	
	<b>10.7 Further embed the Quality Assurance Framework to ensure that the improvement plan is delivered and built upon.</b> Blocks to improvement are noted, escalated appropriately and resolved.	Strategic Director of Children's Services / Improvement Board  April 2022	Detailed understanding of the whole service to ensure continuous oversight of frontline practice and children's experiences have improved and demonstrate impact and better outcomes.	
	<b>10.8 Restructure and design the Safeguarding Unit and Best Practice Hub,</b> created and developed in co-production with children, young people, families and partners.	Head of Safeguarding & Assurance  November 2022	Strengthened model of Quality Assurance and Performance Management to improve practice and performance across children's services and the development of the workforce.	
	<b>10.9 Reshape Quality Assurance around the views, feelings and choices</b> of children and families and multi-agency insight and involvement.	Principal Social Worker July 2022	Children and families are at the heart of our delivery model using compliments and complaints; strengthened partnership evaluation as distinctive learning to drive forward practice.	
	<b>10.10 Prioritise the development of a specialised performance management analyst</b> for reporting and analysis of performance.	Quality Assurance Lead Head of Safeguarding & Assurance Strategic Director Resources	Improve and modernise performance management information systems to identify patterns and trends to scrutinise data to understand performance measure the impact of QA and monitoring activity for individual children and service development	

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### Endorsement of Plan

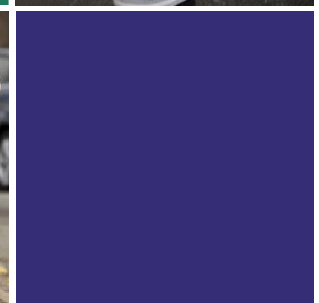
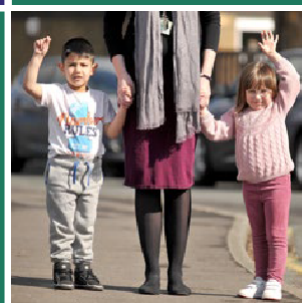
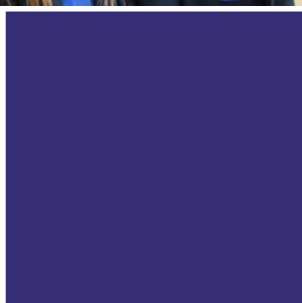
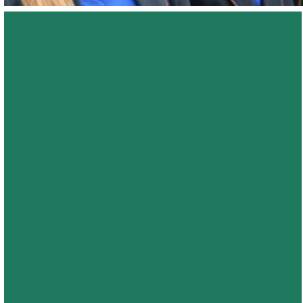
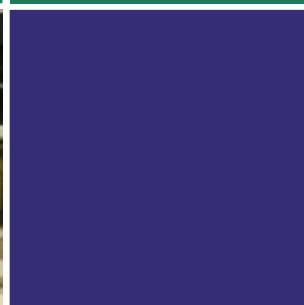
		
<b>Jayne Ivory</b> Strategic Director Children's Services and Education Blackburn with Darwen Borough Council	<b>Denise Park</b> Chief Executive Blackburn with Darwen Borough Council	<b>Clr Julie Gunn</b> Executive Member for Children, Young People & Education Blackburn with Darwen Borough Council
Date 24/6/2022	Date 24/6/2022	Date 24/6/2022



# Terms of Reference

## Achieving Excellence Board

Version 1.2 – July 2022



# ACHIEVING EXCELLENCE BOARD

## TERMS OF REFERENCE

### Background

Blackburn with Darwen Borough Council to establish an Achieving Excellence Board led by an independent chair. This proposal was in response to a range of challenges identified across Children's Services following an ILACS inspection in February 2022.

An Improvement Plan has been developed by Children's Services, in partnership with others as appropriate, incorporating key inspection findings. The Improvement Plan will be signed off by the Achieving Excellence Board and will provide the context for the Board's work.

### Purpose

This ambitious multi-agency Board is committed to delivering outstanding services for children, young people and their families and this is driven with practitioners alongside strategic leads. The Board will advise on and challenge the content of, delivery, progress and outcomes of the Improvement Plan and monitor compliance to achieve sustainable progress

### Chair

- The Board will be chaired by an independent Chair – to be appointed
- If the Chair is unable to attend any meeting then he/she shall appoint an appropriate person from the existing Board membership to deputise in his/her absence

### Board Membership

- Independent Chair – to be appointed
- Interim Chair of the Board, Council Leader – BwD Borough Council
- Executive Member for Children, Young People & Education – BwD Borough Council
- Shadow Executive Member for Children, Young People & Education – BwD Borough Council
- Chair of the People Overview & Scrutiny Committee – BwD Borough Council
- Chief Executive – BwD Borough Council
- Strategic Director of Children's Services & Education (DCS) – BwD Borough Council
- Deputy Director (Education) – BwD Borough Council
- Interim Deputy Director (Children's Social Care) – BwD Borough Council

- Principal Social Worker, Children's Services – BwD Borough Council
- Linda Clegg – Children's Improvement Advisor – Local Government Association
- Stephen Ashley – Independent Scrutineer – Children's Safeguarding Assurance Partnership
- Nicholas Connaughton– Chief Superintendent – (East Division) – Lancashire Constabulary
- Neil Drummond - Detective Superintendent (Public Protection Unit) – Lancashire Constabulary
- Debbie Ross – Head of Safeguarding/Designated Nurse (Children) – NHS Lancashire and South Cumbria Integrated Care Board
- Sue Clarke – Head of Safeguarding/Designated Nurse (Children) – NHS Lancashire and South Cumbria Integrated Care Board
- Julie Firth – Assistant Director of Children's Services, North Tyneside Council
- ICS Head of Children's Safeguarding - TBC once post recruited to
- ICS Head of Children's Commissioning- TBC once post recruited to
- Team Manager representatives

## Frequency

The Board will meet on a bi-monthly basis and a schedule of meetings will be agreed for 2022-2023 in the first instance. Meeting requirements for 2023-24 will be considered by the Board in the autumn of 2023.

## Quorum

The Achieving Excellence Board has no specified quorum. It will be a matter for the Chair to determine whether there are sufficient members either present or able to attend to undertake the necessary business of the Board.

## Roles & Responsibilities

The Board will:

1. Consider, comment upon and agree the detail of an Improvement Plan (to be prepared and agreed formally by the Executive Board of the council) which will provide a focus for the Board's work;
2. Ensure the requirements of the recent ILACS inspection, are adequately and appropriately addressed within the Council's Improvement Plan;
3. Receive proposals for addressing the key performance issues identified within the inspection report and monitor progress including the receipt of relevant performance management information;



4. Advise on the implementation of the Improvement Plan, assessing risk and considering issues that arise that may be impeding on the delivery of the plan e.g. constraints such as IT, financial or staffing issues;
5. Assure itself that front-line practitioners, service users and partners are all being appropriately engaged by the Council in addressing the key performance issues identified within the Improvement Plan;
6. Assure itself that the Council has appropriate governance arrangements and practices which are sustainable in the longer term, in order to maintain a high standard of performance across Children's Services;
7. Agree the forward plan for the Board;
8. Support the Chair in agreeing the key issues to be formally reported to the Executive Board of the Council, and;
9. Consider reports from the Council and its partners, as may be required, on the wider improvement agenda in Children's Services.

## Dissolution of the Board

The Board will be dissolved by the Executive Board of the council following a recommendation from the Board that all of the key requirements in the Ofsted inspection report have been sufficiently met and are sustainable.

Any change in the Board membership will need to be agreed with the Strategic Director of Children's Services & Education (DCS), the Chief Executive of the Council and the Independent Chair.

## Administration

Blackburn with Darwen Borough Council will be responsible for the preparation of the agenda and papers for the meetings of the Board, in consultation with the Independent Chair. Papers will be distributed to Board Members at least ten working days in advance of the meeting. Blackburn with Darwen Borough Council will also be responsible for the administration, clerking and hosting of the Board meetings and will ensure that minutes are taken and distributed to Board members within one week of a Board meeting. The Chair should agree minutes before circulation.



## Document Control Form

<b>Document Title</b>	Terms of Reference – Achieving Excellence Board
<b>Version Number</b>	Version 1.2
<b>Author of Document</b>	Jo Siddle, Deputy Director (Education)
<b>Authorising Authority</b>	Achieving Excellence Board
<b>Document Review Date</b>	April 2023 or earlier

## Modification Register

<b>Modified by</b>	<b>Date</b>	<b>Modification Details</b>	<b>Version</b>
Jo Siddle	21/04/2022	Terms of Reference composed	1
Justine Westwell	13/05/2022	Purpose changed to incorporate a focus on 'sustainable progress' and membership of the Board updated	1.1

# Children's **Safeguarding Assurance** Partnership

Blackburn with Darwen - Blackpool - Lancashire



# CSAP Annual Report 2021 Easy Read Summary



Lancashire  
Constabulary



Page 16

Blackpool Council





## Our Multi-Agency Safeguarding Arrangements



Blackburn with Darwen, Blackpool and Lancashire Children's Safeguarding Assurance Partnership (CSAP) is the agreed safeguarding partnership arrangement for our area, legally required by *Working Together to Safeguard Children* (2018).

It is made up of the key safeguarding partners (local authorities, NHS clinical commissioning groups and Lancashire Constabulary), together with relevant agencies all of whom are required to keep our children safe.

Our aim is to make sure that these agencies work together to keep children safe and achieve the best possible outcomes for them.

We do this by identifying priority areas for action which are Neglect, Contextual Safeguarding and Domestic Abuse. We then check and examine the arrangements put in place to safeguard children. Our Independent Scrutineer is someone who provides an external view and challenges what the partners are doing to keep children safe

## Working Well with Children and Families in Lancashire



A key success for the Safeguarding Partnership during the reporting period has been the agreement and launch of Working Well with Children and Families in Lancashire (WWCFL) – this is the threshold document required by *Working Together to Safeguard Children* (2018).

WWCFL provides shared principles for working with children and families and includes example indicators and expected courses of action at each level of need. Separate sections for each local authority area provide details of local services and processes.

A recording of the virtual launch event, attended by over 700 practitioners is available on the CSAP YouTube channel for practitioners new to the area.

## Contextual Safeguarding



Contextual safeguarding is the umbrella term for work to protect children from abuse and exploitation that they may experience outside their family home.

CSAP's Contextual Safeguarding strategy for 2021-24 sets out our approach for forthcoming years, a key element of which is the intention to expand our provision to young adults.

Our operational response continues to be provided by multi-agency teams who assess and provide a all-inclusive service to children who are, or at risk of being, sexually or criminally exploited, going missing or trafficked. This is combined with targeted work to disrupt and prosecute perpetrators. Local operational groups manage action plans for each area, co-ordinating delivery of the strategy and monitoring activity within the teams.

While the picture varies between areas, there has been an overall increase in criminal exploitation concerns. We will continue work to expand our offer to young adults and to agree an update process for our response to missing children.

## Neglect



Neglect is the most common form of child abuse in England and the main cause of concern in almost half of child protection plans nationally. Locally, it has been the primary concern in a number of recent reviews.

Whilst each local authority area has its own neglect strategy, the partners have agreed common principles for our response to neglect. Over the coming year, partners will move to using a common assessment tool for neglect throughout our area. We will also continue to provide training to the workforce to support their response to neglect and raise wider community awareness of neglect.

## Domestic Abuse



National and local information suggests that a substantial number of children within the CSAP operating area experience Domestic Abuse (DA). We also know that a significant proportion of the Safeguarding Partnership's operational activity consists of responding to and protecting children from DA.

Overall responsibility for DA sits with Community Safety Partnerships, meaning that CSAP's role is to be assured that children are effectively safeguarded from DA. Given the increased concerns in respect of DA during the pandemic, CSAP has supported the #noexcuseforabuse campaign which raised public awareness and provided additional ways to report concerns and seek help.

The safeguarding partners have continued to support two successful DA operations. *Operation Encompass* provides schools with next-day notification of DA incidents attended by the Police to enable them to support vulnerable children and has recently been expanded to include further education providers. *Operation Provide* enables early Independent Domestic Violence Advocates (IDVA) contact with victims and has been found to increase victim engagement which then enables services to be provided to children in the household.

## Child Safeguarding Practice Reviews

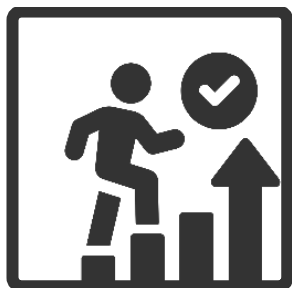


CSAP continues to meet its statutory obligations to undertake rapid reviews of potential serious child safeguarding cases and, where appropriate, to progress these to local Child Safeguarding Practice Reviews (CSPR). During the reporting period we held 13 (thirteen) Rapid Review Meetings and commissioned 5 (five) CSPRs, with neglect, abusive head trauma and safer sleep the most common reasons for notification.

One review was published during the year and is available on our website with an associated practitioner briefing. 11 (eleven) reviews were ongoing at the year-end and, with delays caused by police investigations having been largely resolved, it is anticipated that the majority will be published in their coming months.

Learning from reviews has influenced the development of the Safer Sleep campaign and our response to neglect. This has resulted in revised processes for safeguarding children in particular circumstances including Fabricated and Induced Illness and Concealed and Denied Pregnancy.

## Workforce Development



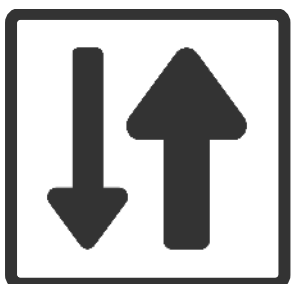
The safeguarding partners are required to consider what multi-agency safeguarding training is required locally and to make arrangements to evaluate the effectiveness of what is commissioned. Like most safeguarding partnerships, CSAP discharges this duty through the delivery of its own learning and development (L&D) programme.

Training is based on the three CSAP priority areas and has continued to be delivered virtually as a consequence of the Covid pandemic. During 2020-21, 1,108 practitioners attended our training courses. Our training is supported by a wide ranging e-learning offer, along with our successful range of 7-Minute Briefings that have recently included Child-to-Parent violence, Contextual Safeguarding and Restrictive Practice.

CSAP has continued to employ a specialist Online Safeguarding Advisor to identify and disseminate good practice and to support the children's workforce in a rapidly changing area of safeguarding. A particular area of focus in the last year has been the implications of remote learning, with a *Safer Remote Learning* resource developed and published on the CSAP website.

As referred to above, CSAP now has its own website which has brought together content included on the three former Local Safeguarding Children Board websites. We also have a single Twitter presence which we use to promote our work to safeguard children and adults. Followers have increased substantially to 1,250+ and was viewed over 110,000 times during the reporting period.

## Priorities for 2021/22



During the forthcoming year, CSAP will maintain its current safeguarding priority areas of Contextual Safeguarding, Neglect and Domestic Abuse. Our focus on delivering against strategies and action plans will continue, while also enabling our children and services to recover from the Covid pandemic.

There will be an increased focus on the quality assurance functions of CSAP with plans already underway to undertake single-agency Section 11 self-evaluation audits and Section 157/ 175 audits of schools. As remaining CSPRs are completed, there will be an increased emphasis on the delivery of actions plans and identifying if they have had the intended impact. As our quality assurance activity increases, we will seek to better understand the effectiveness of our work through the most important lens of all – its impact on our children.

## Independent Scrutiny



As the Independent Scrutineer, my job is to look at what the 3 (three) partners (Police, Local Authorities and Health) are doing to keep children safe in their area. I can say that the work they have reported in the annual report is true and shows how much work has been undertaken by social workers, family support officers, nurses, doctors, police officers, teachers and many others to help keep children safe.

These professionals have had to do this work at the time of the Covid pandemic which has made their work even more difficult. More importantly, this time has continued to be difficult for everyone and we are all concerned about the long-term effect Covid will have on children and families.

In order to do my job, I meet with senior people across all agencies and attend the key meetings which they hold. I am satisfied that the partners have the structures and processes in place that are required by law and they are working effectively in their safeguarding work.

The partners have developed four main areas of work which they are prioritising:

- *Neglect*
- *Domestic Abuse*
- *Contextual Safeguarding*
- *Covid recovery*

These are the areas that the partners focus on and there is a lot of work being done to make sure the arrangements in this area are working well. Whilst in all of these areas there is further room for development, the partners have developed action plans which will see further improvement.

## Conclusion

It has continued to be a difficult time for everyone and this includes the Safeguarding Partnership but I can report that real progress has been made and the partnership has been able to identify those areas where they need to make improvements.

I am grateful for the incredible work being undertaken on the front line and would like to thank members of the Executive Board for their openness and transparency over this year, which has enabled further progress to be made.



Stephen Ashley  
Independent Scrutineer  
Blackburn with Darwen, Blackpool and Lancashire CSAP



# Children's Safeguarding Assurance Partnership

Blackburn with Darwen - Blackpool - Lancashire



# CSAP Annual Report 2021

The Children's Safeguarding Assurance Partnership Annual  
Report for the year ending 30<sup>th</sup> September 2021

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## Foreword

Thank you for taking the time to read this, the annual report of Blackburn with Darwen, Blackpool and Lancashire Children's Safeguarding Assurance Partnership (CSAP). CSAP is the statutory multi-agency safeguarding arrangement for our area. Our annual report, required by *Working Together to Safeguard Children 2018*, is an opportunity to celebrate what we have achieved, reflect on what we could have done better and identify what we intend to do in the future.

No annual report published during this period could fail to acknowledge the impact of the Covid pandemic. This was particularly acute for our the children and families in our operating area, in which many parts remained under higher tier restrictions throughout the year. We would therefore like to put on record our condolences to all who have lost loved ones, and to pay tribute to our frontline practitioners who have worked tirelessly throughout this time.

For CSAP, the pandemic has undoubtedly meant that we have approached our safeguarding priorities differently, as the concern has shifted to how we safeguard children who are less visible as a result of repeated lockdowns. Equally, the operational demands placed on our agencies have been such that quality assurance activity has been undertaken in ways that place fewer demands on operational staff.

Looking to the forthcoming year, we will continue to champion the right of children to be proactively safeguarded from abuse and neglect, and will hold each other and our partner agencies to account for our combined role in this.

Jayne Ivory, Strategic Director of Children's Services, Blackburn with Darwen Council

Vicky Gent, Director of Children's Services, Blackpool Council

Edwina Grant OBE, Executive Director Education and Children's Services, Lancashire County Council

Ian Dawson, Temporary Assistant Chief Constable, Lancashire Constabulary (*CSAP Executive board member September 2021 – present*)

Joanne Edwards, Assistant Chief Constable, Lancashire Constabulary (*CSAP Executive board member until September 2021*)

Neil Drummond, Detective Superintendent, Head of Public Protection Unit, Lancashire Constabulary

Margaret Williams, Lancashire and South Cumbria Integrated Care System (ICS) Safeguarding Health Executive

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## Our Multi-Agency Safeguarding Arrangements

Everyone in Blackburn with Darwen, Blackpool and Lancashire shares a commitment to and responsibility for safeguarding children. Under *Working Together to Safeguard Children (2018)*<sup>1</sup> the three safeguarding partners of the local authority, police and health hold the statutory responsibility to support and enable local organisations to work together to safeguard children.

The three local safeguarding partners jointly leading the Children's Safeguarding Assurance Partnership (CSAP) are:

- Blackburn with Darwen Council, Blackpool Council and Lancashire County Council
- Lancashire Constabulary
- The eight Clinical Commissioning Groups (CCG) of Blackburn with Darwen, Blackpool, Chorley and South Ribble, East Lancashire, Fylde and Wyre, Greater Preston, Morecambe Bay and West Lancashire, who are represented through the Safeguarding Health Executive group

CSAP's purpose is to harmonise, but not aim for total consistency across multi-agency responses, wherever possible, and therefore achieve the best outcomes for children. Below is our statement of purpose:

*"The safeguarding partners and all relevant agencies that work with children and families are committed to ensuring that safeguarding arrangements are of the highest quality, that they consistently promote the welfare of children and effectively safeguard them whatever their circumstance"*

The work of CSAP is driven by the Executive Board, which has a membership of the statutory safeguarding partners noted above. Its role is to ensure that CSAP discharges its statutory functions and to drive forward work in respect of the current safeguarding priority areas for CSAP (contextual safeguarding, neglect and domestic abuse). The Executive Board has also served as the Vulnerable Children cell of the Lancashire Resilience Forum as part of the response to the pandemic. During the reporting period the Executive Board established a Steering Group in order to complete more detailed pieces of work and provide advice to the Executive about decisions to be taken.



Supporting the work of the Executive Board are the North, Central and East Tactical Groups on which the safeguarding partners are joined by the designated relevant agencies in order to oversee the delivery of work tackle the safeguarding priority areas and to gather evidence of the effectiveness of local arrangements. The tactical groups collate evidence from the local operational groups for each safeguarding priority area and, in turn, report to the Executive Board. All agencies are able to report any emerging safeguarding themes into tactical groups for consideration and potential escalation to the Executive Board.

## Tactical Groups

North corresponds to the police west division and covers Blackpool, Fylde, Lancaster and Wyre local authority areas

Central corresponds to the police south division and covers Chorley, Preston, South Ribble and West Lancashire local authority areas

East corresponds to the police east division and covers Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale local authority areas

The roles of the Operational Groups that report to the Tactical Groups are covered throughout the following report, with a governance structure provided at Appendix A.

CSAP forms part of the wider partnership architecture for Blackburn with Darwen, Blackpool and Lancashire, which includes Children's Partnership Boards, Local Safeguarding Adults Boards (LSAB), Health and Wellbeing Boards and Community Safety Partnerships. There are standing items on Executive Board and Tactical Group agendas for updates from other boards. Close operational linkage has been established between these partnerships; for example, with Community Safety Partnerships and the Violence Reduction Network (VRN), in our contextual safeguarding response.

All safeguarding children partnerships are required to obtain independent scrutiny of their arrangements, which is provided to CSAP by Stephen Ashley who has provided comments below at page 20. During the reporting period Stephen stepped down as chair of the Executive Board and Tactical Groups, in order to be able to provide proper independent challenge to the partnership in these meetings. The safeguarding partners have agreed that he should provide an in depth assessment of their progress in respect of each

priority areas and the first of these reports, on contextual safeguarding, was nearing completion at the end of the reporting period.

Business management and support is provided to CSAP by the joint safeguarding business unit. This also provides support to the Child Death Overview Panel (CDOP), and the three corresponding Local Safeguarding Adults Boards and Children and Family Partnership Boards, thereby allowing for close alignment of their activities and efficiencies to be achieved through shared systems.

Existing financial arrangements were rolled over during the reporting period, while a working group met to review partnership financial contributions and recommend future funding arrangements.

## Changes to Published Arrangements

It is a requirement of Working Together that safeguarding partnerships report changes to their published arrangements<sup>2</sup> within their annual report. The conclusion of this reporting period marks the two years since to formation of CSAP and as would be expected of any complex partnership arrangement, there has been a degree of finessing of arrangements. These primarily relate to the governance structure (Appendix A), with specific changes made this year:

- The creation of a Steering Group, CSAP Business Group and Learning and Development Task and Finish group, the purpose of all being covered elsewhere within this report;
- The management of CDOP will remain within the joint safeguarding business unit on a permanent basis and not an interim measure;
- CSAP Executive meets on a monthly, rather than quarterly, basis;
- The Independent Scrutineer no longer Chairs the Executive Board or Tactical Groups, has no involvement in the Rapid Review Meeting process, or in escalations;
- Proposed quality assurance processes, including Section 11 and Section 175 audits, have not been delivered. This has been to relieve demands on partner agencies as they continue to respond to the Covid pandemic and will be instigated as soon as possible in 2021-22; and
- CSAP will not directly engage with children and families, but instead seek assurance that partner agencies have arrangements to do so.

## An external perspective on the effectiveness of CSAP

In his *Sector expert review of new multi-agency safeguarding arrangements*, published in May 2021, Sir Alan Wood provided an assessment of the effectiveness of safeguarding children partnership arrangements nationally 18 months after their implementation. He specifically comments of CSAP:

- "The partnership has developed a strong structure and assurance process. A key achievement is a comprehensive guide for staff – '*Working Well With Children and Families in Lancashire.*' This guide along with the documents that support it:
- Cover the values underpinning the work of all those who work with children in Lancashire;
- Establish and promote the principles underpinning the partnership's Assurance Framework;
- Confirmation of the effective performance management within partner organisations; and
- Identified the three priorities for cross agency focus (Neglect, Exploitation and Domestic Abuse).

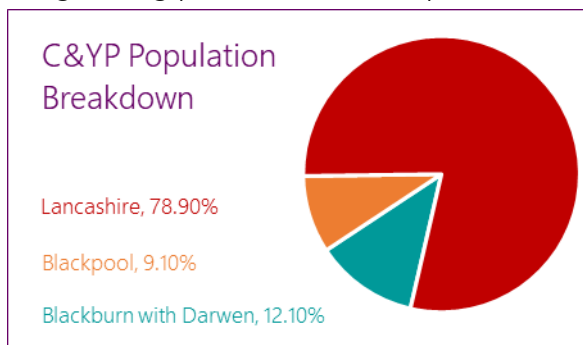
The work of the partnership is supported by the Lancashire and South Cumbria NHS Integrated Care System Model which is followed by the eight CCGs and ensure consistency of high quality safeguarding practice by NHS staff within the wider safeguarding partnership"<sup>3</sup>

## The children of Blackburn with Darwen, Blackpool and Lancashire



Blackburn with Darwen, Blackpool and Lancashire is a large and diverse area with a child population of over 320,000. By monitoring broader population trends the safeguarding partners can develop an understanding of current and emerging needs, ensuring that help is provided at the earliest possible opportunity, without the need for more invasive safeguarding interventions.

Within the wider child population a small number will require the involvement of statutory services to ensure that they are kept safe from abuse and neglect. The safeguarding partners seek to monitor and understand this cohort, to ensure that interventions are timely and effective throughout the area, with operational groups receiving data relevant to their area of concern.



The following Tables provide a high-level overview of our population:

How many people live in Blackburn with Darwen, Blackpool and Lancashire <sup>4</sup> and what proportion of the estimated populations are children <sup>5</sup> ? – Understand the demographic breakdown		
The total population of Blackburn with Darwen (2020) was estimated to be 150,000	The total population of Blackpool (2020) was estimated to be 138,400	The total population of Lancashire (2020) was estimated to be 1,227,100
38,653 (25.8%) are children aged 0-17 years - this accounts for 12.1% of the CSAP area's total child population	29,110 (21.0%) are children aged 0-17 years - this accounts for 9.1% of the CSAP area's total child population	252,984 (20.6%) are children aged 0-17 years - this accounts for 78.9% of the CSAP area's total child population

Blackburn with Darwen	Blackpool	Lancashire	North West Region	England
Children achieving a good level of development at the end of Reception <sup>6</sup> – A key measure of early years and childhood development. (2018/19)				
68.4%	67.9%	69.2%	68.9%	71.8%
Level of educational attainment at Secondary School <sup>7</sup> – Children achieving a GCSE score of 8 as an indicator of learning, educational achievement and development of skills important for a children's wellbeing and future prospects. (2020/21)				
50.7%	42.9%	50.3%	49.6%	50.9%
16–17-year-olds not in education, employment or training (NEET) <sup>8</sup> – young people whose life chances are being compromised and who may be more vulnerable to safeguarding risks. (2020)				
3.8%	8.9%	5.8%	5.3%	5.5%
Infant mortality <sup>9</sup> – The infant mortality measure is the number of children aged under 1 who die per 1,000 live births. Infant mortality is an indicator of the general health of the population. It reflects the relationship between causes of infant mortality and upstream determinants of population health such as economic, social and environmental conditions. CDOP works to reduce infant mortality through the safer sleep and ICON campaigns. (2018/20)				
4.1	5.4	3.8	4.3	3.9
Population Vaccine Coverage <sup>10</sup> – MMR for one dose (2 years) – The percentage of 2-year-olds who have received 1 dose of the MMR vaccination. The MMR combined vaccine protects against measles, mumps and rubella; 3 highly infectious, common conditions that can have serious health complications. (2020/21)				
91.6%	92.1%	89.4%	90.3%	91.0%

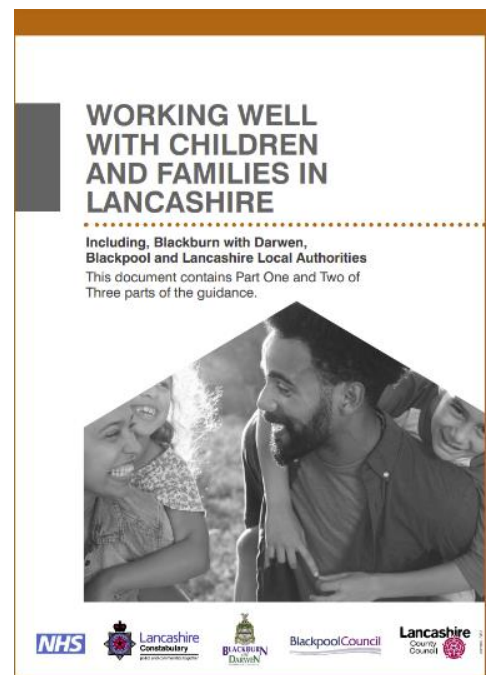


Percentage of school pupils identified to have social, emotional and mental health needs <sup>11</sup> - (based only on those pupils with a Special Educational Need). (2021)				
3.23%	3.94%	2.08%	2.88%	2.79%
Percentage of school pupils with Special Educational Needs (SEN) <sup>12</sup> – based on the number of children identified as having special education needs. (2018)				
18.1%	17.9%	12.3%	14.6%	14.4%
Rate of inpatient hospital admissions for mental health conditions (per 100,000 of the 0-17 population) <sup>13</sup> - One in ten children aged 5-16 years has a clinically diagnosable mental health problem and, of adults with long-term mental health problems, half will have experienced their first symptoms before the age of 14. (2020/21)				
129.4	120.2	87.0	106.9	87.5
Rate of inpatient hospital admissions as a result of self-harm for children aged 10-14 years (per 100,000 population) <sup>14</sup> Self-harming and substance abuse are known to be much more common in children and young people with mental health disorders. Failure to treat mental health disorders in children can have a devastating impact. (2020/21)				
361.8	440.6	345.5	336.1	213.0
Rate of children in care (per 10,000 child population) <sup>15</sup> – children who need to be taken into the care of the local authority for their own safety or because their parents are otherwise unable to care for them (31 <sup>st</sup> March 2021)				
97	210	79	97	67
Rate of First-time entrants to the Youth Justice System (per 100,00 child population) <sup>16</sup> – This information is indicative of vulnerabilities that a young person may face (2020)				
78.9	280.1	135.5	147.8	169.2
Percentage of households with dependent children or pregnant women who are homeless <sup>17</sup> – Every child has a right to an adequate standard of living. Children from homeless households are often the most vulnerable. (2017/18)				
0.6%	0.3%	0.4%	1.0%	1.7%
Percentage of all school children who have free school meals <sup>18</sup> – The percentage of pupils known to be eligible for and claiming free school meals. This measure is a proxy measure for the number of children from low-income families. Poverty can be, but is not always, associated with neglect. (2018)				
14.8%	25.3%	13.4%	16.0%	13.5%
Percentage of working age adults claiming benefits <sup>19</sup> – This information, which will be impacted by the Covid 19 pandemic, indicates the health of the labour market and the demand for support from the Welfare State (14 <sup>th</sup> October 2021).				
6.7%	8.7%	4.5%	5.4%	4.9%
Percentage of people in employment <sup>20</sup> – This information indicates the labour market and uptake of paid employment (2020/21)				
65.3%	72.6%	75.3%	73.2%	75.1%

## Working Well with Children and Families in Lancashire

A key achievement for the safeguarding partners during the reporting period has been the agreement and launch of Working Well with Children and Families in Lancashire<sup>21</sup> (WWCFL), which is the threshold document required by *Working Together*.

WWCFL provides shared principles for working with children and families, utilising a strengths based approach, together with example indicators and expected courses of action at each level of need. Parts 1 and 2 are shared across the CSAP area and provide an overview, together with more detailed guidance, as to expected actions and examples of children at each level of need. By working to the same levels of need, practitioners throughout our operating area know that they will receive the same response from the local authority irrespective of where the child lives. A separate Part 3 is available for each Local Authority area and provides information about local processes for early help and statutory intervention, together with details of services available to support practitioners' work with children and families.



CSAP Executive members launched WWCFL to a virtual audience of around 700 practitioners on the CSAP YouTube Channel in June 2021. A recording of the event remains available as a resource for individual practitioners and can be used as a basis for induction training programmes.

### *Our shared values for working with children and families (WWCFL p.3)*

- Being respectful and building relationships by working alongside children, young people and families and seeking their informed consent and agreement.
- Being understanding, kind and empathic. Recognising and working to families' strengths – especially those of parents and carers and taking the time to understand their needs fully.
- Being purposeful. Focusing on preventing problems before they occur and offering flexible, responsive and constructive support when and where it is required.
- Being constructive. Helping to build the resilience of, children, young people, families and communities to support each other.
- Being open and transparent with each other as well as with families. Working together across the whole system engaging well with communities and aligning our resources to best support families and do what needs to be done, when it needs to be done.
- Being fair. Basing all that we do on evidence and analysis of both what is needed and of what works and being brave enough to stop things that are wrong.
- Being honest. Being clear and consistent about the outcomes we expect.

## Our Safeguarding Priorities

### Contextual Safeguarding

#### Why is it a priority?

Contextual safeguarding is the umbrella term for work to protect children from abuse and exploitation that they may experience outside their family home. The term itself has only come to the fore in recent years, although the recognition of the threat to children of sexual exploitation (CSE) and criminal exploitation (CCE) is well established and subject to multi-agency action nationally and locally.

Contextual safeguarding was adopted as a priority by CSAP in 2019 in view of national guidance and reviews, together with emerging concerns in respect of child criminal exploitation that were coming to the fore locally. Contextual safeguarding is an area that requires a strong multi-agency operational approach that is already provided through well-established multi-agency exploitation teams across the area.

## Governance arrangements

The Blackburn with Darwen, Blackpool and Lancashire Contextual Safeguarding Strategic Board was established in March 2020, assuming responsibility on behalf of the CSAP executive for contextual safeguarding. It was agreed that the remit of the group would include CSE, CCE, Child Trafficking and Modern Slavery, and Missing from Home. Three operational groups, based on local authority footprints, provide oversight of the multi-agency operational teams in their respective areas and report to both the strategic board and CSAP Tactical Groups.

During the reporting period the safeguarding partners have agreed a Contextual Safeguarding Strategy for 2021 – 2024, together with an operational action plan for its delivery. The Strategy adopts the 4P model, used in a number of national strategies:

- Prevent to prevent children and young adults experiencing exploitation, modern day slavery and going missing; and to ensure children and young adults, and their families and their communities are supported to build resilience against exploitation;
- Pursue to successfully prosecute those who perpetrate or facilitate the exploitation of children and young adults;
- Protect to provide appropriate support, protection, intervention, information and services to children, parents, carers, friends and communities via a multi-agency whole family approach;
- Prepare divert, disrupt and actively pursue those intent on exploiting children and adults.

A key development in this strategy is the intention to move toward an 'all age' approach. This will initially be with a view to providing services to 18 – 25 year olds during the first two years of the strategy, but with a longer term aspiration to provide a service to all adults and children who may be exploited, be victims of modern day slavery or human trafficking or go missing.

## Operational Response

The operational response to contextual safeguarding is provided by multi-agency teams situated through the Blackburn with Darwen, Blackpool and Lancashire area. At their core they are made up of police, children's social care and health practitioners, with some additional local variation depending on identified needs. During the reporting period the police have provided a significant uplift to their staff in these teams to provide a greater investigative and analytical capability.

Contextual safeguarding principles are applied in specialist assessments completed by social workers within the teams, which will consider both the child's needs and strategies to disrupt perpetrators. Social workers act as a specialist resource within the wider children's social care team, who have the necessary expertise, together with time and space to develop a trusted relationship with the child, while a named statutory social worker will manage formal safeguarding processes. This serves to build experience of contextual safeguarding within social care teams and allows the contextual safeguarding teams' social workers to become points of reference within the wider children's services workforce.

The teams will draw on the expertise of practitioners in other agencies, for example youth justice and schools, both to develop their understanding of the child's needs and to keep them safe. This is formalised in multi-agency meetings which are routinely held in all three local authorities' teams, using models that fit the local context.

All three operational groups receive (primarily local authority) data in respect of the cohort of children that their teams work with. During the reporting period the overall number of children open to the teams

remained broadly stable, however the increase in the number of children experiencing CCE noted in our last annual report continued. By the end of the reporting period there were slightly more children with CCE rather than CSE concerns across the area, albeit with some significant local variation. This change in profile brings with it an increased number of boys and a older age profile than had previously been the case. At an operational level individual teams collate information to develop a picture of people, premises and areas of concern that can be used to both safeguard children and disrupt perpetrators. Colleagues in Blackburn with Darwen have begun a neighbourhood mapping exercise to understand localised risks and threats, while the Lancashire Constabulary Operation Empira mapped connections between perpetrators on a whole force basis. The safeguarding partners have committed to developing a wider scale problem profile to pull this information together and enable agencies to plan strategically plan their services for the future.

As noted above the intention of the current strategy is to open provision to young adults, although there is no statutory framework to do so, beyond the general safeguarding provisions of the Care Act 2014. By the year end Blackburn with Darwen were offering to continue to work with children already open to the service once they turned 18, with their consent. It is envisaged that this will be the starting point of a wider offer, with the care leaver cohort being identified as one with particular vulnerabilities.

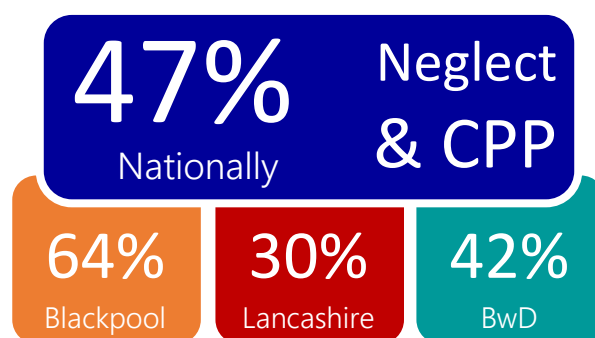
The number of children missing from home or care fluctuated throughout the year, with increases evident after periods of Covid restrictions, and some evidence in changes to the cohort, for example in Blackpool there was a shift to older boys and a smaller number going missing more frequently. The current missing from home protocol was adopted in 2014. Despite ongoing work throughout the reporting period a revised missing from home protocol has not yet been finally agreed, although work has improved. The delay in final publication has been largely due to discussions in respect of whether and how the nationally promoted Operation Philomena can be adapted to meet local needs. All areas nevertheless have robust missing from home processes in place, with new trigger plans having been adopted in Blackpool to provide for a multi-agency pre-determined response for children known to be at risk of going missing.

Finally, a repeatedly reported issue has been looked after children from other local authorities being placed in the CSAP area without notification and in placements that increase their risk of exploitation or going missing. While health agencies and the Engage team as a whole in Blackburn with Darwen will provide these children with a service, the partnership are developing guidance for placing local authorities and residential settings to enable them to understand risks, safeguarding processes and services available in the area.

## Neglect

### Why is it a priority?

Neglect is the most common form of child abuse in England and the main cause of concern in 47% of Child Protection Plans nationally. The proportion varies in the CSAP area from 30% in Lancashire, to 42% in Blackburn with Darwen and 64% in Blackpool.<sup>22</sup> Neglect has additionally been a significant feature of a number of recent SCR and CSPR (Lancashire Child LW, Child AB and Child AC; and Blackpool Ava and family, and Mia), and was the primary concern of 5 out of 14 referrals during the reporting period (see below). These reviews have covered a range of neglectful situations, including poor home conditions, a lack of supervision, children whose medical needs are neglected and children who are not educated. Operationally, Lancashire Constabulary saw a 66% increase in child cruelty crimes (which includes Neglect) from 289 in 2020 to 492 in 2021.



## Governance arrangements

In common with the other CSAP priority areas, the response to neglect is driven by three operational groups based on local authority footprints. The operational groups are responsible for the delivery of their respective neglect strategies. These were agreed by the predecessor LSCBs and have overarching aims that broadly coincide, namely to drive a consistent multi-agency response to neglect that enables practitioners to identify, respond to and ultimately prevent neglect. How these are delivered varies according to the needs within each local authority area. Given the time elapsed since these strategies were agreed, each area had either agreed to, or was in the process of revising its strategy at the end of the reporting period. In order to promote a consistent response to neglect across the area, the safeguarding partners were also in the process of agreeing a set of principles that will underpin the three strategies.

## Operational Response

The safeguarding partners have an ambitious goal to empower the wider children's workforce to identify neglect at the earliest possible opportunity and to provide families with the means to overcome the adversities that they face, without the need for more intensive interventions. This has resulted in an ongoing focus on training, which has included the ongoing CSAP programme (see below), together with a significant push by both Blackburn with Darwen and Blackpool local authorities to provide internal and partnership training. This is supported by materials made available to all police officers through their handheld devices and a Think Neglect booklet for the multi-agency workforce in Blackburn with Darwen.

Separately, Lancashire local authority has launched its Family Safeguarding model which focuses on working with the whole family and with partners to build on strengths and identify positive changes. This approach supports parents to become better equipped to meet the demands of parenting so families can stay together safely.

The launch of WWCFI provides a common set of indicators and language for practitioners throughout the CSAP area. This is supported by the ongoing use of the same assessment tool, Graded Care Profile 2 (GCP2), in Blackburn with Darwen and Blackpool, which has also agreed to be adopted by Lancashire during the forthcoming year. This should enable practitioners across the area to have a common language and threshold in their response to neglect. In order to continue to drive forward and develop practice Blackpool has developed its own neglect screening tools for use with unborns and all other children, while Blackburn with Darwen is currently part of a national pilot of an antenatal GCP2 and national evaluation of the overall impact of GCP2.

Each operational group has identified concerns about an increasing prevalence of neglect that has been exacerbated by the additional pressures brought on families by the pandemic and shielded by the reduced visibility of children who have not been in school for extended periods. While the training and routine use of assessments tools should enable this to be addressed, Lancashire has also sought to promote its take up of free early years hours in order to bring children into the sight of professionals and will likewise focus on cohorts of children who are not in education and therefore less visible in the forthcoming year. The safeguarding partners also intend to develop a neglect awareness raising campaign for both the general public and organisations who employ tradespeople and others who have access to houses and might therefore be in a position to report neglect concerns.

Finally, in order to better understand the experiences of children who are neglected, what works well in the professional response and what could be developed, the safeguarding partners commissioned a thematic review of neglect. This reviewed the interventions provided to six families from across the CSAP area and the findings will be included in our next annual report.

# Domestic Abuse

## Why is it a priority?

National and local data suggest that a substantial number of children within the CSAP operating area experience Domestic Abuse (DA), while a significant proportion of the safeguarding partnership's operational safeguarding activity consists of responding to and protecting children from DA.

Domestic abuse requires a multi-faceted response to meet the needs of the victims, perpetrators and children in the household. CSAP identified this as a priority in order to ensure that the children's element of this response was co-ordinated and effective.

## Governance arrangements

Overall responsibility for the response to domestic abuse sits with the Community Safety Partnerships, although the Domestic Abuse Act 2021, which was enacted during the reporting period, also placed a responsibility on upper tier local authorities to establish a Domestic Abuse Partnership Board. CSAP's role is to be assured that children are safeguarded from domestic abuse and rather than have its own operational groups, as for contextual safeguarding and neglect, it holds the existing governance forums to account for their work to keep children safe.

## Operational Response

It goes without saying that the reporting period was dominated by the Covid pandemic, which brought with it its own challenges in respect of domestic abuse. Briefly put, the concerns were that victims would become increasingly vulnerable due to spending longer periods, in isolation, with their perpetrators, while children, similarly isolated, would not be seen by the professionals able to keep them safe. The safeguarding partners consequently supported a significant public awareness raising campaign, #noexcuseforabuse. The aim of the campaign was to raise public awareness of support available for victims and perpetrators of DA, together with providing the means to report concerns. The campaign was promoted through a dedicated website, social media (including CSAP), posters across the area and radio adverts. The safeguarding partners have also supported the national 'Ask for ANI' campaign under which victims can ask for support through pharmacies. While there were changes in how victims, including children, engaged with domestic abuse services, overall contacts remained either stable or increased, potentially indicating the success of the campaign, which remains ongoing. Overall Police reported domestic abuse incidents remained broadly stable during the reporting period.

The success of two ongoing operations was developed by their expansion during the reporting period. Operation Encompass is an initiative which allows the Police to share information about a child with whom they have had contact with an education setting's trained 'Key Adult' prior to the start of the next school day. This covers all vulnerable child incidents, the bulk of which relate to Domestic Abuse. Encompass initially launched in 2019 and has over 700 schools signed up, during the reporting period this was expanded to cover further education settings thereby enabling information to be shared about many of the older children in the area who experience DA. Lancashire Constabulary have supported the operation

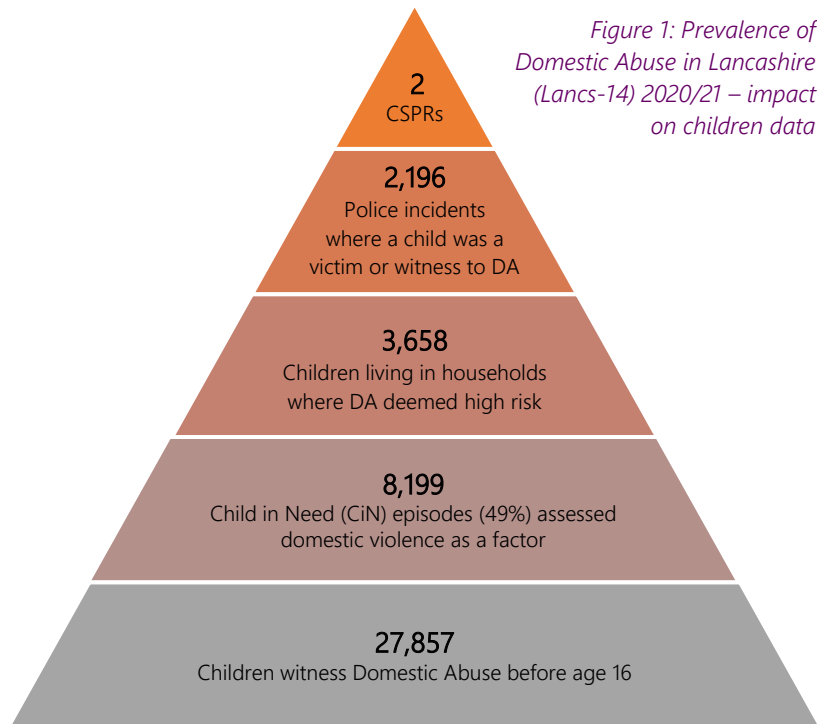


Figure 1: Prevalence of Domestic Abuse in Lancashire (Lancs-14) 2020/21 – impact on children data



with ongoing work to improve their reporting and ability to capture children's education settings at incidents, thereby allowing notifications to be made. The percentage of incidents resulting in a notification steadily increased throughout the reporting period. During 2021-22 scoping work will be undertaken to determine how Operation Encompass could be further expanded to incorporate early years settings.

Operation Provide originated in the Blackpool area and enables closer work between police immediate responders and Independent Domestic Violence Advocates (IDVA), who attend incidents after the initial response to engage with, and provide for the safety of, victims in the immediate aftermath of an incident. Early contact with victims was seen to increase subsequent engagement with DA services (thereby improving the safeguarding of involved children), and the likelihood of the victim supporting a prosecution. The operation has won a national Nursing Times award and since been expanded to cover the remainder of the police west division and parts of east Lancashire.

Our last annual report referred to an ongoing review of Multi-Agency Risk Assessment Conferences (MARAC), which are the key for a for multi-agency information sharing information sharing and co-ordination of actions to safeguard victims and children from domestic abuse. The review had concluded that the model of monthly (or fortnightly) meetings was overly resource intensive and did not provide a sufficiently flexible or responsive system to meet individual needs, and particularly those of children. The review proposed a new model in which practitioners from core agencies, including those working specifically with children, will provide an immediate response to high risk incidents with plans drawn up for children, victims and perpetrators. At the year end planning was underway to implement the new model, initially in the unitary authorities of Blackburn with Darwen and Blackpool.

## Learning and Improvement

### Arrangements for learning from practice

Working Together requires the safeguarding partners to make arrangements to review serious child safeguarding cases, and others where there may be learning, in order to prevent or reduce the risk of recurrence of similar incidents. Rapid review meetings, held within 15 days of the incident coming to the attention of the safeguarding partners, will gather facts about the case, identify whether any immediate action is required to secure the child's safety, whether

there is any immediate learning, and whether a local or national Child Safeguarding Practice Review (CSPR) is warranted. Where a decision is taken to commission a local CSPR this will be led by an Independent Reviewer using a systems methodology, and will seek to involve practitioners and family members, including surviving children. Final review reports will be published. Learning extracted from the case at any stage during the process will be acted on and disseminated to agencies and practitioners as soon as is possible.

During the reporting period the CSAP Executive established a CSPR Business Group, whose responsibility is to manage the review processes, collate learning themes and to hold partner agencies to account to ensure that meaningful actions are taken as a result of learning from reviews which have an impact on safeguarding practice.



Serious Child Safeguarding Cases (SCSC) notified to the safeguarding partners during the reporting period by locality:

	Child Population (0-17 yrs)	SCSC notifications received	Rapid Review Meetings held	Local CSPR commissioned
Blackburn with Darwen	38,653	3	3	1
Blackpool	29,110	3	3	1
Lancashire	252,984	8	7	3

Based on the information available from the initial notification and the rapid review meeting the primary concern that prompted the notifications were Neglect (5), Abusive Head Trauma (4), Safer Sleep (3), Child Criminal Exploitation (1) and Fabricated and Induced Illness (1). Underpinning factors of Parental Mental Health (5), Parental Substance Misuse (3) and Domestic Abuse (4) were commonly noted. Two notifications related to children who were the subject of a current child protection plan, while one related to a looked after child. The prevalence of notifications for Abusive Head Trauma and Safer Sleep is reflected in the age of the children involved with 10 being under 1 year. Of the remaining children, 3 were aged between 1 and 5 years, 6 between 11 and 15 years and 2 were 16 or 17 years old (the 14 notifications related to 21 children).

Local CSPR progress during the year was as follows:

	Ongoing at 1st October 2020	Commissioned in year	Published in year	Ongoing at 30th September 2021
Blackburn with Darwen	0	1	0	1
Blackpool	2	1	1	2
Lancashire	5	3	0	8

A number of the Local CSPR noted above have extended over the six month timeframe expected by *Working Together* from rapid review meeting to publication. This is primarily due to delays caused by parallel investigations. The safeguarding partners do recognise that processes could be developed to improve timeliness and this will be a focus of work for the CSPR Business Group during 2021-22.

The safeguarding partners work to act on learning from reviews as soon as it becomes apparent. Learning from review activity during the reporting period has therefore informed the re-writing of the Pre-Birth Protocol, the Concealed and Denied Pregnancy Protocol and Fabricated and Induced Injuries guidance. The wealth of learning about neglect has resulted in the revision of Neglect strategies within two local authority areas, together with the development of the use of neglect assessment tools. Learning in respect of safer sleep, together with the findings of the National CSPR Out of Routine: a review of Sudden

### Ryan, Nathan and Amelia

This Child Safeguarding Practice Review considered the response of partner agencies to a family of three children, the older two of whom had substantial additional needs. The review considered the multi-agency response to the family over a three and a half year period, prior to one of the children being taken into the care of the local authority. Their mum was a single parent who had her own learning needs, and understandably found parenting a considerable challenge. The elder boys had been open to the children with complex needs team for a significant number of years and were educated in a special school. A number of other statutory and voluntary agencies also supported the family, although it was not always clear how they co-ordinated their work. The review highlighted the need for practitioners working with children with additional needs to remain aware of the potential for their being abused or neglected; the need for consistent use of neglect, parenting and pre-birth assessments; the delivery and review of Education, Health and Care plans, the use of escalation processes when plans are not progressing as envisaged, and the role of charities in safeguarding.

Unexpected Death in Infancy (SUDI) in families where the children are considered at risk of significant harm<sup>23</sup> has been referred to the Child Death Overview Panel and has informed ongoing safer sleep activity. This has included the development of a series of animations and the introduction of a safer sleep assessment that is undertaken by all police officers attending houses where babies are present. Any concerns about sleeping arrangements are reported to health visiting services who will make contact with the family.

### Legacy Serious Case Reviews

It was noted in the last CSAP annual report that material relating to 13 Serious Case Reviews (SCR) was passed over to the safeguarding partners by the three former LSCBs. A number of these had been significantly delayed by parallel investigations, although learning had been acted on and practitioner briefings produced, where appropriate. During the reporting period a further four were published, with a decision taken to step down another one. It is envisaged that the remaining eight will be concluded in 2021-22.

## Workforce Development

The safeguarding partners are required to consider what multi-agency safeguarding training is required locally and to make arrangements to evaluate the effectiveness of that which is commissioned. Like most safeguarding partnership, CSAP discharges this duty through the delivery of its own training programme.

As would be expected training provision has continued to be severely disrupted by the Covid-19 pandemic and, with a few exceptions, continued to be delivered on a virtual basis throughout the year. Work has continued to bring together the training programmes from the three former LSCB areas and to develop a consistent offer, delivered by multi-agency practitioners, across the area. In order to better reflect the safeguarding priority areas of neglect, contextual safeguarding and domestic abuse a decision was taken to focus the training offer on these topics, with other commissioned and hosted courses being phased out.

The longer term goal is to deliver an introductory course on each priority area, delivered by multi-agency practitioners, with additional courses covering more specialist aspects of the priority area.

Courses delivered during the reporting period reflect this transition and were attended as follows

## Priority Areas

	Number of Courses	Attendance
Domestic Abuse		
Domestic Abuse and the impact on children	6	170
Introduction to Domestic Abuse	1	56
Domestic Abuse and Teen Dating	5	92
DASH checklist	8	217
Neglect		
Recognising and overcoming childhood neglect	5	59
Graded Care Profile 2 assessment tool training	10	101
Graded Care Profile 2 revisit	2	8
Contextual Safeguarding		
Introduction to Contextual Safeguarding	8	173
Modern Day Slavery awareness	1	45
Total	46	921

Hosted and other courses		
Practitioner Resilience	2	24
Problematic Gambling	3	90
Youth Mental Health First Aid	3	32
Safer sleep awareness for professionals	1	41
Total	9	187

Attendees are asked to evaluate courses on completion, with comments received during the year including:

*"The contextual safeguarding training was very hard hitting information. The mix of different professionals help to keep this interesting. The passion that was portrayed by the team delivering the course was infectious. Real life experiences and examples were infectious"*

*"The participants were from different agencies that look after children and I learned a lot from all of them. I hope my own contribution as the only doctor on the course was also useful"*

[As a result of the training] *"I will continually challenge myself to refocus on keeping the 'a day in the life of the child' as my focus"*

*"We already had a good understanding of the issues that were raised but myself and staff that I train will certainly be more vigilant and liaise more with CSE and CCE teams particularly around the modern-day slavery aspects"*

Evaluation of training should be a multi-layered process starting with on the day evaluations, but extending to assess the impact of training on practice and, ultimately, on the lives of children and families

in the area. to this end multi-agency audits underway at the year end on neglect, child criminal exploitation and safer sleep practice should begin inform this assessment.

CSAP's formal training is supported by a wide ranging e-learning offer. This is delivered on the platform previously provided by Blackburn with Darwen LSCB, which is now available to practitioners in Blackpool and Lancashire. This includes Level 1 and Level 2 Safeguarding Children training, courses in respect of each CSAP priority area and other specific areas of safeguarding practice.

CSAP has continued to promote good practice through the publication of 7 minute briefings, which may be prompted by changes to guidance and legislation, learning from reviews, or emerging safeguarding themes. Briefings published in the reporting period have included Child and Adolescent to Parent Violence, Contextual Safeguarding, the ICON campaign and Restrictive Practice. These are supplemented by bespoke briefings published alongside CSPR or following audit activity.



## Online Safeguarding

The safeguarding partners employ a specialist online safety advisor in order to ensure that good practice is identified and disseminated, in what is a rapidly changing area of practice. Online safeguarding has



continued to see a number of developments during the reporting period with a variety of new and evolving challenges for partner organisations. Requests for specific advice relating to the online aspects of safeguarding have continued to increase and have included queries around online grooming, sexting, policy development, social media concerns, recommended learning resources and escalation enquiries. In particular, queries relating to video sharing apps and questions relating to the *Everyone's Invited* platform and subsequent Ofsted Rapid Review have seen recent focus. Other enquiries to note include queries around supporting emotional health and wellbeing and addressing both misinformation and

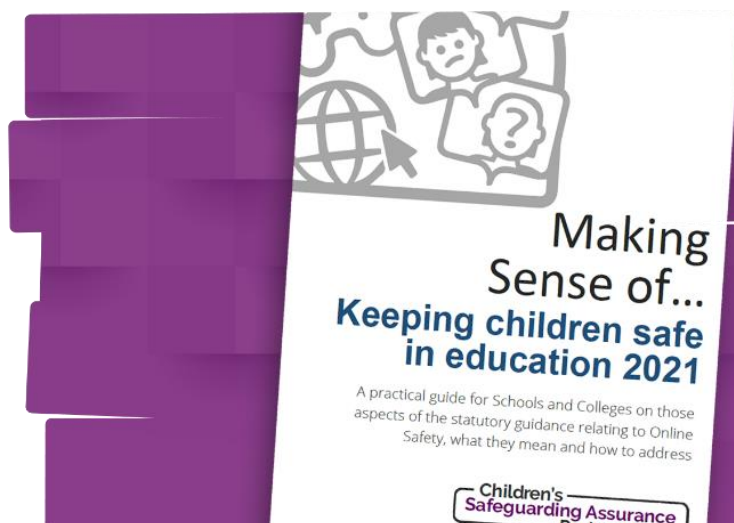
disinformation online, particularly in relation to fake, false or misleading news about the Coronavirus pandemic and are evidenced through the engagement with related posts through the CSAP Twitter account.

The continued requirement for remote learning opportunities during 2021 has brought a renewed focus on safeguarding considerations, resulting in numerous enquiries and requests from school-based colleagues. As a result, a dedicated CSAP resource to support colleagues with *Safer Remote Learning* was developed. The resource development was part of ongoing partnership activity with the Lancashire County Council Schools' Safeguarding Team and was released during the Autumn Term 2020. Feedback received to-date on the resource has been positive and has seen a corresponding reduction in the number of related enquiries.



Relatedly, it is clear that the CSAP publications produced to support colleagues with statutory safeguarding requirements continue to be extremely popular and well-received. Both the CSAP *Making Sense of... Keeping Children Safe In Education* and *Governor Online Safety Self Review Tool* have seen Edition 5 updates to reflect the 2021 changes and continued emphasis on online safety in the statutory Department for Education guidance, with both resources continuing to be popular both within and outside of the Pan-Lancashire region.

Due to continued Covid-19 restrictions, the Partnership was unable to host the extremely popular Online Safety Live (OSL) sessions held annually in January. Enquiries regarding the OSL events have been a regular request and therefore alternative plans have been put in place to host a comprehensive livestreamed OSL offer for January 2022. Relatedly, whilst face to face activity has largely ceased, a number of requests for single agency support have been possible using a variety of online platforms.

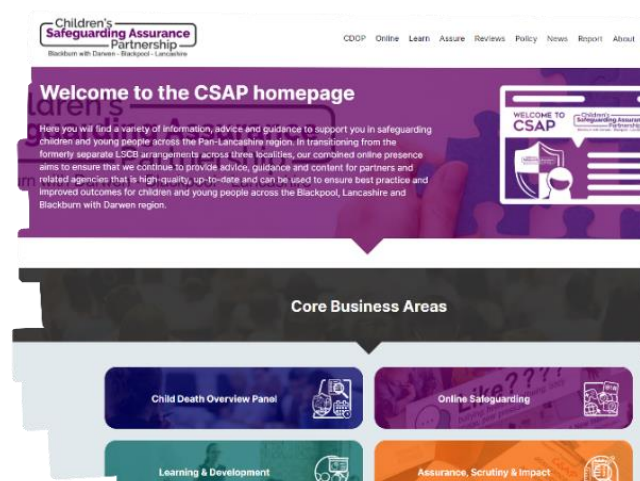


Whilst it undoubtedly remains the case that online safety can sometimes be perceived as an ICT rather than Safeguarding issue, there is evidence that this perception continues to shift and is increasingly addressed as part of a mainstream safeguarding approach in-line with national guidance and best practice. Relatedly, the development of the local Section 175/157 Self-Assessment for education settings on behalf of the Blackpool and Lancashire local authorities provides an invaluable opportunity to develop a formal education dataset relating to online safeguarding provision in schools and colleges across the region.

It continues to be the case that children's social lives and therefore their broader emotional development are intrinsically linked to their use of online technologies. As such, it is clear that we are unable to consider the safeguarding or wellbeing of our children and young people without addressing their relationship to technology and this is reflected through the provision of a dedicated online safeguarding section on the CSAP website to support children's workforce colleagues in this continually evolving area of safeguarding provision.

## Communications & Engagement

Arrangements to support and develop CSAP Communications and Engagement activity have continued to progress over the reporting period. A key aspect of this progression has been in establishing a collective online CSAP identity as activity has transitioned from the former Safeguarding Children Board arrangements. Whilst it is clear that the Partnership's wider presence is an area which will continue to be further developed, a key area of progress has been in establishing a new Children's Safeguarding Assurance Partnership website for release during Autumn 2021 to replace the previous LSCB websites. In doing so, it has been paramount to retain a high-quality presence valued by





colleagues across the children's workforce and has highlighted the different approaches and broad range of content and resources previously available.

In April 2021, agreement was reached to combine the Twitter social media accounts for the 3 previous LSCBs under a single CSAP presence to provide a collective and co-ordinated social media point of reference. Numbers following the combining of accounts have continued to increase and as such, the platform provides an invaluable means of engagement across the wider workforce. During the reporting period, information posted on a variety of safeguarding subjects through the Partnership's Twitter presence was viewed over 110,000 times with two main areas seeing the majority of engagement.

As in previous years and highlighted below, the two most popular CSAP engagement topics have been CDOP (Safer Sleep) or Online Safety-related posts. Other notably popular engagement topics include 7-Minute Briefings, ICON guidance and national safeguarding campaign activities such as Safer Internet Day and Anti-Bullying Week.

Snapshot - Top 6 CSAP Tweets 2020/21 (in order of popularity)

1. TikTok Privacy Features (January 2021)
2. High-powered Magnets (June 2021)
3. Safer Sleep - Every Sleep (March 2021)
4. Safer Sleep - Banners (November 2020)
5. Remote Learning – Parental Safety Guides (January 2021)
6. Online Predators – IWF Hotline (March 2021)

Activity remains ongoing around the broader aspects of communications and engagement and how this can be further developed as a key aspect of the Partnership arrangements. Links continue to be established to related communications groups such as those from the Local Authorities, Lancashire Constabulary and other Safeguarding Partnerships. Whilst the geographic region covered by CSAP is considerable and undoubtedly presents challenges across such a large and diverse area, the Partnership arrangements equally provide a significant opportunity to promote guidance, advice and supporting resources with a combined and cohesive approach.



## Priorities for 2021/22

During the forthcoming year CSAP will maintain its current safeguarding priority areas of contextual safeguarding, neglect and domestic abuse; with a focus on continuing to deliver against strategies and action plans, while also enabling our children and services to recover from the Covid pandemic. This is not to say that these priorities are set in stone and all partner agencies are actively encouraged to report emerging safeguarding issues into tactical groups where consideration can be given to the need for a CSAP response. There will be an increased focus on the quality assurance functions of CSAP, with plans well underway to undertake single agency section 11 self-evaluation audits and section 157/ 175 audits of schools. Work to complete the significant number of SCR and CSCR will continue apace with an increasing emphasis on the delivery of resulting action plans. As our quality assurance activity ramps up, we will seek to better understand the effectiveness of our work through the most important lens of all – its impact on our children. Finally, we will increase public awareness of our work through the development and launch of a new website and continue to support practitioners through our training programme.

## Independent Scrutiny

As the independent scrutineer I am able to confirm that this annual report provides an accurate reflection of the work carried out by the Safeguarding Partners from the beginning of October 2020 to the end of September 2021.

The shadow of the Covid-19 pandemic has of course continued to impact greatly on the safeguarding services provided by the statutory safeguarding partners and the relevant agencies who engage with them. There continues to be very real concerns amongst safeguarding professionals at all levels around the longer term effects the pandemic will have on children and families and how this may be exacerbated when family incomes fall.

In fulfilling my role, I have regular meetings with the three local authority lead members, chief executives and council leaders; senior police officers, including the Chief Constable and Police and Crime Commissioner; and with Directors of CCGs and senior safeguarding officers from health commissioners and providers. In addition, I have one to one meetings with each member of the Executive Board. I have had one to one meetings with two district council chief executives. I have attended a number of other partnership meetings including the Health and Wellbeing Boards, the Local Resilience Forum and Council Scrutiny Panels.

## Key Themes

### Structure

The structure of the Safeguarding Partnership is fit for purpose and represents a model that fits with the legal requirements of Section 16 and 17 of the Children and Social Work Act 2017 and the statutory guidance in Working Together to Safeguard Children 2018 (as amended). The structure also provides a robust structure in which safeguarding strategies and positive outcomes can be achieved. The systems for reporting have been improved and there is a clear system for reporting areas of concern through the operational groups and tactical groups of the Executive board.

### Executive Board

The Executive Board consists of senior member of each statutory Safeguarding Partner. Those members have been able to make decisions on behalf of their agency. The Board membership is restricted to the three statutory partners. Meetings have taken place on a flexible basis with short one hour meetings taking place weekly during key periods and reverting to monthly meetings at other times. This flexibility is a strength that has proved to be of value to partners. This approach has been particularly beneficial during this period, and it is intended that this approach will be maintained through the next year.

The achievements of the Executive Board should not be underestimated. The Working Well with Families document for instance provides front line professionals with a tool that is essential in delivering targeted support to families and assists professionals when providing a multi-agency response to safeguarding concerns. This document has been developed in a way that takes account of local issues avoiding the 'one size fits all' approach that can lead to gaps in provision. This is just one example of and Executive Board that has been able to work across boundaries to provide more effective and efficient services.

## Tactical Groups

There are three local tactical groups in place and meetings are well attended. There have been important areas of work discussed and partnership priorities have remained an agenda item at each meeting.

I have noted that the Tactical Groups have become far more focussed as they have developed. Membership of the tactical groups had largely been based on the membership of the previous LSCB but since September 2019 the chairs have slimmed down attendance and as a result there is a more focussed approach. There may be some further development required of these groups

to ensure the geographical footprint meets the needs of all agencies. Attendance at Tactical Groups is at the right level and remains a strength. Meetings are all chaired by an executive Board member.



## Operational and Other Groups

Each tactical group area has an operational group for each priority area. A chair is in place for each of these groups and regular meetings take place.

It was agreed that partners would build on operational groups already in existence in each of the tactical group areas. This approach has continued to work well. Each operational group have realistic action plans which are reported on to the Tactical Group.

In addition to the operational groups, there is also a contextual safeguarding strategic board. This board provides a real emphasis on this issue and has developed an action plan for the operational groups building on previous good practice.

Each local authority area has a Children and Family Partnership Board or equivalent. These are multiagency groups and much of their work focusses on issues that fall outside of the remit of the CSAP. Whilst there is considerable crossover I have been invited on to these Boards as an observer and they are dovetailing with the work of CSAP.

I have been invited to attend the CCG performance meeting and police protecting vulnerable persons performance meetings in addition to the performance meetings held by each of the children's social care agencies. This gives me a clear perspective on the performance of those agencies.

## Priorities

The three priorities were determined following detailed discussions between safeguarding partners. There is little doubt in my mind that these three priorities are entirely justified. An additional priority has now been added which reflects the concerns about the effect of the pandemic and the recovery from it.

## Neglect

Each area has a neglect operational group feeding into the tactical groups. There is a neglect strategy in each area supported by action plans. The operational groups are based on the local authority footprints. Children's services take the lead on neglect issues across the County as might be expected but there is clear evidence that all agencies are engaged with the process.

A neglect multi-agency audit is being completed and CSAP have conducted a survey of frontline staff. I will be publishing an in depth review of neglect in the first quarter of 2022.

## Domestic Abuse

The situation around domestic abuse remains largely the same as the annual report reflected last year. There is evidence of considerable work being put in place around domestic abuse. Liaison with key groups has improved with a CSAP presence on the pan Lancashire Domestic Abuse Steering Group and the Strategic Community Safety Partnership Board. There will be an in-depth scrutiny report in to domestic abuse conducted in 2022.

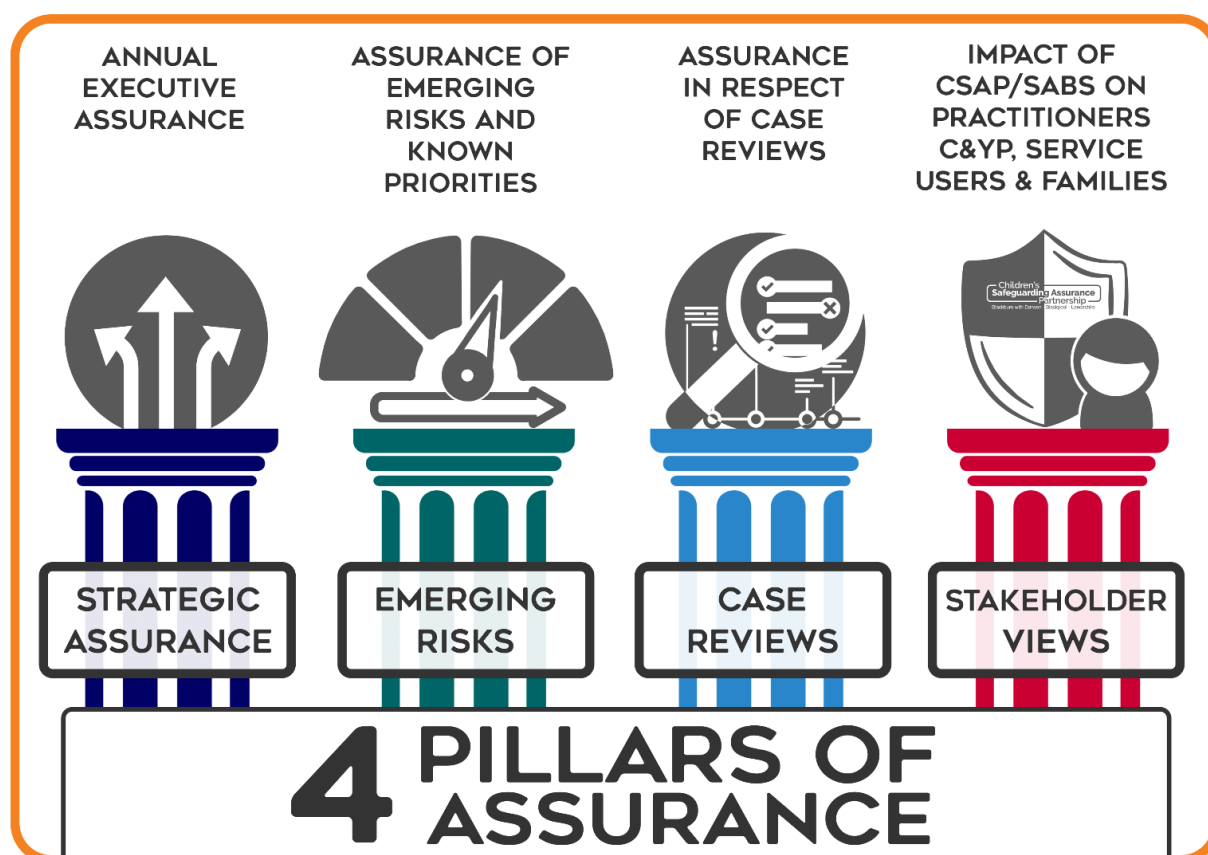
## Contextual Safeguarding

The Blackburn with Darwen, Blackpool and Lancashire Contextual Safeguarding Strategic Board has been established and deals with all issues relating to contextual safeguarding. The Board has terms of reference and takes the strategic lead on behalf of CSAP in this area. An action plan has been developed with clear expectations around outcomes. This Board ensures that local operational groups are able to work together to achieve the required outcomes.

I have completed and presented an in-depth scrutiny report to the Board on contextual safeguarding. As a result, the findings and recommendations now form part of the contextual safeguarding action plan which I continue to monitor.

## Scrutiny

### Process



The scrutiny process is in place and has been agreed. The agreed system is based on 4 Pillars of Scrutiny as illustrated above.

The model is intended to seek assurance from different levels of the partnership and to build upon scrutiny and assurance mechanisms already in place. The 4 Pillars approach categorises CSAPs scrutiny, assurance and impact responsibilities into 4 distinct pillars of activity; each related but with a different level of focus. This approach aims to:

- Ensure consistent focus on performance, scrutiny and assurance in respect of multiagency safeguarding
- Consider how agencies work together in respect of safeguarding at a strategic level
- Promote greater awareness and consideration of risk
- Gain assurance in respect of Care Review processes
- Measure impact; listening to and engage with practitioners, service users and their families

Under pillar 1; Annual Executive Assurance, a full Section 11 audit and a Section 175 audit have been planned in conjunction with agencies and will be conducted at the beginning of 2022.

As Independent scrutineer, I have been provided with an open invitation to multi-agency partnership meetings and have found all agencies to be open and transparent in their provision of information and documentation. I am able to undertake my role in the way that statutory provision allows.

## Conclusion

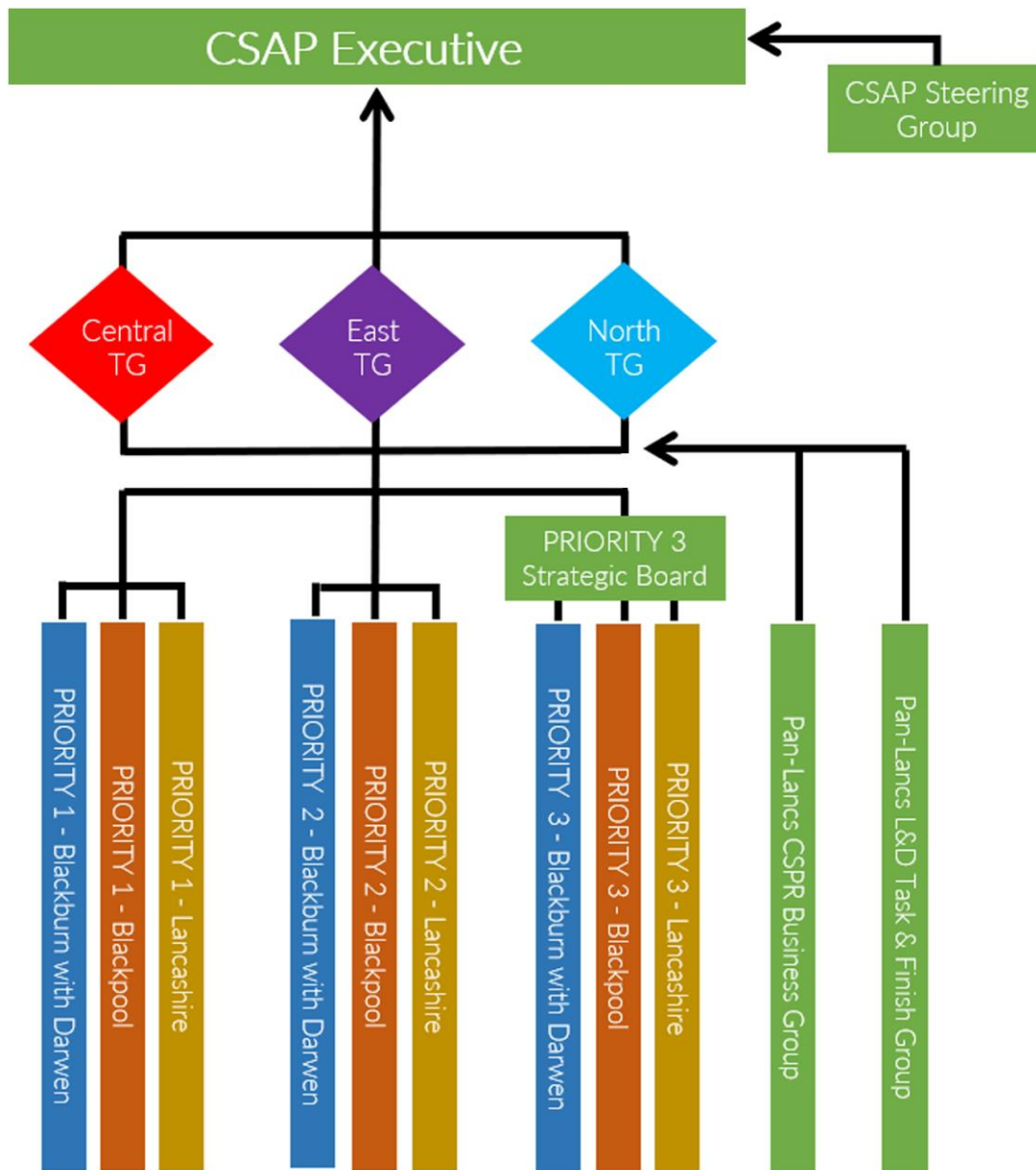
This year has continued to be extremely challenging for partners and this challenge will continue. There will be a wide range of inspection activity likely to be undertaken across agencies over the coming year and statutory partners have arranged a number of independent reviews of their own.

This partnership continues to develop and is intending to undertake a review of partnership arrangements in the later months of 2022. There is a huge amount of very positive work being undertaken by partners in an environment that none of us has ever experienced. I am grateful for the incredible work being undertaken on the front line and would like to thank members of the Executive Board for their openness and transparency over this year, which has enabled further progress to be made.



Stephen Ashley  
Independent Scrutineer  
Blackburn with Darwen, Blackpool and Lancashire CSAP

# Appendix A: Governance Structure



CODE
<b>Pan-Lancashire</b> (Blackburn with Darwen, Blackpool and Lancashire)
<b>Central Tactical Group area</b> (Chorley, Preston, South Ribble, West Lancashire)
<b>East Tactical Group area</b> (Blackburn with Darwen & Burnley, Hyndburn, Pendle, Ribble Valley, Rossendale)
<b>North Tactical Group area</b> (Blackpool & Fylde, Lancaster, Wyre)
<b>Blackburn with Darwen</b> (Blackburn with Darwen district only)
<b>Blackpool</b> (Blackpool district only)
<b>Lancashire</b> (12 districts – Lancashire County Council footprint)
<b>Priority 1 – Neglect</b>
<b>Priority 2 – Domestic Abuse</b>
<b>Priority 3 – Contextual Safeguarding</b>



## Appendix B: Glossary

CCE	Child Criminal Exploitation
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CSAP	Children's Safeguarding Assurance Partnership
CSE	Child Sexual Exploitation
CSPR	Child Safeguarding Practice Review
DA	Domestic Abuse
GCP2	Graded Care Profile 2
IDVA	Independent Domestic Violence Advocate
LSCB	Local Safeguarding Children Board
MARAC	Multi-Agency Risk Assessment Conference
OSL	Online Safety Live
SCR	Serious Case Review
SCSC	Serious Child Safeguarding Case
WWCFL	Working Well with Children and Families in Lancashire

## Appendix C: References

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- <sup>2</sup> Published arrangements
- <sup>3</sup> [Wood Review of multi-agency safeguarding arrangements \(publishing.service.gov.uk\)](https://publishing.service.gov.uk), p.80
- <sup>4</sup> ONS – NOMIS Labour Market Statistics/Profile - <https://www.nomisweb.co.uk/reports/lmp/la/contents.aspx>
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- <sup>11</sup> Social, emotional, mental health needs – 2020 – Fingertips Public Health data – Long Term conditions and complex health <https://fingertips.phe.org.uk/search/school%20pupils%20social%20emotional%20mental%20health#page/3/gid/1/pat/6/par/E12000002/ati/102/are/E06000008/iid/91871/age/217/sex/4/cat/-1/ctp/-1/yr/1/cid/4/tbm/1>
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