

Please note refreshments are available in the room from 5.30pm

Agenda

1. Introductions and Apologies

County Councillor Prynn

To note who is attending and any apologies for absence.

2. Notes of the Meeting and Matters Arising from 4 December 2015 (Pages 1 - 8)

County Councillor Prynn

To agree for accuracy the notes of the meeting and receive any matters arising.

3. What our Elected Members have been doing (10 mins)

County Councillor Prynn and other Elected Members

To note feedback from work undertaken by the Chair of the Board and our Elected Members as part of their role on the CPB, including Member visits carried out since the last meeting.

4. New Care Leavers Strategy (20 mins)

Amanda Jakeman

To receive further information on the updates and how these work for Care Leavers. Link to the [Strategy](#).

What have our Young People been doing?

5. LINX (Lancashire's Children in Care Council) (60 mins) (Pages 9 - 18)

LINX and Barnardos

To receive feedback from our young people on:

- What LINX have been doing
- CPB Performance Report
- Young Inspectors Update
- Fixers Project Update – breaking social stereotypes
- Update on the PROUD event – 6 March 2015

What Do We Need to Know

6. Regulation 22 Visits (5 mins)

Brendan Lee

To receive feedback from key issues noted on visits carried out by Elected Members in LCC Residential settings.

7. Junior ISAs (10 mins)

(Pages 19 - 24)

Mark Hudson

To receive further information.

8. Virtual Schools and Governance (5 mins)

Sue Parr

To receive information re funding our activities for CLA.

9. Lancashire Questionnaire Summary (5 mins)

(Pages 25 - 38)

Bob Stott/Diane Booth

To share summaries of the responses received by Ofsted from the children and young people of Lancashire for whom we have corporate parenting responsibility.

10. Activity Day Briefing Report (5 mins)

(Pages 39 - 40)

Diane Booth

To note the report following the event on 5 October 2014.

11. Executive Summary: CLA Sufficiency & Commissioning Effective Placements Strategy 2014-2017 (5 mins)

(Pages 41 - 64)

Bob Stott

To note the responsibility the Board is undertaking with the strategy.

12. Any Other Business

County Councillor Pryn

To receive any other business.

13. Date and Time of Next Meeting

County Councillor Pryn

Thursday, 23 April 2015 at 6.00pm in the Duke of Lancaster Room (formerly Cabinet Room 'C'), County Hall, Preston, PR1 8RJ.

Information Item

14. LSCB Annual Report

To note the report.

(Pages 65 - 130)

15. LADO Report

To note the report.

(Pages 131 - 146)

Agenda Item 2

Lancashire County Council

Corporate Parenting Board

**Minutes of the Meeting held on Thursday, 4th December, 2014 at 6.00 pm in
Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

Present: Members

County Councillor Lorraine Beavers	- Lancashire County Council
County Councillor Margaret Brindle	- Lancashire County Council
County Councillor Ian Brown	- Lancashire County Council
County Councillor Chris Henig	- Lancashire County Council
County Councillor Sue Prynn	- Lancashire County Council
County Councillor Miss Kim Snape	- Lancashire County Council
Jane Simpson	- representing Foster Carers
Catherine	- representing Adoption
Bob Stott	- Director of Permanence, Protection and Schools
Bradley	- LINX Representative
Kat	- LINX Representative
Mark	- LINX Representative
Sam W	- LINX Representative
Beth	- LINX Representative
Kristal	- LINX Representative
Gavin	- LINX Representative
Sam R	- LINX Representative
Callum	- LINX Representative

Co-opted members

Katherine Ashworth (late)	- representing Young People's Service, Lancashire County Council
Mark Hudson	- or his representative, representing Independent Reviewing Officers
Debbie Ross	- Designated Nurse for CLA, representing CCG
Diane Booth	- Children's Social Care
Kate Baggaley	- Barnardos
Ionie Calderbank	- Barnardos

Other Attendees

Richard Cooke	- Children's Trust Team
Caroline Beswick	- Lancashire Children's Rights Service
Lorraine Pearson	- Residential Services
Briony	- Young Person
Brooklyn	- Young Person

1. Introductions and Apologies

All were welcomed to the meeting and the following apologies were noted:

County Councillors Lord and Nicky Bamford.

2. Notes of the Meeting and Matters Arising from 11 September 2014

The notes from the previous meeting were agreed as an accurate record and there were no matters arising from them.

3. What our Elected Members have been doing

County Councillor (CC) Prynne thanked all Elected Members who had carried out Regulation 22 visits since the last meeting and that it was pleasing to note the consistent reporting of the care and passion that is given to our children in care.

CC Prynne, along with Bob Stott and Bradley from LINX attended the Lancashire Children's Safeguarding Board (LSCB) meeting on 14 November 2014 to present the work the CPB does. The presentation is attached. Bradley was commended on the amazing job he did with his presentation from LINX and the work they do with CPB and was thanked for attending. From the meeting it was agreed to look at a mechanism to ensure the Police are made aware and acting upon any Child Sexual Health (CSE) issues that arise from the LSCB and CPB.

Action: A protocol to be created jointly by LSCB and CPB.

CC Prynne attended Liverpool City Council's CPB meeting and met with the Chair of the Board, CC Murray. This is following CC Murray's attendance at our Elected Members CPB Development Day which was held on 26 August 2014 where CC Murray came along to talk to our County Councillors on their experience of inspection as a CPB and share good practice. CC Prynne felt that we engaged better with our young people along with the support from Barnardos in our meetings as theirs was more adult focussed.

All Elected Members met prior to this meeting to discuss the Executive Summary: CLA Sufficiency and Commissioning Effective Placements Strategy – 2014-2017. This document will be pertinent to the Board when looking at priorities in the Task and Finish Groups.

CC Beavers attended the Fostering Panel meeting.

CC Brown has undertaken two Regulation 22 visits and attended a Safeguarding conference. Following the last Activity Day he went to, he has since attended another one on 5 October 2014 for a full day and gave positive feedback from this and felt it more beneficial to attend for a whole day than just part of it which helped to understand the whole concept. He also attended the Adoption Panel for a follow up on the progress of the Activity Day.

Action: CC Brown to provide a report to officers from the Activity Day.

CC Prynne was most impressed that officers had actioned recommendations presented by the Board from the previous Activity Day and addressed them for the one held in October.

Action: The Board will continue to monitor the events.

Any potential matches will not be known until January.

Action: Officers to provide a report from the Activity Day at the next meeting.

CC Henig spoke about the Lancashire Fairness Commission that she is involved with which is pulling together information around living in a fairer community. The report will be ready in January and anybody can feed in.

Action: LINX to look at the website and speak to CC Henig about this.

4. LINX (Lancashire's Children in Care Council)

Takeover

During Takeover month, the young people have been all over Lancashire therefore their regular meetings have been a bit erratic. However they gave an overview of what they have been doing since the last CPB meeting was held. A breakdown of their activities is attached.

Young Inspectors

The Young Inspectors programme (details attached) is now in operation and this just for CLA. It was requested that the reports are sent to Elected Members and Bob Stott.

Action: Annette McNeil to send reports already received and future reports to Sam Gorton to circulate as agreed.

It was requested that Elected Members have a copy of the questions that the Young Inspectors ask so that they can link in with the Regulation 22 visits they carry out.

Action: Kate Baggaley to forward a copy of the questions to Sam, who will then forward to Elected Members.

Debbie Ross asked if they would consider looking at health services who are involved specifically with CLA. The Board agreed this should be looked into.

Action: Debbie to speak further with Kate around this and signpost the Young Inspectors to the CLA services within health.

European Network of Ombudspersons for Children (ENOC)

Some young people from Lancashire who are involved with the ENOC showed some videos (attached links) that they have produced and been shown around Europe. The Board commented on how very poignant the videos were and that they had made the point brilliantly.

Action: Sam Gorton to send the links to CC Henig so she can link these in with the Lancashire Fairness Commission project.

Christmas Tree Activity

An activity was carried out where the Board were asked to write on the baubles and put on the Christmas trees, in order of priority what they thought people can do to help young people who are looked after. The results are attached. There was a lot of communality from the groups and the majority do not cost a lot of money ie being listened to, being safe, being loved and cared for. We should all look at how we can further support our children in care in the future.

Action: The Board will look at how the priorities such as emotional health and safety highlighted through the activity are being implemented across settings and amongst professionals.

Performance Report

The performance report attached was presented by the young people following their meeting prior to this to discuss it.

Action: Further information is required on the NEET figures. Bob Stott to nominate an officer and ask them to report on what strategies are being devised and implemented to improve the figures.

Regarding the health and dental checks, Debbie Ross and Diane Booth are working on improving the results. Lots of things were highlighted as to why the figures were not good, one being the different targets set by Government for Health and Local Authorities. This has now changed and the measures are the same and updated results will be reported at the next meeting.

Action: To update on the Health and Dental results in February 2015.

It was raised that young people did not like having the health checks as other young people who are not in care do not need them. There is some new guidance around this coming out in March 2015, which will be shared with the Board and is out for consultation.

Action: Debbie Ross to share the draft guidance with Kate Baggaley for LINX's feedback.

Debbie also informed the board that she had feedback at a national level that young people in care in Lancashire were unhappy about having to have the health assessments regularly.

With regards Education and long term placements, a permanence strategy is being developed and will include permanent fostering as the same as adoption.

Action: Diane Booth will go to a LINX meeting to discuss the strategy with them when it is ready and then bring it back to CPB.

IRO Report

Reporting back from the last meeting the young people presented a report to the Board after further discussion away from this meeting. Please see attached report. They had devised some questions to ask the IRO service. Bob Stott commended the young people on an excellent set of questions posed and the Board agreed.

Action: Sam Gorton to send Mark Hudson a copy of the questions and he will feedback the answers at the next meeting.

CC Prynne was concerned that when she was visiting Residential Homes, young people were saying they did not know who their IRO was.

Action: Mark Hudson to follow up.

Rock FM – Young Achievers Award

Kate Baggaley gave some background to the award that the LINX group were nominated for and announced that they had come runners-up. CC Prynne awarded them their certificates.

5. CLA Strategy and Leaving Care Strategy

Young people and the Children's Rights Leaving Care group have been consulted regularly on the strategies which were attached to the agenda, so they are well endorsed by young people.

A website is being developed, which will be young person friendly where all information will be available including these strategies.

Diane agreed to come back later next year when the website is up and running to give a demonstration on it.

The Sufficiency Strategy is taken from the CLA and Leaving Care strategies.

Action: Sam Gorton to email out again the CLA and Leaving Care Strategies to Elected Members.

Diane reported that as part of takeover month, young people took over the CSC Management Team meeting with over 40 managers attending and what young people commented on will feed into the service plan and will also be returning to the service in the New Year to ensure the managers are addressing what was raised by the young people.

6. CLA Educational Attainment

Bob Stott briefed the Board on the findings in Lancashire for 2014 from KS1 to KS4.

It was noted that there were issues across the board with the figures and work needs to be done to improve future results. The Board agreed that this issue needs to be dealt with immediately and that signposting pupil premium could help.

Action: Bob Stott to invite Jonathan Hewitt to the next meeting to inform the Board of the actions being taken to improve targets, along with the Chair of Lancashire Association Secondary Headteachers (LASH) and a member from the Primary Headteachers in Lancashire forum (PHiL).

Discussion took place around the writing achievements at KS1 and if it was not suffice at this age, then it will have a detrimental affect all through school life.

Action: The CPB agreed that a Key Stage 1 CLA writing strategy urgently needs to be devised and implemented across all Lancashire schools and possibly co-ordinated by the designated teachers and Virtual Head. Bob Stott to report back to the Board.

7. Children and Young People's Plan (CYPP) and Partnership Arrangements

Richard Cooke gave some background as to the changes and why they have taken place around the Children's Trusts and this is detailed in the report attached to the agenda.

Action: Richard agreed to come back to a future meeting to inform the Board how the new partnerships are working.

The next task is to look at the Partnership Boards and how they can work more collaboratively. CPB will be part of this redesign.

Action: Richard Cooke to discuss with CC Prynne and Bob Stott on how to move the redesign forward.

CC Brindle agreed with the proposal at looking at new ways of working and making meetings more meaningful.

CC Prynne has spoken with the Chair of the LSCB when she attended the conference they held for private providers, which she felt was really successful as to how we could have joined up events in the future.

8. Lancashire County Council Provider Report

Diane spoke to the report that was circulated with the agenda and that feedback from young people was positive.

Only a small cohort of foster carers answered the questionnaire and it was discussed as to whether this was something the young people could do for fostering and residential services.

Action: Diane Booth agreed to look further into the questionnaire and questions being asked and to report back at the next meeting.

9. Any Other Business

Bradley announced that he is going to be helping Kate at Barnardos with uploading information into KOKO which is their online website.

10. Date and Time of Next Meeting

Thursday, 5 February 2015 at 6.00pm in the Duke of Lancaster Room (formerly Cabinet Room 'C'), County Hall, Preston, PR1 8RJ.

Information Items

These items were not discussed at the meeting as they are for information only. Any issues arising from them, please forward to Sam Gorton, Clerk to the CPB who will forward to the relevant Elected Members/officers.

11. Customer Feedback Team

12. Office of the Children's Commissioner Care Monitor and Other Information

13. New Rights for Young Carers - Changes to the Care Act and Children Act Explained

Agenda Item 5

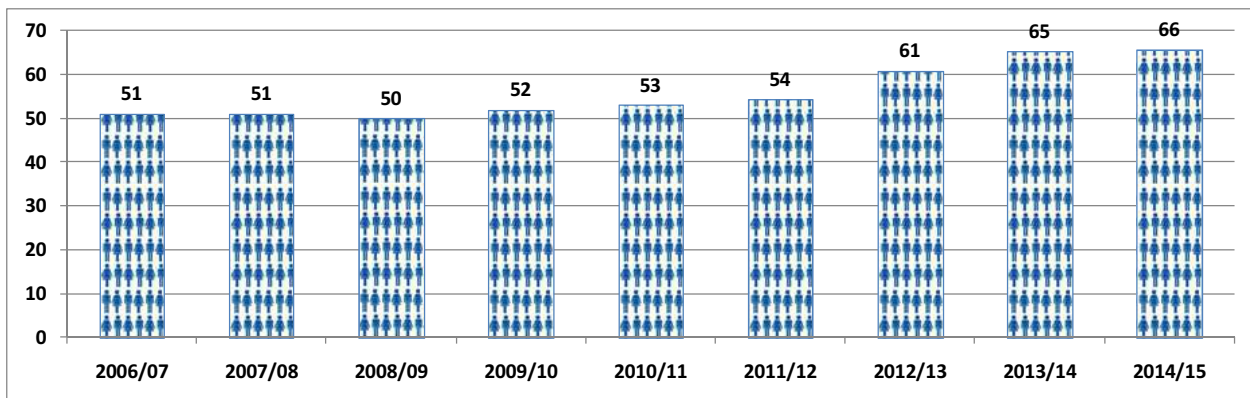
CORPORATE PARENTING BOARD PERFORMANCE REPORT, 31ST DECEMBER 2014

Lancashire changed its integrated children's system from ISSIS to LCS in February 2014; this has an ongoing impact on the ability to report accurate performance, as such some information given below is subject to change.

ACTIVITY FOR CHILDREN LOOKED AFTER AND CARE LEAVERS

NUMBER OF CHILDREN LOOKED AFTER

- As at the end of December 2014, there are **1,611** children looked after in Lancashire.
- For every **10,000** children and young people in Lancashire, **66** are currently looked after.
- The number of children looked after in Lancashire had risen each month until March 2014. Performance improved in December and is the lowest since August.
- There are **more** children looked after in Lancashire than in England where 60 out of 10,000 are currently looked after and than in Lancashire's statistical neighbours (62 out of 10,000).
- There are **less** children looked after in Lancashire than the North West (81 out of 10,000).



COMMENTS:

- ❖ Lancashire's number of children looked after has recently reduced in December after 3 months of increases. There have been big increases over the last two years.
- ❖ Lancashire's number of children looked after is lower than that of Lancashire's statistical neighbours and lower than the average of other North West local authorities

SERVICE ACTIVITY

Service activity helps to explain the rise in the number of children looked after in Lancashire:

- The contact centre has received less referrals than in previous years, although more contacts.
- A referral is information received regarding a child that is deemed to require social care involvement. A contact is information received that doesn't lead to a referral for a child.
- The social work teams have moved from initial and core assessments to a new single assessment from 1st April 2014.



	Previous Performance				Current Performance
	2010/11	2011/12	2012/13	2013/14	2014/15 (Apr – Dec)
Contacts <i>per month</i>	998	1284	1525	750	1313
Referrals <i>per month</i>	1389	1175	1370	1679	876
Initial Assessments	10071	9891	11288	11865	--
Core Assessments	4246	5019	5901	5724	--
Single Assessment <i>per month</i>	--	--	--	--	946

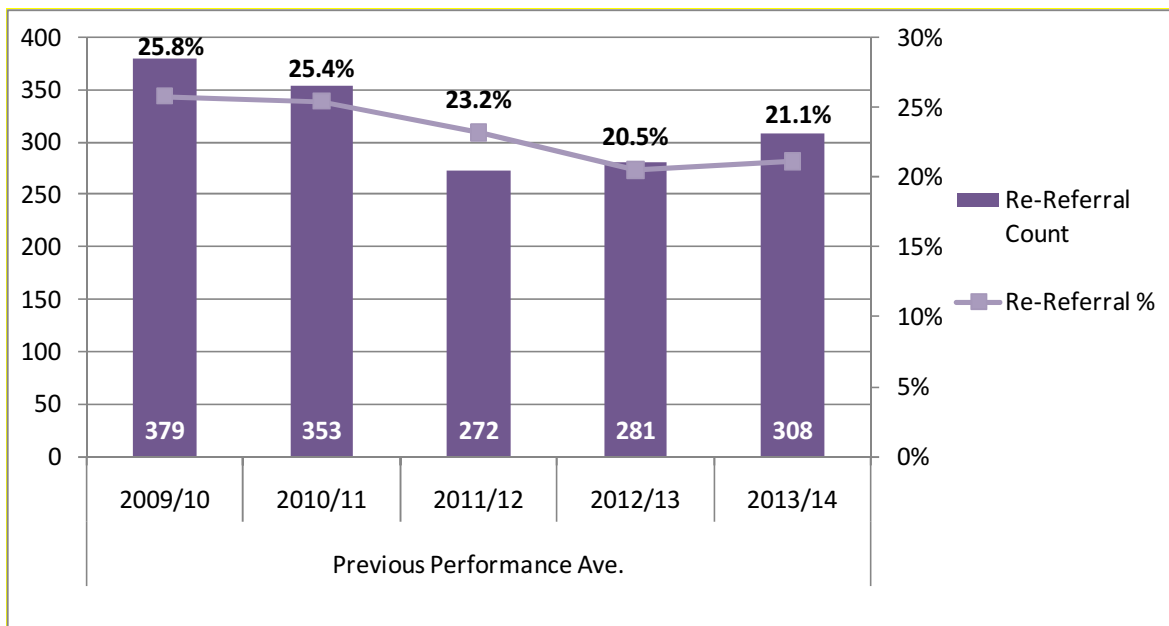
COMMENTS:

- ❖ Since the introduction of the Multi-Agency Safeguarding Hub (MASH) in April 2013, a large number of contacts from the Police have been passed to MASH rather than going through Care Connect.
- ❖ From 1st April 2014, contacts were counted differently hence the number of contacts are not comparable to previous years. Monthly contacts seem very high as all contacts based on open cases are also included, which wasn't previously the case.
- ❖ From 1st April 2014 initial and core assessments were discontinued and the new single assessment was introduced. The first 9 months of data show an average of 946 assessments being started per month.

RE-REFERRAL RATE

A number of referrals that the authority receives are re-referrals; that is a child or young person has been referred to Children's Social Care once and is being referred again.

- Re-referral rates have historically declined which was considered good performance
- Average re-referral rate for 2013/14 increased slightly to 21 re-referrals out of each 100 referrals received



COMMENTS:






- ❖ The re-referral rate has been calculated differently since LCS went live.
- ❖ The re-referrals rate for referrals that lead to a single assessment is 15% as at the end of December 2014, a decrease on previous months.
- ❖ Re-referral rates have stayed below 20% for the past 7 months.

STABILITY OF PLACEMENTS OF CLA: NUMBER OF MOVES

How many children looked after moved placement twice during the past year:



- Out of 100 children looked after, Lancashire targets to have less than 10 children looked after having to move twice or more during the year.
- Latest information for December 2014 shows that less than **6** out of 100 children looked after have moved twice or more which is good performance and within the target.
- This is also an improvement on last year when 9 out of 100 children looked after had to move twice or more during the year.

Previous Performance		Current Performance	Target	Performance Direction?
2012/13	2013/14	2014/15		
8.7%	9.2%	5.4%	9.5%	
				

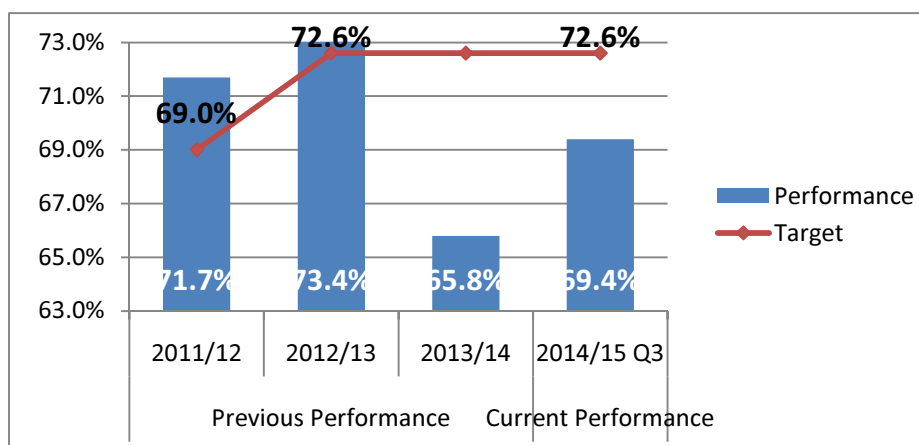
COMMENTS:

- ❖ Lancashire has carried out good placement stability work through research projects and improved processes, which has resulted in better performance and improved stability.
- ❖ Fewer children than ever have more than 2 placement moves.
- ❖ Young people are happy that this is less than last year however they would like to see more research and reasons into what causes placement moves.
- ❖ Young people are happy that the number has reduced but feel that placements could be better researched to suit the needs of the young person which may reduce moves.

STABILITY OF PLACEMENTS OF CLA: LENGTH OF PLACEMENTS

How many children looked after have been in their current placement for at least 2 years:

- Out of 100 children looked after, Lancashire targets to have more than 72 children looked after settled at least two years in their current placement.
- December 2014 information shows that **69** out of 100 children looked are in a long and stable placement, which is good performance, but below our target.
- Current performance is above last year's performance (66 out of 100).



COMMENTS:

- ❖ Lancashire has carried out good work on placement stability through research projects and improved processes.
- ❖ This has resulted in better performance and improved stability for children looked after.
- ❖ However, recently performance has declined slightly and remains below the target of 72.6%.

CHILDREN MISSING FROM CARE

Lancashire County Council and its partners are changing processes for children missing from care, and there will be a new protocol whereby young people are not reported missing straight away in case they are just running late. Also the Police will now be able to change missing to absent on the young person's record.

Lancashire County Council works with multiple agencies including Lancashire Police, to monitor the levels of children missing from care and this year's information is below:

	2013/14	2014/15 Q1	2014/15 Q2
Lancashire CLA missing	355	62	49
Number CLA from other LAs missing	355	101	111
Other Children known to Lancashire CSC	408	232	187
Other Children Missing	1338	276	253
Children Missing with Lancashire boundaries	2456	671	600

COMMENT:

- ❖ In Lancashire, around 3 out of 100 children looked after went missing during quarter two (July to September 2014), which is lower than in previous quarters.
- ❖ Over the whole year, 22 out of 100 children looked after are reported missing (2013/14)
- ❖ The numbers represent the number of children looked after, and some children have multiple instances of going missing, an average of 1½ missing episodes per child.
- ❖ LINX have welcomed the changing protocols for children missing and feel this is good, however are worried about those individuals that do actually go missing.
- ❖ Q3 info will be available for the next meeting.

OUTCOMES FOR CHILDREN LOOKED AFTER

Outcomes data from education is displayed by academic year rather than financial year.



Educational Attainment of Children Looked After

The key indicator used to measure attainment is the number of children and young people who get 5 GCSEs at grades A* to C including English and Maths:

- Performance for 2012/13 has been published and performance remains at 12.9% as it was in 2011/12 which was higher than the previous year.
- CLA attainment remains significantly lower than attainment for all children and young people of whom **6** out of 10 achieve 5 GCSEs at A*-C

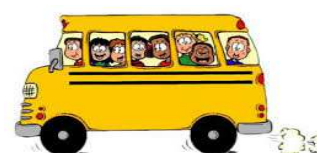
	Previous Performance		Current Performance	Target	Performance Direction?
	2010/11	2011/12	2012/13		
Lancs	11.9%	12.9%	12.9%	18.0%	😊
	↘	↗	↗	×	
England	13.6%	15.0%	15.3%	Higher	☹️

COMMENT:

- ❖ In Lancashire, attainment at GCSE among the children looked after remained stable in 2012/13, but remains below performance of 18.6% from 2009/10.
- ❖ Across England, just over **15** per 100 children looked after achieved 5 A*-C, slightly more than Lancashire's **13** per 100.
- ❖ Attainment by children looked after remains somewhat behind their peers with **6** out of 10 children and young people achieving 5 GCSEs at grades A* to C inc. English and Maths.
- ❖ The young people were shocked at these statistics and suggested the following reasons as to why this may be:
 - CLA are pulled out of lessons by social workers. Meetings may also run over and as such CLA are missing too much time from their lessons. One young person missed an exam due to this and did not receive an apology which upset them.
 - The young people suggested that if staff have to visit them whilst in school, to plan better in terms of meeting the young person on a break or at lunch time. It was also suggested that it may better suit the young person better to be removed from certain lessons if they are confident or feel that they're ahead within the lesson.
- ❖ *An update on performance for 2013/14 will be provided in the next report.*











ATTENDANCE AT SCHOOL BY CHILDREN LOOKED AFTER

Attendance at school is expressed as a percentage of all possible school sessions attended by all children looked after:



- Attendance in primary school was slightly below target with all children looked after only missing **5** out of every 100 sessions in school
- Attendance in secondary school was slightly worse than last year, with all children looked after missing **8** out of every 100 sessions possible in school. There are two sessions possible

each school day; a morning session and an afternoon session. If a child is absent for a lesson in either they are deemed as absent.

	Previous Performance		Current Performance	Target	Performance Direction?
	2010/11	2011/12	2012/13		
Primary	96.3%	96.2%	95.0%	96.0%	
					
Secondary	92.5%	94.3%	92.0%	96.0%	
					

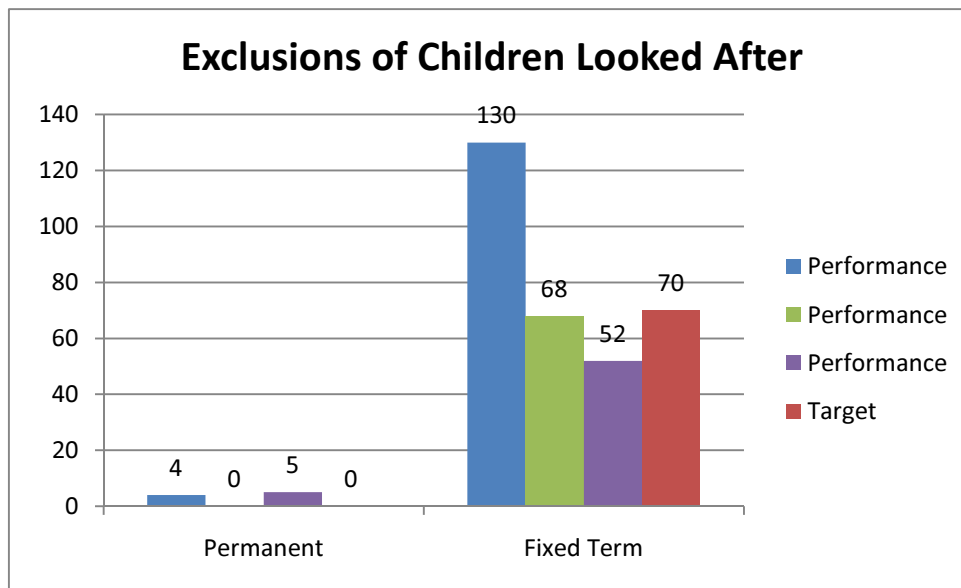
COMMENTS:

- ❖ Young people would like to know more about why young people are missing school and what factors are impacting on their ability to attend school?
- ❖ Young people feel that they should be able to choose what they do at school, for example, completing exams or doing practical courses and perhaps going to college earlier than usual to start these courses.
- ❖ Young people believe CLA could be marked as absent from a lesson if they are attending a CLA meeting instead, which is not necessarily the young person's fault. If the young person does not attend for the morning/afternoon, this would be classed as an absent, but potentially authorised, session.
- ❖ Young people feel that sometimes young people withdraw themselves from lessons if they are not able to cope and speak to their designated teacher or someone they feel comfortable talking to.
- ❖ 2013/14 information is currently being prepared and will be included within the next report.

EXCLUSIONS FROM SCHOOL OF CHILDREN LOOKED AFTER

Exclusions from school are included as a pure number of children looked after either permanently excluded or on fixed term exclusion:

- In the last year there were 5 permanent exclusions of children looked after, an increase from 0 the previous year.
- In the last year there were 52 fixed term exclusions of children looked after, down from 68 the previous year – both lower than the target of 70, which is good!
- The number of fixed term exclusions has fallen again and is well within the targets set by the Corporate Parenting Board. However, there were a number of permanent exclusions within the last year which means, unlike last year, the target of zero permanent exclusions has not been met.



COMMENTS:

- ❖ Young people would like there to be more research into the reasons for fixed term exclusions. Are schools aware of other factors in the young persons' lives that may be affecting their behaviour at school? If so, are schools offering the right support for those young people?

CHILDREN LOOKED AFTER IN YOUNG OFFENDER INSTITUTIONS OR SECURE UNITS

- There are a small number of children looked after placed in young offender institutions or secure units, 6 as at 31st December 2014.
- Just over **2** out of **100** children looked after are involved with the youth offending teams, while **1** out of **1000** children and young people are involved with youth offending teams.
- Children looked after are fifteen times more likely to be involved with youth offending teams.

CHILDREN LOOKED AFTER WITH AN UP-TO-DATE HEALTH AND DENTAL ASSESSMENTS

- **70** out of 100 children looked after have an up-to-date health assessment (December 2014)
- This is a lower level of up-to-date health assessments than in the previous year.
- **79** out of 100 children looked after have an up-to-date dental assessment (December 2014)
- This is a slightly lower level of up-to-date dental assessments than in the previous year.

COMMENTS:

- ❖ Lancashire is investing in the improvement of oral health through the Smile 4 Life campaign which has been running since 2010.
- ❖ This has been nationally acclaimed for its successes in raising awareness and improving oral health.
- ❖ Lancashire is currently focusing on improving the timeliness of health assessments in partnership with health colleagues.



- ❖ Young people feel that the percentage of those with an up-to-date health assessment should be higher – somewhere between 90% and 95%.
- ❖ Young people feel that they should be given a choice as to whether they want a health assessment or not. Young people should only be made to have one if there is a cause for concern. Young people feel health assessments should be different for each individual. Also, if a young person has a check up at the doctors, this should be counted as a health assessment.
- ❖ Young people also feel that health assessments need to be confidential as in the past some LINX members have had foster carers in the assessments which can be uncomfortable when they are being asked personal questions.

ADOPTION AND PERMANENCE

ADOPTION ORDERS

- **227** children looked after have been adopted over the last 3 years.
- The number of adoptions increased to **83** children looked after being adopted in 2013/14, higher than in previous years.
- Provisional figures shows that **104** children looked after were adopted in the first 9 months of 2014/15, which indicates a higher number of adoptions than in the previous year.



SPECIAL GUARDIANSHIP ORDER (SGO) OR RESIDENCE ORDERS (RO)

Special guardianship orders or residence orders are an alternative to adoption, but still provide children looked after with a permanent home:

- **17** out of 100 children looked after were given a permanent home under special guardianship order during 2013/14, a big improvement on previous years
- **10** out of 100 children looked after were given a permanent home under residence order during 2013/14, a slight decrease on performance last year

COMMENTS:

- ❖ Overall more children looked after than ever are being provided with a permanent home under adoption, special guardianship order or residence orders; 134 in the year to date (2014/15) which represents considerable success.

OUTCOMES FOR CARE LEAVERS

CARE LEAVERS IN SUITABLE ACCOMMODATION (OLD NI 147)

Suitable accommodation is regarded as suitable if it provides safe, secure and affordable provision for young people. The percentage of care leavers at age 19 that are living in "suitable accommodation":

- In 2013/14, out of 100 care leavers, **82** are considered to be in suitable accommodation
- This is lower than two years ago, when **93** out of 100 were in suitable accommodation



COMMENTS:

- ❖ The number of care leavers in suitable accommodation has declined from a high level in 2010/11 to a lower level in recent years. This is below the target of **89** out of 100.
- ❖ Performance as at the end of September 2014 was 64.3%

CARE LEAVERS IN EDUCATION, EMPLOYMENT OR TRAINING (OLD NI 148)

The percentage of care leavers at 19 who are engaged in education, training or employment:



- As at the end of 2013/14, **48** out of 100 care leavers were in education, training or employment on their 19th birthday.
- This is lower performance than in 2012/13 when **55** out of 100 care leavers were in education, training or employment in 2012/13.
- Nationally **86** out of 100 young people aged 16-24 are in education, training or employment (Sep 2014)

COMMENTS:

- ❖ Performance improved slightly in 2012/13, but dipped to low performance in 2013/14.
- ❖ Current performance for 2013/14 suggests that just under half of those leaving care since April 2013 were in education, training or employment, some way behind the target of **67** out of 100.
- ❖ Performance as at the end of September 2014 shows **32** out of 100 care leavers were in education, training or employment on their 19th birthday which was a further drop from end of June figure of **41** out of 100.
- ❖ Young people feel that this isn't good enough and more young people should be in education or training
- ❖ Young people feel that individuals, due to potentially poor school grades, need more apprenticeships and volunteering schemes to be accessible. Funding could be used as an early intervention to help young people with grades in the form of extra tuition.
- ❖ Young people feel more help could be given to help young people to find courses and employment. Furthermore, available funds in the form of college bursaries should be more accessible as not everyone is aware of what they are entitled to financially.

CARE LEAVERS AT UNIVERSITY

- In 2011/12 there were 25 care leavers at university
- In 2012/13 there were a record 37 care leavers studying at university around the country, including 22 first year students. There were 7 graduates in 2012/13.
- Of these 22 first year students; 15 progressed to the second year, 1 completed with a one year foundation degree, 2 returned to repeat the first year, and 4 left their course.
- In 2013/14 there were 36 care leavers studying at university including 13 first year students.
- In 2014/15 there are 44 care leavers studying at university, including 9 first year students.



COMMENTS:

- ❖ There is a good level of Care Leavers at University in each of the last three years showing that Leaving Care support is there for potential students.
- ❖ However there it is concerning that 2 in 10 first year students dropped out of university, and a further 1 in 10 repeated their first year. The decision to study at University must be an appropriate choice for the applicant and suitable students need to be well supported.
- ❖ Young people feel that these figures show good progress, but there should be many more care leavers going to university.
- ❖ Young people believe other CLA are not aware of the support and funding available to them. The extra provisions that are available could support more young people through university.
- ❖ Currently, the staying put policy applies to Lancashire "in-house" foster carers but discussions are encouraged to occur surrounding those looked after children placed with independent fostering agencies regarding the possibility of staying put.
- ❖ Young people also suggested that leaving care and starting university occurs at the same time and this can be a stressful time for the young people involved. Individuals may also be put off the idea of attending university as they may be worried about not having anywhere to live during the holidays.
- ❖ Information for those attending university in 2014/15 is provisional and is subject to change.



What is a Junior ISA?

Junior ISAs (Individual Savings Accounts) are long-term tax-free savings accounts for children.

Any child can have a Junior ISA if they are under 18, live in the UK and do not already have a Child Trust Fund.

More information on Junior ISAs in general can be found at:
www.direct.gov.uk/en/MoneyTaxAndBenefits/ManagingMoney/SavingsAndInvestments/ISAsandJuniorISAs

What is special about Junior ISAs for Looked after Children?

The Government have contributed £200 for each eligible looked after child. All children under your responsibility, who have been continuously in care for at least a year and fulfil the conditions described above, will be eligible for a Junior ISA.

The Share Foundation, a registered charity, has been authorised by the Government to set up and manage the Junior ISAs for all looked after children. The Share Foundation will also be raising funds which it will contribute to the Junior ISAs that it manages.

Local Authorities play a vital role by sending details of the children and young people who are eligible for these accounts, and authorising contact with carers and others as part of this regular data download. The Share Foundation cannot set up and manage these accounts without this information.

Who decides how to invest the money in a Junior ISA for looked after children?

The Share Foundation obtains independent advice from financial advisers about how the money should be invested.

When can the money be taken out?

The money in a Junior ISA belongs to the young person, but they can't take the money out until they are 18. If the young person chooses not to take the money out, the Junior ISA will automatically become a regular ISA.

No-one, other than the young person, can take money out. There are exceptions if the child is terminally ill or dies: there are information sheets for these cases.

Can anyone contribute to the Junior ISA and if so how do they do this?

Yes. Anyone can contribute to a Junior ISA. So you can let friends and family of the eligible young people know they can contribute at any time: for example as birthday gifts. The total limit for payments into Junior ISAs is currently £3,600 each tax year. If you know of someone who wishes to contribute to a JISA for an eligible young person, please include them in the regular data download you send so that they can contact us.

What information is available for carers, parents and young people that I can give them?

A series of information sheets, like this one, is available. The list of sheets is attached. The colour coding is for your internal use; black and white photocopies may be given to carers, parents and young people

Is it possible to see how much money is in the JISA or how it is performing?

Regular Junior ISA statements will be sent to local authorities. The full Junior ISA provider's statement will be provided on request.

Can I get advice and support on how to help children and young people in care manage their finances as part of the scheme?

Yes - a programme of financial education support is available to you. Materials for Local Authorities and Corporate Parents, carers and young people themselves have been developed by **pfeg** and are available via www.sharefound.org or the **pfeg** (Personal Finance Education Group) website at www.pfeg.org/JuniorISA.

Telephone support is also available to advise you on relevant educational materials which can be used by carers and the young people in their care, to encourage learning about money and in particular savings and Junior ISAs. Call **pfeg** on 0300 6660 127.

Is it possible to contact The Share Foundation and get further information?

Further information on the scheme and copies of all materials can be obtained from The Share Foundation website www.sharefound.org. Please note that we can only provide general information until carers and others have been authorised by the Local Authority by inclusion in the regular data download.

Alternatively you can call 01296 310400, email info@sharefound.org or write to The Share Foundation, Oxford House, Oxford Road, Aylesbury, Buckinghamshire HP21 8PB



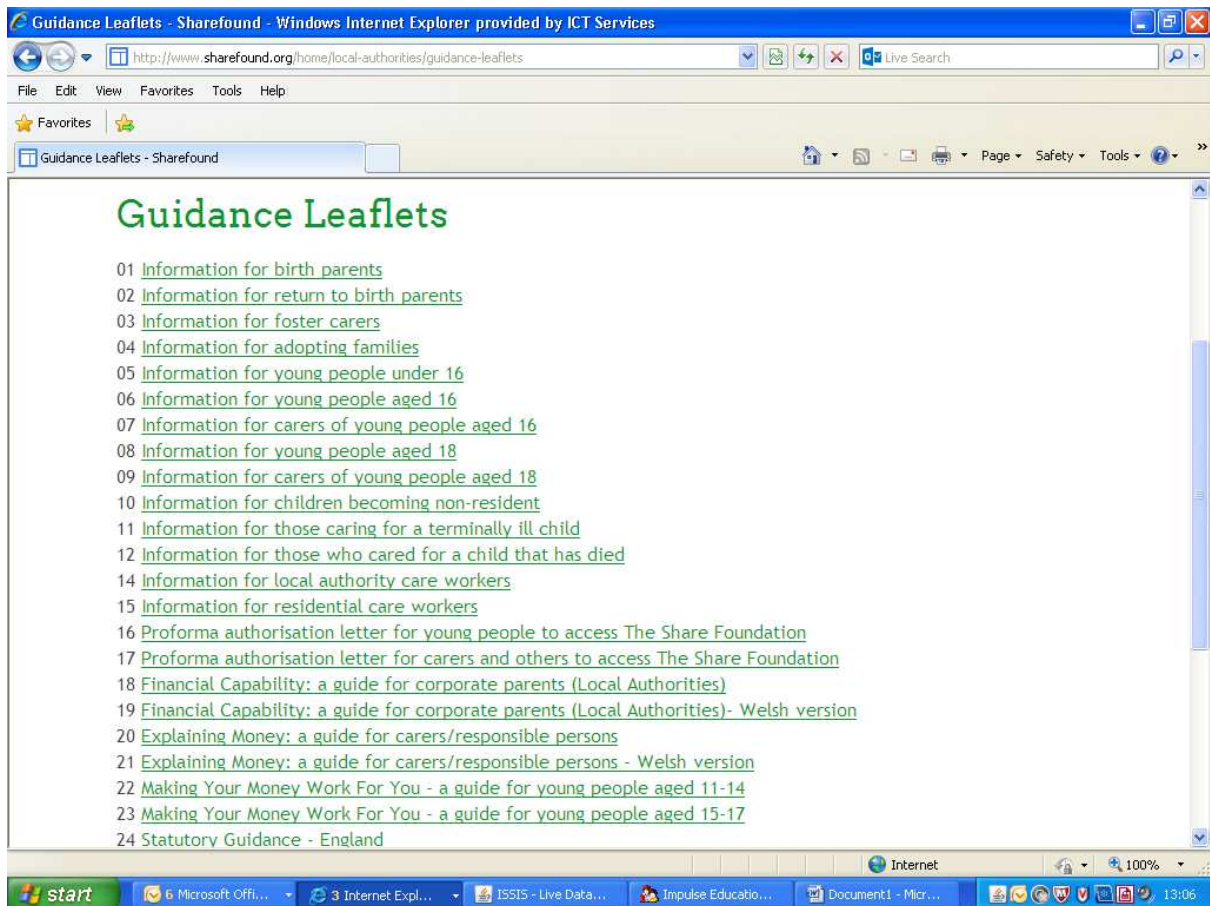
List of information sheets available:

- 01 Information for birth parents
- 02 Information for return to birth parents
- 03 Information for foster carers
- 04 Information for adopting families
- 05 Information for young people under 16
- 06 Information for young people aged 16
- 07 Information for carers of young people aged 16
- 08 Information for young people aged 18
- 09 Information for carers of young people aged 18
- 10 Information for children becoming non-resident
- 11 Information for those caring for a terminally ill child
- 12 Information for those who cared for a child that has died
- 14 Information for local authority care workers
- 15 Information for residential care workers

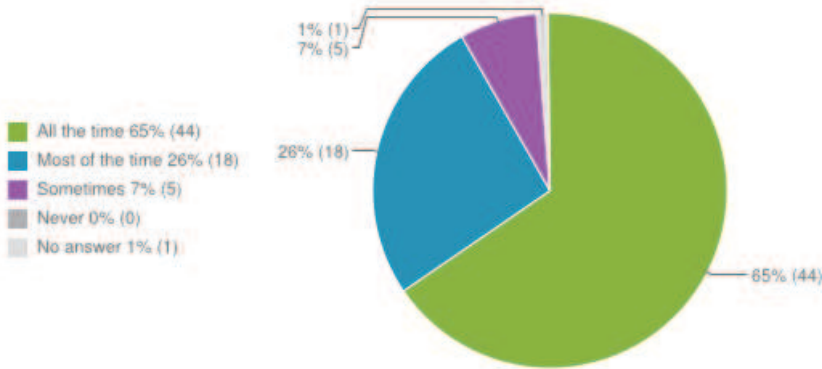


JUNIOR ISA's – children looked after - Guidance Leaflets available on the website:

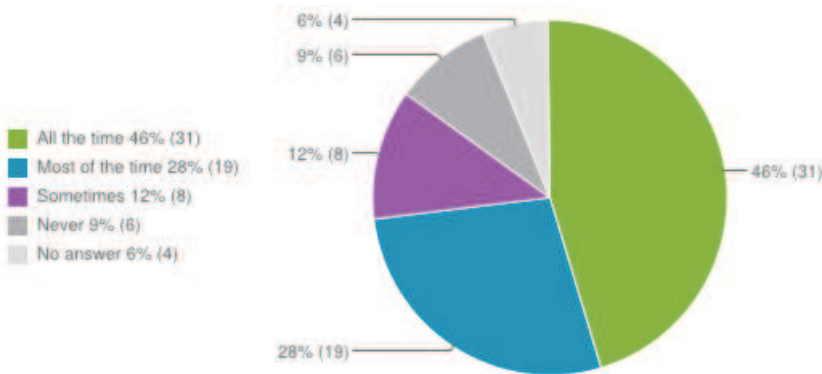
<http://www.sharefound.org/home/local-authorities/guidance-leaflets>



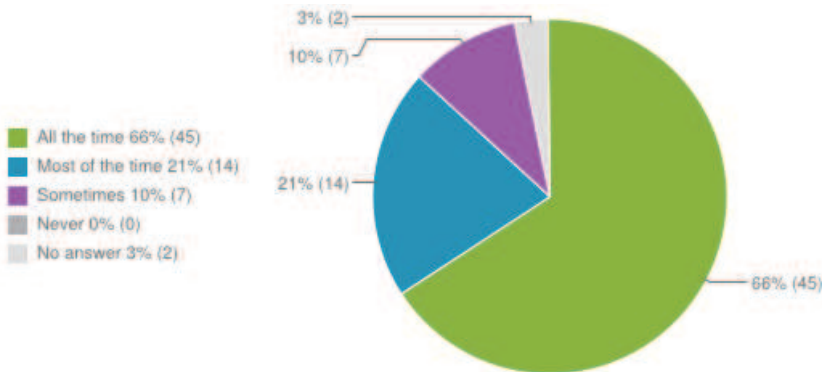
1 The care and support I get from staff at my children's home is very good



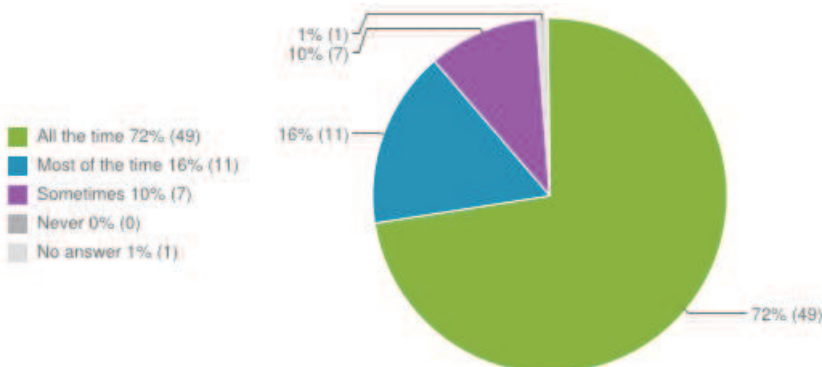
2 Staff spend time with me when I am at home



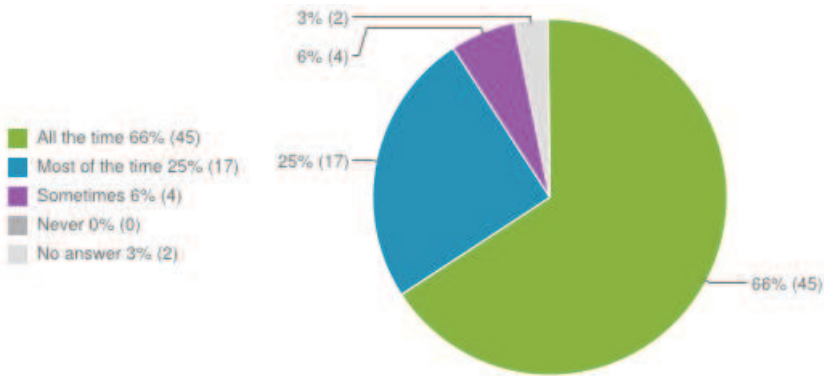
3 Staff help me to feel good about myself



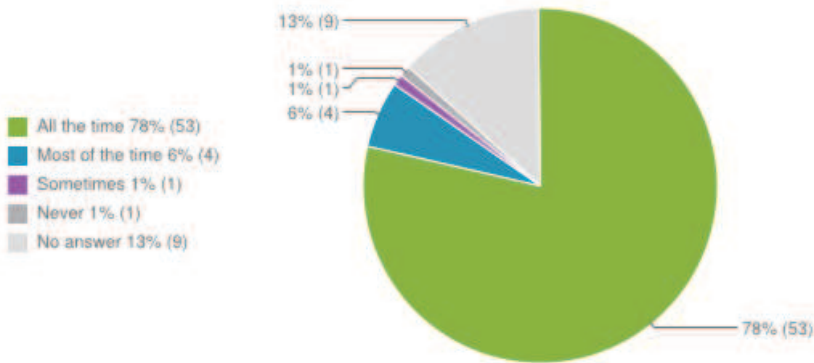
4 Staff listen to what I have to say



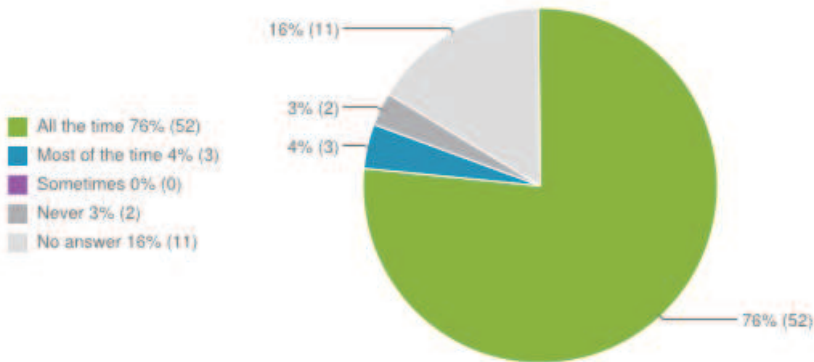
5 Staff make changes to my care because of what I say or explain to me why this cannot happen



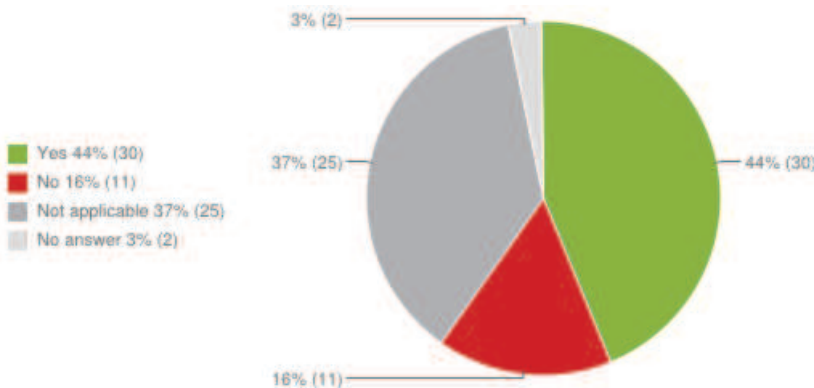
6 My culture is respected and supported



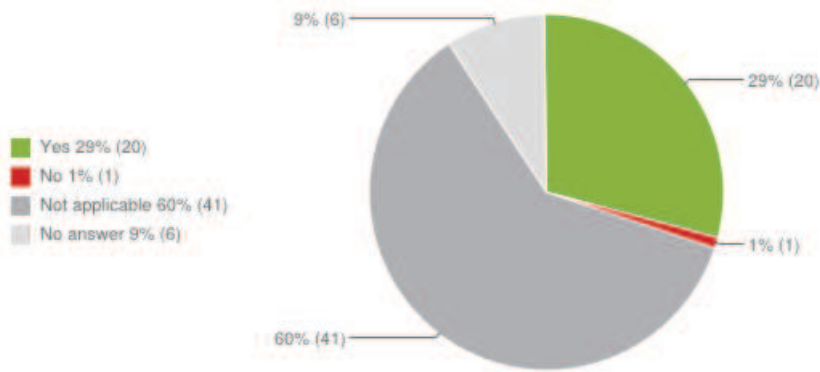
7 My religious beliefs are respected and supported



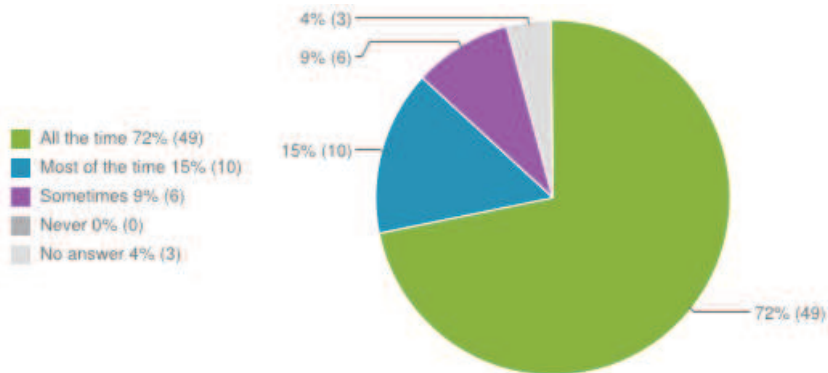
8 I was able to find out lots of useful things about the children's home before I moved in



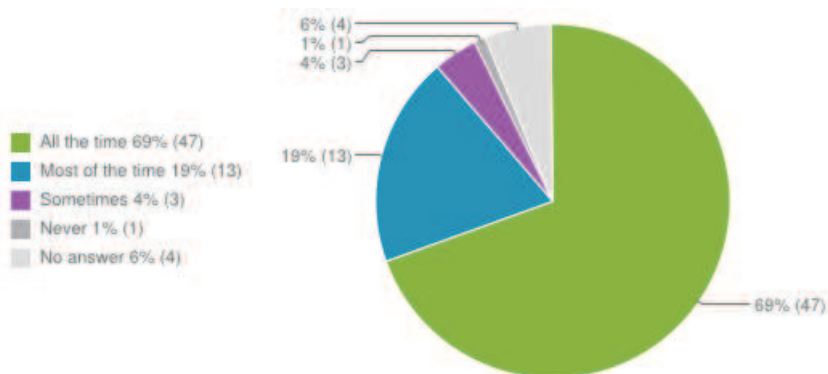
9 Staff helped me when I was bullied



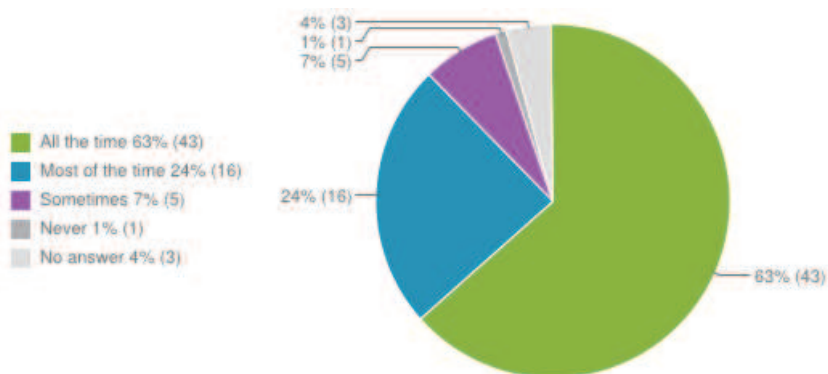
10 I feel safe at the children's home



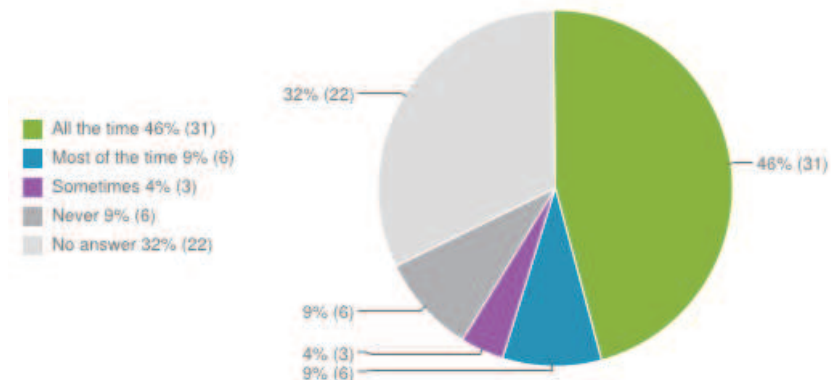
11 Staff help me to deal with things that I worry about



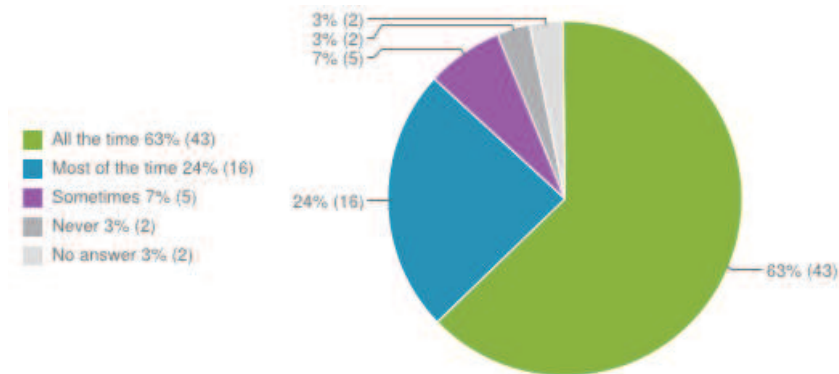
12 I take part in activities I like



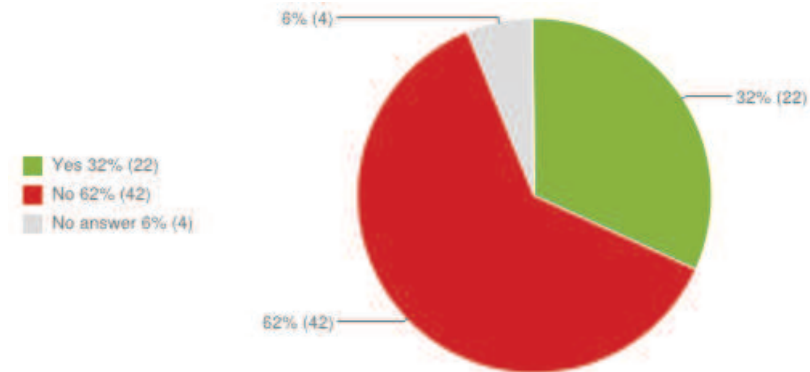
13 If I go missing, I am welcomed back by staff who try to understand why this happened



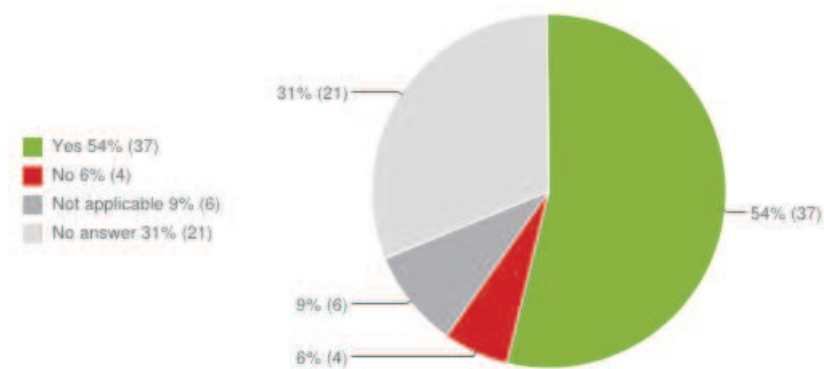
14 I have a say about how the home is run



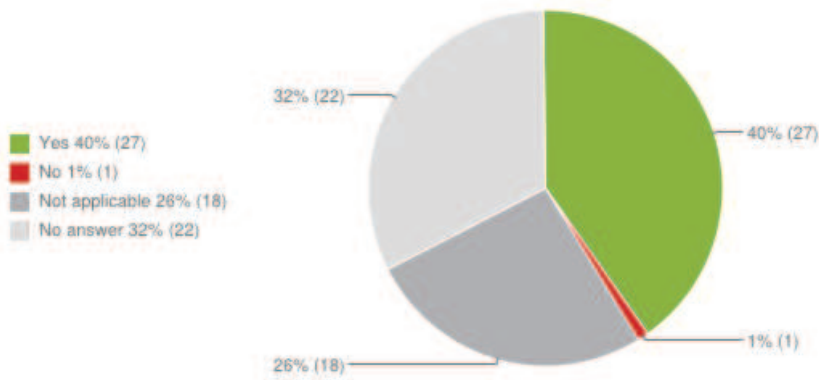
15 Do you get a short breaks service (respite care)?



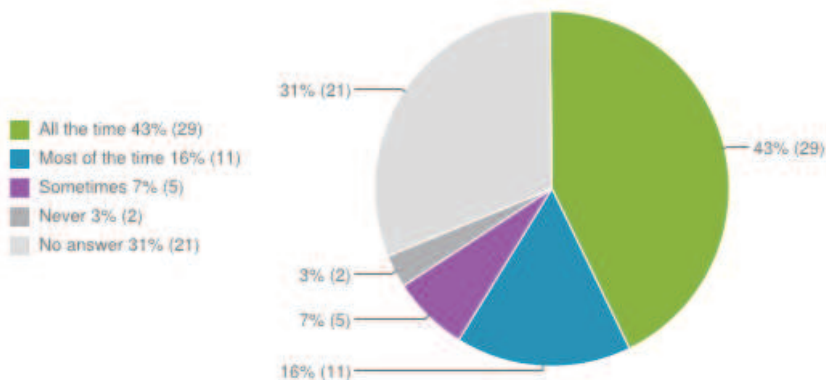
16 Staff help me to understand what has happened to me and why I am not able to live with my family



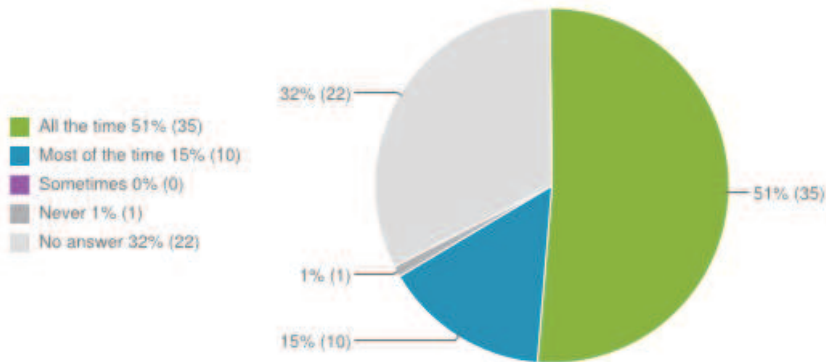
17 Staff help me to prepare for when I will live independently. Things like paying bills, cooking and keeping a house clean



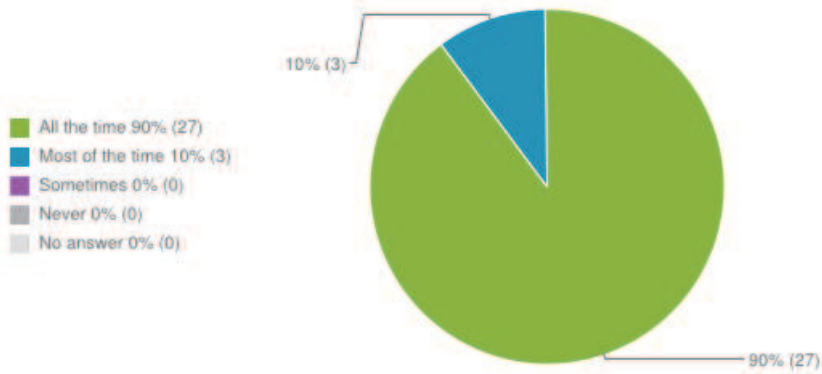
18 I am doing well at school, college, university, in home education or another place that provides education, such as a pupil referral unit



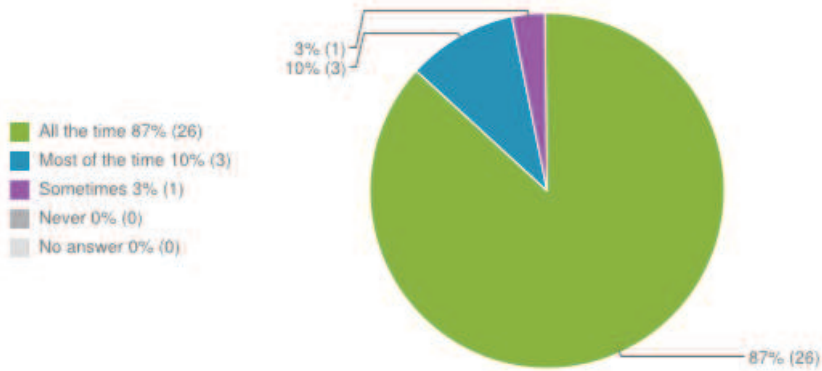
19 Staff help me to manage my behaviour if it is getting me into trouble



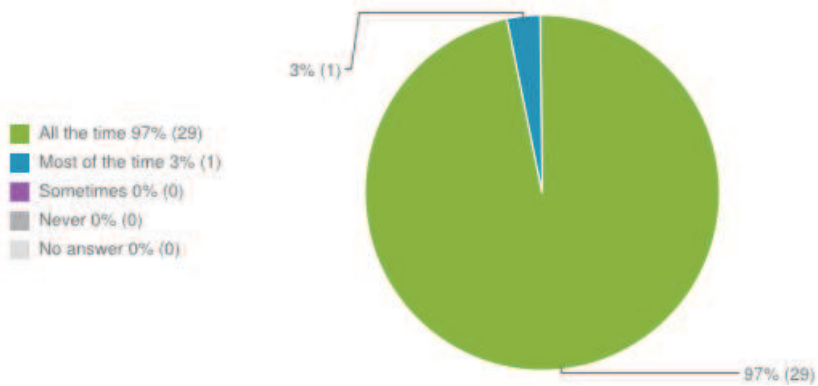
1 The care and support I get from my foster carers is very good



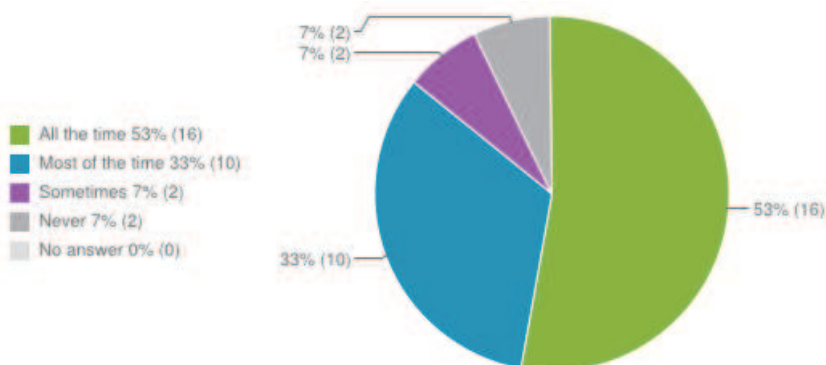
2 My foster carers help me to feel good about myself



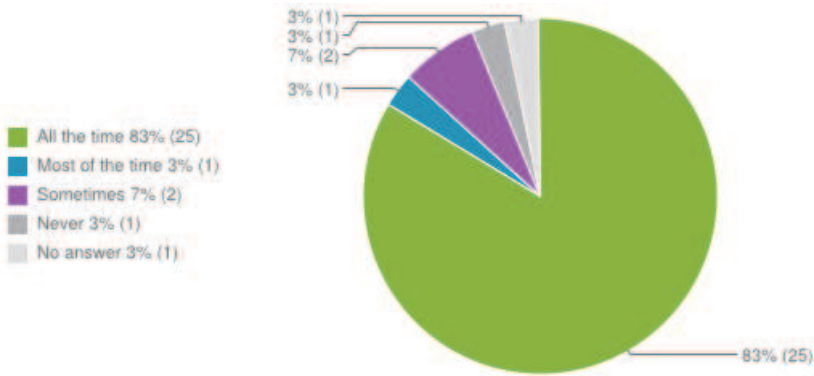
3 My foster carers listen to what I have to say



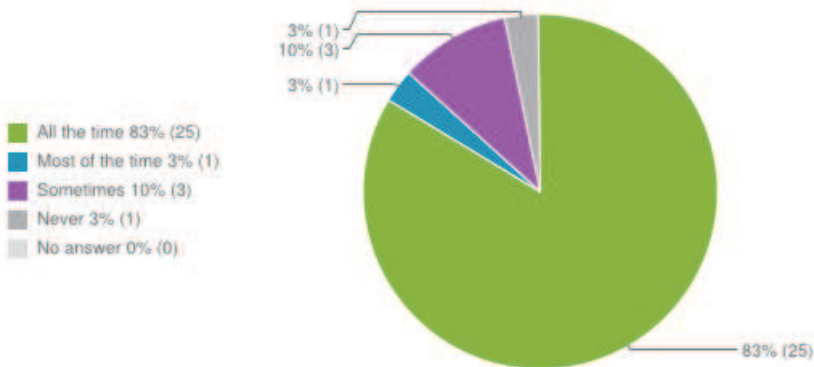
4 My foster carers make changes to my care because of what I say



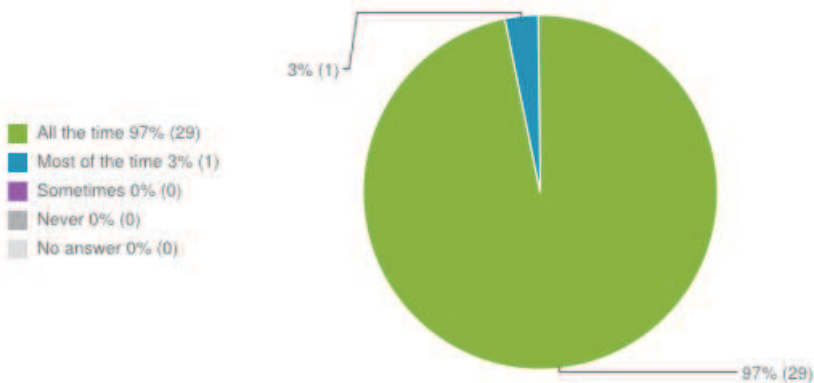
5 My culture is respected and supported



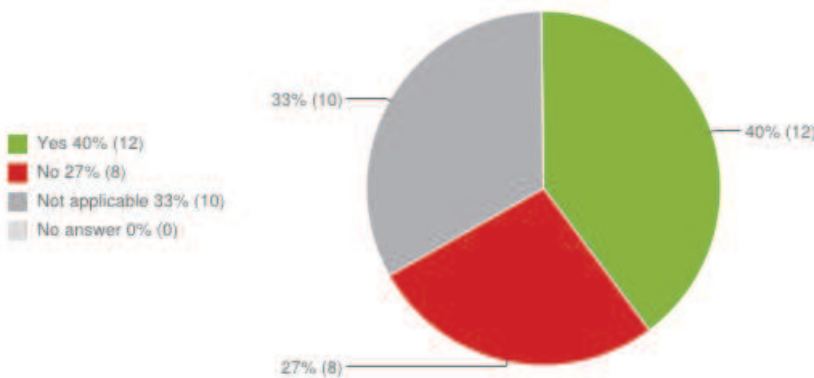
6 My religious beliefs are respected and supported



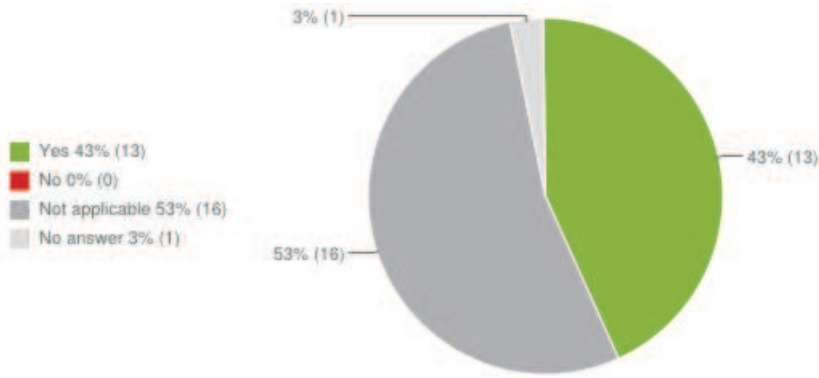
7 I feel safe with my foster family



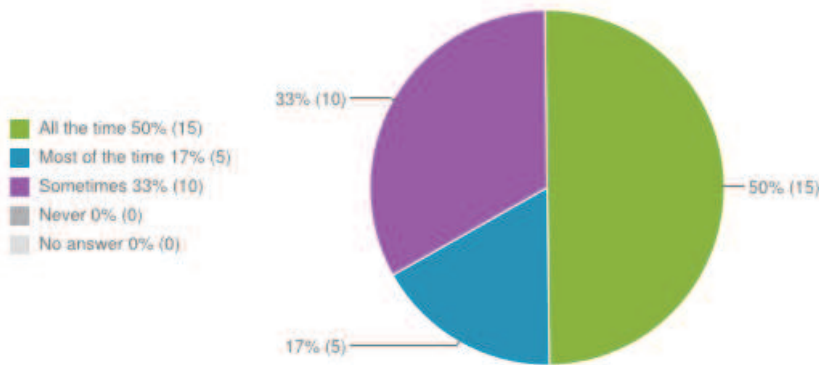
8 I was able to find out lots of useful things about my foster family before I moved in with them or had a short break



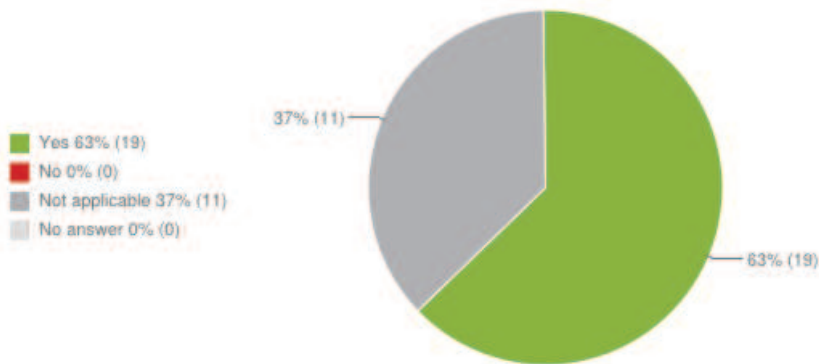
9 My foster carers helped me when I was bullied



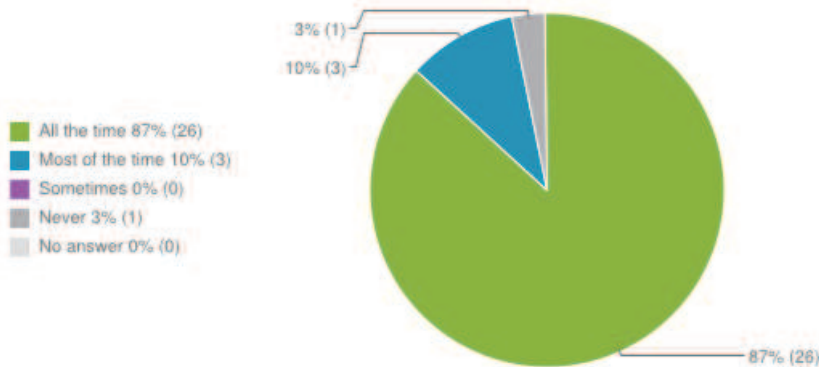
10 The staff from the fostering service ask me what I think about my foster carers



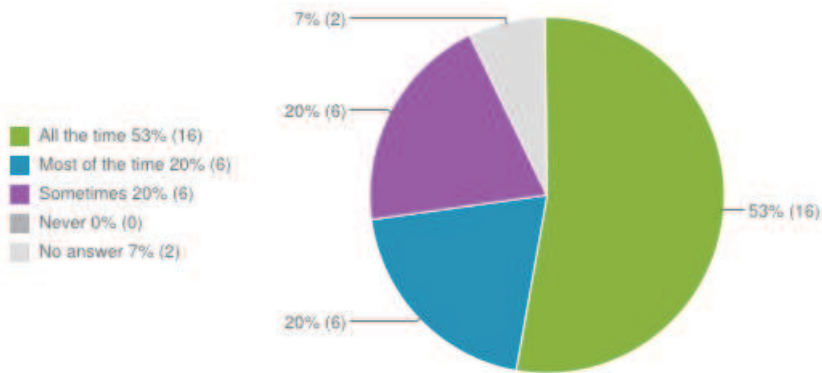
11 If I complain my complaint is taken seriously and dealt with properly



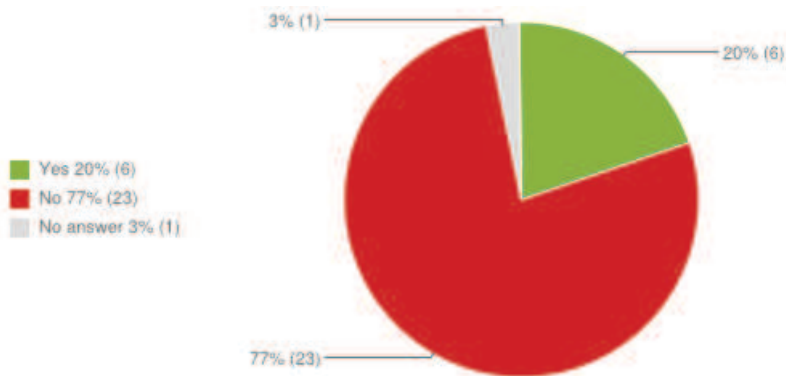
12 My foster carers help me to deal with things that I worry about



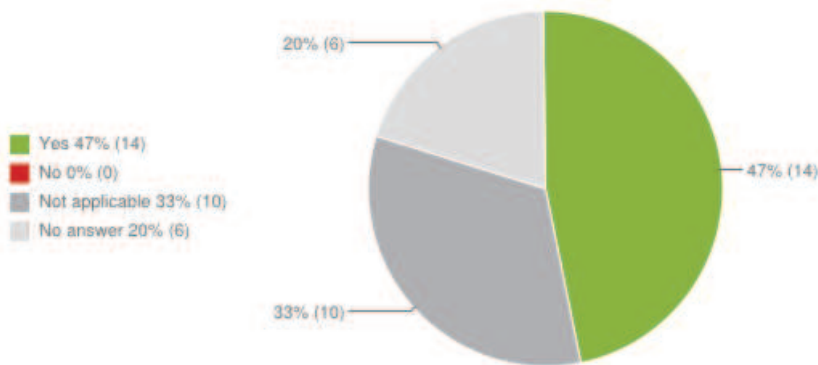
13 I take part in activities I like: things like dancing classes, football, scouts, art classes, rock wall climbing, theatre groups, horse riding, swimming or singing



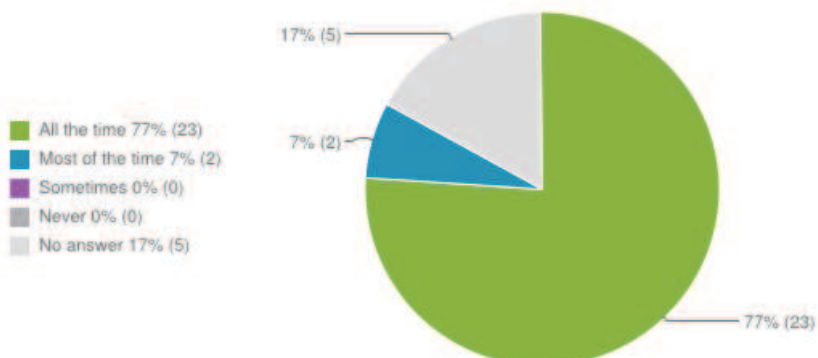
14 Do you get a short breaks service (respite care)?



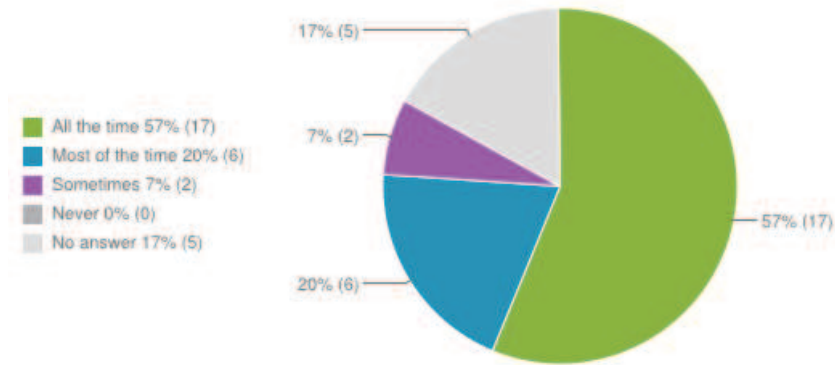
15 My foster carers help me to prepare for when I will live independently. Things like paying bills and being able to cook and keep a house clean



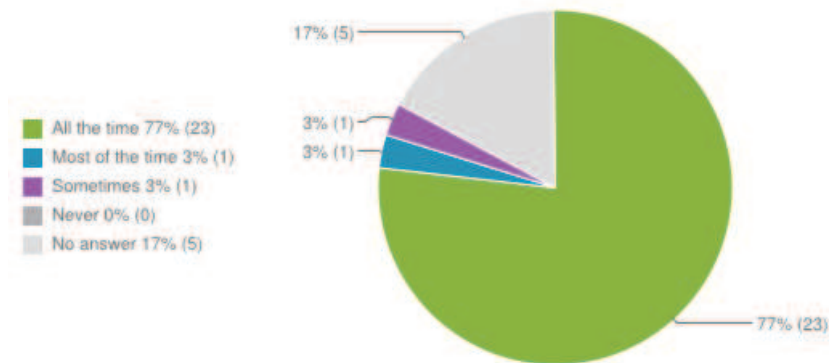
16 I feel like a member of the foster family



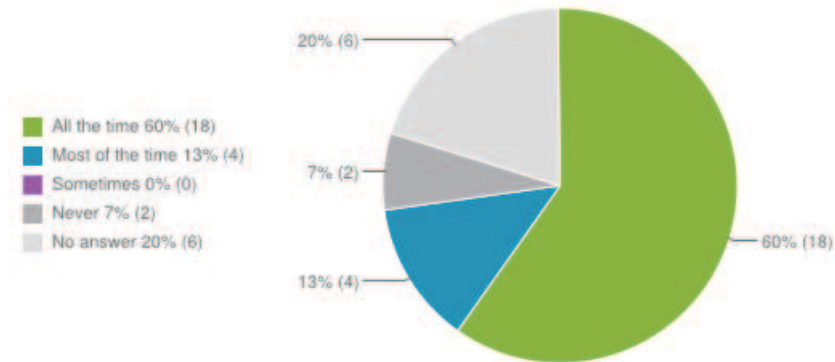
17 I am doing well at school, college, university, in home education or another place that provides education, such as a pupil referral unit



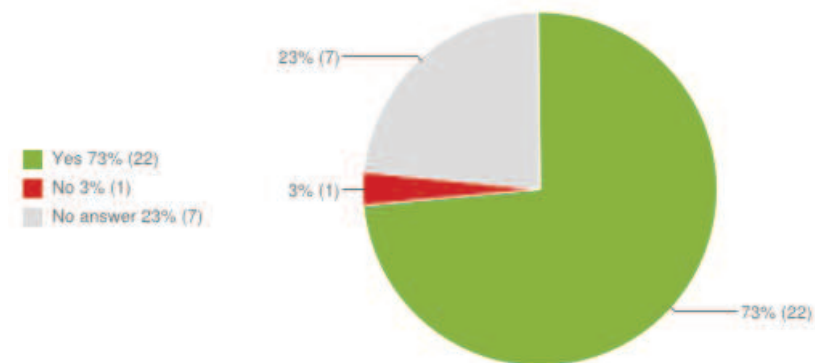
18 My foster carers help manage my behaviour if it is getting me into trouble



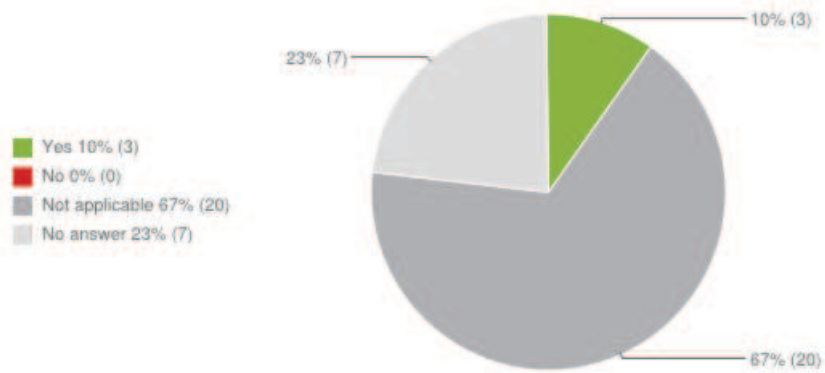
19 My foster carers help me to understand what has happened to me and why I cannot live with my family



20 My foster carers help me to take part in meetings about me



21 If I go missing, my foster carers welcome me back and try to understand why this happened



Feedback from children and young people in residential and foster care

Children's feedback on their foster or residential placements are monitored by the following:

- Observations on visits by both the child's social worker and the supervising social worker
- Direct consultation with the child on visits
- The child is consulted as part of their own CLA review
- The child is consulted as part of the foster carer review
- Young people are consulted during Regulation 33 monitoring inspections, which are carried out by independent visiting officers. Regulation 33 monitors the residential Children's Home on a monthly basis.
- Regulation 34 facilitates monitoring and evaluation which is required by Ofsted on a monthly basis.
- Ofsted Inspectors, as part of their twice-yearly inspection, consult with all young people living at the Home.
- Young People are directly consulted on a formal basis each month as part of regular key-worker sessions.
- Young people are consulted as part of regular – often weekly – children's meetings.

The Independent Reviewing Officer for foster carers key worker reviews, reports the following;

PAF2's (foster carers review form) are generally being completed by carers and often these give me a better insight into how they have actually 'fostered' as the carers can reflect upon the specific children in placement in the review period and discuss what has gone well and what has been more challenging. The tier report is often an overall account of how they have met the general tier evidence requirements.

Carers own children often complete the consultation forms and these are generally positive, although some children do find it difficult when children display behaviour which they find difficult, such as hurting them or their parents.

It is pleasing to see that most of the children looked after do complete the consultation forms. Generally they report that they are happy and well cared for although this is often followed with concern for their parents and siblings and wishing they could see them more. Occasionally a young person may say that they are not happy in placement and when this is the case, I always contact the SSW to find out more information. Sometimes this will lead to the SSW contacting the CCSW or another worker involved with the children to see if they have noted any concerns. (Sue Briggs, Fostering IRO).

The fostering service this year introduced a scheme to support children at risk of becoming looked after (LIFT). Progress on the scheme to date reports.

LIFT has successfully supported and now ended involvement for 5 children and young people to secure a more positive outcome in their circumstances. We have in addition attempted to secure a more positive outcome for 1 child currently in foster carer however the young person in question did not wish to return home and therefore the plan was not progressed. We are currently actively engaged in support for a further 9 families (12 children directly involved in the project and linked to a mentor). The input provided to these families will also have a positive impact on other siblings in the households that are not currently linked to the project. In all 9 cases I have received very positive feedback from the families, the young people and the referring social workers regarding the LIFT project and the mentor's involvement to date. (Tracey Kelly, project lead).

Children in foster care, were consulted at their Children Looked After Reviews with regards to establishing a children in foster care forum, the outcome being that children in foster care did not want a separate forum.

Young people looked after in a residential setting take part in regular keyworker sessions which form a report thus influencing their Placement Plan, Risk Assessment and Individual Behaviour Support Plan.

There is also a system whereby young people are asked to evaluate all members of staff in regards to the care they receive from each individual. The feedback gained from this exercise, carried out on a regular basis, is fully discussed in team meetings and supervision sessions, and allows for reflective practice which has effected change to practice and care to the young people.

All young people in foster care and residential are informed of the Children in Care Council and encouraged to participate.

Briefing report - Adoption Activity Day 5 October 2014

Children who attended

Lancashire facilitated their last Adoption Activity Day on 5 October 2014 and 27 of our children attended. Of these children there were five sibling groups of two, two sibling groups of three, six children with significant health needs, four children with behavioural difficulties and one child from BME background.

Outcomes re matching and linking

Child P Age 1 year 1 month – matched at the event

Child M Age 3 years – matched at the event

Child S - Age 5 years – matched at the event

Child T - Age 10 months – matched at the event

Sibling group A & R - Ages 3 years and 2 years 2 months – matched at event

Single adopter interest in sibling group J, J & A - Ages 6, 4 & 5 – matched at event

Single adopter interest in sibling group H, D & M - Ages 8, 6 and 4 years – matched at event

Sibling adopters interest in sibling group S & Z Ages 4 & 6 – matched at event

A further eight of the children that attended the event have now been matched with families through various family finding strategies.

Children not matched or linked

There are two children aged 4 and 6 who were not selected at the Activity Day event, and have not yet been matched with adopters, because of their specific needs they only have a limited understanding of the purpose of Activity Days.

These children were fully prepared prior to the event, with the emphasis on having a fun day and maybe playing with grownups who wanted to be "mummies and daddies". They have some understanding that the special family we are looking for were not at the event. They have been supported after the event by their foster carers and followed up by social workers during their visits. It does not appear to have had a negative impact on them and it was evident they did have fun on the day. The other children at the event who were not matched were very young. The feedback from the foster carers of these children is that they thoroughly enjoyed themselves, had lots of fun and enjoyed the different activities on offer throughout the day. There has not been any negative feedback from any foster carers or social workers on children where there are no matches progressing. The children's emotional well being continues to be monitored.

Overall a successful event was achieved where there was lots of fun for all the children and it resulted in families being identified for 14 of our harder to place children.

This event was attended by County Councillor Ian Brown who has fed back that despite his initial concerns regarding the welfare of the children, he felt the event was well managed and a positive event for the children involved who appeared to have lots of fun.

The next planned event for Lancashire is on the 11 July 2015.

Jane Gray / Claire Johnson
Team Manager
Children Awaiting Adoption Team

18 December 2015

Executive Summary:
Children Looked After
Sufficiency & Commissioning
Effective Placements Strategy
2014 - 2017

1. Foreword

The Sufficiency Strategy sets out Lancashire's vision and plans for fulfilling its responsibilities and duties as a Corporate Parent for children and young people who need to be looked after in Lancashire. The Strategy and Action Plan are complemented by the following strategies which together, form Lancashire's priorities to improve outcomes for children and young people who are Looked After and leaving care.

- Children Looked After Strategy
- Care Leavers Strategy
- Active Participation Strategy

The Sufficiency Strategy reaffirms Lancashire County Council's commitment to children and young people who are looked after and reinforces the corporate responsibility of the whole organisation, jointly with partner agencies to ensure that the life chances of every child and young person in its care are improved and the outcome gaps are narrowed.

Every child needs a good parent who will care for them, speak out on their behalf and respond to their varied and diverse needs. For children who are looked after, this is essential and is the statutory responsibility of the local authority.

The Strategy will be regularly reviewed to ensure that the children we look after receive the best possible care at all times. Children and young people can also be assured that Lancashire County Council will fulfil the pledge it made to them about what they can expect from us.

Our ambition is to significantly improve the life chances of the children and young people that we care for. As with all citizens in Lancashire, children looked after are entitled to opportunities that will improve their health and wellbeing, provide them with support when they are in need and ensure that they grow up prepared for the future. We want children and young people to feel secure and to be able to learn and have fun. We will do all we can to provide them with stable foundations for the rest of their lives.

We recognise the diversity of children and young people are in our care. We will ensure that all their individual needs are met, taking into consideration their age, gender, ethnicity, disabilities, faith and sexual orientation.

Lancashire County Council are committed to working effectively and collaboratively with its partners to achieve our ambitions in ensuring that children and young people are safe and are able to fulfil their aspirations. Alongside the key strategies stated above, the key driver for this will be the Children and Young People's Plan 2014- 17.

2. Introduction

Local authorities have a statutory duty (as laid down in Section 22G of the Children Act) to ensure that there are sufficient placements within their area to meet the needs of all children looked after (CLA), as far as is 'reasonably practicable'.

This Summary of the Children Looked After Sufficiency and Commissioning Effective Placements Strategy draws together what we know about our CLA, our current provision and what the evidence is saying we should be doing. It explores likely changes in the overall care population between now and 2017 and puts forward recommendations for how we can further develop provision to ensure we meet our statutory duty. The full version of the Strategy contains the findings in detail.

Please note that this Summary includes references to benchmarked authorities (which for this strategy are Nottinghamshire, Derbyshire and Kent) and statistical neighbours (the ten local authorities which Lancashire compares performance against).

Please also note that in February 2014, the system for recording and monitoring information about CLA was changed from ISSIS to the Lancashire Children's System (LCS). At the time of writing this strategy, there is some uncertainty as to the accuracy of some information in LCS, therefore any local analysis referred to within this strategy post 24th February 2014 should be viewed with caution.

3. The Understand Stage- What's the current situation?

3.1 *Analysis of Lancashire's CLA*

Over the last three years there has been a large increase in the number of Lancashire CLA, with the numbers increasing every month until March 2014. Over the four months since March 2014, the numbers of CLA have been similar.

As at the end of June 2014, there were 1,597 Lancashire CLA, a rate of 66 CLA for every 10,000 children and young people. There are more CLA in Lancashire than in England (60 out of 10,000) but less than in the North West (79 out of 10,000) and slightly less than in Lancashire's statistical neighbours (67 out of 10,000).

Pendle, Hyndburn and Burnley have the highest rates of CLA, with the rate in Burnley increasing by 45% since 2011/12.

Although the rate of referrals to Children's Social Care in Lancashire saw a 12% decline between 2010 and 2013, there has been an increase in the number of re-referrals recently. The average re-referral rate in 2013/14 increased slightly to 21 re-referrals out of each 100 referrals received. The latest Corporate Parenting Board Report (June 2014) suggests re-referrals have increased further. Additional analysis is needed to validate this and, if confirmed, explore reasons behind this increase.

The rate of children in need is relatively low compared to national, regional and benchmarked authorities' rates. The number of children with a Child Protection Plan showed a sharp increase in

Lancashire in 2013/14, greater than the increase experienced nationally.

In January 2014, a third of our CLA were between 10 and 15 years of age. The 'bulge' ages for children becoming looked after in Lancashire appears to be ages 10-15 years and 0-4 years, which are similar to trends in other authorities. The proportion of CLA aged 16 and over is lower than the national average.

Lancashire has a lower percentage of children who become looked after with disability as a category of need compared to regional, national and statistical neighbours, indicating that our early support offer to families of children with disabilities is effective.

Local analysis of a sample number of children who became looked after in Lancashire during 2012 found that at the point of becoming looked after:

- 39% were not achieving their potential
- 32% were regularly missing school
- 41% were described as having poor behaviour overall - 27% were displaying poor behaviour at school and 37% were displaying poor behaviour at home.
- 46% of 12 – 17 year olds were misusing drugs and alcohol
- 16% had been engaged in some form of anti-social behaviour in the community
- 11% were explicitly described as stressed
- 5% had chronic physical health problems

The Joint Strategic Needs Assessment for Children and Young People in Lancashire (2013) identified that around one in twenty CLA in Lancashire were found to have a substance misuse problem, slightly above the national average, with half of those refusing treatment compared with less than a third nationally.

Further specific analysis on the needs of our CLA is not currently available. However, information from the Looking for Permanence Panel, which is a strategic group of key stakeholders who meet to consider whether needs are being met in the most efficient and cost effective way, suggests that there are identified needs in relation to violent behaviour, traumatised children with a high risk of sexualised behaviours and the ability of in house provision to meet profound health needs.

During consultation, stakeholders (senior managers, practitioners and providers) raised concerns about the increased complexity of needs of children and young people becoming looked after, including: sexualised behaviour, sexual exploitation, sexual offending, sexually abused younger children; emotional neglect; young people who self harm with suicidal tendencies; aggression; arson; offending; continual absconders; pregnancy; older siblings/ larger groups; children with disabilities; and unresolved relationship issues. Stakeholders reported that it can be challenging to find placements to support these specific needs.

Stakeholders also reported that it can be challenging to find appropriate placements for young people aged 16 and 17 and get the right support for young people moving into independence.

There are a small number of young people for whom it is difficult to find a placement in the current market due to the challenging nature of their needs. It is felt that there is a need for the development of more bespoke placements in order for these needs to be met.

Some of the needs analysis requested to inform this strategy has not been available, such as information about CLA with disabilities, out of area placements and outcomes by placement type.

3.2 Early Intervention and Assessment of Need

Evidence suggests that a realistic way of redesigning care provision is to focus resources on an effective early help offer and improved assessment of need to ensure that only those who need to be are in care.

Local research concluded that 19% of cases analysed could potentially have been diverted by early support and prevention services, providing estimated savings (based on average weekly costs of a conservative 10% of cases) of almost £35,000 for every week those children were not in care.

A review of performance in December 2013 showed that Family Group Conferencing (FGC), Edge of Care (EoC) and Residential Outreach (RO) were running at full capacity and were receiving a good level of referrals, although there was variation in referrals from different districts. The calculated savings being delivered by the three interventions to date is £1.258m: £0.72m for FGC; £0.348m for RO; and £0.148m for EoC. The same cost savings analysis will be applied to Fostering Outreach and Social Workers in Schools. There is a need across all preventative services to analyse savings and outcomes in more detail to ensure value for money. Stakeholders have identified that there is a gap in support to help prevent 16 and 17 year olds coming into care.

Research has identified a crucial 6 to 12 week period, after entry into care, during which the likelihood of a successful return home is greater. This is where intervention can have the greatest impact on achieving and sustaining change in the behaviour of young people and the responses and care of their parents. The In House Residential Service has suggested the establishment of short term assessment units, to support the assessment of children and young people coming into care, particularly for those who need to be placed in an emergency. They feel this system would ensure that children and young people are correctly assessed, supported to move back home where possible or supported into the right placement through better matching to individual needs. Information on outcomes from short term assessment placements does suggest that they are more likely to successfully return young people home. Getting the assessment right will help to prevent inflated agency prices and increase the likelihood of the right placement being found.

3.3 Placement Matching

Both in house and agency providers have reported that the information provided by Lancashire is often not sufficient to allow them to make an informed decision as to whether the placement would be an appropriate match. Stakeholders suggest that there is a need for clearer and more dynamic communication at the point of considering and securing the placement. They feel that the current form based approach and existing centralised system is overly bureaucratic, not responsive to individual child needs and not conducive to finding the best placement. Some councils have developed Access to Resources or Brokerage Teams to facilitate the matching of individual children's needs with placements. There is evidence that these models can promote better choice of placements and save considerable amounts of money.

Stakeholders have stated that there is a need to manage the market more proactively. An Agency Fostering Provider Forum has already been established in Lancashire and providers have reported that they would welcome a residential provider forum, where needs and future plans are discussed and good practice is shared. Concerns have been raised in relation to the fragmentation of the placement finding process and a lack of capacity within the Business Relations Team, which has made it more difficult to be able to communicate with providers and build the market to meet need. It is felt that the process worked more effectively when placement finding and business relations were

one team, further strengthening the suggestion to develop an Access to Resources/ Brokerage Team.

Feedback from children and young people tells us that they want more say about where they live, with a choice of placements where possible and sufficient information to help them decide which placement is right for them. They want to be included in the decision making process from the outset and feel that more effort should be put into finding the right placement to avoid unnecessary moves.

3.4 Emergency Placements

Providers have raised concerns about the number of emergency admissions they currently have to deal with. In 2013/14, 42% of all admissions into Lancashire's in house residential provision were emergency placements and 22% of requests for agency residential provision were required on the same day.

Requests for emergency placements are more difficult to meet under the new Ofsted regulations and often do not allow providers sufficient time to fully consider and explain what they can offer. Providers have queried whether all such requests are always an emergency, or whether more time could be made available to enable a more planned approach. They have suggested that there should be a clear, shared definition of what constitutes an emergency placement to ensure only true emergencies are labelled as such. Concerns have been expressed that delays in our own in house placement finding processes may be adding to the number of emergency placements.

3.5 Commissioning

Lancashire County Council has a team within the Directorate for Children and Young People which supports the commissioning of a range of services, including Children's Social Care. Greater linkages with Placement Finding, Procurement and Business Relations would further assist effective commissioning, particularly in relation to understanding presenting need and potential gaps in provision. Whilst links have begun to be developed, there is further work that can be done in this area. As already suggested, capacity has been raised as an issue and the development of an Access to Resources/ Brokerage Team would be one way to address this and bring the different functions together.

3.6 Placement Analysis

Lancashire has a policy of placing children in provision judged good or better and, as of 30th June 2014, the vast majority of our children (97.4%) were placed in good or better placements.

Analysis of placements for 2009-2014 suggests that although the number of CLA has increased, the proportion of placements appears to have largely remained the same.

In 2013/14, the CLA placement budget totalled £48.3m:

- In house fostering (including Family and Friends) had the highest percentage of placements (44%) but only cost 25% of the total placements budget
- 11% of the budget was spent on in house residential for 3.4% of placements
- 58% of the budget was spent on agency placements (35% on agency fostering for 30% of placements; and 23% on agency residential for just 5% of placements).

As of 31st March 2013, Lancashire had one of the lowest percentages (51%) of children placed in internal fostering and residential provision when compared to all statistical neighbours and the national and regional averages. Stakeholders report that there is a need to analyse the current split

between in house and agency expenditure and adjust trends of the high number of agency placements spend to develop cost effective in house placement capacity and develop prevention and early intervention services. It has been suggested that consideration is given to reshaping in house provision so they provide for our more vulnerable CLA. However, an extensive independent review, carried out in 2013, acknowledged that developing in house provision may not be feasible for children with disabilities who have very complex needs and that these placements would be best delivered through the independent sector.

3.7 Placement Type

Children placed at home with their parents or a person with parental responsibility

In Lancashire, the percentage of children placed with a parent or person with parental responsibility has remained fairly constant (between 10 – 11%) over the past five years, double the national figure of 5% and higher than the regional percentage of 9%.

Family and Friends Foster Care Placements

Family and Friends foster care is highlighted as being the most likely to achieve placement stability and offer more local placements. Lancashire has less than half the percentage of Family and Friends carers who are approved foster carers (5%) compared to the national average (11%).

National research indicates that these carers are likely to receive less support than unrelated foster carers, which can put placements under strain. Local research suggests that even with improved support, Family and Friends foster care is the cheapest placement option. It is estimated that just 10 more Family and Friends carers generated per annum would save Lancashire County Council approximately £78,000, with further cost savings associated with reduced placement instability.

Unrelated Foster Care

Compared to statistical neighbours, Lancashire has the third lowest percentage of children who are fostered (71%), lower than the national average of 75% and the regional figure of 73%. Lancashire's policy is to primarily seek an in house foster care placement. As of 31st January 2014, 57% of fostering placements were placed in house.

Evidence indicates that if foster care is to flourish, enough carers have to be recruited and retained. The In House Fostering Service has suggested that an increase in the budget for marketing campaigns would make the service more competitive with the independent agencies, who work on large budget campaigns. Local research estimates that if just 10 children more are placed in internal foster care compared with agency foster care, the saving to the council would be approximately £182,000. An investment of £100,000 or less in improved recruitment and retention of in house foster carers could easily result in 10 more in house placements. However, care would need to be taken with regard to the potential scale of this transfer as some children currently placed in more expensive agency placements are actually receiving an 'enhanced' foster care service.

A snapshot of Lancashire children in residential care in September 2013 suggested that a foster placement could have been appropriate for approximately 8% of the cohort, but a suitable foster placement was not available at the time. This is reinforced through analysis of agency placement searches and consultation with Children's Social Care. Stakeholders have suggested that additional support and training should be provided to build the capacity of foster carers to enable the placement of more children and young people with complex needs in foster care. The current system of enhanced payments for in house foster carers is linked to the skill of the carer, with tier 3 comparable to the rates paid to an agency foster carer. It has been suggested that a campaign to recruit in house foster carers to meet the needs of more complex/specialist CLA should be developed, with rates

matching agency rates but savings achieved through not having to pay the agency premium. There are currently no specific marketing campaigns to recruit carers who could foster children and young people with disabilities. It is estimated that Lancashire would save £668,000 per annum if the 8% in residential care could be placed in either mainstream or enhanced foster care delivered either in house or by an external provider.

It has also been suggested that there should be a review of the current payment system for in house foster carers to ensure that funding is based on the needs of the child, not the skills of the carers.

Lancashire spent £16.6m on agency foster placements in 2012-13 (which rose to £17m in 2013/14) and placed the second highest number of children in agency fostering placements in the North West region. A Lancashire Agency Fostering Framework Agreement has been developed, which went live on 5th April 2014. There are currently 28 providers on the framework, which includes three tiers, based on price and quality. The impact of the framework is already being seen - within the first month, there has been a 16% increase in the number of new carers in tier 1 and an increase of 8% across the framework, resulting in a 2% increase in the number of children able to be placed. Average weekly costs for tier 1 placements have decreased by 6% and by 1.3% across the framework. It is hoped that as tier 1 providers increase their capacity to place more CLA, the percentage of placements in tier 1 will increase and weekly costs will decrease still further. Placements made under the new framework also attract a 5% discount after 12 months and a further 10% discount after 2 years, which will deliver further improved efficiencies.

Work has already begun to manage the market, through the establishment of the Agency Fostering Provider Forum in May 2014. The forum will be utilised to provide information on needs of CLA, share good practice and develop and enhance provision to improve outcomes and better meet the needs of CLA in Lancashire.

Residential Care

In January 2014, 8.5% of Lancashire's CLA were placed in residential care, in line with national figures. Lancashire is well placed in relation to residential provision. We have 60 in house residential beds, with capacity usually at around 95%. A quarter of all Children's Homes are located in the North West of England, with 1 in 7 within Lancashire County Council boundaries, providing a total of 193 agency residential beds, 128 of which are in good or outstanding homes. Despite an ambition for only 40% of residential care to be provided by agency in Lancashire, the total currently stands at 60%. Two thirds of agency placements are with Northern Care and ROC North West (preferred providers for category A and B/C placements).

Categories are currently used for residential care based on the needs of CLA:

- Category A covers those children displaying emotional, behavioural difficulties. The majority of children requiring a category A placement will be those typically displaying lower intensity levels of need.
- Category B covers those children who are hard to manage including those children and young people with autistic spectrum disorder or moderate learning disability.
- Category C covers those children with complex needs such as risky, sexualised behaviour or a serious eating disorder.

In house residential care mainly provides category B placements, although there is increasing demand for them to take category C placements. Both Children's Social Care and providers report that they do not find the categories particularly useful. It has been suggested that it would be more useful if Lancashire moves to having a set price for core costs and 'add ons'. Stakeholders do not feel

it is always clear exactly what is being paid for with some of the high cost agency residential placements – a move to core costs and 'add ons' would provide more clarity.

Concerns have been raised about the current way agency residential placements are commissioned, including the perception that it is allowing the preferred providers to 'cherry pick' placements. Current commissioning arrangements come to an end in January 2015. Many local authorities are moving away from contracts with specific providers and are utilising tiered framework agreements, based on quality and cost. A move towards a framework agreement was supported by providers.

Evidence suggests that local authorities sometimes think too little about whether and how they can return children in residential care to their birth family or move to other forms of care when appropriate. Alongside this, concerns have been expressed in relation to difficulties in moving young people once they have been placed in agency residential care. Stakeholders have suggested that there should be more clarity with providers about expectations from a placement (for example a 90 day placement with a view to going home) and that there should be clear criteria to determine which young people should go into agency placements, for example, those where it is very unlikely they will return home, or our less vulnerable young people, should the decision be taken for in house provision to take our most vulnerable/ challenging CLA placements. It has also been raised that, whilst there is evidence of the support required (and therefore the cost of the placement) reducing as a result of an effective placement in house, initial analysis has provided no clear indication of this happening in agency placements.

In House Residential Overnight Break Units

Lancashire currently has 8 Residential Overnight Break Units for children with disabilities (providing 46 beds per night), registered for children between the ages of 5 – 17 years. Following a full review, which is part of an overall strategy to provide an alternative menu of services for families of children with disabilities, this will reduce, taking account of changing demand and development of other provision coming on stream, including the recently modernised outdoor education facilities. The potential selling of surplus places to neighbouring authorities who have limited or no in house overnight break provision will be considered as part of this review.

IDSS has developed alternative options to residential overnight break provision, including working in partnership with adult Shared Lives provision for young people with learning disabilities aged 16 and above. It has been suggested that this work can be further developed by providing training to Shared Lives carers so they can offer support for our more complex cases.

Residential Establishments Providing Medical or Nursing Care

Placement choice for this provision is very limited. There are currently only two providers in the whole of the North West which provide placements including medical or nursing care, only one of which is of sufficient good quality, according to CQC.

Secure Units

There are no secure units or placements which offer secure welfare placements in Lancashire. The nearest secure unit in St Helen's has recently closed. Although not in high demand, it can be challenging to find a secure welfare placement. This is an issue both regionally and nationally. Lancashire is working with other North West local authorities to explore how this can be addressed moving forward.

3.8e Out of Area Placements

Amendments to the Care Planning, Placement and Case Review Regulations create new requirements for local authorities making distant placements (those outside of the authority and any bordering authorities) to consult and share information with children's services in the area of placement, and for the Director of Children's Services to approve these placements. Local processes for approving such placements have been agreed in light of these new requirements.

The proportion of children looked after placed outside of Lancashire's boundaries in truly 'distant' placements is low, at just under 4% of the total CLA population. This represents improved performance from March 2013 (6%) and compares favourably with our regional (8%) and statistical neighbours (9%), as well as an England average of 12% (at March 2013).

A national report suggests that Corporate Parents do not give enough priority to ensuring that children living out of area are receiving high quality care and do not routinely collect separate data on the progress of children living out of area. Those that did rarely analysed the information to inform service planning.

Compared to statistical neighbours, Lancashire had one of the highest numbers of CLA placed from other areas (685) and one of the highest net gains (425) of CLA when numbers of internal CLA placed externally and numbers of external CLA imported were compared. This has implications not only on the number of locally available placements but also on the impact on local services (such as health and education), the sharing of information between authorities and the DfE recommendation that the Director of Children's Services should know all residential placements in their area.

3.9 Plan for Permanence

In 2013, Lancashire had the second lowest percentage of children who ceased to be looked after returning home (30%), compared to national, regional and benchmarked authorities' figures.

Between 2010-2013, Lancashire's performance against the national adoption scorecard objectives was poor. Lancashire has used the additional Adoption Reform Grant (ARG) funding, which was made available to local authorities in 2013/14 and again in 2014/15, to increase internal staffing capacity and the budget to pay Voluntary Adoption Agencies (VAAs) to find adopters for some of our children. The Adoption Service report that, in 2013/14, there has been significant success in timescales for placement, in the numbers who have been placed for adoption and the number of adopters recruited. Despite much improved performance in timescales for adoptions in 2013/14 and continued improvements to date, the impact of the three year average calculations used for the adoption scorecard will mean that Lancashire will remain at high timescales until 2016, when a large decrease is anticipated.

Given that approximately £50,000 a week is spent on placements for children with a placement order for adoption, it has been suggested that consideration should be given to utilising the CLA placements budget to continue to fund the use of VAAs, and the other in house measures that have been able to be put in place as a result of the ARG, once this funding ceases.

External agencies have been commissioned to undertake prospective adopter assessments and life story work. An Adoption and Permanence Framework has also been tendered with the aim of providing additional capacity, as and when required, over a 4 year period. Although providers were consulted and engaged throughout development, only one has been recruited to the framework, which is unlikely to provide Lancashire with enough additional capacity. A Steering Group has been established to monitor the framework, identify what external support will be required over the next 3 years and explore alternative options moving forward. To date only 4 children have been referred to

the 'It's all about me' (IAAM) scheme due to the expense and uncertainty over whether it will provide value for money.

According to the latest published national statistics, during 2012/13, 10% of the children who ceased to be looked after, both nationally and locally, were as a result of a Special Guardianship Order (SGO). More recent local analysis shows that the percentage in Lancashire has increased to 17% in 2013/14, equating to a fourfold increase in the number of SGOs granted each year between 2009/10 to 2013/14. Nationally, 6% of children in 2012/13 ceased to be looked after because of the granting of a Residence Order (RO). The percentage of ROs in Lancashire in 2012/13 was half the national figure and was the lowest compared to regional and benchmarked authorities' figures. More recent local analysis suggests that this percentage increased to 10% in 2013/14.

Although SGOs and ROs do provide placement cost savings, in 27 cases, they have also reduced the 'pool' of in house carers. Cost savings attributed to SGO and RO cases therefore need to take into account the cost of recruiting and assessing an additional in house foster carer or the cost differential of an agency compared to an in house fostering placement.

3.10 Support for Emotional Health and Wellbeing

Children's Social Care highlighted that there is a need to develop further the *SCAVI+* psychology service, which is felt to provide effective advice and intervention on the emotional health and wellbeing to CLA and their carers. The successful work of *SCAVI+* is further evidenced by results from the annual Strengths and Difficulties Questionnaires (SDQs), which show that the emotional health of CLA in Lancashire is slightly better than the national average.

3.11 Leaving Care

In 2013, the percentage of children leaving care at the age of 18 years rose for the second consecutive year in Lancashire to 76%, the highest percentage compared to national, regional and statistical neighbour averages. The percentage of care leavers in suitable accommodation in Lancashire fell sharply from 93% in 2010/11 to 80% in 2012/13. This percentage was significantly below the national, regional and statistical neighbour averages and placed Lancashire in the bottom quartile (125th) for performance against this indicator. More recent local analysis suggests that the percentage increased in 2013/14 to 82%, however this still remains below the local target of 89%. Although numbers of young people placed in Bed and Breakfast accommodation is very low in Lancashire, the Corporate Parenting Board have requested that they are alerted if any of our young people do need to be placed temporarily in such accommodation. It is recommended that a comprehensive understanding of need is undertaken to inform the future commissioning of leaving care.

The need for increased provision and support to aid transition into independence was identified by children and young people and other stakeholders. Funding has been secured through the Home Office's Vulnerable and Disengaged Young People's Fund to help address the need for increased support to care leavers. Stakeholders have also reported that there is a need to develop the market and build capacity to support care leavers with more complex needs.

3.12 Advocacy and Gaining CLA views

Since April 2011, Lancashire Children's Rights Service has been commissioned to deliver an advocacy service for CLA. A thorough understanding of need will take place during 2015/16 to inform the commissioning of this service from 2016.

Barnardo's currently deliver the Children and Young People's Participation commission, which includes facilitating the voice and influence of CLA in decisions that are made for them and about them. In addition to this, CLA are going to be invited to give their views on how services for them can be improved by becoming involved in the Lancashire Young Inspectors Programme. During 2014/15, both in house and agency fostering and residential providers will be approached to see whether they would wish to be assessed by the Young Inspectors.

4. Outcomes

4.1 Outcomes

The following information explores how well we are currently doing in terms of achieving good outcomes for our CLA.

Education - Lancashire does not perform well in this area compared to national, regional and statistical neighbours. In 2013:

- 52% of CLA reached level 4+ in Maths at Key Stage 2, which is lower than the England average of 59% and lower than the North West and statistical neighbours averages.
- 60% of CLA reached level 4+ in reading at Key Stage 2, an increase of 3% from the previous year but again lower than the national (63%), North West and statistical neighbour averages.
- 48% of CLA reached level 4+ in writing at Key Stage 2, again an increase of 3% from the previous year but still lower than the national (55%), regional and statistical neighbour averages.
- 12.9% of CLA achieved 5+ GCSEs A* to C or equivalent including English and Maths, lower than national (15.3%), regional and statistical neighbour averages.

Lancashire performs much more favourably in relation to the level of absenteeism amongst CLA, with the proportion of fixed-term and persistent absentees lower in Lancashire than elsewhere. In 2013, the percentage of CLA with fixed rate exclusions was at 7.4%, much lower than the national average of 11.36% and lower than statistical neighbours and the North West average.

Employment, Education and Training - In 2013, 38% of CLA in Lancashire were not in employment, education or training at age 19, a decrease of 4% on the previous year. However, this is still higher than national (34%), regional (36%) and statistical neighbour (28%) averages.

Youth Offending - In 2013, the percentage of CLA aged 10 and over convicted or subject to a final warning or reprimand during the year had decreased to 5.9%, the lowest percentage compared to national, regional and statistical neighbour averages.

Teenage Pregnancy - In 2013, the North West had the highest percentage of mothers aged 12 years old and over who were looked after. The region also had the highest percentage in 2012 and was the third highest in 2009-11. Figures are not available at local authority level.

Substance Misuse – Around one in 20 CLA in Lancashire were found to have a substance misuse problem, slightly above the national average, with half of those refusing treatment, compared with less than a third nationally.

Placement Moves - The percentage of children in Lancashire who have had three or more placements during 2013 stood at 11.0%. This is lower than that of Lancashire's statistical neighbours

(11.98%) but is higher than that of the England average (10.85%). More recent local analysis indicates that 7.8% of CLA moved twice or more in 2013/14, which is an improvement on 2012/13 (8.7%) and 2011/12 (9.5%) and well within the target set of 9.5%.

Length of Placement - In terms of children in placements for at least 2 years, Lancashire's performance has improved since 2011/12 (from 71.7% in 2011/12 to 73.4% in 2012/13). As of February 2014, 72.1% of CLA were in a long and stable placement, which is lower than the previous year and slightly below the target set by Lancashire.

4.2 Outcomes Monitoring

Although we have performance information on outcomes for CLA overall, we are not currently able to easily compare the outcomes of our CLA to placement type and specific service provision. This information, alongside a review of the current contract monitoring system, could help to facilitate a more outcomes based approach to monitoring with providers.

To support more effective monitoring of individual CLA outcomes, Lancashire is introducing a SDQ assessment at the point at which a decision is made to look after a child/young person to provide a baseline to assess future progress. Alongside this, it is proposed that the 'My Goals' form will be used to record a child's views, wishes and their top three priorities or 'goals' for their placement. Progress against these goals will be reviewed at statutory visits every 6 months, or sooner where there is a concern or change. The goals and progress 'scores' will be recorded in LCS, therefore allowing the information to be extracted centrally for analysis and audit purposes.

5. Forecasted Numbers of CLA

Predicting the numbers of CLA Lancashire is likely to have over the next few years is important to enable us to ensure we achieve sufficiency for our CLA population going forward. This is challenging to do however as the numbers have varied considerably over the last decade producing no clear trend to apply going forward. Taking that into account the most realistic way to predict numbers would therefore be, to calculate the average annual increase in Lancashire over the last 11 years (2.3%) and apply this moving forward. To make this more robust we have applied upper and lower confidence intervals which gives us a lower end figure which we are unlikely to go below and a higher end figure which we are unlikely to exceed.

These figures, however do not take into account any reductions which we would expect to see from the impact of our early support and prevention services. If we predicted that these preventative services would achieve a 1% reduction in the population year on year then our average annual rise would reduce from 2.3% to 1.3%. The table below shows our predicted numbers for the next five years based on a 2.3% increase (without prevention) and a 1.3% increase (factored down for prevention) as well as the highest number and lowest number we are likely to have based on confidence intervals (CI).

Year	1.3% year on year rise <i>(Factored down for Prevention)</i>			2.3% year on year rise		
	Lowest Number (Lower CI)	Predicted Number	Highest Number (Upper CI)	Lowest Number (Lower CI)	Predicted Number	Highest Number (Upper CI)
2014/15	1556	1634	1715	1571	1650	1732
2015/16	1576	1655	1737	1608	1688	1771

2016/17	1597	1677	1759	1646	1727	1810
2017/18	1619	1699	1781	1685	1767	1851

If we continue to place our CLA in a similar way to the previous two years and our preventative work is effective (i.e. there is a rise of 1.3%), it is predicted that by 2017/18 we will need an additional 6 Family and Friends carers; 50 in house foster carers; 37 agency foster placements; and 6 agency residential placements (from the 2013/14 baseline).

However if the numbers rise at an increase of 2.3%, we will need an additional 9 Family and Friends carers; 74 in house foster carers; 56 agency foster placements and 10 agency residential placements.

Applying the average unit costs available for 2013/14 to these placement predictions results in the following annual projected costs for fostering and residential care:

- 2014/15 - spend of between £46.2m and £46.7m (representing an increase of £1.9m to £2.4m);
- By 2017/18 – spend of between £48.0m and £50.0m (an increase of between £3.7m and £5.7m)

Please note that the above figures take no account of general inflation, external market factors or changes in the mix of provision.

To ensure our future commissioning continues to offer value for money, it is recommended that we:

- Regularly review our predictions and subsequent planning as new data becomes available
- Monitor the impact of preventative measures with specific regard to those coming in and out
- Review the current mix of provision and set targets for a future mix which offers best value for money whilst ensuring needs and outcomes are achieved.

6. Summary of Key Recommendations

Early Support and Prevention

- Continue to invest in, promote and evaluate early support and prevention services

Strategic Needs Analysis

- Develop improved needs analysis to inform longer term approach to commissioning
- Further analysis is needed to validate increased numbers of re-referrals into Children's Social Care and, if confirmed, explore reasons behind this increase
- Carry out analysis of reasons for out of area placements and needs of CLA placed out of area, to inform service planning
- Regularly review predicted numbers of CLA and subsequent planning as new data becomes available

Assessment

- Explore how assessments of young people becoming looked after can be further improved, including the consideration of the establishment of a Short Term Residential Assessment Unit

Commissioning Placements – Placement Finding

- Review the current placement finding process, including exploring the feasibility of developing an Access to Resources/ Brokerage team and how CLA can have more of a say in placement

decisions

- Review and agree timescales for placement searches, including the development of a shared definition of what constitutes an emergency placement
- Review processes for distant placements

Commissioning Placements - Provision

- Review the current mix of provision and set targets for a future mix which offers best value for money whilst ensuring needs and outcomes are met
- Review the number of children placed at home with a parent or a person with parental responsibility
- Continue to make use of Family and Friends foster care and explore the potential for widening post permanence support to these carers
- Invest in improved recruitment of in house foster carers, including carers of children with disabilities
- Explore how the needs of more complex/ specialist CLA, including children with disabilities, could be met through the use of bespoke placements and increasing the number of foster carers who can meet these needs
- Consideration to be given to the payment structure for foster carers and how this can be linked to the needs of the child
- Develop the new agency residential care commission to include a review of the use of categories and a greater clarity of cost
- Work with residential providers to explore how children and young people can be supported to return to their birth family or move to other forms of care, including ensuring expectations for placement are clearly communicated to providers
- Provide training to Shared Lives carers and foster carers so they can offer support to more complex children with disabilities
- In partnership with CCGs, explore the feasibility of developing either the internal or external market to provide localised placements in residential establishments providing medical or nursing care and mental health provision
- Work with other North West local authorities to explore ways in which secure welfare placements can be used more effectively
- Develop support and an accommodation strategy for 16-17 year olds, linked to homelessness

Plan for Permanence

- Analyse why a lower percentage of children in Lancashire are returning home and ceasing to be looked after compared to national, regional and other benchmarked authorities. Research practice in good performing authorities
- Agree the sustainable use of the VAA process for adoption placements
- As part of a strategic review/ redesign of the LCC adoption service identify what external support will be required over the next 3 years and develop a commissioning strategy
- Review the impact of the 'It's all about me' social impact bond programme
- Continue to promote the use of ROs and SGOs and provide support through in house and commissioned providers, ensuring that hidden costs are taken into account when calculating cost savings of SGOs and ROs

Leaving Care

- Undertake a comprehensive analysis of Leaving Care to inform future provision

- Work with housing providers to identify need and make provision for good quality housing in order to support the increased availability of suitable accommodation for care leavers

CYP Views and Advocacy

- Develop the Young Inspectors scheme for use in fostering and residential provision
- Review the provision of advocacy for children looked after

Outcomes Monitoring

- Implement the agreed individual outcomes monitoring process for CLA
- Implement an agreed process for monitoring different service provision by outcomes

Children Looked After Sufficiency and Commissioning Strategy (2014- 17) Action Plan

Recommendation/ Key Actions	Expected Outcome	Link to CYPP	Lead	Significant Checkpoint	Progress	RAG	
Early Support and Prevention							
Continue to invest in, promote and evaluate early support and prevention services	Develop and deliver an integrated commissioning strategy for Prevention and Early Help	Early help and prevention services are commissioned effectively	1.1 1.3 3.1	Head of Prevention and Early Help	Phase 1 by April 2015 Phase 2 by April 2016	Once Phase 1 of the council transformation is complete the SMT will develop an integrated commissioning strategy to deliver the Wellbeing, Prevention & Early Help agenda. Work is currently being undertaken to review existing commission arrangements including the transfer of the 0-5 HCP to the local authority in 2015.	Yellow
	Ensure clear pathways are in place and promoted to districts	Districts are aware of and use pathways	1.1 1.3 3.1	Head of Prevention and Early Help	Oct 2014	Pathways now in place. Promoted at CSC Team Manager/ Practice Manager event and sent out via weekly brief	Green
	Monitor the impact of preventative interventions and de-commission any which fail to have an impact or achieve value for money	Effective, value for money interventions are delivered	1.1 1.3 3.1	Head of Prevention and Early Help	March 2015	Core offer services to continue into 2015/16. Mini competition to finalise providers to be completed by mid-Feb. Plans for post April 2016 commissioning arrangements to be discussed as phase 2 of transformation progresses.	Yellow

Strategic Needs Analysis							
Develop improved needs analysis to inform commissioning through: - agreed PDRO work plan; - ensuring placement finding process feeds into needs analysis; - ensuring outcome monitoring framework identifies unmet need		There is a better understanding of unmet needs and gaps in provision are addressed	1.3 3.1	Head of Performance Head of Commissioning	March 2015	Systems agreed via monthly performance meetings to develop PDRO work plan and link to an Access to Resources/ Brokerage Team	
Carry out analysis to validate increased numbers of re-referrals into CSC	Carry out analysis on number of re-referrals If confirmed, explore reasons behind increase	Numbers of re-referrals are validated If increased, reasons are identified and action is taken to reduce	1.3 3.1	Head of Children's Social Care PDROs	Dec 2014	Completed – re referral rate was incorrect and based upon change/ impact of new IT system	Complete
Carry out analysis of CLA placed out of area to ascertain reasons for placement		CLA placed out of area are in the right placement	1.3 3.1	PDROs	July 2015	This work will tie in with setting up of the Access to Resources Team – audit activity is ongoing	
Regularly review predicted numbers of CLA and subsequent planning as new data becomes available		Future placements and provision are effectively planned	1.3 3.1	PDROs	Quarterly	Regular monthly performance meetings arranged	
Assessment							
Explore how assessments of young people becoming looked after can be further improved	Carry out research, including cost benefit analysis, into the establishment of a short term residential assessment unit	Assessments are improved Ensure the right permanent placement can be identified Children who can return home are identified and supported to do so	1.3 3.1	Head of YOT, Fostering, Adoption and Residential Services	Dec 2014	Preparation to run one of our children's homes as an assessment unit is underway. The Statement of Purpose is being drafted and the identified home will commence operation in February 2015	

Commissioning Placements – Placement Finding							
Review the current mix of provision	Analyse the current deployment of the placement budget, including the split between in house and agency expenditure Set targets for a future mix which offers best value for money whilst ensuring needs and outcomes are met, including consideration of high end placements being provided in house	Most appropriate, best matched placements are sourced The CLA Placement budget is deployed effectively and efficiently	1.3 3.1	Head of Children's Social Care/ Commissioning DELT	March 2015	Leads identified – and work plan established – links to Access to Resources/ Brokerage Team and review of fostering and residential commissioning framework	
Review the current placement finding process	Explore the feasibility of developing an Access to Resources/ Brokerage Team	Clear, more dynamic placement finding process is developed	3.1	Head of Children's Social Care Commissioning Head of YOT, Fostering, Adoption and Residential Services	Jan 2015	Task and Finish Group established to explore feasibility. Visit to Bournemouth taken place – Report to be presented to DELT in February. Office space at county hall has been identified for the team to commence the work.– on timescale for phase one	
	Review information given to and received from providers	Most appropriate, best matched placements are sourced	3.1	Head of Children's Social Care/ Commissioning	March 2015	Paul Hegarty/ Task and Finish Group leading	
	Review and agree timescales for placement searches, including the development of a shared definition of an emergency placement	The number of emergency placements is reduced	3.1	Head of Children's Social Care/ Commissioning	March 2015	Paul Hegarty/ Task and Finish Group leading	

	Explore how young people can have more of a say in placement decisions	CYP views inform choice of placement	3.1 5.1 5.2	Head of Children's Social Care/ Commissioning	March 2015	Paul Hegarty/ Task and Finish Group leading	
	Review processes for distant placements	Distant placements are only made when it is the most appropriate available and consistent with assessed need	3.1	Head of Children's Social Care	Oct 2014	Completed – all signed off and process launched	Complete
Commissioning Placements - Provision							
	Review the number of CLA who are placed with parents	Analyse whether placements with parents was the preferred option and reasons for court decision. Subject to findings, raise with LFJB Develop a recovery plan for discharging home placements	Reduce number of home placements where appropriate	3.1	Head of Children's Social Care	Feb 2015	Work in progress (DB/ CB/ CG) Work in progress (DB)
	Continue to make use of Family and Friends foster care and explore the potential for widening post permanence support to these carers	There are increased numbers of family and friends foster carers	3.1	Head of YOT, Fostering, Adoption and Residential Services	March 2015	Work is under way to consider options as part of phase 2 in the transformation programme	
	Increase the number of foster carers, including those who can meet the needs of more complex/ specialist CLA	Invest in improved recruitment of in house foster carers Increase the number of foster carers able to meet more complex/ specialist need	More CLA are placed in internal foster care provision More in house foster carers are able to meet the needs of more complex/ specialist CLA	3.1	Head of YOT, Fostering, Adoption and Residential Services	March 2016	A review is underway as to how the service will continue to recruit its foster carers. A new marketing strategy is being implemented. A project aimed at enhancing the skill set of foster carers to support more complex young people is under way.

	Provide training to Shared Lives carers and foster carers so they can offer support to more complex children with disabilities	More in house foster carers are able to meet the needs of more complex/ specialist CLA	3.1	Head of YOT, Fostering, Adoption and Residential Services	March 2016	A review of current the current skill set of carers is to be undertaken to identify training needs	
	Consideration to be given to the payment structure for foster carers and how this can be linked to the needs of the child	In house foster carers are paid based on the needs of the child not the skills of the carer	3.1	Head of YOT, Fostering, Adoption and Residential Services	March 2016	Review of foster carer enhancements will commence to determine options going forward.	
	Explore how the needs of more complex/ specialist CLA could be met through the use of bespoke in house residential placements	The best possible placements are found for CLA with most complex needs	3.1	Head of YOT, Fostering, Adoption and Residential Services / Commissioning	Jan 2015	Bespoke packages in place to support placements.	
	Develop the new agency residential commission to include clear costs and expectations from placements	Commissioning of agency residential placements is improved	3.1	Commissioning	March 2016	Lancashire Agency Residential Framework to be developed. Task and Finish Group established to lead.	
	Work with residential providers to explore how CLA can be supported to return to their birth family or move to other forms of care through establishment of Agency Residential Forum and permanence monitoring target in residential commission	CLA in residential care are supported to return home or move to other forms of care, where appropriate	3.1	Commissioning	March 2016	To be explored through forthcoming stakeholder events and Provider Forum once established. Will be included as performance monitoring target in framework	
	Explore the feasibility of developing the market to provide localised medical or nursing care including mental health provision	More local medical/ nursing/ mental health placements are available	3.1	Commissioning	March 2016	Included as an agenda item at CYP Health Commissioner Meeting on 10 th December. Further discussion required therefore to be included as a future	

					agenda item	
Work with other North West local authorities to explore ways in which secure welfare placements can be used more effectively	Secure welfare placements are available when required	3.1	Head of Children's Social Care/ Commissioning	March 2015	Manchester did not include LCC in DfE bid – currently on hold	
Develop an accommodation strategy for 16-17 year olds, linked to homelessness	Accommodation options for 16-17 year olds are improved	3.1	Head of Children's Social Care	July 2015	Leads identified. PDRO lead to be established in meeting to develop PDRO work plan	
Plan for Permanence						
Analyse why a lower percentage of children who cease to be looked after return home and research practice in good performing areas	More children are supported and are able to return home and cease to be looked after	1.3 3.1	Head of Children's Social Care PDROs	March 2015	Meeting arranged to develop PDRO work plan	
Identify what external adoption support will be required over the next 3 years	Develop a commissioning strategy	1.3 3.1	Head of Children's Social Care/ Head of YOT, Fostering, Adoption and Residential Services/ Commissioning	July 2015	Current information on the number of placements made this year to project the number of placements for next year is being undertaken. The approach to place children either in house or with VAAs will continue to run concurrently.	
	Sustain use of VAA process for adoption placements					
Continue to promote the use of ROs and SGOs and provide support through in house and external agencies, ensuring that hidden costs are taken into account when calculating cost savings of SGOs and ROs	More CLA achieve permanence as a result of ROs and SGOs	1.3 3.1	Head of Children's Social Care	Quarterly	On going	
Leaving Care						

Undertake a comprehensive analysis of Leaving Care to inform future provision	Future provision of leaving care is enhanced	2.3	Head of Children's Social Care/ Commissioning	Sept 2015	Analysis has begun. Working with Placements NW to review current regional framework and whether it meets the needs for Lancashire placements	
Work with housing providers to identify need and make provision for good quality housing and support the increased availability for care leavers	More care leavers are placed in suitable accommodation	2.3	Head of Children's Social Care	Sept 2015	Link to workstream 'Develop an accommodation strategy for 16-17 year olds, linked to homelessness'	
CYP Views and Advocacy						
Develop the Young Inspectors scheme for use in fostering and residential provision	CLA views influence services	5.1 5.2	CYP Participation Strategic Lead	Oct 2014	11 CLA have been trained as Young Inspectors. 10 inspections to take place by March 2015. 3 inspections have been carried out so far (1 LCC home, 1 agency home and 1 agency fostering provider). Further inspections booked in for agency homes and foster agency providers from Jan – March. Discussions to take place with providers re. building Young Inspectors into specification moving forward	
Review the provision of advocacy for CLA	CLA can access effective and efficient	5.1 5.2	Commissioning	Oct 2015	Understanding of need commenced. Current	

	advocacy support				service extended to ensure compliance with Care Act	
Outcomes Monitoring						
Implement the agreed individual outcomes monitoring process for CLA	Individual outcomes monitoring is more effective and accessible	5.1 5.2	Contracts/ Commissioning	Oct 2014	Approach piloted on all new cases between November and December. Feedback will be used to inform next steps. Plan is to use with all CLA from Feb 2015	
Implement an agreed process for monitoring different service provision by outcomes	Service provision can be effectively compared and monitored for outcomes	1.3	Contracts/ Commissioning	July 2015	Performance Monitoring task and finish group established	

LANCASHIRE SAFEGUARDING CHILDREN BOARD



ANNUAL REPORT 2013/14

Published: September 2014

1. Foreword by Independent Chair

It was my privilege to take on the role of Independent Chair of the Lancashire Safeguarding Children Board in at the end of March 2014. Nigel Burke had fulfilled this role for the previous five years and I am indebted to him for the commitment he showed to the work of the Board and the strong and effective structure I inherited.

This report covers the period from April 2013 to the end of March 2014, a period prior to my appointment. It presents information about safeguarding of children across Lancashire. This is no easy task as this is not a single picture. In reality there is a diverse picture with clear links between the prevalence of safeguarding issues and deprivation. Ensuring a clear focus on distribution of need and equitable provision of services is a key challenge.

The information in the report highlights an increasing level of need with an upsurge of referrals to Children's Social Care Services, more children being made subject of a Child Protection Plan and more becoming "looked after" by the Local Authority; all this at a time of shrinking resources across the public sector and significant budget challenges.

This report identifies good practice but also areas for development. The Board recognises that, in a climate where there is little likelihood of new resources, development and improvement of services will have to be achieved by agencies working together more effectively. A particular challenge is to refocus resources on early help for children and families and we have seen a continuing increase in the numbers of children and families supported by a lead professional using the Common Assessment Framework. The report also reflects the work of the Board and its sub-groups. Agency engagement with the Board is strong, with membership at an appropriately senior level. The sub-groups involve a large number of professionals and these groups drive forward the business of the Board.

My thanks go to the staff in the Board Management Team who keep all this work on track and to the very many professionals and volunteers who work to safeguard children and support families across Lancashire. It has become a cliché to say that safeguarding is everyone's business but it is none-the less true. Acts of abuse and neglect blight a child's life and it is for each of us to use our energies and influence to ensure children in Lancashire are as safe as they can be.



Jane Booth
Independent Chair,
Lancashire Safeguarding Children Board

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1. Executive Summary

It is recognised that Lancashire is a large and diverse county with complex demographics and significant local variation in deprivation and levels of need. This annual report has sought to provide a clear analysis of these trends and characteristics in relation to the safeguarding of children on a multi-agency basis. The LSCB and its partner agencies have made significant efforts to address these issues and continue to provide good services in the face of difficult financial challenges and subsequent organisational re-structuring. Throughout these organisational challenges the LSCB has continually sought assurance from agencies that any re-structuring of services does not negatively impact on the safeguarding of children.

The qualitative and quantitative evidence from the analysis of data, audits and reviews summarised in this annual report highlight a number of strengths and areas for development.

Key areas for development and further analysis exist around:

1. The application and understanding of thresholds and the continuum of need
2. Continued awareness raising and analysis of the risks presented through use of the internet and social media
3. Embedding the use of the refreshed CAF process and ensuring timely and appropriate early support services
4. The effectiveness of the Multi Agency Safeguarding Hub (MASH)
5. Domestic abuse data and evidence of the effectiveness of services on a countywide basis
6. Awareness of Private Fostering requirements and monitoring of number of cases
7. Engagement with private sector children's homes
8. Accurate monitoring of single agency training (quality and quantity)
9. The incidence of self harm and causal factors
10. Alcohol use by young people
11. The higher than average incidence of smoking during pregnancy and infant mortality
12. Ensuring assessments are multi-agency and holistic; especially regarding: voice of the child, the role of men/fathers, accurate and up to date information, professional challenge / scepticism, consideration of historical information
13. Ensuring services target resources to areas of need effectively
14. Accurate and regular performance data on a countywide basis from health agencies

The LSCB needs to be sighted on these areas throughout the current year and continue to seek evidence of effectiveness so it can scrutinise and challenge agencies to ensure children are safeguarded as affectively as possible.

Notwithstanding these areas for development, there have also been significant successes and strengths identified through this analysis. Most notably:

1. The supervision audit found that nearly all agencies had good arrangements in place
2. All agencies are largely compliant against the section 11 audit indicators with no inadequate ratings
3. Multi-agency practice inspections have identified a significant number of strengths, particularly around support for frontline staff, multi-agency practice generally and particularly in response to CSE
4. The Esafety Live conferences received extremely positive feedback from all attendees (of which there were over 200) examples of comments received include:
"Extremely valuable session and delivered in a pacy and engaging manner."

"This was probably the best, most worthwhile 2 hours spent out of school. It was highly detailed, up-to-date, a little daunting but ESSENTIAL."

"This was an excellent session that has given some fantastic information out, including free resources. I am really pleased I attended."

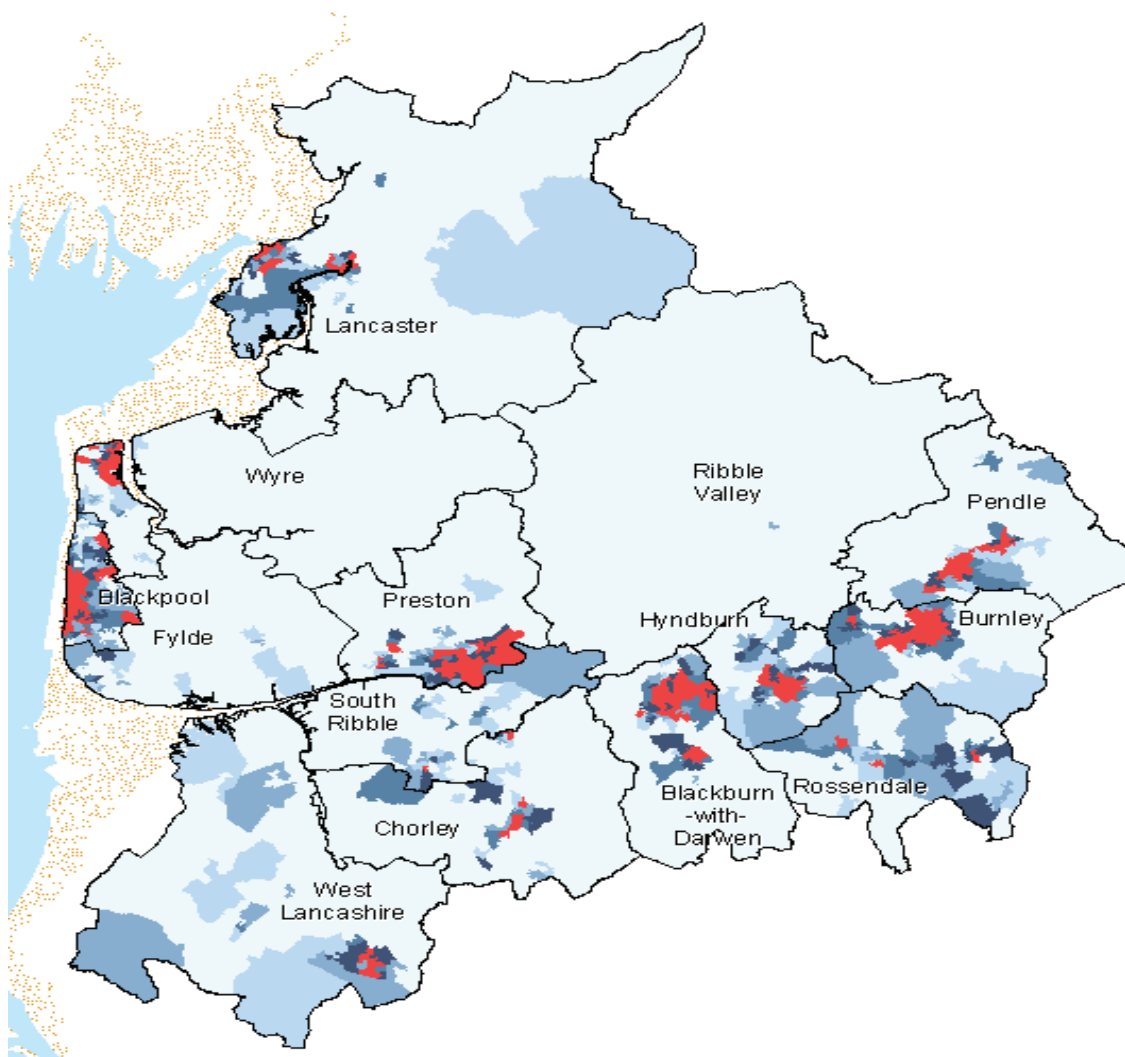
"Fabulous inspirational session. Lots of thoughts and plans to take forward."

5. UHMB have completed their action plan for improving safeguarding arrangements (though issues still remain for the trust in other areas)
6. 94% of attendees on LSCB training courses found them to be good / excellent
Learners have stated that training provided them with:
"A deeper understanding of the effect on children and young people who have suffered neglect"
"Better understanding of DV relationships will help me recognise this as an issue and hopefully help with risk management/ strategy plans to address issues"
"General knowledge gained from the course will help me to identify non-accidental injury sites and marks"
7. Ofsted's thematic inspection of neglect praised Lancashire's "whole-system approach to neglect" and was complimentary of the LSCB's Neglect Strategy
8. Lancashire Constabulary HMIC inspection of domestic abuse highlighted that:
"Police officers and staff provide a good service to victims of domestic abuse in all areas and help to keep them safe" and *"staff demonstrated a high level of commitment and awareness and that they work well with partners"*
9. Practitioners feedback from SCR learning included the following comments:
"I am more aware of multi-agency working and making sure that a full chronology is gathered on all aspects of the family"
"It has reinforced a lot for me about not taking things at face value and being persistent"
10. The materials for the Safer Sleep Campaign have received some very positive feedback; for example the following quotes from parents:
"Makes me want to pick it up and read it"
"Love the bright colours – much less sombre and intimidating than the old one"
"I like the way it is set out with 6 steps to follow and a lot more appealing with the images and colours. I also liked the sections on bed sharing and what baby should wear to sleep in"
11. The NSPCC delivered child abuse awareness raising sessions to children in 498 primary schools. Feedback indicated that 100% of schools would recommend the sessions to others and 80% of pupils could correctly identify abusive and non-abusive scenarios after the sessions.

2. Local Background and Context

Lancashire is a large and diverse Shire County with one County Council and 12 District Councils. Within the old county footprint there are two unitary authorities, Blackpool and Blackburn with Darwen who have separate administrations and separate Local Safeguarding Children Boards who provide their own Children Safeguarding Board Annual Report. The total population in Lancashire is approximately 1.9 million. Within Lancashire, there are pockets of severe social and economic deprivation. Four Lancashire Districts (Burnley, Hyndburn, Pendle and Preston) are in the "top 50" most deprived in England according to the Index of Multiple Deprivation 2010. There are also large areas of economic prosperity such as Ribble Valley and Fylde Borough. The map below shows the 'indices of multiple deprivation' across the county with dark and red areas identifying the most deprived places.

Figure 1

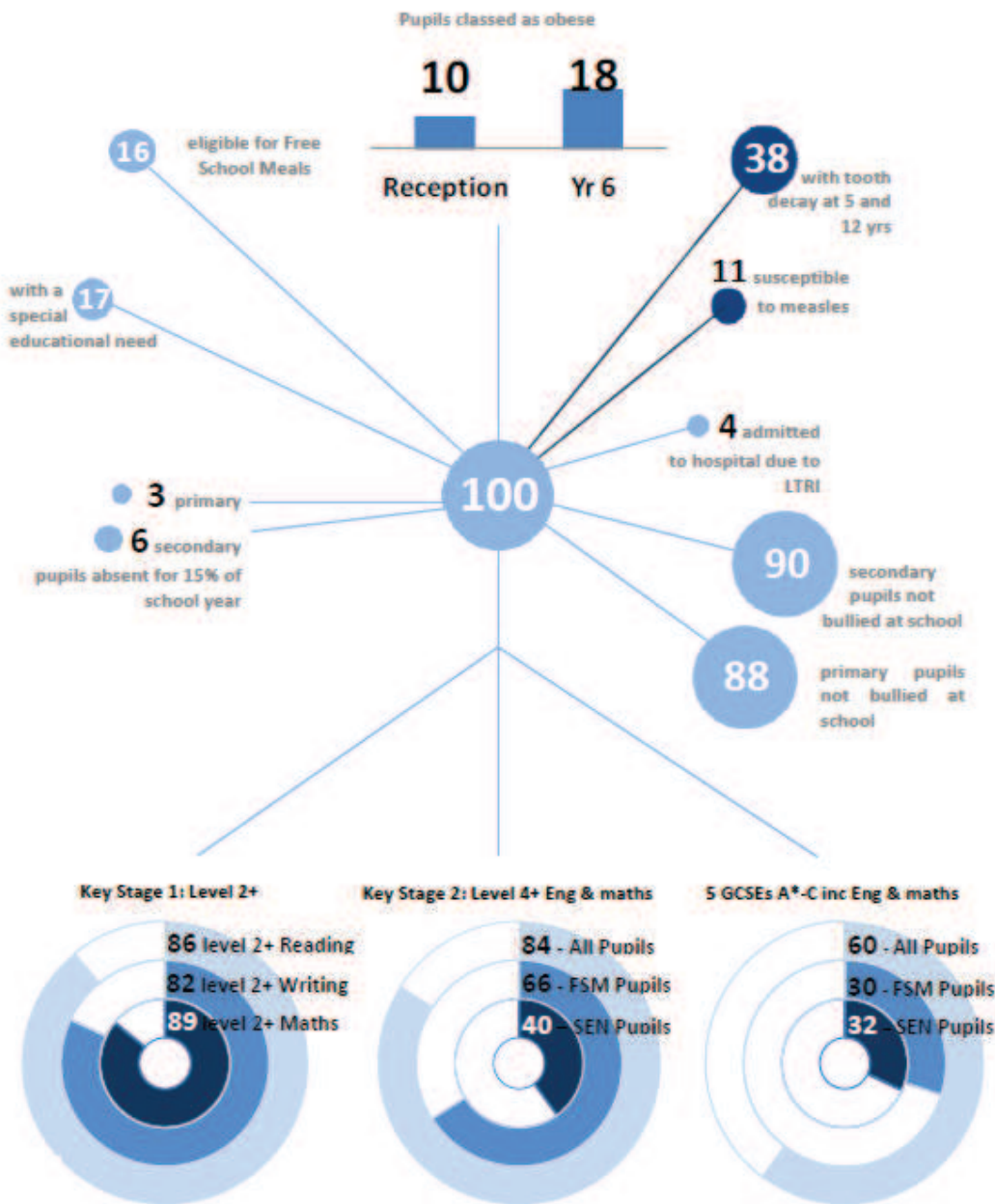


(Source – LCC JSNA 2013)

What do we know about Children in Lancashire?

Lancashire has a child population of around a quarter of a million and within this population. The Joint Strategic Needs Assessment identifies a diverse range of needs and demographic factors and has set these out diagrammatically:

If Lancashire was a Village of 100 children then:



(Source – LCC JSNA 2013) (LTRI – Lower Respiratory Tract Infection)

National comparator data shows that Lancashire is worse than the national average in:

- Tooth Decay rates
- Obesity rates (reception class)
- Teenage conception rates
- Educational Attainment rates (Key Stage 1)

And better in:

- Educational Attainment rates (key stage 2)
- Obesity rates (year 6)
- School Attendance rates
- Number of Pupils achieving 5+ GCSEs including Eng & Maths

What do we know about vulnerable children?

Safeguarding and related Health and Wellbeing indicators show a pattern of inequalities which closely correlate with indices of deprivation referred to above. Child mortality rates and educational attainment also closely correlate with these indices of deprivation.

The table below summarises key health and economic indices based on the most recent data available (2013)

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

Indicator	Eng Average	Lancs Average
Low birth weight of term live births	2.8	2.7
Parental Smoking at time of delivery (SATOD)	12.7	18.8
Infant mortality (Rate per 1,000 live births)	4.1	4.8
Children aged 4-5 classified as overweight or obese	22.2	23.5
Children aged 10-11 classified as overweight or obese,	33.3	32.4
Children in poverty (all dependent children under 20)	20.1	17.8
Children in poverty	20.6	18.2
Directly standardised rate per 100,000 (age 10-24 years) for hospital admissions for self-harm	346.3	476.3
Rate of hospital admissions caused by unintentional and deliberate injuries in children (aged 0 to 14 years), per 10,000 resident population	103.8	138.8
Under 18s admitted to hospital with alcohol specific conditions: rate per 100,000 population	42.7	71.9
Accident and Emergency attendances for children aged 0-17 years (2010/11 – most recent data)	353.9	380.1

Self Harm rates give rise for concern as they are significantly above the national average. Further analysis into self harm data by Child and Maternal Health Intelligence (CHIMAT), 2011¹ gave a deeper insight into this issue, which is common to the North West Region. From their analysis the following key points emerge regionally:

- Rates for young females are 3.7 times higher than the rate for young males
- Emergency hospital admissions for self-harm increase as deprivation increases
- A&E attendances are highest between 10 p.m. and 1 a.m., between Saturday and Monday and in the first quarter of the year

Lancashire only analysis shows:

- Burnley General hospital has the highest rates, Royal Lancaster the lowest
- Lancashire's rate is slightly below the regional average

Additionally a research project conducted by the Lancashire Child Death Overview Panel looking at children who had died as a result of their own actions made the following key findings:

- 16 out of 21 cases were male

¹ Self-harm among children in the North West: accident and emergency attendances 2007–2009 and emergency hospital admissions 2007/08–2009/10

- Differential categorisation of deaths between coroners was evident
- Strong link with 'emotional distress' but not diagnosed mental health issues
- Inconsistency in support services for children with emotional distress across County

These recommendations have been taken forward by the CAMHS commissioning team in Lancashire County Council and used to inform commissioning arrangements.

It is therefore important that the issue of suicide and self harm remains a key strategic priority for the LSCB and partner agencies for the coming year and beyond.

Alcohol use among young people is also clearly an issue in Lancashire and this is reinforced by concerns expressed by young people in an LSCB survey in 2012 where alcohol was one of the issues they were most concerned about. Again the LSCB needs to consider how this features in its priorities and plans for the coming year and beyond.

Vulnerable Children

The table below provides a summary of the numbers of children / notifications under each category

Category	Number	Comparator	Comments
Privately Fostered Children	25	Not available	Previous years were 33, 25, 26
LADO Allegations / Investigations	715	Not available	A significant increase on previous years which were 652 in 2011-12 and 636 in 2012-13
IRO Caseloads	117	Not available	50-70 recommended caseload in national guidance (IRO Handbook)
Children Looked After ² (CLA) (rate per 10k)	65.8	60 (Eng Avg)	Increase from previous year which was 60.9
Number of children identified as Children in Need	Not available	Not available	Data not available at present
Number of occasions on which children have been reported as "Missing From Home"	2,369	Not available	
Referrals regarding Honour Based Violence	28	Not available	
Referrals regarding potential Forced Marriage	16	Not available	
Percentage of Children with Special Educational Needs in Lancashire schools	17.2%	19.8% (Eng Avg)	
Young Carers	3,700 (est)	Not available	Youngest reported is 5 years old.
Children living in Private/Independent Children's Homes	97	N/A	Lancashire a net importer of CLA

Referrals to Children's Social Care

² A child is looked after by a local authority if a court has granted a care order to place a child in care, or a council's children's services department has cared for the child for more than 24 hours.

2014 saw an upsurge in child safeguarding activity. Rates of referrals to children's social care, core assessments, Section 47 enquiries, child protection plans and children being looked after all rose sharply.

NO/RATE	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Lancashire (average number/month)	1,659	1,470	1,389	1,175	1,370	1,677
Lancashire (rate per 10K)	778	724	606	548	726	827.2
England	497	548	557	533	521	Awaiting

Re-referrals

The proportion of re-referrals to children's social care in Lancashire had been fairly consistent for a number of years with some improvement between 2011 and 2013. However this trend has reversed in 2013-14 with a net 33% increase in this period. The Local Authority has examined reasons for this sharp increase and it would appear there have been some issues with how re-referrals are classified on the new ICT system and the process for 'contacts' being converted to 'referrals'. An audit conducted estimates that around a third of re-referrals were incorrectly categorized which would explain the sharp increase and bring the figure largely in line with previous year.

LANCASHIRE	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
%	24.6	25.8	25.4	23.2	20.5	30.7%

Referrals to Children's Social Care resulting in Initial Assessment

This indicator is a proxy for several issues: the appropriateness of referrals coming into social care, which can show whether local agencies are working well together; and the multi-agency understanding of thresholds which are being applied in children's social care at a local level.

Area	2007/0	2008/0	2009/1	2010/1	2011/1	2012/13	2013/14
Lancashire	39%	35%	48%	65%	74%	74%	64%
England	59%	64%	66%	72%	79%	74%	Awaiting

Number of Children subject to a Child Protection Plan (CPP) per 10k child population

Lancashire has experienced a rapid increase in CP cases and while the rate is still below the national average, it reflects a significantly higher demand for services. The current rate is more than 50% higher than in 2012-13.

AREA	2008-09	2009-10	2010-11	2011-12	2012-13	2013/14
Lancashire rate	26	27	27	23	36	44.4
England rate	31	36	39	38	38	Awaiting

The distribution of Child Protection Plans across the 12 districts of Lancashire varies significantly. Unfortunately data for 2013/14 is not available at present due to the Local Authority's new ICT system not being fully operational at the time of writing. Distribution charts will be published on the website once this information is available.

The vast majority of child protection plans in Lancashire arose from concerns about emotional abuse and neglect (46% of all plans). A minority of plans are put in place because of physical abuse (11%) and sexual abuse (8%). There are significant district variations in these figures.

Child Protection Plans Lasting Two Years or More

This measure provides an indication of whether children or young people and their families are receiving the services necessary to bring about the required changes on a timely basis – a long period on a CPP may reflect drift and lack of targeted support. This figure has risen since previous year but has consistently been lower than the national average.

Area	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Lancashire	5.0%	2.9%	3.8%	4.8%	4.4%	2.7%	3.7%
England	5.3%	5.8%	5.9%	6.0%	6.0%	5.2%	Awaiting

Children Looked After (CLA)

Lancashire's rate (per 10k) of CLA is now largely in line with national averages as illustrated below. This is as a result of a significant increase locally for the second year with an increase of 11% in 2012-13 and a further 10% in 2013-14.

Rate	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Lancashire	50	52	53	54	60.9	66.3
North West Rate	71	76	77	76	79	Awaiting
England Rate	55	59	59	59	60	Awaiting

There are significant variations in these rates across the County. Unfortunately data for 2013/14 is not available at present due to the new Local Authority ICT system not being fully operational at the time of writing. Distribution charts will be published on the website once this information is available.

The primary reason recorded for the child being looked after is illustrated in the table below:

	Abuse Or Neglect	Family Dysfunction	Family In Acute Stress	Child Illness Or Disability	Absent Parenting	Parental Illness Or Disability	Socially Unacceptable Behaviour	Total
Burnley	187	16	7	1	2	5	2	220
Chorley & S Ribble	123	21	7	0	2	3	0	156
Fylde & Wyre	125	12	7	1	2	1	0	148
Hyndburn & Ribble Valley	130	17	10	0	6	1	1	165
Lancaster	73	18	13	0	4	3	1	112
Pendle	142	20	7	0	0	7	1	177
Preston	129	20	14	1	6	0	0	170
Rosendale	63	13	8	2	1	1	0	88
West Lancs	89	18	5	1	0	4	0	117
Total	1061	155	78	6	23	25	5	1353

Abuse and neglect are clearly the most common reasons for children being looked after. As would be expected the more economically deprived districts have the highest rates.

Child Sexual Exploitation (CSE)

Lancashire has been collating data on the children referred to the Police or Children's Social Care for a number of years now. The table below shows the number of referrals made.

Division	April 2011 – Sept 2011	Oct 2011 - March 2012	April 2012 – Sept 2012	Oct 2012 – March 2013	April 2013 – Sept 2013	Oct 2013 – Mar 2014
West	260	218	156	141	214	272
South	219	160	164	136	146	121
East	306	328	338	372	362	313
HQ						2
Total	785	706	658	649	722	708

62% of referred young people were aged between 13 and 15 and 95% were white; similar to levels seen in previous reports. The majority of young people referred for CSE continue to be female. However, over the last 6 months of the year there has been a notable increase in the number of young males referred as potential victims of CSE. Boys now constitute 22% of referrals over the period compared to 8% previously and this will continue to be monitored to ascertain whether it is a longer term trend.

Children Missing from Home (MFH)

Breakdown of MFH Statistics October 2011 – March 2014

	Oct 2011 – Mar 2012	Apr – Sept 2012	Oct 2012 – Mar 2013	Apr – Sept 2013	Oct 2013 – Mar 2014
MFH episodes	3358	3269	2696	2779	2588
Number of individual children reported	1356	1453	1107	1203	1077
Mean missing episodes per month	2.48	2.25	2.44	2.31	2.40
Most frequent missing person	59 occasions	41 occasions	22 occasions	32 occasions	48 occasions
No of top 20 most frequent MFH cases also referred for CSE	18	17	9 (2 further intel re potential CSE)	12	9

The number of children reported missing has fallen slightly compared to previous year's data. There is a relationship between CSE and MFH but this is not highly correlated with much of CSE occurring whilst not MFH. There has been a slight decline in the number of MFH referred for CSE compared to previous year.

Summary

Ensuring appropriate provision and equity of service access across the complex and diverse area that comprises Lancashire is a key challenge for all agencies providing services. There has recently been a clear increase in the demand for Children's Social Care services (which is also a national trend though the increase in Lancashire is largely above national averages on most indicators illustrated above) and the Local Authority and its partners are meeting this challenge effectively by largely maintaining performance levels and in some cases improving on previous years. Child sexual exploitation continues to be a priority for partner agencies in Lancashire and identification of young people at risk continues to be high. Lancashire has challenges around the use of alcohol by young people, self harm and smoking in pregnancy.

Engagement with private children's homes remains a challenge, especially in light of the number of establishments in Lancashire, and future activity will explore how the LSCB can engage with and hold them to account more effectively.

Case Studies

Child Protection Process

In this case there was disagreement between Children's Social Care and other agencies as to the need for an initial child protection conference, as opposed to continuing support under as part of a child in need plan. The IRO had discussions across agencies leading to the development and review of detailed chronologies to inform decision making. This led to an agreement that an initial conference would be convened; resulting in the development of a child protection plan, which by the first review was achieving a greater commitment from the parents and importantly improvements in the care afforded to the children.

Emotional Health and Well-being

The children and families team were asked to attend an initial case conference for a family that had recently moved into area, following mother fleeing her current partner who was abroad at the time. The family had suffered from a long standing history of domestic abuse, through various partners, including mother's current partner. The case was additionally complex as the family had moved to 22 different areas in the last 8 years.

Health agencies worked together across boundaries to provide historical information and records which brought to light CAMHS information regarding the oldest child, identifying that she was suffering from emotional ill health, self-harm and suicidal thoughts due to concerns with the relationship between Mother and her partner. This information was key in acknowledging the impact that the historical and current domestic abuse was having on the oldest child.

Following effective multi-agency planning through the CP process the children have been offered one to one appointments and their health assessments completed. This has enabled the children's physical and emotional health needs to be identified and addressed along with gaining details of previous names to aid the location of the children's full medical records. The children have been referred to CAMHS for support with identified emotional needs. The Children and Parenting Support Service are providing one to one support to the mother regarding the impact of domestic abuse, from these it was also identified that she has some issues with depression and low self-esteem and is now receiving treatment for depression along with counselling through the women's centre on the impact of domestic abuse and being aware of indicators for future relationships

CAF / TAF

At the beginning of the 2014 the family hit difficulties and were seeking support. One of the children in the family was showing signs of oppositional defiance disorder and ADHD although this had not been formerly diagnosed. Mum in turn was having difficulty managing this behaviour and understanding her actions. The older sister had moved out once reaching sixteen and there had been concerns surrounding her new partner. Dad had recently been made redundant and was unable to find work, causing financial hardship for the family. Mum was reaching the point where she did not know what else to do and was becoming extremely distressed.

Through the CAF and TAF process a number of needs were identified and the family have engaged well with a range of local services which has enabled the following outcomes to be achieved:

- Elearning courses have been identified for mum to improve her parenting skills and develop skills for employment
- Mum has been offered a place at college
- Dad has gained an HGV licence through support from the job centre
- Dad has received support with anger management and positive role modelling
- The families health needs have been reviewed and further support identified
- Improvements in the children's behaviour following parenting skills support
- The family have a TAF plan in place and feel things are improving

3. What do we know about the effectiveness of Local Services?

Services in Lancashire

A broad range of statutory and non-statutory services are available across Lancashire: Key services in terms of safeguarding are provided by the following agencies:

- a) Lancashire Constabulary – direct policing and partnership services as part of the Child Sexual Exploitation teams, Multi-agency Safeguarding Hub, Multi-Agency Risk Assessment Conferences and Multi-agency Public Protection Arrangements. The HMIC conducted a thematic inspection of the Constabulary's arrangements for dealing with domestic abuse and violence in February 2014 which concluded in the following: *"The public in Lancashire can have confidence that police officers and staff provide a good service to victims of domestic abuse in all areas and help to keep them safe. Tackling domestic abuse is a priority for the constabulary which has invested in well-trained and specialist staff. HMIC found staff demonstrated a high level of commitment and awareness and that they work well with partners."*
(Pp6, Inspection Report, 2014)
- b) Lancashire County Council – Support to vulnerable children through direct services from Children's Social Care, Care, Early Support Services, Children's Centres and Schools Services and specific support for children involved in the criminal justice system via the YOT. A range of other council services, including Adult Social Care also support families. The most recent inspection by OFSTED in respect of Safeguarding and Looked After Children in February 2012 where Lancashire was judged as being 'Good with outstanding features'. Notwithstanding this, a number of recommendations for improvements were made and a detailed action plan was developed by the Local Authority in collaboration with the LSCB. This action plan was overseen at the Quality Assurance Sub-group but was not fully signed off in 2013-14. Action continued to be monitored during 2013/14 and there have been a number of challenges made where progress has slipped or stalled. This has resulted in positive action to improve progress (but some actions remain outstanding in relation to: timeliness of health assessments for CLA, IRO Caseloads, equitability of sexual health services and CAMHS
- c) Clinical Commissioning Groups x 6 – Clinical Commissioning Groups are responsible for ensuring that the healthcare services they plan, commission (buy) and deliver are safe, effective and of the highest quality. They are also responsible for making sure that these services are value for money. Services commissioned for patients include, planned hospital treatment; diagnostic tests and appointments; urgent or emergency care; community health services, such as specialist or district nurses, speech and language therapy or rehabilitation; mental health services; maternity and newborn services; children's healthcare services; services for people with learning disabilities. These organisations have only been established in 2013/14 and while they have not been inspected yet they all have been required to demonstrate effective safeguarding arrangements as part of their registration requirements
- d) Acute Hospital Trusts x5 – Provide a range of community and acute services including: A&E, health visiting, school nursing, CLA nursing, neo/ante natal care, paediatric services and a range of specialist services
There are 5 acute hospital trusts that serve the Lancashire area as follows:
 1. University Hospital Morecambe Bay
 2. Southport and Ormskirk

3. Lancashire Teaching Hospitals
4. Blackpool Teaching Hospitals
5. East Lancashire

University Hospital Morecambe Bay (UHMB) has been subject to an improvement plan since their 2011/12 inspection found the organisation to be inadequate in a number of areas including safeguarding. The LSCB has maintained consistent oversight of these improvements and sought assurance through senior managers at the LSCB and the Local Safeguarding Group in the North of the County and through the section 11 audit process where it is evident improvements are progressing satisfactorily. Also during 2013/14 the LSCB has received detailed assurances, presentations and corresponding evidence from the UHMBT senior management team that these improvements are progressing well and at April 2014 were nearing completion. The LSCB has also provided a place on the Board for a UHMBT representative to further facilitate cooperation, scrutiny and challenge.

Southport and Ormskirk and Lancashire Teaching Hospitals Trust provide services through Preston Royal Hospital, Chorley & South Ribble Hospital, Ormskirk District General Hospital and Southport and Formby District General. Currently the CQC have not identified any concerns in relation to safeguarding at any of these services although there are some areas for improvement as identified in each inspection report. (See - <http://www.cqc.org.uk/content/publications>)

East Lancashire Hospital Trust (ELHT) and Blackpool Teaching Hospital Trust have both undergone CQC inspections during 2013/14. Although issues and improvements were identified at both trusts there were no concerns raised in relation to Safeguarding practice. There was an issue at ELHT with the number of A&E staff trained in safeguarding which has been addressed throughout the year and the Trust representative has provided assurance and evidence that these improvements are progressing as planned.

- e) Lancashire Care Foundation Trust – Provider of children's (CAMHS) and adults' mental health services, Psychology Services and universal children and young people services such as health visiting and school nursing in East, Central and West Lancashire. LCFT were last inspected by the CQC as part of the Safeguarding and Looked After Children inspection where improvements were identified around access to CAMHS as referred to above.
- f) NHS England – Commissioning of primary medical care, dental services (including secondary dental), community, pharmacy and primary optical services, some specific public health screening and immunisation services, some CAMHS services (especially tier 4)
- g) Lancashire Probation Services – offender management services. Lancashire Probation Trust was last inspected in 2011 and judged to be 'Good'. There were no concerns identified in relation to safeguarding.
- h) CAFCASS – court and legal support for children and families. CAFCASS were inspected in 2010 by Ofsted and found to be inadequate in a number of areas. The LSCB has had oversight of the improvement plan and been assured that the necessary improvements are progressing satisfactorily with regard to any safeguarding related issues. At the time of writing (July 2014) it is noted that CAFCASS has recently been re-inspected and judged to be 'Outstanding', further details in relation to this will be covered in next year's annual report.

- i) Private/Independent Sector Providers – community drug and alcohol services, sexual health services, domestic abuse services
- j) Housing providers – wide range of private providers, Registered Social Landlords, hospices and hostels, sheltered housing provision and local authority housing³
- k) Voluntary Community and Faith Sector – over 100 different VCFS organisations providing a wide range of service on a commissioned and non-commissioned basis (Eg – carers support, advocacy, fostering agencies, lobbying, consultation)
- l) Schools – over 600 schools including 30 special schools and 13 short stay schools
There are currently no Schools judged to be inadequate with regard to safeguarding
- m) Over 100 children's homes with a high percentage of private providers and out of area placements (Lancashire is a net importer of CLA)⁴
- n) 79 Children's Centres. There are currently no Children's Centres judged to be inadequate with regard to safeguarding. Indeed all are currently judged to be good or excellent
- o) 909 child minders, 343 day nurseries and 161 pre-school play groups

Children and families are also supported by many of the smaller private and voluntary sector organisations who work on a local basis in response to local need. The larger organisations provide or commission a range of services on a countywide basis but given the size and diversity of Lancashire service equity is a significant challenge.

In addition to single service inspections Lancashire was selected as one of the Local Authority areas for a national thematic inspection of Neglect. Although the inspection did not provide an overall judgement for participating areas Lancashire was commended with a number of examples of good practice. Specific reference was made to the Local Authorities research highlighting the need for early intervention and the LSCB's Neglect Strategy, action plan and quality assurance activities.

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

Multi-Agency Practice Inspections

2 Multi-Agency Safeguarding Practice Inspection's have been completed in 2013/14 in the districts of Pendle and Hyndburn and Ribble Valley. These involved a range of activities such including case audits, focus groups, data analysis, interviews with key officers and observation of practice. A multi-agency inspection team carried out these activities together with a group of 'Young Inspectors' who provided feedback from the perspective of children and young people. The inspections highlighted a number of areas of strength and areas for improvement. Some of the key findings are summarised below:

The Pendle inspection:

- significant evidence of good practice leading to improved outcomes for children and families;

³ A scoping exercise carried out in 2012/13 concluded that RSLs and Local Authority providers generally had good safeguarding arrangements but that private landlords often may not

⁴ The LSCB receives notification of any provider that is judged to be inadequate by Ofsted with regard to safeguarding

- good multi-agency working and learning; relatively stable work force; and
- staff well supported by management on the whole

Areas for improvement:

- improving links with District Children's Trusts:
- participation of children;
- the to address the challenges related to agency changes – particularly the restructure of the Health economy.

The Hyndburn & Ribble Valley inspection:

- good evidence of a committed workforce
- good multi-agency working practices especially in relation to CSE
- CSC case management and involvement of children/young people commended.

Areas for improvement:

- staff turnover
- analysis of need in relation to agency resources/ demands
- availability of accommodation
- understanding of thresholds
- use of CAF

The areas for improvement are being considered by the District Children's Trusts and action plans have been developed to address issues identified. The delivery of these is being by the LSCB Quality Assurance Sub-group.

Section 11 Audit Process:

Section 11 of the Children Act 2004 sets out agencies responsibilities in respect of safeguarding children and the LSCB conducts and annual audit in all member agencies. The section 11 audit tool and quality assurance process were updated in 2013-14 to ensure all agencies are rigorously assessed with regard to having the necessary arrangements in place as specified. Almost all agencies were able to provide evidence of full compliance. Agencies who were not fully compliant with all sections of the audit – most commonly recoded deficits around training and supervision arrangements where not all staff have been trained to the correct level or have access to specialist safeguarding reflective supervision. Where these issues were present assurance has been provided that improvements are progressing and this has been confirmed through the quality assurance and challenge process. There are no outstanding 'red' indicators for any of the agencies at present.

Themed Audits

A Supervision Audit was completed in August and found that all agencies (except 1) had effective arrangements in place but there was an issue of consistency and a lack of a common approach. It was felt this would be improved by a greater awareness of the LSCB guidance. The Board issued a reminder or all agencies of the importance of ensuring all staff were familiar with policy and required action plans where there was not evidence of compliance. The lack of arrangements at UHMBT was raised as an issue which has been taken forward as part of their improvement plan (see above).

An audit of Common Assessment Framework assessments was completed in November. The use of CAF in recognising and responding to the 'toxic trio' (combined effect of domestic abuse, parental mental ill-health and parental substance misuse) is very mixed with significant variation between the localities. Good practice was observed especially when a multi-agency approach was taken. Key issues were identified around: lack of analysis, incomplete information, unclear outcomes, lack of historical information and the voice of child not being present. The audit took place prior to the revision of the CAF










assessment process. The findings of the audit confirmed issues which had already been recognised with remedial action built into the refreshed procedures.

Multi-agency Performance Information

The LSCB has developed a performance scorecard to present relevant safeguarding data and performance information from all key agencies. This scorecard has been reviewed in 2013/14 to ensure the most relevant and timely information is included. There still remains a challenge in obtaining regular performance data from the Health economy on a countywide basis which will continue to be pursued in 2014/15.

The end of year position is as follows:

Measure		Performance			Comparators		
		12/13	13/14	Trend	Eng	North West	Stat Neigh
Local Authority (based on availability of data at time of writing)							
LA1	Rate of Referrals	638	827.2	↑	520.7	619.7	-
LA2	% of Re-referrals	20.5%	30.7%	↑	24.9	26.4	25.7
LA3	No CAFs completed	2,659 (3/12-2/13)	2,829* (3/13-2/14)	↑	-	-	-
LA4	% of Referrals leading to no further action	25.1%	35.8%	↑	14.5%	16.4%	15.7%
LA5	No. of Children with CPPs	878	1,120	↑	-	-	-
LA6	% of Children with 2nd CPPs	12.3%	14.4%	↑	14.9%	-	15.2%
LA7	% of Children with CPPs 2 years +	2.7%	3.7%	↑	3.2%	3.3%	2.2%
LA8	No. of First Time Entrants to YJS (rate per 100,000)	964 (11/12)	672 (12/13)	↓	537	542	548
LA9	% of YP re-offending	41.2% (Oct-Sep 10)	40.3% (Jan-Dec 11)	↓	35.9%	-	32.6%
LA10	No. of Children in the household with a MARAC (MG)	TBC	2,965	N/A	-	-	-
LA11	No. of contacts and referrals due to domestic violence	12,120	5,331	↓	-	-	-
LA12	Troubled Families: No of families 'turned around' as %	28%	35%	↑	-	-	-
LA13	No. of CLA	1,482	1,612	↑	-	-	-
LA14	Rate of CLA (per 10,000)	60.9	66.3	↑	60.0	79.0	67.6
LA15	No. of CLA in	610	642	↑	-	-	-
LA16	No. of CLA out	485	479	↓	-	-	-
LA17	% of CLA with up-to-date Health Assessment	85.1%	74.7%	↓	87.3%	91.4%	82.5%
LA18	Average SDQ score (emotional health of CLA)	13.1 (11/12)	13.2 (12/13)	↑	14.0	13.0	-
Health							
H1	Infant mortality rate (aged under 1 year)	5.4 (11/12)	5.4 (12/13)	↔	4.1	4.5	4.3
H2	Smoking at time of delivery	18.4%	17.8%	↓	12.0	16.2	-
H3	A&E admissions for self harm (10-24yrs, rate per 100,000)	N/A	476.3	N/A	346.3	433.0	-
H4	Hospital admissions as a result of unintentional & deliberate injuries (0-14 Year olds)	142.3 (11/12)	138.8 (12/13)	↓	103.8	133.9	-
H5	A&E Attendances, 0-17 years, rate per 1000 (2010/11)	359.4	380.1	↑	359.4	-	-
H6	Under 18s admitted to hospital with alcohol specific conditions per 100,000	84.6 (09 - 12)	71.9 (10 - 13)	↓	42.7	69.1	-
H7	Crude rate per 1,000 (age 0-4 years) of A&E attendances	503.8	545	↑	510.8		
Measure		Performance			Comparators		
		12/13	13/14	Trend	Eng	North West	Stat Neigh

Police/MASH							
P1	Number of DA/V referrals where a child is present (MASH)	13,960 (11/12)	16,997 (12/13)		-	-	-
P2	Number of vulnerable child referrals to MASH	N/A	6,793	N/A	-	-	-
P3	Number of CSE referrals	1,497	1,086		-	-	-
P4	Children reported missing to Police	N/A	2,369	N/A	-	-	-
P5	% Children reported missing to Police who were CLA	N/A	14.9%	N/A	-	-	-
Young People							
Y1	% of primary school children reporting they have been bullied at school	8.6%	11.5%		-	-	-
Y2	% of secondary school children reporting they have been bullied at school	8.2%	7.6%		-	-	-
Y3	% of primary school children reporting they feel safe in and around school	96.9%	94.6%		-	-	-
Y4	% of secondary school children reporting they feel safe in and around school	92.5%	90.6%		-	-	-
Board Indicators							
B1	Number of cases reviewed by the CDOP	124	105				
B2	Attendance at LSCB meetings	79%	75%				
B3	Referrals to SCR Group considered within statutory timescale	100%	100%				

The key findings from this noted by the Board are:

- Substantial increases in rate of referrals and percentage of re-referrals to CSC
- Considerable rise in the number of CAFs completed
- Greater proportion of referrals leading to no further action
- Much larger number of children with CPPs
- Notable decrease in rate of first time entrants to YJS
- Significant reduction in DA/V contacts and referrals
- Notable increase in percentage of troubled families turned around
- Number and rate of CLA rising
- Timeliness of CLA health assessments getting worse
- Significant reduction in rate of young people admitted to hospital with alcohol specific conditions
- Vast rise in the number of referrals in relation to domestic violence or abuse where a child is present
- Notable drop in the number of Child Sexual Exploitation referrals
- Higher proportion of primary school children reporting being bullied at school

Annual Reports

The Board also receives annual reports regarding the functions of the IROs, in report of Private Fostering, the work of the LADO, the secure estate (regarding children in custody), counter-terrorism / radicalisation and in respect of Local Authority Complaints, Compliments. There has been a significant increase in the number of complaints received directly from children and young people who are in local authority care; in 2013-2014 there were 22 compared to the previous year's figure of 11. There were 5 complaints with regard to the Safeguarding Process compared to only 2 in 2012/13.

Views of Children, Young People and Families

The LSCB identified participation and engagement with young people as a priority for 2013/14 and has now established effective links with the local Children and Young People's Participation Officer who meets regularly with the LSCB Coordinator to identify where the LSCB can be involved in planned activity and vice versa. The LSCB has involved young people in a number of initiatives throughout 2013/14 as follows:

- a) Engagement in national 'take over day' via Lancaster Young Advisors - a young person co-chaired the LSCB meeting which proved a rewarding and useful experience and challenged LSCB members to ensure dialogue is meaningful and accessible to young people
- b) Involvement of the Young Inspectors in multi-agency practice inspections (see above)
- c) Commissioning Lancaster Young Advisors to complete a schools engagement project aimed at improving awareness of eSafety issues through a programme of peer tutoring. This work is currently ongoing and a full report will be available for the next annual report
- d) Establishment of a young people's panel as part of the recruitment process for a new LSCB Chair

In addition to this the LSCB has consulted families through the local women's refuge as part of the Toxic Trio quality assurance activities.

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

Analysis of Child Deaths

The Child Death Overview Panel reviews every child death in the county and analyses any factors that may have led to the death in order to identify themes and trends for preventative measures. A summary of the key findings for 2013/14 are as follows:

- 24% of Lancashire deaths had modifiable factors*
- Nationally 72% of cases are completed within 12 months; 79% of Lancashire deaths have been completed within 12 months of the death occurring
- 62% of Lancashire deaths reviewed are of children under 1 year of age, this is slightly below the national figure of 63%
- 60% of pan-Lancashire deaths were of male children and young people (56% national average)
- The largest categories of pan-Lancashire child deaths are perinatal/ neonatal event (34.2%), chromosomal, congenital and genetic abnormalities (24.5%) and sudden unexpected, unexplained deaths (8.7%)
- The largest category of death with modifiable factors in Lancashire is perinatal / neonatal event (23 %)
- The categories of death with the largest proportion of modifiable factors (pan-Lancashire) were Deliberately inflicted injury, abuse or neglect (89%), Trauma and other external factors (63%), Suicide or deliberate self-inflicted harm (52%), and Sudden unexpected, unexplained death (52%)
- The most common risk factors identified from the pan-Lancashire cases identified to have modifiable factors are:
 1. 35% service provision (including access to health care, prior medical intervention, communication and/or access to other services e.g. housing)
 2. 31% smoking (includes smoking in pregnancy and in the household by parent or carer)
 3. 31% alcohol/ substance misuse by parent, carer and/ or child

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

4. Statutory and Legislative Context for LSCBs

Section 14 of the Children Act 2004 and Working Together to Safeguard Children 2013 sets out the statutory objectives and functions for an LSCB as follows:

1. To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
 2. To ensure the effectiveness of what is done by each such person or body for those purposes.
- Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
 - (iii) recruitment and supervision of persons who work with children;
 - (iv) investigation of allegations concerning persons who work with children;
 - (v) safety and welfare of children who are privately fostered;
 - (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of the guidance.

Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

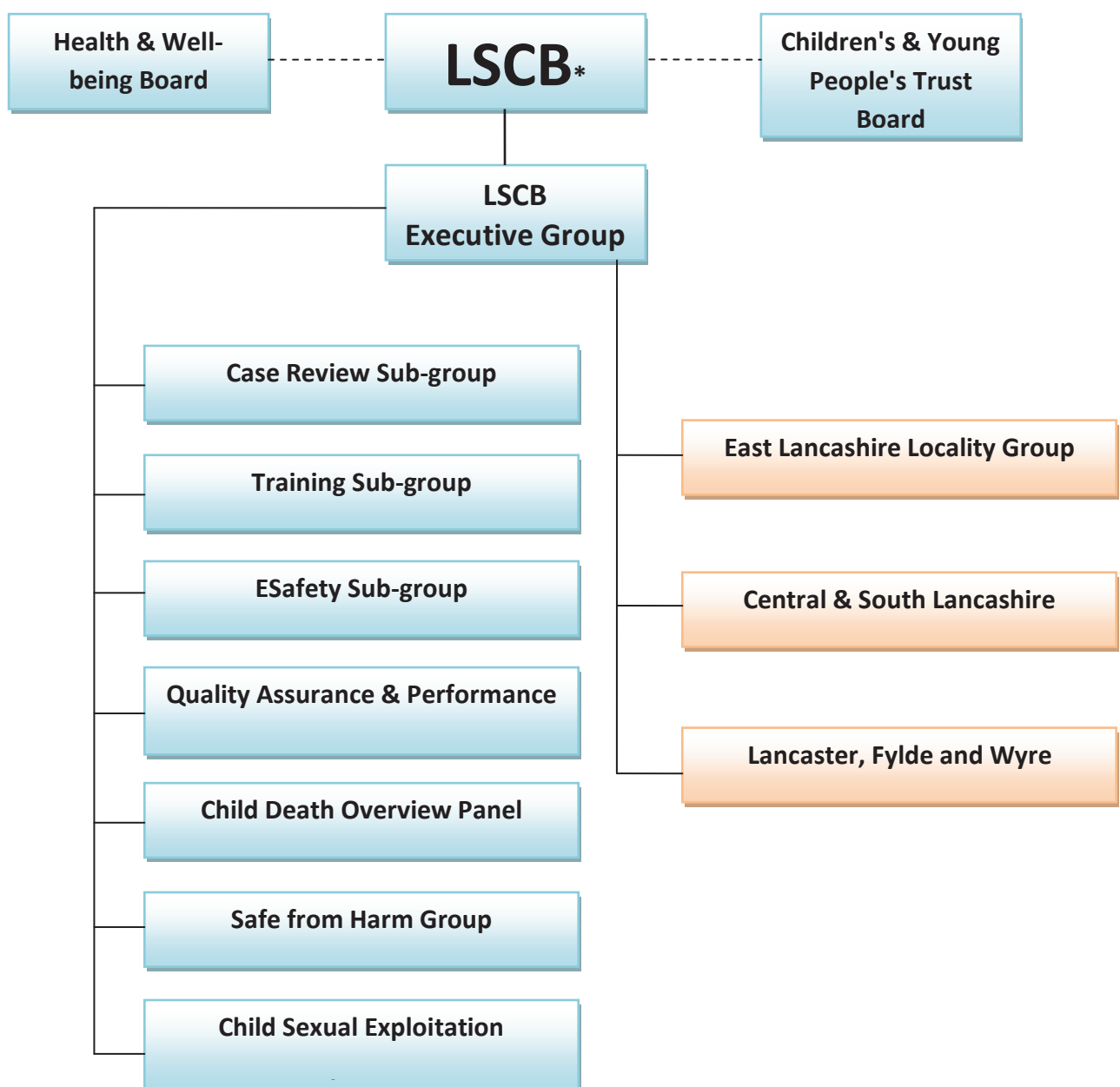
In order to fulfil its statutory function under regulation 5 an LSCB should use data and, as a minimum, should:

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

5. Governance and accountability arrangements

The LSCB is now inspected as part of the local area Safeguarding and Looked After Children inspection carried out by Ofsted and according to the most recent guidance will receive a separate assessment and judgement. Previously it was assessed within the wider framework, as per the 2012 inspection in Lancashire where the LSCB was referred to positively. Lancashire was not inspected during 2013/14 so there is nothing to report in this respect, however, the LSCB has devoted a significant amount of resource to preparing for inspection and ensuring it can provide evidence against the key lines of enquiry outlined in the guidance.

The LSCB is structured as illustrated below. The chair is held to account by the Chief Executive of the Local Authority and its partners through a process of standardised appraisal. A challenge for the coming year will be embedding an effective relationship with the Corporate Parenting Board.



* Full Board membership can be seen at:

<http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=3829&pageid=20792&e=e>

The LSCB Executive Group continues to carry out the executive function and deals with the general business of the Board and has oversight of the Budget, Business Plan, performance information, risk register and any themed reports or annual reports required by the LSCB. The LSCB holds the Executive to account and ratifies / challenges any decisions made by the Executive where necessary.

Strategic Priorities

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

The LSCB Chair is also a member of the Children and Young Peoples Trust and a protocol is in place to define the relationship between the 2 groups and their chairs.

The LSCB's broad strategic priorities are currently as follows:

The Board will *ensure* that:

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

The Board will *take action* to:

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

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

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

Based on these priorities the LSCB develops an annual business plan using the following planning cycle to ensure priorities and activity is up to date and reflects any changes in need or emerging issues:



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

Indicator	EoY 2013/13	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target	Direction of Travel (at Q4)
Number of cases reviewed by CDOP	Not Available	25	30	23	28	26	Improved
SCRs referrals considered within timescale	100%	100%	100%	100%	100%	100%	Same
Attendance at LSCB Meetings	79%	80%	82%	71%	75%	80%	Improved
Percentage of Business Plan Actions completed within timescales	95%	90	90	90	95	90%	Improved

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

6. Key Achievements from LSCB Sub-groups

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

Learning & Development

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

1. 2152 professionals learned by attending LSCB training events, and 11291 completed e-learning (Level 1 6372, Level 2 2844, CSE 2006, CDOP 69), making a total of 13443 professionals who came through the LSCB learning programme
2. In 2013-14, L&D sub planned 90 training events. Of those, 85 ran, and 5 were cancelled. In addition, a number of other events were added throughout the year, meaning that 103 events were delivered, lasting 126.5 days.
3. Held SCR briefings, jointly with Blackburn with Darwen and Blackpool LSCBs, which were evaluated and found to provide excellent learning
4. Provided advice/consultancy to 65 organisations which approached the LSCB Training Unit
5. Successfully engaged the 12 District Councils in the safeguarding agenda, with the result that all now have a safeguarding policy and most have training for their staff
6. Delivery of the three Neglect Conferences which involved Children and Young people
7. Provided three System-based Critical Incident Reviews (now renamed), this has included training up three facilitators
8. Developed new ways of getting messages over, for example by bookmarks and 'best advice' cards
9. Unit costs for training are £52.61per place if e-learning is excluded, £8.42 per place if it is included.

Priorities for 2014/15

- Run a core training programme of approximately 75 events covering at least 20 topics, potentially adding further events required by the LSCB
- Audit the single agency safeguarding training
- Review the training needs of all agencies in respect of safeguarding training
- Maintain the e-learning programme
- Support the training pool
- Implement and embed on line sign up to LSCB training
- Support learning from other LSCB sub groups

Quality Assurance

To provide the LSCB with a qualitative and quantitative evidence base to demonstrate how effective multi-agency safeguarding practices and arrangements are.

The group has continued to progress the activities outlined in the Quality Assurance Framework (QAF) to ensure a strategic and planned approach to activities around agreed themes and issues.

1. Completed 2 multi-agency safeguarding practice inspections in the districts of Hyndburn & Ribble Valley & Pendle which identified strengths and areas for improvement in relation to multi-agency practice
2. Developed a new pan-Lancashire section 11 audit tool
3. Obtained section 11 audits from all statutory agencies in Lancashire

4. Completed peer reviews on 6 agencies with regard to their section 11 audit returns and agreed a number of improvements
5. Completed multi- agency audits of CAFs across the County to determine its effectiveness in respect to the early identification of Domestic Abuse; Substance Misuse and Mental Health in relation to neglect.
6. Maintained an oversight of the Children and Young People's Trusts Lancashire Improving Futures programme in relation to CAF/Continuum of Need, Workforce Development, integrated working, Working Together with Families and MASH developments
7. Maintained oversight of the SLAC inspection action plan and challenged agencies where improvements have not progressed as planned
8. Completed a multi agency supervision audit to determine whether effective arrangements are in place to enable practitioners to receive regular and reflective supervision
9. Reviewed the LSCB multi-agency performance scorecard and agreed a revised / improved version
10. Held multi-agency workshop briefings across Lancashire in respect of the Lancashire Assessment Framework and changes to child protection processes to improve child protection conferences

Priorities for 2014/15

- Completion of further multi-agency safeguarding practice inspections
- Completion of audits and focus groups around this year's QAF themes – Esafety and Thresholds
- Development of effective QA arrangements around Early Help and CAF
- Continued QA of section 11 audits through multi-agency site visits
- Maintain oversight of the SLAC action plan and challenge areas of outstanding activity

Case Review Group

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

1. The completion of all relevant case reviews in a timely and thorough manner
2. Areas of work that need further review and examination by the LSCB have been identified through the process of reviewing cases
3. Improved procedures for transfer of case responsibility between agencies which will ensure children and families receive appropriate and timely services
4. Specific training courses have to help practitioners develop their skills in responding to particular issues for children and families
5. Improved procedures and guidance are helping practitioners in their work with children and families. An example includes promotion of information sharing guidance, to ensure that risks are fully identified and managed
6. Practitioner feedback providing evidence that involvement with reviews has changed their practice for the better. Some examples of this include:
 - i. I am more aware of multi-agency working and making sure that a full chronology is gathered on all aspects of the family
 - ii. It has reinforced a lot for me about not taking things at face value and being persistent
7. The identification of areas for development in agencies and with practitioners and the ongoing delivery of relevant briefings about case reviews (approximately two hundred people attended the general multi-agency SCR briefings alone – hundreds more attended other training events relevant to specific case review themes)

In the period 2013-2014 Lancashire LSCB published two Serious Case Reviews.

The first, child K, concerned a three year old child that died as a result of injuries caused by a blunt force trauma. The child's father was subsequently jailed for manslaughter and the child's mother was jailed for neglect of the child.

The review produced a number of findings and challenges for the LSCB. There has been a great deal of work completed about how we help practitioners to develop their understanding about their own cognitive frameworks and various methods of learning have been and continue to be trialled (such as group supervision, bite-sized briefings, traditional training courses, briefings, and so on).

The issue of information-sharing emerged as a theme and has been built into the various methods of training and developing practitioners. In addition, the way in which professionals and agencies share information has been incorporated into all quality assurance activity the LSCB undertakes. It is routinely examined during audit activity and addressed in Safeguarding Practice Inspections too.

Some specific development work about the understanding of cannabis use and also about the children of prisoners has followed from this review, with briefings and newsletters being delivered to several different forums and people.

The second serious case review published this year was about Baby E, a four month old child who died as a result of a heavy object falling on to him. His parents were both jailed for neglect as a result of the incident.

The actions following this review saw the roll-out of the single assessment framework, with findings from the review being incorporated into the development of the guidance and the assessment tool.

The Multi Agency Safeguarding Hub came into operation following this review and has shown to be making a difference to how cases are initially assessed and responded to on the basis of a fuller, multi-agency picture. In addition, the LSCB developed thresholds guidance for all practitioners that has been promoted and brought into operation.

The training and quality assurance work of the LSCB has taken all the findings from this review into account. Briefings sessions detail how practitioners can 'hypothesise' about what is happening for children, and healthy challenge and scepticism are promoted and encouraged.

The impact of all LSCB and single agency actions following all serious case reviews is monitored through s11 audits which are completed annually and all audit and QA activity. The lessons are built into all LSCB training and development activity.

Priorities for 2014/15

- Consider referrals against criteria for Serious Case Reviews
- Commission Serious Case Reviews as appropriate
- Commission multi-agency learning reviews as appropriate
- Complete Serious Case Reviews and multi-agency learning reviews and feedback learning to SCR Group and local agencies
- Continue to effectively monitor action plans and dissemination of learning from case reviews to ensure they make a difference
- SCR briefings to continue.
- Monitor agencies plans to disseminate information
- Newsletters to be published when new information is available
- Quarterly analysis of themes from SCRs to be shared widely, including with L and D sub and QA sub

- Survey of participants from reviews to be undertaken to evaluate the impact of involvement in reviews on their practice
- Leaflet to be produced to share with practitioners involved with future reviews

Child Death Overview Panel (CDOP)

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

1. Consistently the CDOP data highlights that more of the children and young people of pan-Lancashire die due to perinatal/ neonatal events than any other cause. As a result, Public Health undertook an in-depth analysis of some of these deaths and recommended an action plan be implemented, the recommendations of which are being monitored by the Pennine Lancashire Infant Mortality Group.
2. The Panel decided to continue to support the Safer Sleep Campaign, as many of the deaths in children under 1 year of age with modifiable risk factors were linked to inappropriate sleeping arrangements.
3. It was identified in the 2011/12 annual report that the SUDC protocol should be reviewed. Due to the national review of Working Together (2013) this was delayed by 1 year. The Protocol has now been reviewed to reflect changes in national guidance, changes in practice and learning from previous deaths with the aim of supporting families more effectively.
4. A function of the Panel is to disseminate learning. An e-learning package has now been developed which includes general information on CDOP, local procedures, the rapid response, themes and identified trends.

Priorities for 2014/15

- An analysis of the impact of service provision in areas of higher deprivation on child deaths
- In depth analysis of Category 3 deaths (trauma and other external factors)
- In depth analysis of Category 7 deaths (Chromosomal, congenital and genetic abnormalities)

Missing From Home (MFH)

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

1. Multi-agency review of the Pan-Lancashire Joint Protocol involving all relevant pan-Lancashire partners has provided a finalised document that is currently being submitted to each of the LSCB's.
2. Lancashire County Council Audit on a large number children MFH cases has enabled analysis of what is required in terms of data capture. This work is due to be formally released in the near future.
3. Joint Lancashire Constabulary/ LCC funding for The Children's Society 6 month pilot for Return Home Interviews, supported by the Missing From Home Co-ordinator for that area. Findings from this pilot will be published in the near future.
4. Single Point of Contact now in place for direct contact with OFSTED. Co-ordinated recording of requests for information are allocated to relevant co-ordinators and timely submissions of required data are returned to OFSTED to assist formal inspections.
5. Monthly downloads of information now routinely received from OFSTED in relation to the names and addresses of Care Homes in the county.

Priorities for 2014/15

- Implementation of the new guidance and responsibilities for agencies contained therein
- Embedding of the revised protocol pan-Lancashire

Child Sexual Exploitation

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

1. Increased work with all diverse communities regarding awareness of CSE and confidence in the service provided. The Children's Society continue to provide a service known as 'Respect U & Me' to assist young people in developing 'respectful and healthy relationships' targeting groups where concerns may have arisen
2. Further development of approach to targeted organised criminal groups/gangs committing CSE based on recommendations in the Office of the Children's Commissioner report "If Only Someone Had Listened" as detailed in the revised CSE plan
3. Delivery of a range of awareness raising initiatives including:
 - a. A week long countywide CSE awareness campaign (in partnership with the Police and Crime Commissioner)
 - b. A large CSE conference hosted by Lancashire Constabulary attended by over 200 professionals
 - c. Engagement with a diverse range of communities to raise awareness about CSE and a focus on making sure the information is reached by young people
4. Production of a combined multi-agency action plan based on recommendations from a number of national reviews and strategies
5. Developed processes to obtain feedback from young people who have been exploited regarding the service they received in order to continually develop and improve services
6. Further development of local co-located teams to include statutory and third sector providers such as Brook, The Children's Society, PACE, and Barnardos
7. Intensive outreach workers, in the Children's Society's Street Safe Lancashire (SSL), provide valuable support to children and young people, at risk of or involved in sexual exploitation, from report through to the court process
8. Between April 2013 and March 2014, SSL supported 245 children and young people with interventions which raised awareness of grooming, CSE, healthy relationships and protective behaviours. These continued whilst they were needed by the victim and for varying periods from between 2-3 months and a few years, where young people struggled to cope and build resilience. They have also delivered a large number of group sessions in children's homes, schools, colleges and youth groups
9. SSL have employed a worker specifically for boys and young men who has engaged with 393 boys and young men over the 12 month period
10. There are now specialist teams within Early Break (voluntary provider service supporting young people) who are carrying out early intervention outreach work following a successful lottery fund bid being granted to East Lancashire CSE team
11. Parents Against Child Sexual Exploitation (PACE) parent support workers provide independent, non-judgmental and confidential support to parents
12. Review and Development of multi-agency training for all frontline professionals re awareness of CSE - The Children's Society and police continue to deliver a CSE training package on behalf of the LSCB to practitioners

Priorities for 2014/15

- Review and refresh of multi-agency action plan
- Repeat CSE awareness week including a multi-agency conference and range of partnership activities
- Build on and improve existing arrangements for prevention and responding to CSE

ESafeguarding

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

The Group has achieved a number of key achievements during the year including:

1. Delivery of 2 large scale multi-agency awareness events in April 2013 and January 2014 each event was attended by over 200 practitioners and received very positive feedback
2. Identified as National supporter of Safer Internet Day 2014
3. Development and agreement of Pan-Lancashire eSafeguarding Strategy
4. Development of quantitative dataset for Lancashire (issues faced + support required)
5. Increased involvement across related agendas and priorities (e.g. Anti-Bullying, CSE)
6. Participation in media opportunities to raise awareness of Online Safety issues (e.g. BBC Radio Lancashire - Cyber bullying)
7. Continued representation on National eSafeguarding Group to highlight Lancashire issues (e.g. Ask FM) and feedback emerging threats / changes in trends (e.g. Sexting)

Priorities for 2014/15

- Repeat of the Esafety Live Conferences
- Roll out and embedding of refreshed strategy and action plan
- Support and oversight of the Young Advisors project in schools
- Continued sharing of information / alerts to agencies with regard to emerging risks and developments

Local Safeguarding Children Groups (LSCGs)

The LSCB has 3 LSCGs which cover the following districts of Lancashire

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

These locality groups provide a greater locality focus to the work of the LSCB and ensure LSCB priorities are informed by local information as well as Countywide. Key achievements of the groups for 2013/14 include:

1. Establishment of local representation and oversight in relation to the refreshed CAF process and Early Support initiatives
2. Attendance at the sub-groups by all local District Children's Trust (DCT) chairs to improve connectivity and provide scrutiny and challenge of delivery plans
3. Regular scrutiny of local Child Protection and safeguarding data to identify local concerns which have informed service developments and improvements
4. Completion of Toxic Trio themed audits of CAFs
5. Consideration of learning from LSCB Case reviews
6. Discussion and resolution of local multi-agency issues
7. Effective forum for sharing information between agencies in relation to agency developments and changes in service

At the time of writing a review of local partnerships, including the LSCGs and District Children's Trusts, is being carried out with a plan to discontinue the LSCGs as of September 2014. 'Children's Partnership Boards' (on a similar locality footprint) are planned to replace these groups and the LSCB will engage with and challenge these groups to ensure safeguarding is effectively embedded in the commissioning and delivery of services at a local level.

7. Equality and Diversity

Children and young people in Lancashire are less ethnically diverse compared to the rest of the country with 12.7% being from black and minority ethnic groups (compared to 21% nationally). However there is wide district variation, with Burnley, Hyndburn, Pendle and Preston populations displaying the greatest ethnic diversity.

Recent migration patterns have created some challenges to local services especially in terms of language issues. The LSCB has looked into this more recently and this will be reported more fully in the next annual report.

The LSCB and its members recognise that Lancashire is a large and diverse county with huge local variation in need and the composition of local populations. The LSCB has a lay-member who has a BME background and all members are required to comply with equality requirements as laid out in statutory guidance and legislation. (Note: a second Lay Member has more recently been recruited).

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

8. Priority groups of children

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

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

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

The LSCB also receives an annual report from the Local Authority on privately fostered children. The following key points were noted:

- 100% of cases were managed in line with the regulations
- The number of arrangements rose from 35 to 64 from previous year
- New webpage's and eLearning in place to assist professionals
- New ICT system has hampered accuracy of data reporting for the period

With regard to children with disabilities (CWD), a multi-agency audit of cases and agency arrangements in relation to compliance with national guidance is progressing and scheduled for completion in September 2014. Key findings will be available in the next annual report.

In addition to these priority groups the LSCB receives an annual report from the Local Authority Designated Officer (LADO) with regard to the management of allegations against people working with children and young people. The report was presented to the LSCB in November 2013 and the following key points noted:

- Increase in number of notifications taken forward as allegations (from to 636 to 715)
- Increase in allegations of physical abuse, especially in relation to restraint / physical intervention
- Social Care remains the biggest source of allegations
- Completion of investigations within 1 month remains at 71%
- Increased awareness raising has resulted in increased demand for LADO services
- LADO now located in the MASH 2 days per week

Overall it was felt the service is effective and robust though the increased demand and pressure on the LADO was noted.

8. Engagement with and participation of children and young people

The LSCB identified participation and engagement with young people as a priority for 2013/14 and has now established effective links with the local Children and Young People's Participation Officer who meets regularly with the LSCB Coordinator to identify where the LSCB can be involved in planned activity and vice versa. The LSCB has involved young people in a number of initiatives throughout 2013/14 as follows:

Engagement in national 'take over day' via Lancaster Young Advisors - a young person co-chaired the LSCB meeting which proved a rewarding and useful experience and challenged LSCB members to ensure dialogue is meaningful and accessible to young people.

Commissioning of the Young Advisors to complete a commission in relation to eSafety and safer use of the internet and social networking. (Ongoing in 2014/15)

Participation of the Young Inspectors in Multi-agency Practice Inspections including interviews with key managers and agency representatives.

A panel of Young People interviewing candidates for the role of LSCB Chair and contribution to the decision to appoint.

9. LSCB Budget

The LSCB Budget position at April 2014 is summarised below

INCOME	
Contributions to Board	
Central Lancs	37,835
East Lancs	37,835
North Lancs	37,835
Police	43,938
Probation Service	13,488
CAFCAS	550
LCC - CYP Directorate Funding	112,000
CDOP Contributions	98,000
Other	9690
Total	390,490

EXPENDITURE	
LSCB General	140,598
CDOP	98,000
SCRs	61,202
Training	115,894
Total	415,695

RESERVES	
Combined Reserve	268,418

10. Contact details

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☎ Phone: +44 (0)1772 530283

🌐 Website: <http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=3829&pageid=20739&e=e>

11. Appendices

LSCB Attendance

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

Red= 50% and below, Amber = 51-75, Green = Above 76%

Agency	% Atn by mem	Dep Att Y/N	No Att	Number to whichInv ited
Cafcass	100		6	6
CDOP Chair	50		3	5
Council for Voluntary Services	33		2	6
Council for Voluntary Services	67		4	6
East Lancashire CCG	100		6	6
East Lancashire LSCG Chair	60		3	5
Independent Chair	100		6	6
Fylde & Wyre CCG	60		3	5
Lancashire Care NHS Foundation Trust	100		6	6
Lancashire County Council (Adult Safeguarding Board)	100		6	6
Lancashire County Council (Director of Children's Services)	100		6	6
Lancashire County Council (lead member - participant observer)	17		1	6
Lancashire Teaching Hospitals NHS Trust	67		4	6
Lancaster Fylde and Wyre LSCG Chair	83		5	6
Lay Member 1	75		3	4
Lay Member 2	67		4	6
Designated Doctor	83		5	6
NHS England	100		3	3
Police	100		6	6
Preston City Council	67		4	6
Preston, C&SR and West Lancs CCGs (Vice Chair & LSCG Chair)	67		4	6
Probation	83		5	6
Quality Assurance Sub-group Chair	67		4	6
Schools	50		1	2
Serious Case Review Sub-group Chair	100		6	6
University Hospitals Morecambe Bay NHS Trust	33		1	3
OVERALL	76			

Note – some members were only invited to the Board part way through the year due to ongoing decisions and reviews of membership

Author: Richard Matthews, LSCB Business Coordinator

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North West ADCS
Leading Children's Services

Peer Challenge Forum
Supporting Materials
Context and Forming a Self-View
Autumn 2014

Context: Self-Evaluation and Judgement

Introduction

This document provides a draft strategy that may help senior managers as they assess the quality of the services that are provided by their LA, Children's Trust and LSCB. It is intended to help councils form an overall **Self View**, drawing on evidence from their self-evaluation of data and the quality of practice. It is the key source document for the **BPN Challenge** forum that will inform the process of **Peer Challenge**. The document is drawn from work undertaken by the National College, and DCS Regional Groups and describes a self-review approach that examines the contextual indicators that identify key risks. On completion, the self-view should be a helpful document towards any inspection process.

Coming to a View on LA Context and Performance

Study of work carried out regionally and nationally indicates that the following appear to be key factors when evaluating organisational effectiveness in services for children:

- The demographic, organisational political drivers within the LA and Partnership
- Quality of Leadership
- Partnership Working
- Capacity to Improve

Each of these areas is interdependent but when trying to analyse the quality of the Service it may be useful to consider the following issues:

The demographic, organisational political drivers within the LA and Partnership

- Political changes locally and nationally
- Political commitment to services that safeguard and protect children.
- Changes in demand arising from demographic and economic changes locally and nationally
- Data trends from external LA or partner services that may expose services to risk. These will include reduction in service broth about by the reduction in budget as a result of the recession.
- National and Local reorganisation of public sector services such as the NHS or Police.
- Systems and organisational changes within the corporate LA. These will include reduction in service broth about by the reduction in budget as a result of the recession.
- The Effectiveness of the CYP Scrutiny arrangements within the LA and the effectiveness of the LSCB.
- Local and national media management.
- Relationships with trades unions and professional associations.

Quality of Leadership

- The stability and organisation of the management team.
- The impact of restructuring the Service, LA or Partnership.
- The effectiveness of the DCS, Lead Member, Chief Executive and Leader.
- Effective quality assurance, scrutiny and challenge from Members and partners.
- The effectiveness of actions taken if underperformance or failure occurs.
- The effectiveness of the quality assurance and performance management system.
- The effectiveness of the planning strategies.
- The role of the CYP Trust, Health and Wellbeing Board and the LSCB
- The respect and influence commanded by senior managers and politicians.
- The effectiveness of early intervention systems.
- The views of service users, staff and partners on the leadership, vision and strategic direction of the Service
- The effectiveness of supervision and appraisal systems and the way in which supervision and appraisal systems inform performance management.

Partnership Working

- Partners' commitment to the goals of the Service.
- Levels of trust between partners.
- The appropriateness of partner's responses to feedback from children, families and communities.
- The effective use of shared intelligence and resources at strategic and operational levels?
- Serious Case Reviews and notifications.
- Learning from complaints, serious case reviews, national and local research and evaluation

Capacity to Improve

- The effectiveness of workforce planning and professional training
- The effectiveness of recruitment strategies
- Staff retention
- 'Organisational 'memory'.
- The deployment and quality of agency staff.
- The value placed upon feedback from staff.

What are the Signatures of Risk in Performance?

The National College undertook an investigation into the patterns leading up to intervention and to compare leadership responses to intervention. DCS regional groups have subsequently used the findings of the National College team to develop self-review tools that encourage development, challenge and support. The work of the North West, Eastern Region and East Midlands DCS Groups in trying to identify contextual factors that can lead to under performance is perhaps the most thorough example of this type of work.

There is no single common pattern of weakness that leads to inadequate performance but it is clear that there are common indicators that may provide useful early warning signs for senior managers and peer reviewers as they try to quality assure the work of individual Children's Services.

The following areas of concern are commonly identified as features of local authorities that are underperforming:

- Turnover and change in senior leadership
- Service reorganisations combined with challenging budget reductions
- Lack of political focus on safeguarding and care
- Assuming performance standards are secure in an environment of service maintenance rather than development
- Limited self-awareness and no external challenge
- Inconsistent observation of practice
- Professional weakness in supervision and audit
- Lack of a learning organisational culture
- Weak commitment from partners and low levels of trust
- Lack of focus on the child's journey or voice of the child
- Poor workforce development and/or capacity
- Failing to listen to or accept front line feedback and low staff morale
- Not developing a culture of anticipation and early warning of issues
- Weak information management systems and overreliance on previous inspection judgements

A standard format to gather contextual information so that we can review the performance of our service provision.

The analysis grid laid out below is designed to enable DCSs to summarise the contextual information they may wish to share in self-review discussions. **It is the same grid that was used in the first round but requests that education provision is considered as well as safeguarding.** The first page is intended to offer an opportunity to the DCS to summarise their view of the issues for the LA. The following pages are intended to offer opportunities to analyse the contribution and views of a range of stakeholders. The information and judgements set out on the grid should enable reviewers to establish strengths and weaknesses and levels of risk. . Much of this will be an update of the previous self- view document. However, **councils are requested to allocate time to updating this self- view and to engage the appropriate people in the process.**

The grid is the **KEY AND ONLY DOCUMENT** that councils will need to present at the BPN Challenge Forum. The DCS and his or her team will need to be prepared to evidence their judgements and to defend their self-view. Critically, they will need to be able to present a clear, evidenced opinion on,

- The overall position of the council and partnership
- The degree of risk that they face
- The priorities for Peer Challenge
- The areas where sector support is sought

In completing this grid, it is envisaged that council teams will draw on evidence from a wide ranging self-evaluation process which will include qualitative and quantitative data/audits/ voice of the child and community.

The detailed background information is not required for the BPN Challenge Forum though council teams will want to draw on evidence from them in support of their self-view.

Finally, it is emphasised that this is a self-view of the council and its partners presented by the DCS. In the best practice, corporate and political leaders as well as partners will have contributed to this self-view and will share it. It is a matter for each council to decide how this is to be achieved. Factoring self -view into the calendar of leadership and corporate team meetings has worked well in the first round.

DCS/Departmental Management Team Overview: Council: Lancashire County Council

Summary of strengths

Performance; Partnerships; Participation; Political Leadership and Prevention

The Directorate for Children and Young People has a good track record of improvement which is supported by an inspection judgement of outstanding in respect of Fostering and judgements of good in respect of Safeguarding/Looked After Children and Adoption. 100% of Nursery Schools, 93% of Special Schools, 91% of Children's Centres, 84% Primary Schools, 80% of Short Stay Schools, 78% of Children's Homes and 76% of Secondary Schools have also been judged to be good or outstanding. There are no, Short Stay Schools, Children's Centres, Nursery Schools or Children's Homes judged as inadequate and only 13 establishments out of 702 (5 Primary Schools; 7 Secondary Schools & 1 Special school) presently judged as inadequate as at March 2014.

The Chief Executive, Leader of the Council, Lead Member, Interim DCS and Directorate Extended Leadership Team model visible and resourceful political and managerial leadership which has produced ambitious plans for working differently with families and young people. This is further supported by an openness to innovation and use of research and evidence from the JSNA which has resulted in investment from the County Council and partners at a time of budget constraints e.g. Prevention and Early Support commissions.

In addition to this the County Council has invested in other initiatives to improve outcomes for children and young people across Lancashire e.g. Best Start Lancashire, the appointment of additional social workers, Social Workers in Schools and the development of domestic abuse services for children and young people. The Best Start initiative has helped improved performance in the Early Years Foundation Stage, with children achieving good levels of development, better than North West and national rates, across all the key areas of the Profile. Best start is an initiative instigated by the County Council in partnership with schools run through children's centres to provide additional early support at targeted children and their families with the specific purpose of preparing disadvantaged children for school and learning by actively involving parents in their children's learning journey.

The Working Together with Families approach, as part of Lancashire's commitment to Troubled Families, aims to develop a 'Team around the family' approach, where key services and agencies work together to tackle issues in relation to identified families with complex needs. This is now part of Lancashire County Councils (LCC) wider Prevention and Early Help Offer. The number of families identified that meet two or more of the national criteria is 2749. The number of families identified for payment by results is 2630 and Lancashire aims to have started to work with all of these families by the end of September 2014. As at August 2014 Lancashire is working with 2162 families and has turned around 1187 families. Positive outcomes include:

- By January 2014 65% of families worked with, had an improved situation (turned round)
- In July 2013 Lancashire topped the table of all authorities for outcomes achieved

Examples of benefits for and impact on families include: increased involvement in education, employment, training or work of family members; increased confidence by local communities that agencies are working together with families; family financial and practical life skills improved.

Lancashire has managed its budget reductions well and is engaging staff in the transformation of its services given the further budget reductions required. Priority has been given to protecting frontline delivery within Children's Social work services, which includes Children with Disabilities and YOT..

There is a culture of partnership working both at a strategic and operational level, including innovative work with the Third Sector in providing services, especially within the prevention and early help arena and with the Schools Forum who provide financial support to a number of initiatives including domestic abuse services. There is evidence of good multi-agency working via the development of multi-agency teams for CSE and particularly good partnership working between Children's Social Care (CSC) and the Police. A review of partnerships has taken place and newly formed Children's Partnership Boards in five areas across Lancashire come into effect from September 2014 merging the previous District Children and Young People's Trusts with the Locality Safeguarding Children Groups to reduce duplication and provide one single forum for strategic oversight and promotion of multi-agency working. The new arrangements are compatible with the same geographical footprint as local Health and Wellbeing Groups to improve the connectivity and ownership for children's health.

There has been good partnership work with health to implement the significant changes from the new SEN Code of Practice and associated Regulations for the 1 September 2014 and also with parents/carers who have also helped to co develop services.

One of our major strengths is our committed and passionate workforce who are supported by a comprehensive workforce strategy with targeted action to address the needs of newly qualified staff. The strategy addresses areas of recruitment and retention as well as workforce and succession planning. Staff turnover rates in Children's Social Care have increased more recently with current levels at 15%. In addition to their commitment and passion the staff are also knowledgeable about their families and look at creative practice to improve outcomes. There has been observation of good practice seen during internal multi-agency safeguarding practice inspections, a thematic inspection of early help, as well as an internal inspection of our Adoption Service.

We have maintained good performance despite demand pressures and performance management is well embedded across the teams including at operational level. In respect to performance indicators the

	<p>following areas are identified strengths in comparison with the national and statistical neighbour profiles:</p> <ul style="list-style-type: none"> • Performance in making children ready to start school <ul style="list-style-type: none"> ○ 59% of Lancashire children achieved a good level of development at Foundation Stage, compared with North West (50), statistical neighbour (51.3) and national (52) rates. • Performance in reducing NEET levels has been sustained <ul style="list-style-type: none"> ○ The 2013/14 NEET figure for Lancashire was 5.3% which was better than the regional and statistical neighbour averages (5.4). • Levels of educational attainment are continuing to improve and are better than the national average <ul style="list-style-type: none"> ○ 61.2% of pupils achieved 5 GCSEs grades A-C including English and Maths in 2013 which was better than North West (59.9%), statistical neighbour (60.9%) and national (59.2%) rates. 80% of pupils achieved level 4 at Key Stage 2 in Reading, Writing and Maths which was better than North West and national rate of 79%. • Good rates of school attendance. <ul style="list-style-type: none"> ○ Total school absence in 2013 in Lancashire (4.8%) was better than North West, statistical neighbour and national rate (5.2%) ○ Persistent absenteeism (3.9%) was also much better than North West (4.7%), statistical neighbour (4.5%) and national (4.6%) rates. • The rate of CP plans lasting more than 2 years is low <ul style="list-style-type: none"> ○ 2.4% of CP Plans lasted two years or more in Lancashire in 2013 and this was better than North West (3.3%) and national (3.2%) rates. ○ There were 36.3 per 10,000 children with CP Plans in Lancashire in 2013 and this was lower than North West (41.4), statistical neighbour (41.8) and national (37.9) rates. • Placement stability for looked after children is very good <ul style="list-style-type: none"> ○ Long-term placement stability has continued to improve reaching 72% in 2013. This was better than statistical neighbour (65.7%) and national rates (67%). <p>Lancashire has positive engagement with children and young people, parents and carers via the Children and Young People's Trust and other services which helps inform and shape service design and delivery e.g. Children with Disabilities (CwD) respite services, priorities within the CYPP and Young Inspectors programme.</p>
Areas of Concern	<ol style="list-style-type: none"> 1. The evidence of the impact of our early help initiatives in respect to improving outcomes, including the embedding of: <ul style="list-style-type: none"> • The use of CAF across all agencies which is now a more holistic assessment of the child and their family an developed with input from families and young people. • Increased use of the Team around the Family approach to ensure a co-ordinated response • Engagement of agencies in the Lead Professional role • A clear step up and step down process in place which targets services appropriately • Staff being able to articulate and understand fully the early support offer and its relationship to the journey of the child and outcomes <p>A recent thematic inspection of early help identified some good practice taking place, especially within Children's Centres and investment in early help via commissioned services which was targeted at need. However, there still needs to be wider understanding of the services available and the use of CAF in assessing families and targeting the right support at the right time to avoid escalation into statutory services.</p> 2. Outcomes for children and young people in care, in particular achieving permanence more quickly, increasing the proportions of care leavers in Employment Education and Training (EET) and in suitable accommodation and educational achievement of CLA at GCSE. Although Lancashire has improved its performance in respect to adoption it is still showing poor performance on its adoption scorecard as this is calculated on a three year average. A recent internal inspection of our adoption service observed some good practice and efforts to address delay, and in year monitoring indicates further improvements in performance against the scorecard thresholds, although these improvements will only be realised in future releases due to the three-year average nature of the performance data. However, the number of children placed for adoption during 2013/14 was higher than any previous year with a proportion of these being sibling groups and BME children. We have also seen a commensurate growth in the number of children achieving permanence via Special Guardianship Orders (SGOs) and Residence Orders (ROs) over the same period. Adoption performance is a corporate priority and has also been subject scrutiny by the Cabinet Committee on Performance Improvement (CCPI). 3. The impact of the increase in the rate of referrals/re-referrals to Children's Social Care and rising rate safeguarding activity over the last 12 months e.g. <ul style="list-style-type: none"> • Increase in Sec 47 enquires • Increase in Child Protection Plans (CPP's) • Increase in Children Looked After (CLA) <p>Lancashire has undertaken significant work to further strengthen its triage service as part of its commitment to the development of a Multi-Agency Safeguarding Hub (MASH) and as a consequence revised the definition of referral, which is now more closely aligned with the position of other LAs in the NW region.</p> <p>The rapid rise in CLA numbers over recent years appears to have slowed over the last 10 months, and CLA and CP numbers have plateaued and began to decrease. However, the rate per 10,000 remain above the national average and it is too early to assume with any degree of certainty that this is a permanent abatement, although a falling birth rate and population reductions would predict a smaller CLA/CP intake over the next five years.</p>

The risk however is that previous pattern of rapid rises could return, particularly as economic factors point to a continuing pressure on standard of living over the next three years (rising interest rates leading to price rises, and low wage increases leading to increased financial pressures for families in need).

There are also related risks linked to a significant increase in Child in Need casework (s17) over the past 12 months which directly links to fewer CLA. The transition proposal is that those risks should be managed by a defined prevention & early help offer that manages risk at level 3 of the continuum of need.

In addition Lancashire has double the national average of children placed at home with parents who are subject to Care Orders which is again impacting on the overall CLA figures. As outlined above the increase in demand on services has also been a subject of scrutiny by the CCPI.

4. The impact of the health reorganisation and its impact in respect to health indicators and outcomes. Although this has to be counterbalanced by the fact that the authority is proactively planning for the transfer of health visiting and family nurse partnerships as part of its integrated Well being, Prevention and early help offer.
5. Areas of performance where we require improvement include:
 - Infant health. For example, the infant mortality rate in 2012 in Lancashire (5.4 per 1,000 live births) was higher than national (4.1), North West (4.5) and statistical neighbour rates (4.3). Breastfeeding rates were also worse than comparator rates.
 - Hospital admissions: the rate of admissions per 10,000 of 0 to 14 year olds for deliberate and unintentional injuries in Lancashire (142.3) was well above statistical neighbour (122) and national (118) rates in 2012.
 - The proportion of CLA with an up-to-date Health Assessment reduced in June 2014 to 52.5% - well below the 2012/13 average for Lancashire (85.1%), but is improving but is a cause for concern as also the figures for this indicator have been reducing every month since December 2013. Health colleagues have expressed concern that they do not have access to Lancashire's Children's System (LCS). This issue has been addressed via the Lancashire Safeguarding Children's Board and Corporate Parenting Board and is the subject of more intensive scrutiny corporately via our CCPI.
 - Adoptions: whilst the adoption rate of children looked after in Lancashire in 2013 (15%) was above statistical neighbour (13.1%) and national (13.0%) rates, the time taken to process adoptions tend to be longer than the national average. For example, our adoption scorecard showed that over the three year period from 2009 to 2012, the average time taken from a child entering care to them moving in with their adoptive family was 698 days in Lancashire compared with a national average of 636 days (the length of care proceedings over the same period was 9 weeks longer than the national average). We have on occasions sacrificed timescales to enable siblings to remain together. This has on occasions led to longer timescales, but resulted in a better outcome e.g. 11 of the 85 children placed for adoption in 2013 were sibling groups.
 - Care-leavers. The proportion of care-leavers in suitable accommodation in Lancashire in 2013 (80%) was some way below North West (89%), statistical neighbour (86.2%) and national (88%) rates. The proportion in EET in Lancashire (55%), whilst increasing from the previous year, was also below North West (60%), statistical neighbour (59%) and national (58.%) rates.
6. Caseloads remain above the recommended level with the average social work caseload being in region of 23, although efforts are being made to address this and these are beginning to reduce due to additional resources being provided and as outlined above demand beginning to decrease. Lancashire has no agency workers in CSC posts, but there is as in most other areas a high number of newly qualified social workers which is being managed with good support via the Principle Social Worker to improve retention.
7. Lancashire has recently transferred to a new CSC records management system (Liquid Logic Children's System) which is taking time to embed and based on the experience of other authorities continue to have an impact in respect to data quality, recording and performance. A risk log has been developed, but it is envisaged based on the experience of other regional authorities who use the same system, that it will take 6-12mths before the system is fully embedded and confidence in the system is in place.
8. IRO caseloads continue to be above the recommended statutory guidance. However, priority has been given to increasing the number of IROs, but alongside the increase in safeguarding and CLA activity this has had an impact on some levels of performance e.g. reviews on time, children seen between reviews. However, the IRO service continues to offer a high quality of service as evidenced by audit activity, including evidence of challenge to the authority via 'Starred Recommendations'.
9. Impact of budget reductions on services As with all other local authorities the Council has faced significant reductions in resources over a prolonged period which have resulted in the need to make savings of over £0.5bn over the 7 years 2011/12 to 2017/18 which results from significant reductions in the level of central government support at a time when the Council is facing increasing demand for services as well as inflationary pressures on costs. This is clearly a significant challenge, and throughout this period the Council's objective has been to protect services to the most vulnerable members of our communities as far as possible. The focus has been to robustly challenge our costs and spending – to ensure that all avenues continue to be explored before impacting on services. Although we have delivered significant savings which do not impact upon services, the Council recognises looking forward, to deliver for our communities with significantly less resources, we will have to be different. We cannot sustain the same organisation and the same service offer but instead, must focus on transforming our organisation and developing a new service offer to our communities that makes clear what we can deliver within the resources we have available. There is however a commitment to protect Social Work frontline services; however, the reductions will have some impact on management capacity and

	<p>other services, with these having increased responsibilities and portfolios. In addition new ways of working are being looked at and this can cause anxiety amongst staff. As a result of reduced managers there will be a loss of organisational memory and expertise and experienced staff will be lost through the process of VR.</p> <p>10. CAMHS services are still a priority with concern still regarding sufficiency and ensuring a robust response to need at each tier of comprehensive CAMHS. The draft Commissioning Strategy has identified a number of proposals for joined up action to address the following areas of concern:</p> <ul style="list-style-type: none"> • Lack of a specific local multi agency board to inspire, lead, inform local efforts and hold each other to account to improve CYP mental health and psychological wellbeing. • Work is needed to counter the stigma associated with mental illness and its consequences. • Strategies are needed for developing better use social networking and other web based sites to promote messages to CYP • Lack of guidance for settings in commissioning emotional health and wellbeing services • A necessity to intervene earlier to prevent escalation into higher cost provision which is already struggling to meet to need. • The current commissioning arrangements for CAMHS provision into Lancashire Youth Offending Teams are complex, with provision being funded either directly by CCG's through their substantive CAMHS commissioning arrangements or directly by LYOT. These are currently being reviewed as part of the YOT health transformation project • Inequity of funding across the six CCGs both for Clinical Psychology (£3.37- £14.49 per head) and CAMHS (£17.86- £42.76 per head) • Waiting times between referral and assessment for clinical psychology services (longest is 49 weeks; the shortest is 12 weeks) • Staffing levels within CAMHS East Lancashire Child Adolescent Service (ELCAS) – 43% of expected capacity; Central Lancashire - 56% and North Lancashire - 32%). • Difficulty in collating comparable performance information as the development of routine systems for collation was delayed in anticipation of the National CAMHS dataset • Lack of inpatient beds locally leading to an increase in use of out of area Tier 4 beds and beds on adult wards. 																																																																																										
<p>Key enablers to improvement</p>	<ul style="list-style-type: none"> • There is a very strong commitment to partnership working with partners at this time still choosing to retain the Children and Young People's Trust Partnership, working together to deliver a Children and Young People's Plan. This commitment to partnership working is also reflected in partner's engagement in multi-agency inspections to monitor and review the quality of frontline practice. • The County Council's assumption of responsibility for Public Health provides an opportunity for even closer working with health colleagues to deliver improved health outcomes for children and young people. It also enables the Public Health agenda to be closely aligned with the Prevention and Early Help offer, specifically planning now for the transfer of health visiting services and Family Nurse Partnerships. • We are working closely with Third Sector partners, especially in respect to the commissioning of key services for early help, working with children and young people on the edge of care and missing children with independence assured in respect of return home interviews for children missing from their home as part of the wider commitment to understand and explore the reasons for children running away. . The commissions are more outcome focussed and some are provided on a payment by results basis. There has also been an increase in Honour Based Violence (HBV) referrals in the East of the County and the link between CSE and HBV and forced marriage (a form of HBV) has been recognised . As a result Lancashire commissioned training specific to HBV in 2013 and this year also • There is a positive relationship with the Schools Forum which has provided funding in a number of areas e.g. early help commissions in respect to parenting, emotional health & wellbeing, family support and domestic abuse services • As outlined above the Council's objective has been to protect services to the most vulnerable members of our communities as far as possible. 																																																																																										
<p>Key blockers to improvement</p>	<p>Liquid Logic Children's system and impact on data quality, data accuracy, recording, performance data and staff morale.</p> <p>Impact of budget reductions on services</p> <p>Loss of experience, knowledge, retention and staff anxiety through LA transformation/restructure</p> <p>Increase in demand for services at a time of budget reductions</p> <p>Impact of other agencies restructures on service delivery</p> <p>There are a number of actions/groups in place to address the above including:</p> <ul style="list-style-type: none"> • Extensive consultation on the LA Transformation/restructure • A group monitoring the impact of the LL LCS with a comprehensive risk log being progressed • The Principle Social Worker is supporting workforce development and retention, especially for NQSWs 																																																																																										
<p>Key Indicators in the top 10% nationally, please include Education data</p>	<table border="1"> <thead> <tr> <th>Measure</th> <th>Rank</th> <th>Lancs</th> <th>Eng</th> <th>NW</th> <th>Measure</th> <th>Rank</th> <th>Lancs</th> <th>Eng</th> <th>NW</th> </tr> </thead> <tbody> <tr> <td>Average Points Score at AS/A Level</td> <td>6</td> <td>808.3</td> <td>724.3</td> <td>734.2</td> <td>SEN Statements issued in 26 weeks</td> <td>1</td> <td>100%</td> <td>84%</td> <td>87%</td> </tr> <tr> <td>% 3+ A Grades at A Level</td> <td>10</td> <td>15%</td> <td>12.5%</td> <td>10%</td> <td>% Take-up of childcare by low income families</td> <td>13</td> <td>22%</td> <td>17%</td> <td>20%</td> </tr> <tr> <td>% AAB Grades at A Level</td> <td>10</td> <td>24.3%</td> <td>20.3%</td> <td>17.2%</td> <td>% pupils with SEN Statements Level 4+ KS2:</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>% Achieving Level 2 qualification at 19 when not at 16</td> <td>8</td> <td>21.9%</td> <td>16.3%</td> <td>17.9%</td> <td>Reading, Writing and Maths</td> <td>12</td> <td>21%</td> <td>14%</td> <td>15%</td> </tr> <tr> <td>% CLA classed as Persistent Absentees</td> <td>32</td> <td>3.3%</td> <td>5%</td> <td>5.2%</td> <td>Grammar, Punctuation and Spelling</td> <td>12</td> <td>24%</td> <td>17%</td> <td>18%</td> </tr> <tr> <td>% CLA placed 20+ miles from home, outside boundary</td> <td>12</td> <td>21%</td> <td>35%</td> <td>22%</td> <td>% primary overall absence</td> <td>11</td> <td>4.25</td> <td>4.7%</td> <td>4.5%</td> </tr> <tr> <td>% School-aged CiN with no SEN</td> <td>10</td> <td>53.1%</td> <td>42.1%</td> <td>-</td> <td>% secondary unauthorised absence</td> <td>13</td> <td>0.9%</td> <td>1.3%</td> <td>1.3%</td> </tr> <tr> <td>% School-aged CiN with SEN</td> <td>10</td> <td>46.9%</td> <td>57.9%</td> <td>-</td> <td>% of Agency SWs</td> <td>11</td> <td>1%</td> <td>9%</td> <td>9%</td> </tr> </tbody> </table>	Measure	Rank	Lancs	Eng	NW	Measure	Rank	Lancs	Eng	NW	Average Points Score at AS/A Level	6	808.3	724.3	734.2	SEN Statements issued in 26 weeks	1	100%	84%	87%	% 3+ A Grades at A Level	10	15%	12.5%	10%	% Take-up of childcare by low income families	13	22%	17%	20%	% AAB Grades at A Level	10	24.3%	20.3%	17.2%	% pupils with SEN Statements Level 4+ KS2:	-	-	-	-	% Achieving Level 2 qualification at 19 when not at 16	8	21.9%	16.3%	17.9%	Reading, Writing and Maths	12	21%	14%	15%	% CLA classed as Persistent Absentees	32	3.3%	5%	5.2%	Grammar, Punctuation and Spelling	12	24%	17%	18%	% CLA placed 20+ miles from home, outside boundary	12	21%	35%	22%	% primary overall absence	11	4.25	4.7%	4.5%	% School-aged CiN with no SEN	10	53.1%	42.1%	-	% secondary unauthorised absence	13	0.9%	1.3%	1.3%	% School-aged CiN with SEN	10	46.9%	57.9%	-	% of Agency SWs	11	1%	9%	9%
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Key Indicators in the bottom 10% nationally, please include Education data	Infant Mortality	127	5.4	4.1	4.5	% of child waiting <20 months between CLA and adopters	130	43%	55%	-
Key Indicators for which at least the last three years of data show year-on-year decline, please include Education data	Core Assessments completed by CSC	-	242.8	204.2	214.4	Ave time between LA receiving court auth and deciding match *	113	254	210	-
	Ave time between CLA and moving in with adopters *	133	786	647	-	CLA Rate per 10,000	-	61	60	79
	% of child waiting <20 months between CLA and adopters *	130	43%	55%	-	% CLA in foster care with 3+ placements *	114	20	16	-

** only two years change in time rather than three*

Demographic, organisational or political issues within the LA and Partnership				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Has political control changed? Have there been other changes to the political context?	<p>The County Council is currently controlled by the minority administration of the Labour Party, with the support of the Liberal Democrat Party. Prior to this the Conservative Party controlled the Council for four years.</p> <p>From June 2013, the county council consists of 84 elected Councillors. The council's composition is:</p> <ul style="list-style-type: none"> Labour: 39 Conservative: 35 Liberal Democrat: 6 Independent: 3 Green Party: 1 <p>23 councillors stood down at the last elections. As a result we have new councillors, some with limited experience of children's social care. In addressing this we have completed a number of Elected Member Bitesize Briefings on Safeguarding; CSE; SEND; Inspections. We have also supported observational visits to teams and the Interim DCS meets at least monthly with the Cabinet Member and regularly with opposition members to brief them on Children's issues as well as attends accountability meetings with the Leader, Deputy Cabinet Member and Chief Executive around performance and also safeguarding..</p>			
Are the needs of children a political priority for Members?	<p>The needs of children are a political priority for members and have always been reflected in the Corporate Strategy.</p> <p>Given the new administration was formed part way through a 3-year financial cycle, the Cabinet wanted to take stock and fully understand the future challenge faced. Therefore rather than develop a new corporate strategy at that time, Cabinet agreed a new strategic document that set out the direction of travel they wanted to take. The document outlined the initial priorities for the coming year with a view to developing a future corporate strategy that articulates a new service offer to be delivered by a new-look organisation.</p> <p>The direction of travel agreed last year acknowledged the challenging financial environment in which the county council was operating and highlighted the importance of partnership working to support Lancashire communities, reduce duplication and secure value for money. The new administration signalled their intent to adopt a can-do approach and the need for doing things differently for less.</p> <p>The county council agreed three cross-cutting priorities:</p> <ul style="list-style-type: none"> to prepare for the future; to support the most vulnerable; and to boost the Lancashire economy, both creating and protecting jobs. <p>Since then work to develop our corporate and budget strategies has been on-going and reflect both the changing external environment and the priorities set by the administration. Underpinned by the Marmot policy objectives the new corporate strategy will focus on creating prosperity, improving health and wellbeing, fairness and supporting the most vulnerable people.</p> <p>The Council's Statement of Intent prepares Lancashire for a future of reduced revenues and rising demand by finding new ways of supporting young people across Lancashire. Including a greater emphasis on managing and reducing demand through new prevention measures, offering earlier help for those who need it, and combining and targeting public services where they can be most effective.</p> <p>Despite the need to make financial savings, the County Council has:</p> <ul style="list-style-type: none"> Appointed additional social workers Agreed funding for prevention and early help commission Agreed funding to commission service for missing children, return home interviews and early response 			
Are there demographic changes that put	<ul style="list-style-type: none"> The mid-2013 population estimates show the population of Lancashire to have risen to 1.18m (0.3%) from 2012. In contrast, the number of 0 to 19 year olds had fallen to 274,531 (-0.2%). Future population projections reveal that the county's population is expected to grow to 1.54 million by 2037, whilst the 			

<p>additional demand on our services or which expose the Service to risk?</p>	<p>0-19 population will reduce by 1.5% to 270,347.</p> <ul style="list-style-type: none"> • The 2011 census showed that less than 8% of the population are from Black/Minority Ethnic Groups but this figure rises to around 20% in Pendle and Preston. Around 17% of the school population are other than White British and many of these are of Pakistani heritage. • Life expectancy, continues to improve across all parts of Lancashire, but in some of the Lancashire local authorities, male and female life expectancy at birth rates are amongst the worst in England and Wales. Analysis of inequalities shows, for example, people in the most deprived parts of Lancashire are seven times more likely to die early from illness associated with diabetes than those in the most affluent areas. • Building expansion in some districts is having an impact on demand for services, such as Buckshaw Village in Leyland. Whilst the City Deal (Preston & South Ribble) - worth more than £430 million - aims to deliver economic growth, 20,000 new jobs and 17,000 homes over the next decade by delivering substantial new roads/ transport and infrastructure improvements. The impact on services is not yet know. 			
<p>Are there trends in performance data from other LA services and/or from individual strategic partners which expose the Service to risk? Please include schools and colleges here</p>	<p>No major risks have been identified but performance on some infant health measures is below average, especially in the east of the county, and remains a concern.</p> <p>There are also issues in relation to health assessments for CLA and Adoption medicals which are having an impact on performance in these areas.</p>			
<p>Are organisational changes being implemented by strategic partners which increase risk? Please include the school community</p>	<p>Changes in the NHS are causing a great deal of upheaval. In addition, multiple economies in health, different boundaries for CCGs, Acute and commissioning provider services – some crossing County and District boundaries present a challenge in developing a shared understanding of the needs of children and young people.</p> <p>The changes within the Police are having some impact on availability in some areas and this is being addressed with them.</p> <p>The changes in the delivery of Probation Services may also present some challenges, although it is too early to provide specific evidence at this time.</p>			
<p>Are systems changes within the LA in progress which increase risk?</p>	<p>The replacement of the Council's existing social care information case management system with Liquid Logic's Children's System, from March 2014, has caused a great deal of upheaval and difficulties. Issues around timeliness of transference to the new system, migration of data, recording and staff adapting to the new system have been significant factors which carry risks. However, robust in-service record keeping has ensured a true record of service activity.</p> <p>There are existing issues around the identification of social worker posts within the HR element of the county council's Oracle database. This has proved an issue for completing the social care workforce data submission. We have recognised this and there is a group commissioned by the Management Team of the County Council to address this.</p> <p>The council continues to review its ICT assets to ensure that we have solutions which will meet our future needs and have recently established a new project team to take forward a major programme of work using ICT based solutions to help us manage our assets more effectively. We have also invested in additional capacity to help us to maximise the benefits of ICT investments and to secure the best value for money from our partnership with BT Lancashire Services.</p> <p>We have recognised that, at times, we have not achieved the benefits that we expected from our investment in ICT and that our models of self-service have sometimes distracted managers from activities which have greater value. As a result we have begun to work to resolve those issues through our "Putting it Right" Group. It brings together employees from across the county council to identify issues which are a barrier to effective working and to develop proposals, together with the resource implications, of putting this right.</p> <p>We are also undertaking work to take stock of our position and to ensure that we continue to focus on the right ICT developments, aligned to our new organisation and service offer.</p>			
<p>How effective is the</p>	<ul style="list-style-type: none"> • The LSCB has a quality assurance framework in place and undertakes regular multi-agency audits and focus groups in order to demonstrate how it measures the effectiveness of partner agencies in safeguarding children. In addition the 			

<p>LSCB? Does the Chair manage the LSCB in a measured and effective manner? Can the LSCB demonstrate that the challenge it offers has improved services for children?</p>	<p>LSCB also completes multi agency safeguarding practice inspections, Sec 11 Peer Reviews and reviews all child deaths, including those that are serious case reviews. There is a programme of monitoring in place to ensure that findings from audits and reviews make a difference to practice and therefore improve outcomes to children.</p> <ul style="list-style-type: none"> • Performance data is monitored routinely by the LSCB but there are difficulties getting performance data from some relevant agencies, in particular health. Exception analysis of data collected takes place. Data is available via LSCB/CDOP Annual reports with an expectation that organisations act on the findings in those reports and feedback on progress. Work continues to look at how we can improve the quality of the performance scorecard, including reporting by District as well as countywide. • After every meeting of the LSCB, the members take time to look at 'what difference' they have made that day, and ensure they have challenged where appropriate and made recommendations where necessary. • The LSCB chair has been in post for six months and during that time has significantly progressed the effectiveness and performance of the LSCB. Since the chair has been in post the LSCB has engaged much more effectively with schools, the Health and Wellbeing Board, Corporate Parenting Board and independent children's homes amongst other bodies. These links have strengthened the efficacy of the LSCB in scrutinising the work of all agencies to safeguard children. • The chair has ensured that the LSCB holds agencies to account for their attendance at LSCB meetings and sub groups. In addition, LSCB membership is being improved to ensure that representation reflects the requirements set out in Working Together and that the Board can be as effective as possible for an area the size of Lancashire (e.g. education reps, provider reps, etc.) • The chair is about to undertake a 360 degree review having been in post for six months and will incorporate the findings from this into her annual appraisal. She is also has accountability meetings with the Interim DCS and Chief Executive in accordance with the memorandum of understanding agreed by all parties. • The LSCB challenges agencies on a routine basis (through regular reporting requirements to the LSCB) and on specific issues. Recent examples of this include: <ul style="list-style-type: none"> • Challenge to Police and CSC re compliance with MFH guidance with the result that all children who go missing will now receive independent return home interviews. • Challenge re caseloads and increasing demand for CSC and other agencies, which led to safeguards in caseload monitoring and reports that extra social workers were to be recruited. • The performance in completing CLA health assessments was causing concern and therefore the LSCB challenged agencies to resolve the issues and ensure children looked after were receiving their health assessments in a timely manner. • A recent issue about the supervision of children in hospital settings was identified through a case review, and the LSCB led a multi-agency group that improved and developed procedures around this to ensure children were kept safer in similar situations in future. • Concerns about robustness and equity of CAMHS caused the LSCB to request assurance. However the reports provided did not achieve this and the Board has now raised its concerns with the H&WBB asking them to take action to ensure this is put right. 			
<p>How effective is the scrutiny offered by council corporate services?</p>	<ul style="list-style-type: none"> • The Council's Education Scrutiny Committee receives regular annual updates on CLA school attainment. The Executive Scrutiny Committee also oversees the Safeguarding/ Looked After Children inspection action plan. • Scrutiny of performance is also undertaken by the Cabinet Committee on Performance Improvement (CCPI). On a quarterly basis this receives reports on performance against the Council's agreed KPIs and requires recovery plans for any indicator forecast to miss its target. The responsible officer is required to attend and the challenge to improve set by Members is clear and robust. Alongside these routine reports the committee has also requested reports on specific issues and it has taken a particular interest in improving school performance, educational attainment and reducing the number of young people who are not in education, employment and training. The CCPI has also undertaken a piece of work looking at the effective use of Pupil Premium in raising achievement. • The Corporate Parenting Board scrutinises issues and services linked to corporate parenting and receives regular reports on performance. Councillors on the CPB also undertake Reg 33 visits to Lancashire Children's Homes and have also visited independent children's homes to monitor the quality of the service being provided and obtain CLA views and experiences. There is also a plan for nominated councillors to undertake similar visits to Lancashire CLA placed in distant placements. • Currently, the CYP directorate produces a Quality of Service (QoS) report and Safeguarding report on a quarterly basis. The QoS report is presented to the County Management Team and used by the Leader and CE of the Council to hold the Executive Director to account in the regular briefings. The report includes: a suite of key measures of which 			

	<p>performance is monitored; updates on key projects/work streams in children's services – plus associated risks; and examples of innovation and good practice.</p> <ul style="list-style-type: none">• The Council has a communications/media team who liaise closely with Elected Members and Senior Managers on a range of issues. They will respond to particular local issues as well as any national issues that may be emerging. There is also close liaison with partner communication/media teams, especially in relation to high risk areas and Serious Case Reviews.			
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Quality of Leadership				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there stable and permanent leadership at DCS and senior leadership level?	<ul style="list-style-type: none"> The Directorate's senior leadership has been fairly stable in recent years. A large majority of the members of the Directorate's Extended Leadership Team have held senior positions within the Directorate for more than four years. The current interim Executive Director for Children's Services, Louise Taylor, was appointed from within the existing Directorate Leadership Team and has been in post since 2013. The previous Director for Children and Young People, Helen Denton, had been in post since June 2008. Changes in the roles of Directors have been prompted to better align our services for children and families in the future. There are currently three directors for the following areas: Inclusion and Community Safety; Permanence, Protection and Schools; and Prevention and Early Help. 			
Is restructuring taking place? Is it delivered effectively?	<ul style="list-style-type: none"> Restructuring is currently taking place. The catalyst for the change is the sizeable budget reductions required to be made by the County Council (£300m). The process for the introduction of a proposed organisational redesign began in July 2014. Consultation has taken place widely with staff within the LA with the Leader and CE holding briefings and Q&A sessions throughout the process. Appointments to all management posts grade 11 upwards commenced in October 2014, with the next stage (Grade 10 and below) starting in the autumn 2015. Lancashire have consulted on the principles for the restructure and are changing a number of elements as a result of our engagement with employees. For example, the CYP Directorate Leadership Team (DLT) established a cross directorate working group to consider how Lancashire may reshape our offer to children and families, to ensure our statutory requirements are met, outcomes are improved and that we meet the new inspection framework and financial challenge. We have built in consistency and standardisation of job roles, together with the grades and generic profiles that go with them. For example, we have established a new generic profile for grade 14 which is now the standard level for a head of service. The intention has been to create a clearer, simpler structure in this respect and, despite the scale and diversity of the county council as an organisation. The structure has been designed so that when it is implemented this will feel like a very different organisation. It will encourage everyone to think differently and enable us to work differently. Most importantly, it should support us as we strive to be the best council in the country delivering the best services to the people of Lancashire. The transformation/restructure is built on three specific area: <ul style="list-style-type: none"> ➤ Starting Well ➤ Living Well ➤ Ageing Well <p>The CYP element is predominantly placed under Starting Well and includes Public Health.</p>			
Do the Leader/Lead Member/Chief Executive champion Children's Services (safeguarding and education) effectively?	<ul style="list-style-type: none"> The Leader of the Council places a high priority on improving outcomes for children and young people and shows a strong commitment to providing front-line services for vulnerable groups. She has experience of Children's Services and was Cabinet Member for Children & Families in the previous Labour administration and was a member of Preston Children & Young people's Trust Partnership for a number of years. She has readily embraced her statutory responsibility for the safeguarding of all children in Lancashire. Along with the County Council's Chief Executive, Jo Turton, she receives quarterly briefings on a safeguarding scorecard, monitoring performance on a range of safeguarding related measures and other key lines of enquiry. In addition, the Chief Executive has previously shadowed social workers in the field to get a better understanding of their work. The Lead Member for Children and Schools is committed to improving the lives of children and young people in Lancashire and is an observer of the Lancashire Safeguarding Children Board. He has been a member of South Ribble Children & Young people's Trust Partnership for a number of years and has experience as a local school Chair of Governors. The Chair of the Corporate Parenting Board (CPB) has been in post since 2013, and the CPB is carrying on the excellent work undertaken by their previous Chair, CC Tony Winder, evidenced by his reshaping of the CPB to increase engagement of young people and Elected Members. In February 2013, Lancashire CPB hosted The North West Regional Corporate Parenting Conference, which included a keynote speech by Dr Maggie Atkinson - Children's Commissioner for England. As the present Chair is new to the role we have looked to link up with the Chair of another LA CPB to provide support and sharing of good practice. This was also useful for other councillors on the CPB who do not have extensive experience in Children's Services. There is a need to ensure the CPB continues to fulfil its role in respect to support and 			

	<p>scrutiny and addresses areas to improve outcomes for CLA.</p> <ul style="list-style-type: none"> • In addition, each elected member on the CPB has been assigned responsibility for a Board priority and as part of that active champion role they meet with Lead officers and representatives from the Children in Care Council (CiCC), holding services to account for progressing the key actions by scrutinising the priority action plan. Each elected member is also responsible for undertaking both announced and unannounced Regulation 33 visits to children's homes within their allocated geographical areas with feedback considered by the Board and used to inform service continuous improvement. In addition as outlined above councillors have undertaken visits to independent Children's Homes in Lancashire and nominated councillors are going to undertake similar visits to Lancashire CLA placed in distant placements • The County Council's Champion for Young People assists the Leader and appropriate Cabinet Members on efforts across Directorates to provide high quality employment opportunities and apprenticeships for young people, and encourages external organisations to do likewise. 			
Is there effective organisational and political scrutiny and challenge?	<ul style="list-style-type: none"> • Scrutiny takes place through Directorate, Corporate and Partnership structures in addition to that provided by Elected Members (outlined above). Within the Directorate there are weekly Directorate Leadership Team (DLT) meetings and wider Directorate Extended Leadership (DELT) meetings. Corporately there are weekly meetings of the Executive Management Team (EMT) to consider issues of strategic and corporate significance. Each quarter EMT receives a detailed Quality of Service report in respect of each service area. • The Children and Young People's Trust, which is currently re-aligning its partnership structure, includes a county-wide board and a proposal of 5 Children's Partnership Boards. These Boards will also incorporate the work of the Locality Safeguarding Children Groups. The Trust has recently published a new Children and Young People's Plan for the future. 			
Can senior managers demonstrate an accurate knowledge and understanding of how well the Service is performing and can they take sufficiently urgent action?	<p>As previously mentioned CCPI receives reports on performance against the Council's agreed KPIs and requires recovery plans for any indicator forecast to miss its target. The responsible officer (Senior manager) is required to attend and the challenge to improve set by Members is clear and robust.</p> <p>Recovery plans include an action plan to outline the work required to address the issue with performance. Issues raised at CCPI relating to Children's Services include:</p> <ul style="list-style-type: none"> • Attainment of CLA (slight improvement, but below national performance) • Short term placement stability of CLA (improvement in performance) • Timeliness of CP Reviews • U18 Conception Rate (improvement in performance) • Achievement gap between FSM pupils and their peers achieving the expected level at Key Stage 4 • Young People NEET (improvement in performance) <p>In addition to the above Directors and Senior Managers participate in work shadowing, visits to frontline teams, case file auditing and members of internal and multi-agency inspection teams. This enables Senior Managers to not only monitor performance by way of performance indicators, but by observation of practice. The Interim DCS and Senior Managers also meet with social workers via the Social Work Forum to discuss practice and barriers to them undertaking good practice. The Principal Social Worker also facilitates this group and arranged a social work conference with the Chief Social Worker of England, and again Senior Managers were in attendance.</p>			
How effectively does the senior leadership take action where there is evidence of underperformance?	<p>The Directorate Leadership Team (DLT) receives performance reports and requires performance leads to provide recovery plans in respect of any measures in the Children and Young People's plan that are underperforming (unless there is an acceptable explanation for the underperformance). These recovery plans describe the level of underperformance, the reasons for it and include an action plan for improvement setting out what is to be done, by whom and when. The plans are scrutinised and, if necessary amended, by DLT. In the event of underperformance persisting beyond a reasonable period then DLT may require a recovery plan to be reviewed and updated.</p> <p>In the event of underperformance in relation to any of the council's corporate performance measures, Senior Managers will be required to present their recovery plans to CCPI.</p> <p>A multi-agency group has also been monitoring the SLAC action plan and again staff are asked to account or any delays. Actions completed are tested out during the multi-agency safeguarding practice inspections.</p> <p>The Directorate has also re-introduced a Performance Group which will consider performance reports, looking at both good practice or areas of underperformance and any trends that may be emerging.</p>			
How effective is the quality assurance and	<p>The performance management system has been effective in delivering improvement. Service Plans are aligned and are linked to the actions taken by teams through the annual Performance Development Review process.</p>			

performance management system?	<p>The latest data shows that:</p> <ul style="list-style-type: none"> • Performance in relation to 65% of measures in the previous CYPP has improved from the baseline. • Performance in relation to 59% of measures has met the approved target, some of which were very aspirational. <p>The Ofsted inspection in 2012 found that performance management and quality assurance were good and systems were in place at both strategic and operational levels that were having a direct impact on improvements to the quality of work across the partnership.</p> <p>The Directorate has a QA Framework which consists of the following four areas:</p> <ul style="list-style-type: none"> • People and Continuous Learning • Systems Review • Performance Management • Quality and Feedback <p>The Framework has a range of activity, both in respect to case file auditing, internal inspections, themed audits, School Improvement Challenge Board, Young Inspectors, feedback from children, young people, families and employees etc which provide evidence of the quality of practice and any areas for improvement.</p> <p>The LSCB has a case file audit process with themes emanating from this activity. These sit alongside peer reviews of Sec 11 audits and audits of agencies supervision.</p> <p>As above there is a multi-agency safeguarding practice inspection programme in place which measures safeguarding practice in a particular District.</p> <p>There have been a number of audits undertaken in respect to particular themes (e.g. Private Fostering) and the findings are reported to responsible groups as well as the LSCB.</p> <p>The Directorate has developed a Safeguarding Quality Assurance Framework alongside the LSCB which obtains both quantitative as well as qualitative information, including undertaking a literature review, focus groups, and questionnaires. This is based on specific agreed themes (e.g. neglect, missing children).</p> <p>The District Children and Young People's Trusts receive periodic performance information which gives them their performance in respect to a number of indicators against the County position as well as that nationally, regionally and statistical neighbours. This allows Districts to benchmark their practice. This data will be available to the new Children's Partnership Boards.</p>			
Have changes based on good performance information improved services for individual children and groups of children?	<p>The analysis of performance in relation to the following areas has helped improve services for individual children and groups of children:</p> <ul style="list-style-type: none"> ➤ Early Help commissions. These are now more outcome focussed and tools in place e.g. Outcome Star to measure impact and outcomes on identified need ➤ Adoption performance. This has been scrutinised following issues of adoption scorecard and services targeted at avoiding delay ➤ Prevention/edge of care – analysis of performance has been undertaken which identified Family Group Conferences (FGC) and Residential Outreach Services as the most effective services for keeping children out of care and statutory services. 			
Are planning strategies effective? Is there evidence that delivery plans have improved outcomes for individuals and groups of children?	<p>One example of an effective plan is the multi-agency Child Sexual Exploitation (CSE) delivery plan which is addressing the area of CSE and has been acclaimed nationally. This has improved detection and conviction as well as providing services to victims.</p> <p>Prevention/edge of care services – see above</p>			
Do the CYP Trust,	<p>The LSCB has working protocols with the CYPT and the Health & Wellbeing Board (H&WB) which ensure that safeguarding work is coordinated and scrutinised to best effect. Newly created Children's Partnership Boards will run at a local level, and</p>			

<p>Health and Wellbeing Board and the LSCB play a role in leading organisational and partnership improvement?</p>	<p>whilst they will be accountable to the Trust, the LSCB will be monitoring their performance in safeguarding children and holding them to account for this.</p> <p>The LSCB chair has been keen to build links to the H&WB. An example of this is referred to above - the LSCB is currently challenging the H&WB Board to work with them in ensuring children and young people with emotional and mental health issues are receiving the services they need.</p> <p>The LSCB chair presents the LSCB annual report to the PCC, H&WB and CYPT and ensures they respond to the issues it raises.</p> <p>The H&WB has been primarily focussed on adult matters, discharging the Starting Well theme to the CYPT. Efforts continue to ensure the H&WB are accountable for the children's agenda with recent items as outlined discussed re CAMHS and CSE.</p>			
<p>Does Cabinet respect and listen to the advice of the DCS when difficult decisions need to be made?</p>	<p>The Cabinet is keen to challenge issues of policy and performance but respects and listens to the advice of the Interim Director for Children and Young People. Accordingly, at a time of severe financial restraint, they have taken decisions to protect frontline social work services and have invested in additional resources in some services for children and young people</p> <p>In addition the Cabinet has accepted the advice of the Interim Director for Children and Young People on particular safeguarding issues e.g. response to national media items - provision of education and support for children with autism, CSE.</p>			
<p>Is there evidence that early intervention strategies are reducing the number of children entering the social care system?</p>	<p>In the last two years we have seen an increase in children looked after and subject to CP Plans which would indicate that the early help strategy was not having the desired effect of reducing the numbers entering the social care system. However, the most recent trend seems to show a plateau in respect to numbers entering the system and number of CLA and subject to CP Plans has began to fall. There is a need to see the longer term picture in respect to whether the early help strategy and commissions are having the intended impact in addressing need earlier and building resilience with families and communities to support families without the need for statutory intervention.</p> <p>We are able to see the impact of other preventative measures e.g. FGCs, Residential Outreach Services and Edge of care Services. It is envisaged that through this work:</p> <ul style="list-style-type: none"> ➤ 50% of CiN will be de-escalate ➤ 40% of CP will de-escalate ➤ 25% of CLA will de-escalate. <p>Indicative costs savings of £234k represent short term gains, but may not represent the long term effect on CSC.</p>			
<p>Do staff, partners and service users report that there is effective leadership, vision and strategic direction?</p>	<p>The 2012 employee survey found that 65% of those surveyed from the Directorate for Children and Young People believed that senior managers have a clear view of where the organisation is going and 57% had confidence in senior management.</p> <p>The last SLAC inspection in February 2012 and the previous Peer Review found that there was a strong and committed leadership, this included elected members and the Chief Executive. It also found that there was a compelling long term vision for Children's Services, with focussed priorities aligned to local needs. This is redefined based on budget constraints and effectiveness of strategies in place.</p> <p>There are no plans to conduct a new employee survey until the process for the transformation of the County Council has been completed. However, the authority is subject during September to an Investors in People review which will have a focus on employee engagement and satisfaction and similarly a peer review is taking place in October by the LGA to evaluate the County Council's plans for organisational transformation, along with a corporate health check of key service areas.</p>			
<p>Are management structures understood by all staff? How effective are supervision and appraisal systems?</p>	<p>As outlined above there have been changes to senior management responsibilities/portfolios and further changes are to occur as part of the LA transformation/restructure. Whilst these have been necessary every effort has been made to keep these to a minimum. Whilst portfolios have changed there has been no turnover in the CYP Senior Management team for some 5 years with the exception of those who have taken voluntary redundancy. First line management arrangements have not been affected and there is no plan at this time to change these going forward.</p> <p>Supervision arrangements are in place and the LSCB undertook an audit of agencies supervision arrangements. CSC were seen as having appropriate supervision arrangements in place. Although it was recognised that the recording of reflective supervision needs to be improved across all services.</p>			

The effectiveness of the LA School Improvement Strategy				
What data is collected and how is it used to drive school improvement?	<p>Outcome data is monitored by political, corporate and directorate leadership including:</p> <ul style="list-style-type: none"> • Inspection judgements • Pupil achievement • Attendance • Exclusions <p>Outcome data is shared with schools at individual, local authority and district level.</p>	Performance data is analysed effectively and used to inform the identification of key priorities at LA, District, School and pupil group level	No	Low
What other information is collected to support school improvement e.g admissions, finance, workforce, succession planning	<p>Finance, admissions, HR, leadership and governance information is monitored by the Directorate through a School Improvement Challenge Board (SICB)</p> <p>SICB reports to Schools Forum on its impact on school improvement</p>	The coordinated response to schools in difficulty through the SICB is effective in identifying schools at risk of causing concern and in targeting support.	No	Low
How are schools engaged in understanding the data and how do they use it?	<p>Over 95% of schools buy into the LA's data service and work with the LA's school advisers.</p> <p>Data is also shared with the phase specific associations of schools and with system leaders.</p>	Schools have access to a wide range of data provided by the LA as well as national data sets and these are used in partnership with schools to highlight areas of good practice and areas for development.	No	Low
Are there clear target setting processes in place? What is the engagement of schools in this process? How is this conducted?	<p>Corporate and directorate targets are set and monitored for key indicators eg</p> <ul style="list-style-type: none"> • FSM performance and attendance • KS2 and KS4 performance • Performance in low achieving areas of Lancashire • Performance in areas of low achievement • EYFS performance <p>Service targets are shared with schools through phase specific associations and through a governance board.</p> <p>Individual school targets are set by schools themselves, supported by LA advisers.</p>	<p>There are clear target setting procedures in place for the LA which reflect the self-evaluation and areas for development.</p> <p>School targets are set by individual governing bodies supported by LA advisers in inverse proportion to success.</p> <p>There is a trend of improvement in achievement across all phases and a good track record of improvement in the great majority of areas where previous performance has caused concern</p>	No	Low
Is there a transparent process for categorising schools and allocating/ commissioning challenge and support? How does this operate? What is the engagement of system leaders in this process?	<p>The SICB publishes clear criteria for schools requiring special support and reports on this to the Schools Forum.</p> <p>SICB considers the response to schools which are identified as requiring support and the level of support, challenge and intervention is agreed by the SICB.</p> <p>Schools are supportive of the SICB model and system leaders provide much of the support for schools in difficulty.</p>	There is a strong track record of sustained improvement in the quality of provision across Lancashire.	No	Low
Is there a clear set of priorities for school improvement activity/commissioning that focus on where to maximise impact? How are system leaders engaged in	<p>Inspection and achievement outcomes are monitored at corporate and political level and priorities are identified.</p> <p>There is a clear process for identifying priorities for improvement at Directorate level. The impact of the support and challenge is monitored through reports to the Directorate Leadership Team.</p> <p>The key priorities are shared and agreed with the School Improvement Service Governance Board, phase specific associations and system leaders.</p> <p>Priorities are shared with all schools through the LA school Improvement Strategy.</p>	There is a good track record of improvement in areas for development.	No	Low

this process?				
How well are Narrowing the Gap groups known and which schools do well with these groups?	The key underachieving groups are identified by Corporate and political leaders. The Directorate has a clear view of the priority groups for narrowing the gap in Lancashire. The service works closely with schools and has a clear view of good practice in narrowing the gaps. System leaders work with the LA to focus on these groups.	There is a strong track record of improvement amongst underachieving groups in the EYFS and at KS2, but FSM performance at KS4 remains a key priority.	Yes	High
Communication with schools				
How does the LA relate to its schools? What is the nature of the relationship with schools and colleges.	Political and corporate leaders engage effectively with schools and colleges, attending phase specific association meetings. They are well received by schools with a high level of trust. The Directorate has strong links with schools and colleges and there is a high level of trust. Schools engage well with the LA through phase specific associations, the Service Governance Board, local groups of schools.	The buy back for LA school improvement services is very high with over 95% of schools buying the service back. Engagement in offering school to school support is very high from system leaders.	No	Low
Is there a systematic and consistent communication plan which promotes two way communication? How is this reviewed?	At Directorate level there is a systematic approach to communication with schools including: <ul style="list-style-type: none"> • The Schools Portal • A Sounding Board group • Meeting with phase specific associations • Meeting with individual schools • Involving schools in consultation • It is reviewed with schools. Communication with the vast majority of schools is systematic through: <ul style="list-style-type: none"> • Phase specific associations • Headteacher Forums • Governor forums • Schools Portal • Individual contact with schools. Ongoing feedback is gathered informally and service feedback is gathered every two years. Schools are consulted through Schools Forum on a systematic basis. Communications with a small minority of academies sometimes proves problematic.	Feedback is very positive from the vast majority of schools and responses are used to inform service development. One area for development is the link with system leaders and teaching schools, particularly in the primary phase where work is underway to systematise communication more effectively. Communication with academies, particularly when underperforming, is an area for exploration with the Regional Schools Commissioner.	Yes	medium
Organisation of school Improvement activity across the LA				
What processes and procedures are in place to identify schools and colleges at risk? What procedures apply when a school has increasing support/challenge needs?	The procedures and protocols for working with schools causing concern are set out and overseen by SICB. There is a clear and systematic monitoring process which sets out escalation and de-escalation procedures. Schools are very positive about the support for schools in difficulty and see it as a highly effective part of the LA's work	There is a strong track record of sustainable improvement amongst schools causing concern.	No	Low
Are there clear processes in place to monitor school improvement activity	The processes are clear. Schools understand the school improvement offer.	Schools value highly the work of SICB and the Monitoring and Intervention team and this work is effective in bringing about improvement.	No	Low

across the schools?				
How school improvement activity is allocated/ commissioned and is it responsive to changing needs?	SICB leads and oversees the school improvement work through clear procedures and protocols. School improvement support is tailored to individual schools in partnership with supporting and receiving schools.	There is a strong track record of sustainable improvement amongst schools causing concern.	No	low
How is school improvement activity quality assured?	Political and corporate leaders monitor the impact of school improvement work through reviewing inspection outcomes and achievement, particularly in priority areas. SICB quality assures school improvement work for the Directorate and reports to the Directorate Leadership team. Schools provide feedback on the school improvement support they receive and they pay for the support where they have sufficient resources. The school service guarantee has clear feedback mechanisms for schools to identify good and poor practice.	There is a strong track record of sustainable improvement amongst schools causing concern.	No	Low

Partnership Working				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there evidence that partners show high levels of trust and appropriate commitment to the goals of the Service? Please include schools and colleges.	<p>There is significant engagement from partner organisations and sectors in strategic partnership structures at both a County and local level. Schools and colleges have been at the forefront of these partnership structures and whilst health engagement has proved problematic during recent reorganisation this is now improving.</p> <p>There is agreement and commitment to a set of shared priorities through the recently refreshed Children and Young People's Plan</p> <p>LSCB membership is wide-ranging and encompasses key statutory and VCFS organisations. All agencies are required to commit to the LSCB via a Compact. There is good attendance at LSCB and sub group meetings and sub groups are chaired by representatives from partner agencies. All key statutory partners make a proportionate financial contribution to the LSCB budget.</p> <p>LSCB partner agencies commit to be part of LSCB QA activity through the QA framework. This includes being part of thematic audits, s11 audit peer reviews and multi-agency safeguarding practice inspections amongst other activities.</p> <p>In addition, partner agencies release staff to be part of the multi-agency training pool who deliver multi agency training and development activities to thousands of practitioners each year. The same agencies across the partnership release their staff to undertake the training, ensuring a skilled and competent workforce.</p> <p>Partner agencies demonstrate the trust and commitment to the service goals in many ways, some already detailed, but also demonstrate it through the challenge they present to one another to drive service improvement. They scrutinise and examine performance and audit activity and push one another to improve outcomes for children and young people. Examples of such challenge include scrutinising services for children with emotional needs, or the processes driving up outcomes for Children Looked After.</p>	<p>High level of buy back into the traded school improvement service</p> <p>Highly positive feedback from schools on school improvement activity</p> <p>High levels of engagement from schools (including system leaders) in school improvement activity</p>	No	Low
Is there evidence of appropriate responses from all partners to feedback from children, families and communities?	<p>'To be listened to' is a key outcome for the Children and Young People's Plan and over 2000 children and young people informed the development of the priorities within the Plan. There is a strong track record of engagement and participation with children and young people in Lancashire and where service delivery and provision has been changed from listening to children. There are good structures and networks in place to allow us to hear children's voices, including those vulnerable children. Children and young people are regularly involved in commissioning processes and recruitment and selection exercises for key posts across the County Council. Whilst it is apparent that partners do feedback to children and families and there is evidence of this, we need to improve how record this to strengthen this evidence base</p> <p>The LSCB has agreed and funded a team of Young Inspectors who participate in multi-agency safeguarding practice inspections. They identify important topics and scrutinise how well agencies do in supporting children and young people in those areas and report their findings back to the LSCB.</p> <p>The Young Advisors have undertaken commissioned work for the LSCB on a number of occasions and are currently assisting the E-Safeguarding sub group in their quality assurance work and engagement with young people. In addition, they have co-chaired every sixth LSCB meeting for the past few years.</p> <p>All LSCB audit activity encompasses the views of children, young people and their parents or carers. For example, a recent audit about domestic abuse included focus groups of mothers and also children, to ensure their first-hand experiences of services is considered and acted upon. In addition, young people have been enlisted to devise and deliver several training and development events for practitioners; a recent example is the neglect conferences from which a video used in training courses has also been developed.</p> <p>Any serious case reviews the LSCB undertakes strives to involve all relevant family members as part of the process of learning, and virtually every SCR undertaken recently has involved at least two family members. Their views are sought at an early enough stage to be considered as part of the 'why' analysis and incorporated into recommendations where appropriate.</p>			

	Pupil surveys have been amended recently at the request of the LSCB to include questions about safety and well-being and the response from that has been considered as part of the business planning cycle of the LSCB.			
Do partners share intelligence and resources appropriately at strategic and operational levels? Please include schools and colleges	<p>The LSCB has a multi-agency QA framework that all agencies have signed up to and commit to. Resources (staff time, venues, etc) are invested by all partner agencies in this activity. There is also a detailed performance dataset that is presented to the LSCB at regular intervals and scrutinised by all members. In addition, the LSCB also has a learning and improvement framework that all agencies are also very committed to (details above).</p> <p>There are a number of multi-agency strategies that demonstrate the commitment that agencies show to delivering the best outcomes for children and young people. Examples include the Neglect strategy, CSE strategy and recently refreshed Missing Strategy. There is also commitment from all agencies to work to multi-agency safeguarding procedures which set out how all agencies will act to safeguard children.</p> <p>The LSCB requires regular standing reporting about a number of themes, including for example private fostering, the secure estate and IRO annual report. In addition, the LSCB requests exception reports when a concern arises and a recent example of this is about CLA health assessments or CAMHS provision.</p> <p>At an operational level there are many examples of resources being shared appropriately. The CSE teams and MASH are good examples of this with significant investment from a range of partners but particularly from LCC and the police to better share information and intelligence about families The success of the LIF arrangements is also evidence of a commitment to share and utilise resources to best effect..</p> <p>Working Together with Families – operational collaboration through a lead professional model to better support vulnerable families with multiple needs</p> <p>Early Support Core Offer – financial investment from schools and LCC to deliver new early help provision</p> <p>Domestic Abuse – pooling of budgets from a range of partners to ensure a consistent and sustainable offer of domestic abuse services to victims and perpetrators</p>			
How many SCRs and notifications? Is this number proportionate and can learning be demonstrated?	<p>Since January 2010 Lancashire LSCB has completed 6 SCRs with 2 more currently underway, which seems proportionate to an area the size of Lancashire. 13 notifications have been submitted to Ofsted in the last 2 years, of which 4 became SCRs. All SCR decisions have been brought to the attention of the National Expert Panel, and although they have requested further information on occasion, the decisions have not been challenged.</p> <p>There is a large amount of work undertaken to distil and embed the learning from case reviews, and the learning from CDOP reviews is also incorporated into this activity as there is a certain amount of symmetry in the findings and themes. SCR newsletters are regularly published, including at the point of publication of SCRs, which set out the learning from reviews and places to get further information. Large SCR briefings have been taking place five or six times a year for the last few years, so hundreds of practitioners and staff from a variety of agencies have been briefed in learning from SCRs and given tools to use in their practice.</p> <p>All the learning from SCRs is built into future audit activity to attempt to monitor improvements in practice and it is also shared with the learning and development sub to build into their training programmes. The LSCB regularly asks practitioners whether training has made a difference, and a recent survey of those involved in reviews suggests significant changes to their practice as a result.</p> <p>There is always more that can be done to embed learning and the LSCB is developing new methods of doing this using messages emerging from research and studies (e.g. 7 minute briefings which are under development).</p>			
Is there evidence that the Partnership has learnt from complaints, case reviews, national and local research and evaluation?	<p>See above for learning from SCRs and CDOP.</p> <p>There is significant evidence where as a partnership we have learnt from national and local research and evaluation:</p> <p>Marmot – the principles are the foundation for the Corporate priorities and approach and underpin the principles that have shaped the new structure for the County Council</p> <p>Neglect – significant piece of work completed which identified characteristics of neglect across Lancashire which informed Lancashire's Neglect strategy</p> <p>Graham Allen report – significant influence in shaping Lancashire's Early Support Strategy</p> <p>Parenting Framework – through thorough analysis of national/international research and local data and feedback from families</p>			

	we significantly reduced the range of parenting interventions that were being funded. We have now committed to only deliver parenting support that has a clear and robust evidence base for positive impact for families			
How well are system leaders and Teaching Schools working in partnership with the LA and other schools?	System Leaders work very well with the LA and schools	There is a high level of brokerage of school to school support which is effective in bringing about improvement. There is a need to systematise the work of system leaders and teaching schools to make it more transparent so that schools can access the support more independently.	Yes	Medium
How well are academies and free schools integrated into the school improvement strategy?	This varies from academy to academy with some closely aligned to the LA strategy as system leaders, whilst others are less well engaged.	Most academies buy into the school improvement support but a significant proportion are not engaged.	Yes	Low
Is there a clear understanding of how school improvement takes place in the LA?	Yes	There are clear procedures for schools requiring special support There is a published school improvement strategy	no	Low
How is work allocated/Commissioned and is it responsive to changing needs?	<p>Social care allocations and associated commissioning budgets are calculated on a needs basis per district area. Monthly performance information and analysis of service usage and need is reviewed by the social care management team to ensure that resources continue to be deployed equitably. The commissioning of placements for Children Looked After is informed by the Commissioning and Sufficiency Strategy which includes analysis of current need and predictions for future need. Regular monitoring of placement activity is undertaken to ensure provision continues to meet need.</p> <p>Commissioned services for children and young people across Lancashire are underpinned by the Joint Strategic Needs Assessment which identifies at a strategic level, areas of need and the subsequent priority areas for strategic commissioning as contained in the Children and Young Peoples Plan.</p> <p>At a service level all services are commissioned following the agreed commissioning process and principles contained within the Children and Young Peoples Trust Commissioning Framework. Needs analysis is a key part of the understand stage and informs both the design and formula's for allocation of resource for each commissioned service area.</p> <p>Performance is monitored and measured in a clear and effective way, through clear accountabilities within services and strong contractual arrangements. Providers are required to submit monthly returns detailing activity, quality and outcome data and this is analysed by commissioners and providers at monitoring meetings to ensure that changing needs are captured and joint responses can be put in place.</p> <p>Our commissioning framework for Prevention and Early Help, including Payment by Results, provides additional flexibility to ensure that resource follows need. Payments linked to interventions and evidenced outcomes ensures increased accountability of providers, that resource is positively impacting on identified needs and where needs change and interventions are not required resource can be redeployed.</p>			
How engaged are you in regional sector led improvement both as an authority receiving support and offering support	<p>Lancashire is fully engaged in the regional sector led improvement with representation on most sub groups. In addition Lancashire has provided support and advice to a number of LA including the following:</p> <ul style="list-style-type: none"> • Meeting with Derbyshire and Wigan re performance management and embedding this within operational teams • Inspection of Warrington's referral and front door system • Inspection of Salford's referral and Contact system as part of their improvement Board • Inspection of Cheshire East Referral and Contact system as part of their Improvement Board 			

to others in areas where your LA has strengths? (this includes the ADCS sub groups, RIG/NW Stats group, Peer Challenge etc)				
Are there areas of practice from your LA that could support another authority with some of its challenges?	As outlined above Lancashire has developed internal inspections which have been used to support other LAs.			

Capacity to Improve				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there effective workforce planning that ensures that a skilled and well qualified workforce is always available?	<p>Lancashire County Council has a dedicated history of committing to develop our staff. Despite having to make significant reductions in our workforce, the council remains committed to supporting staff and assisting in developing their futures. As part of the transformation, the council has put together a range of training, development and information options to assist staff in making key decisions about their future.</p> <p>For staff that wish to remain within the council, a package of information, learning and support has been put together to give these staff the very best opportunity of retaining employment. This includes:</p> <ul style="list-style-type: none"> • E-learning • Targeted face to face training; • Advice and guidance notes; and • 1:1 support from a careers officer • Coaching and mentoring service <p>Implementation of the CYP Workforce Strategy 2011-14 has excelled all targets agreed by working collaboratively with Health, LSCB, Police, Voluntary Sector, YOT, Social Care, YPS, Children's Trusts Schools etc. The new Workforce Strategy will enable the implementation of the new CYPP. There is still recognition of the need to offer a diverse learning and development 'menu' according to role broadly in line with the Continuum of Need but will concentrate primarily on Early Help and a much more targeted approach, continuing to strive for maximum impact on service delivery.</p> <p>Some impact measures included but are not restricted to:</p> <ul style="list-style-type: none"> • Directorate –wide consistent approach to safeguarding. The Interim Executive Director for CYP has given the clear message that safeguarding is regarded as 'everyone's business'. The Director has made it mandatory for all staff and Councillors in CYP to have the relevant safeguarding training, appropriate to their role, including back office staff. • The excellent collaborative development and use of Lancashire Children and Young People's Trust e-learning environment, which has contributed significantly to ensuring that the workforce achieves a minimum standard when working with families in Lancashire – consistent approaches, key messages etc. This platform has a wide range of e learning courses and resource materials all developed or endorsed by relevant sectors and partners e.g . LSCB, Health. This resource is available free to all 40,000 (estimated) members of the workforce. Over 18,000 are now registered on this site. Examples of the opportunities include: <ul style="list-style-type: none"> • LSCB safeguarding level 1 and level 2 (8000+ have passed level 1 and over 4000 have passed level 2 – as at end July 2014) • Child sexual exploitation – (2447 passed as at end July 14) • The Lancashire Common Induction programme for all those working with CYP and Families in Lancashire. 780 completed as at end July 14. 			

	<ul style="list-style-type: none"> The rollout of The Solihull Approach to working with families to over 5000 members of the workforce. This has helped to breakdown professional barriers, enable more effective multi-agency learning and development opportunities and the sharing of excellent practice Development of the Lead Professional role. Lancashire has been championing a fundamental shift in the way public sector professionals work with families and developed the role of the Lead Professional. CAF champion training, including the new family CAF , the updated Continuum of Need and referral processes to step up and step down access to Children's Social Care 			
Are recruitment strategies effective and are staff retained appropriately?	<p>External and normal internal recruitment continues where required, though this has been significantly reduced given the current context.</p> <p>To ensure we keep essential services, e.g. social care, social workers are, to some extent exempt from the VR process unless we can find a replacement or other workforce solution to ensure their vital role is covered.</p> <p>To enable more mobility of social workers, either geographically across such a large county, or by discipline we have revised the way in which social workers are recruited.</p> <p>We now have generic job descriptions. An expectation that social workers will spend time in different services e.g. two years in Fostering and Adoption or CP or YOT- dependent upon need and continuity of service of course.</p> <p>There is a much more robust interview process based on the domains, endorsed by the College of Social Work and the workforce, and capabilities required of a practitioner at any given level e.g. ASYE, Team Managers.</p> <p>We now 'fast-track' social work recruitment by retaining a list of those that have been through the robust interview process and were appointable but not successful on the day. They are then appointed to the next appropriate available post where possible.</p>			
Does the range of experience across the workforce offer a good 'organisational memory'?	As outlined above there is experience across the organisation, especially at Senior Management level. However, with the reduction in staffing as part of the LA transformation/restructure there will inevitably be some loss of organisational memory and experience. The LA is looking at how best it can mitigate this loss, especially in crucial roles e.g. social work posts.			
What is the proportion of agency staff in frontline roles? Are these workers effective?	<p>There are no agency staff in front-line social work roles. However, we do have newly qualified social workers and inexperienced managers which require additional support.</p> <p>There have been difficulties recruiting to IRO posts which has led to the need to use agency staff. These workers have to have a minimum of five years social work experience in CP and CLA and preferably management experience. All agency IROs have this necessary experience. Despite this there have been times when we have not felt they have been effective and the contract has been terminated.</p>			
How do staff feedback to managers?	<p>Managers across the County Council complete Management Style Questionnaires or Colleague Feedback Questionnaires at six-monthly intervals. These questionnaires seek feedback regarding the manager's style of working (e.g. are they approachable, are they even tempered, do they manage performance, do they acknowledge good performance etc.). The manager receives a report giving average scores based on the responses received and this report, together with what the manager proposes to do in response, is discussed at Performance Development Review meetings.</p> <p>Each member of staff is expected to have an annual Performance Development Review and a six month review. These meetings allow staff to discuss issues with their line manager, clarify what is to be done and identify training and development needs. Staff also have more informal one to one meetings with their line managers on a regular basis (usually monthly or six-weekly). In addition, staff will be involved in team meetings which provide an opportunity to give feedback.</p> <p>Staff are able to give feedback to senior managers and to the political leadership by a number of means. There is an annual employee conference when the Leader and CE outline their priorities, challenges facing the Council and take questions from employees. There has also been regular sessions held around the county at which the CE and the Leader have provided updates on the LA transformation/restructure and brief employees on corporate issues and answer questions.</p> <p>In addition the CE and other senior managers have also taken part in on-line question and answer sessions to enable staff to ask questions about particular issues (e.g. the transformation/restructure, budget, pension changes).</p>			

	<p>Feedback is also gathered through staff surveys.</p> <p>The Interim DCS and Senior Managers within the DfCYP also meet with a Social Work Forum where social workers can highlight good practice and any barriers to them completing the work. As outlined above Senior Managers also undertake work shadowing and are part of inspections of services where again feedback can be given by staff.</p> <p>There are regular 'Meet the Directors' sessions held around the county at which members of the Directorate's Leadership Team brief employees on particular issues and answer questions.</p> <p>There is a strong commitment to employee engagement and empowerment across the County Council recognising that these provide a powerful tool for delivering continuous improvement at a time of reducing resources. Employees are actively encouraged to voice their views, to suggest and even to champion service improvement.</p>			
Is there evidence that the views of staff are responded to appropriately?	<p>CSC staff were instrumental in the configuration of CSC social work services, including researching other models of service delivery across the country. They also play a significant role in determining learning and development needs via the Directorate Workforce Group, including reviewing recent training for the implementation of the new Liquid Logic Social Care Case Management system to provide a more practitioner rather than IT focus to enable better implementation.</p> <p>As highlighted above, feedback is also gathered through the employee surveys. Staff Focus Groups are established to discuss and suggests ways in which areas for development can be improved. The council's strong commitment to employee engagement and empowerment across the organisation has led to the creation of 'The Lancashire Way', a new organisational culture with shared staff values, improved communication, focus on continued improvement and recognition for good work, which ultimately lead to improved services.</p>			
Are schools clear about the role that the LA plays in School Improvement?	Yes	Feedback from schools shows they understand and value the LA's school improvement support	No	Low
How do schools take responsibility for SI across the LA?	<p>This varies by geographical location.</p> <p>There are some well established groups of schools which lead their own school improvement in conjunction with the LA</p> <p>There are some groups of schools which are clustering around a teaching school model</p> <p>The majority of system leaders are engaging in supporting the LA's priorities</p> <p>School leadership of school improvement varies across the LA. Some groups are very strong whilst some schools are more isolated.</p> <p>Schools contribute to the leadership of SI through:</p> <ul style="list-style-type: none"> • Providing school to school support • Working in clusters on CPD/Improvement • Identifying areas for development • Contributing to the school improvement priorities for the LA through consultative groups 	<p>Some highly effective school led models of school improvement</p> <p>High level of engagement in partnership working on priorities for school improvement such as FSM performance at KS4</p> <p>But some areas where clusters/ groupings are not well established</p>	Yes	Medium
Is there an up to date list of system leaders maintained in the LA? Where are the gaps?	<p>The school improvement service knows schools very well and is highly effective in brokering school to school support</p> <p>Work is underway to strengthen the links with teaching schools to ensure that all schools can access expertise.</p> <p>Schools within strong groups share expertise on a routine basis.</p>	Highly effective school to school support leads to improvements in provision and achievement	Yes	Medium
How are the strength of schools agreed and disseminated?		The strategy for deploying system leaders is very effective in raising achievement and improving provision but more work is planned to create greater transparency in this process as there is a strong reliance the LA to broker support	Yes	Medium
Is there a clear strategy in place and understood for	Partly in place	There is a strong leadership programme in Lancashire which operates alongside the national leadership programmes. It is very	No	low

deploying system leaders to address school improvement?		well supported by schools. Governor training on recruitment and succession planning is well established and successful.		
How is the impact of system leader deployment assessed and communicated?	Yes			
Is there a succession planning strategy in place? How does this operate?	There is currently no workforce or succession planning framework specifically for CYP services. Each service manage their workforce differently. For example in Childrens Social Care there has been an initiative to retrain Social Workers currently working in other services, so they have the ability to transfer to CSC and go back on the front line.			
SUPPORTING DOCUMENTATION/INFORMATION				
1. Lancashire Children & Young People's Plan 2014 – 2017 2. Workforce Development Opportunities 3. Lancashire Common Assessment Framework and Continuum of Need 4. Lancashire Corporate Parenting Board		5. Lancashire Way		



Item Number: XX

Report to the Lancashire Safeguarding Children Board

Report from: Tim Booth – Local Authority Designated Officer (Allegations) **Date: 10/12/2014**

Annual Report on the Management of Allegations – Summary of LADO Activity 2013/2014

1. Introduction

The Local Authority Designated Officer (LADO) has responsibility for the management of allegations against adults who work with children. In accordance with 'Working Together to Safeguard Children' (2013), the LADO has oversight of individual cases as well as providing advice and guidance to employers and voluntary organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure that they are dealt with as quickly as possible. The LADO is part of the Safeguarding, Inspection & Audit Service within Lancashire County Council.

The Management of Allegations Annual Report focuses on the critical issues affecting practice as well as providing insight in relation to themes and trends. This Annual Report covers the period from the 1st April 2013 to the 31st March 2014. The report provides an overview of the national context and identifies significant changes in legislation and guidance which impact on this area of work. The report also considers the local context, an evaluation of casework in Lancashire, providing some key themes identified from the data. Finally, the report concludes with specific recommendations for LADO activity for the forthcoming year, which will look to maintain the established and effective monitoring and evaluation of the Management of Allegations Procedures.

2. National Context

In meeting its key objectives of restoring the vetting and barring of individuals to more "common sense" levels, the Government introduced primary legislation under the Protection of Freedoms Act, 2012. This legislation led to revised statutory guidance on what is "regulated activity" (September 2012), 'Dealing with Allegations of Abuse against Teachers and Other Staff' (October 2012) and the inception of the Disclosure and Barring Service which took on the functions of the Criminal Records Bureau and the Independent Safeguarding Authority (December 2012). With these developments and revisions made within Government guidance, 'Working Together to Safeguard Children', (2013), the remit has changed in relation to the concerns and individuals which can be considered under the Management of Allegations. Previously, the guidance suggested that the allegations procedures should consider if a person has:

- *'Behaved towards a child or children in a way that indicates s/he is unsuitable to work with children ('Working Together to Safeguard Children', 2010).'*

The revised guidance now states:

- *'Behaved towards a child or children in a way that indicates they may pose a risk of harm to children ('Working Together to Safeguard Children', 2013).'*

The emphasis on harm and risk to a child is consistent with the notion of relevant conduct and the harm test considered by the Disclosure and Barring Service in barring individuals. In 2014 the LADO's role was further embedded in statutory guidance, 'Keeping Children Safe in Education, (statutory guidance for schools and colleges). In this guidance, Part Four relates to Allegations of Abuse made against teachers and other staff, '*The LADO should be informed of all allegations that come to a school or college's attention and appear to meet the criteria*'. (Page 30).

Further to previous Serious Case Reviews (Plymouth 2010, North Somerset 2012), two reports in 2013 (Birmingham – Little Starts and East Sussex – Child G) have highlighted that safer recruitment procedures were not followed, LADO recording on consultations was not satisfactory and a number of opportunities to intervene earlier and prevent the continuation of abuse were missed. For Lancashire the learning from these reviews has led to the implementation of consultation records and more detailed recording on all contacts to LADO.

3. Local Context – An Evaluation of Casework in Lancashire

The LADO responds to all notifications and requests for consultations on the management of allegations. The LADO is responsible for completing an initial consideration in respect of all notifications, confirming with other agencies the level of response needed and considering whether a multi-agency response is required. The LADO monitors the case and advises parties on complex matters including when there is a need to refer to the Disclosure and Barring Service. Below is a brief overview of the key themes identified from the data collated from this monitoring role.

3.1 Data Analysis & Themes

Appendix 1 provides a breakdown of referrals to the LADO. In summary this indicates the following:

- Number of Referrals / Allegation Cases:
There has been an increase in the number of referrals taken forward as allegations: (2010/11: 652, 2011/12: 636, 2012/13: 715, 2013/14: 779). This represents a 9% increase in referrals on the previous year (2012/13).
- Source of referrals:
 - Social Care remains the major source of referrals to the LADO. (2010/11: 48%, 2011/12: 49%, 2012/13: 50%, 2013/14: 40%).
 - Although the number of referrals from health agencies increased from 9 to 16 this still represents a low percentage in relation to the total number of referrals. (2011/12: 2% 2012/13:1.3% 2012/13: 2%).
 - There has been a decrease in referrals from Education. (2010/11: 16%, 2011/12: 15%, 2012/13: 17% (123 referrals), 2013/14: 12.5% (98 referrals).
 - The rate of referrals from the Police has also decreased. (2010/11: 11%, 2011/12: 14%, 2012/13: 12.5% (89 referrals), 2013/14: 9% (67 referrals). However, the increase in referrals from the Multi-Agency Safeguarding Hub (MASH) may account for this.
- The increase in referrals is attributable to a number of factors:

- There has been an increase in referrals from the Early Years Sector (including Ofsted), rising from 9% last year to 11% this year.
- There has also been an increase in the number of referrals received directly from other organisations. For example, transport, MASH, parents and other LADO's, rising from 6% in 2013 to 17% in 2014. Positively, this reflects a growing awareness of the LADO role outside of the statutory agencies.
- Staff groups the subject of allegations:
 - The largest group of staff subject to concerns/allegations remains within Education. (2010/11: 25%, 2011/12: 29%, 2012/13: 28%, 2013/14: 29%).
 - There has been a slight decrease in allegations against staff within Social Care. (2010/11: 16%, 2011/12: 20%, 2012/13: 22%, 2013/14: 20%). This category includes staff within the independent residential care sector.
 - The number of cases relating to Police staff remains close to 1%. (2010/11: 3%, 2011/12: 1%, 2012/13: 0.8%, 2013/14: 1%).
 - The proportion of allegations against staff working in the third sector has risen this year and will need to be monitored to see if this is a developing trend as some roles in this sector (such as volunteer workers, support coaches) are no longer falling within regulated activity subject to an enhanced barred list disclosure check, although still work with children. (2010/11: 6%, 2011/12: 3%, 2012/13: 3%, 2013/14: 6%).
- Timescales for the completion of cases:
 - Performance in relation to the completion of cases within 1 month has improved compared to the previous year's performance. At 77% this is slightly below the target of 80% but shows an upward trajectory. (2010/11: 70.5%, 2011/12: 71%, 2012/13: 71%, 2013/14: 77%). This is attributable to improvements in the tracking and monitoring of employer actions, including the use of a business support officer to record outcomes on outstanding cases.
 - The proportion of cases completed within 3 months has also improved and remains high. (2010/11: 83%, 2011/12: 81.5%, 2012/13: 83%, 2013/14: 88%).
- Type of allegation:
 - There has been a decrease in allegations involving physical abuse which followed a member of staff carrying out an authorised physical intervention or restraint. (2010: 48, 2011: 53, 2012: 61, 2013: 70, 2014: 56). This reflects the change in contacts to the LADO from some providers seeking confirmation that the threshold is not met to progress as an allegation, but follow up as a complaint on conduct, as harm has not been evidenced. These contacts are no longer logged as allegations but consultations.
- Outcomes from LADO Notifications:
 - The proportion of cases that have been substantiated and unsubstantiated has remained relatively constant, whilst the levels of contact and assessment by Children's Services has decreased (2013: 32%, 2014: 20%) along with the number of Police investigations (2013: 14%, 2014: 11%). This may be explained by the number of cases considered in the Multi-Agency Safeguarding Hub which are considered by both agencies. In 2013/14 the LADO received 111 direct notifications from the MASH which had already been considered by the Police and Children's Services to determine the need for any further action. When considered together with the number of direct notifications to the LADO from the Police and CSC, it highlights that both agencies have reviewed more cases relating to

allegations and at an earlier stage (through the MASH). However, fewer cases have progressed to a formal investigation / statutory assessment.

- There has been a continued rise in notifications in relation to conduct issues. (2010/11: 151, 2011/12:177, 2012/13: 241, 2013/14: 319). This indicates greater awareness of the LADO role and consultation with the LADO in respect of conduct and suitability matters.

4. Key Themes Identified:

4.1 Increase in level of consultations and allegations cases

The number of consultations with the LADO has significantly increased compared to previous years (Table 1 below). Since November 2012 the demand on LADO activity has continued to rise significantly. Contacts for information, advice and consultations rose from 538 in 2012 to 760 in 2013 and 1,076 in 2014. This reflects a greater awareness of the LADO role but also a growing expectation in sharing allegations and concerns even when they may not meet the threshold for continued action under the management of allegations procedure. Examples of this practice include Ofsted and the MASH who will share information for the LADO to review and determine whether the threshold is met and consider any further action required. The number of contacts progressed to an initial consideration has also risen from 636 in 2012 to 715 in 2013 and 779 in 2014. This increase is in part due to notifications from Ofsted and MASH being initially logged as "allegations" when after review the threshold to act is not met. In future MASH and Ofsted notifications will be logged as threshold considerations and only defined as allegation cases if they are progressed under the management of allegations procedure.

In Lancashire, the LADO will review all contacts and complete initial considerations on allegations cases. Following statutory guidance, considerations will involve strategy discussions with statutory agencies and discussions with employers and professional bodies to ensure that immediate safeguarding issues are addressed and employers are aware of concerns. This may not necessitate a face to face meeting and multi-agency work is often undertaken by telephone and email. As such there are fewer face to face meetings noted in the figures. The impact of this approach will be further monitored in the coming year.

Table 1 – LADO Activity

LADO Activity	2010/2011	2011/2012	2012/2013	2013/2014
(Criminal Records Bureau) / Disclosure and Barring Queries	147	213	254	275
Information Sharing	167	149	244	458
Consultations on procedures and threshold for notification to LADO	(Recorded within information sharing in 2011)	176	262	343
Contacts taken as allegations cases	652	636	715	779
Total new contacts	966	1174	1475	1855

Table 2 - Initial Considerations / Referrals to LADO – Outcomes of Initial Considerations


	Outcome of Initial Consideration by LADO (new categories 2 and 6 for 2012)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
1	Employer's action after initial consideration	72	213	199	177	104	120
2	Conduct matter for the employer to conclude	-	-	-	10	66	94
3	<i>Allocated to IRO to chair strategy meeting</i>	167	149	85	63	56	49
4	Allocated to LADO for action	38	54	139	172	247	233
5	No further action	90	86	229	194	232	243
6	Ofsted action	-	-	-	20	10	23
	Total Cases	367	502	652	636	715	779

4.2 Performance and LADO Activity

As noted in last year's report strategies were developed to reduce the number of open cases to the Management of Allegations system.

There are monthly audits of LADO activity including caseload and performance monitoring. Senior officers are contacted for updates relating to their sector and there is robust follow up of outstanding employer actions and outcomes. As there are fewer individuals working with children who would be defined as working in regulated activity ongoing tracking is no longer needed on such cases and this is beginning to be reflected in the figures. Examples of such cases include, health professionals not specifically working with children, police officers not in specific designated roles and supervised volunteers in schools and sports clubs. Therefore, despite the significant rise in contacts and allegations cases the "open" caseload is less than this time last year, (Oct. 2012: 581, Oct. 2013: 545, Oct. 2014: 535). This includes cases being tracked through the various stages of the management of allegations procedure, from initial consideration to the conclusion of the case. This also includes cases awaiting the outcome of employer's actions. The monthly audits of LADO work is key to monitoring performance and the level of cases at various stages of the process. The priority remains to reduce this "headline" number over the coming year.

There has been a continued rise in demand on the services of the LADO. This may be due to several factors. There has been significant, ongoing media coverage of high profile celebrity child abuse allegations, as well as continued awareness raising activity via LADO flyer distribution, attending employer briefings and responding to senior officer queries.



The work of the LADO now focuses on advice and guidance, initial considerations and tracking of cases. This work is monitored on a monthly basis and despite the increase in demand, good performance has been maintained in the response to the management of allegations. As demand has continued to increase there has been limited opportunity to promote the role of the LADO and the management of allegations procedure. However, this is also the responsibility of all agencies. The high number of consultations from all sectors indicates that understanding of the LADO role is being embedded in practice. Developmental work has focused on promoting awareness of the LADO role within other community and faith sectors. For example, participating in the Lancashire Council of Mosque briefings (Summer 2013). Improvements have also been made to the LADO recording system and a more effective consultation recording format has been implemented. Further developments in case recording and case auditing are being considered by the regional network of LADOs with participation from the Lancashire LADO.

4.3 Ofsted

As identified in the 2013 report there was a significant rise in notifications and consultations to the LADO from Ofsted. The notifications can be categorised as follows:

- Complaints regarding employers not responding appropriately to complaints from individuals (e.g., bullying in school, sexual assault in the setting);
- Allegations against staff in a setting;
- Pre-inspection requests for information.

In 2014 this has continued to increase (2013: 70 contacts including 7 pre-inspection requests; 2014: 151 contacts including 42 pre-inspection requests for LADO data).

This higher level of contact reflects changes in procedures and policy by Ofsted in notifying local authorities of complaints and also seeking information from the LADO to inform inspections. As this practice becomes embedded the level of contacts is predicted to increase further as the LADO is increasingly seen as a key contact for Ofsted in assessing complaints and concerns shared with them.

4.4 Multi-Agency Safeguarding Hub (MASH)

The development of the Multi-Agency Safeguarding Hub (MASH) has facilitated more effective information sharing and decision making where there are safeguarding concerns. Sharing information with key partner agencies (Police, Health, Safeguarding Adults and Children's Services), is a critical part of the LADO's work in completing initial considerations and determining how investigations will be taken forward.

Given this, the LADO now sits within the MASH two days a week, to look at how communication and information sharing can be improved. This has strengthened links between the LADO and the Police and has streamlined the process for information sharing via Police Officer's within the MASH, negating the need to contact individual Divisional Public Protection Officers. It is envisaged this will improve response times and ensures a consistent approach when seeking clarification from the Police in respect of any criminal investigation.

Since April 2013 there have been a number of direct notifications to the LADO from the MASH (2014: 111). A number of these notifications are shared with LADO for review on threshold for further action rather than a notification of Police investigation. Going forward, MASH notifications will be considered as consultations initially and only categorised as an "allegation" referral if progressed under the management of allegations procedures. This may reduce the number of "allegations" cases reported next year.

5. Progress on 2012/13 Priorities agreed by the LSCB in 2013

5.1 LADO Priorities for 2012/13 - Feedback

1. Maintain current performance whilst meeting the challenge of increased demand.

Update: In response to a 26% increase in contacts (from 1475 to 1855) for the year, the number of "open" cases remains lower than the same time last year and timescales for conclusion have improved from 71% to 77%.

2. Continue working within the MASH to promote effective information sharing at an early stage and to determine if there are efficiencies to be made in streamlining the initial consideration process.

Update: The LADO currently sits within the MASH two days per week which has improved communication with other statutory agencies in relation to threshold considerations and the progression of investigations and assessments. In light of the benefits of this approach it is now intended that the LADO will be based in the MASH full-time.

3. Monthly monitoring of LADO performance to track the response rate to initial contacts.

Update: The LADO completes monthly performance monitoring on the number of contacts received and the progression of cases to inform managers of performance trends. Despite the increase in notifications to the LADO, performance in respect of the completion of cases has improved.

4. Work in conjunction with Blackpool and Blackburn with Darwen to amend the pan Lancashire LSCB procedures to reflect the change in criteria as discussed above and the change in status of the Independent Safeguarding Authority and the Vetting and Barring Service.

Update: This action has been completed and the procedures have been updated by Tri-ex.

6. Monitor the level of historical complaints and the impact upon the work of the LADO.

Update: Historical complaints are now logged on the LADO system (2014: 57) and will be monitored as a specific cohort of cases to identify trends.

7. Participate in the regional consultation exercise on notifications to LADO from Ofsted and monitor impact upon LADO work.

Update: In January 2014 the LADO attended an Ofsted consultation event which led to a review of notifications to Local Authorities and LADOs. Ofsted advised on new procedures for notifying

local authorities in June 2014 and the number of notifications will be monitored to assess the impact of the new procedures.

5.2 Successes in 2013/14

5.2.1 Regional Network – LADO National Conference March 2014

The North West Regional LADO Network hosted the first National LADO Conference in March 2014. The Lancashire LADO facilitated a workshop at the conference and remains an active participant in the Regional Network. The benefits of this participation include the development of consistent practice, pooling of resources to address common LADO dilemmas, development of regional policies and procedures to promote clear and effective practice and reducing duplication of work by individual LADOs. Objectives for the Network in 2014/15 include the agreement of a regional data retention policy and peer assessment review process.

5.2.2 Safeguarding Children and the Workforce

By completing accurate, timely, concise information sharing on Criminal Record Bureau / Disclosure and Barring queries the LADO is able to promote relevant disclosures, thereby promoting safer recruitment practices, whilst ensuring that those that can enter the workforce are enabled to do so. Consultation work completed by the LADO involves discussions with employers on reviewing the content of Disclosure and Barring Checks and completing effective risk assessments enabling adults to work with children when it is assessed as safe. Consultation work also reviews outcomes on employer investigations to confirm if the duty to refer to the Disclosure and Barring Service is met.

By providing advice close to the time of initial disclosure critical evidence can be secured and timely liaison with the police ensures an investigation can be initiated whilst protecting the child. In 2014 the number of convictions, dismissals and referrals to the Disclosure and Barring Service evidences that the Management of Allegations procedure is effective in removing unsuitable individuals from the workforce. (25 employees in 2014 were removed from regulated activity). This year there has also been two significant disqualifications from the teaching profession.

5.2.3 Challenges facing LADO Performance

Despite the increase in workload, performance has been maintained by the LADO in responding to contacts from organisations (2014: 74% of contacts responded to in one working day, 82% of Initial Considerations completed in one working day). Where there are potential safeguarding concerns in relation to children, the LADO always ensures prompt sharing of information and timely decision making. However, in some cases the LADO will require further information before being able to make a decision regarding any further action required and it is therefore not always possible to complete an Initial Consideration within one working day.

LADO performance will continue to be monitored and the impact of any further increase in service demand considered. Whilst the LADO response rate to notifications remains high, there is concern that if the demand for consultations and initial considerations continues to increase, this may put further pressure on the LADO role which is predominantly fulfilled by one person. The LADO's workload will be regularly reviewed in the next year to ensure practice is not

compromised by service demand. This will be achieved by case audit reviews completed by Quality & Review Managers, quarterly audits and other agency audits.

5.3 LADO Priorities for 2014/15

1. Maintain current performance whilst meeting the challenge of increased demand. This will be achieved by monthly monitoring of performance.
2. Continue working within the MASH to promote effective information sharing at an early stage whilst assessing the impact of closer inter-agency working.
4. Monthly monitoring of LADO casework to ensure the timely progression of cases.
5. Maintain full active participation in the North West Regional LADO network to ensure Lancashire's practice is consistent with other areas in the application of national guidance but also to prevent duplication of work in developing policies, procedures and training briefings.
6. To review practice in regards to the continued increase in demand for consultation and advice from the LADO and achieve a framework for quality assuring the work of the LADO.
7. Senior Managers with responsibility for the management of allegations in partner agencies should undertake audits within their own organisations to quality assure practice and ensure they have a safe workforce.
8. To identify and challenge sectors, employers or agencies that do not provide information / responses on the Management of Allegations casework in a timely manner. This will be reported to the LSCB.
9. LADO to be based full-time in the MASH as there is evidence that this model of working is effective.

Recommendation(s):

The Board is asked to consider the Annual Report from the LADO and agree the priority work areas for LADO in 2014/2015.



Tim Booth
Local Authority Designated Officer (Allegations)

APPENDIX 1: Data re LADO Activity

Source of Referrals (shaded areas are subsets of category above)

	Number of Referrals by Agency 2008/2009	Number of Referrals by Agency 2009/2010	Number of Referrals by Agency 2010/2011	Number of Referrals by Agency 2011/2012	Number of Referrals by Agency 2012/2013	Number of Referrals by Agency 2013/2014
Social Care	219	248	312	309	359	315
Local Authority			235	248	284	237
Independent Residential Care			49	56	67	76
Local Authority Residential				5	8	2
Health	2	12	13	13	9	16
Education	82	128	105	98	123	98
Local Authority Education			76	81	102	75
Independent Education			7	17	21	23
Foster Care	0	6	8	18	11	14
Local Authority Fostering				10	6	9
Independent Foster Care				8	5	5
Police	9	36	72	87	89	67
NYOT	1	1	2	0	0	0
Probation	0	1	0	0	0	0
CAFCASS	1	0	0	0	0	0
Secure Estate	6	0	2	0	0	1
NSPCC	1	1	0	0	4	20
Voluntary Organisations	2	2	17	8	7	17
Faith Groups	0	2	6	7	6	4
Armed Forces	0	0	0	0	0	1
Immigration/Asylum Support Services	1	0	0	0	0	0
Ofsted / Early years	0	20	30	51	65	88
Other	43	45	85	45	42	138
Transport			15	12	7	11

Employment Sector of the Subject of Allegation

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Social Care	57	80	107	128	158	154
Local Authority			21	36	31	32
Independent Residential Care			69	82	115	117
Local Authority Residential			17	10	12	5
Health	4	12	32	24	30	32
Education	137	186	163	183	198	223
Local Authority Education			132	144	135	169
Independent Education			31	39	63	54
Foster Care	59	61	65	68	62	71
Local Authority Fostering			44	32	30	33
Independent Foster Care			21	36	32	38
Police	8	14	17	8	6	9
YOJ	0	0		1	0	0
Probation	0	1		0	0	1
Secure Estate	7	0	4	1	2	2
Voluntary Organisations	5	9	40	19	24	45
Faith Groups	7	15	29	34	39 (30 Islamic)	23 (16 Islamic)
Armed Forces	0	1	1	0	3	2
Immigration/Asylum Support Services	0	0		0	0	0
Ofsted / Early years	0	52	81	56	62	80
Other	83	71	113	114	131	137
Transport			37	29	24	25
Total number of referrals	367	502	652	636	715	779

Total number of referrals in locality

Total number of referrals in locality						
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Burnley Pendle and Rossendale	98	127	154	147	146	155
Hynburn and Ribble Valley	44	48	84	75	88	94
South Lancashire	64	122	106	100	105	114
Lancaster Fylde and Wyre	80	93	124	100	119	144
Preston	65	103	92	86	85	115
Referrals relating to other areas / not identified	16	9	92	128	172	157
Total number of referrals	367	502	652	636	715	779

Categories of abuse

Categories of abuse						
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Sexual	105	120	123	101	68	87
Physical	198	252	285	245	248	218
Neglect	32	80	29	15	5	9
Emotional	26	42	27	21	16	8
*Conduct (new category for 2011 figures)			151	177	241	319
Other/Not categorised	6	8	37	77	137	138
Cases involving social media (new category for 2012)				(10)	(46)	(46)

Number of allegations involving physical abuse which followed a member of staff carrying out an authorised physical intervention or restraint?

2009	43
2010	48
2011	53
2012	61
2013	70
2014	56

Outcomes on the Management Allegations

Outcomes: (on the 779 cases)		2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Total number	Substantiated	46	56	77	63	79	86
	Unsubstantiated	94	67	127	127	135	144
	Unfounded	23	17	39	41	28	25
	False						8
	Malicious	2	1	4	7	5	8
	NFA after consideration	88	83	232	232	308	379
	Awaiting outcome on year's cases (out of 779)			215	166	160	129
	Number of Police Investigations	89	129	172	197 (117 enquiries + 80 investigations)	232 (131 enquiries + 101 investigations)	171 (82 enquiries + 89 investigations)
	Number of Section 47/CP Investigations	139	88	93	71	84	53
	Number of initial assessments only (new category for 2012)				29	49	29
	Number of cases subject to a basic assessment by CSC (new category for 2012)				81	94	72
	Number of Dismissals / Cessations of Use	30	24	33	33	27	25
	Number of Resignations	10	24	29	16	9	20
	Number of referrals to POCA/List 99/ISA/DBS	7	22	27	24	29	28
	Number of Convictions	6	23	27	12	19 (7 cautions 12 convictions)	16 (7 cautions – 9 convictions)

Timescales for concluding management of Allegations

Concluded cases from all the spreadsheet with dates from 1/4/13 to 31/03/14

Timescales for closure / conclusion (% recorded against those reported outcomes).													
	2009	2009 %	2010	2010 %	2011	2011 %	2012	2012 %	2013	2013 %	2014	2014 %	Aim
1 month (28 days)	132	66	109	71	343	70.5	336	71	419	71	518	77	80%
3 months (84days)	47	90	31	91.5	59	83	50	81.5	71	83	67	88	90%
12 months (336 days)	18	99	12	99	61	95	55	93	45	91	49	95	
Beyond 12 months	1		1		23		32		53		31		
Total Concluded cases reported to LADO	198		153		486		473		589		665		

Appendix 2: NORTH WEST REGIONAL LADO DATASET

NORTH WEST REGIONAL LADO DATASET - PERIOD 01/04/13 – 31/03/14

Table 1 Numbers of Referrals						
Local Authority	Total number of Referrals (see definition)	No of referrals ending in NFA at initial consideration	% of referrals ending in NFA at initial consideration	No of referrals leading to strategy meeting	% of referrals leading to strategy meeting (multi-agency discussion)	No of CONSULTATIONS if recorded separately
Blackburn	102	5	5.1%	29	29.58%	
Bolton	217	156	72%	61	28%	
Bury	51	25	49%	20	39%	195 contacts
Cheshire East	63	24	38%	27 SM 12 SD	43% 19%	257 contacts
Cumbria	561	101	18%	not collated		n/a
Lancashire	779	243	31%	237 (49 IRO Meeting – 188 LADO multi-agency discussion)	30%	343
Oldham	100	26	26%	46	46%	50 approx
Salford	276	197	71%	75	27%	37
Sefton	133	NFA Not recorded		66	50%	Not recorded last year
Stockport	153	55	36%	38	25%	60
Tameside	98	67	68.36%	31	31.63%	

Table 2. No of referrals per 10,000 children *

Local Authority	0 – 19 population	Referrals per 10,000
Blackburn	42,500	24
Bolton	73,000	27
Bury	45,000	11
Cheshire East	83,000	8
Cumbria	107,000	52
Lancashire	277,000	28
Oldham	61,000	16
Rochdale	54,000	25
Salford	57,000	48
Sefton	60,600	22
Stockport	60,373	25
Tameside	54,000	18

Table 2. Guidance Note: * Child Population Figures from Office for National Statistics – Sub National Population Projection. Each authority to provide their own figure. If authorities chose to use these figures it needs to be acknowledged that not all referrals have a named child and that some may have more than one child but will be recorded as one referral. With fairly small figures this could skew the percentages. It has to be then argued that these figures may not be as useful if used literally. It is proposed that these are kept in the regional dataset for each LA to make their own decision about whether they want to use them.