



PRIVATE AND CONFIDENTIAL

MINUTES OF ORDINARY STRATEGIC BOARD MEETING

THURSDAY, 20 JULY 2017, 13.30

SOLARIS CENTRE, BLACKPOOL

Present:

David Sanders, Independent Chair

Amanda Woolridge, Deputy Head Teacher, St John Vianney's Primary School

Kate Barker, Early Years Improvement Officer, Blackpool Council

Diane Booth, Director of Children's Services, Blackpool Council

Councillor Graham Cain, Cabinet Secretary and Portfolio Holder for Resilient Communities, Blackpool Council

Jackie Couldridge, Service Manager, CAFCASS

Terri Crossland, Named Nurse, Blackpool Teaching Hospitals

Jill Fennel, Lay Member

Louise Fisher, Deputy Director, Cumbria and Lancashire Community Rehabilitation Company

Sarah Harris, Safeguarding Practitioner, North West Ambulance Service

John Hawkin, Head of Leisure, Catering Services and Illuminations, Blackpool Council

Tony Morrissey, Interim Principal Social Worker / Head of Safeguarding, Blackpool Council

Dave Oldfield, Inspector, Lancashire Constabulary

Amanda Quirke, Local Service Manager, NSPCC

Andrew Roberts, Senior Probation Officer, HM Prison and Probation Service (North West)

Paul Threlfall, Business Development Manager, Blackpool Safeguarding Children Board

Cathie Turner, Designated Nurse / Head of Safeguarding, Blackpool Clinical Commissioning Group

Paul Turner, Schools' Safeguarding Adviser, Blackpool Council

Bridgett Welch, Assistant Director, Safeguarding, Lancashire Care Foundation Trust

Rob Wheatley, Designated Doctor for Safeguarding, Blackpool Teaching Hospitals

In Attendance:

Tara Bragg, Young Carers' Champion, Blackpool Carers' Centre

Amy Cookson, Family Support Worker, Blackpool Carers' Centre

Lynn Donkin, Public Health Consultant, Blackpool Council

Sandip Mahajan, Senior Democratic Governance Adviser, Blackpool Council

Pauline Stables, Detective Chief Inspector, Lancashire Constabulary

Donna Taylor, Lead Nurse and Senior Public Health Practitioner, Blackpool Council

Phil Thompson, Principal Educational Psychologist / Service Manager, Special Education Needs and Disabilities, Blackpool Council

Apologies:

Elaine Allen, Head Teacher, St John Vianney's Primary School

Lesley Andersen-Hadley, Chief Nurse, Blackpool Clinical Commissioning Group

Nicola Evans, Superintendent, Lancashire Constabulary

Jane Gray, Head of Access and Inclusion, Blackpool Council

Hazel Gregory, Head of Safeguarding, Blackpool Teaching Hospitals

Rosie Sycamore, Head Teacher, Highfurlong School

Marie Thompson, Director of Nursing and Quality, Blackpool Teaching Hospitals.

Sonia Turner, Assistant Director, HM Prison and Probation Service (North West)

1 YOUNG CARERS

The Chair welcomed Tara Bragg, Young Carers' Champion, Blackpool Carers' Centre and Amy Cookson, Family Support Worker, Blackpool Carers' Centre. He explained that operational feedback from frontline staff had been different to the Board's perceptions of young carers so the Carers' Centre had been invited to provide a clearer profile.

Tara Bragg and Amy Cookson welcomed the opportunity to outline the range and numbers of young carers' as well as identifying missing carers, their work and who they were supporting, the support they needed and how the Board could help.

Tara Bragg explained that young carers were 5-15 years old and provided support, covering emotional, physical or social aspects, to a wide range of people who might have physical, mental health or substance misuse difficulties. Young Adult Carers were 16-25. Carers might support whole families so support for carers needed to recognise this. The Carers' Centre actively supported 300 young carers and offered support to another 300.

Tara Bragg explained that 1340 young carers had been identified in Blackpool (2011 census), including many on care plans themselves, but there were probably far more young carers in Blackpool needing support. Professionals could identify them through many signs which she listed, e.g. tired at school, missing lessons or struggling with work. The one common element was that young carers spent disproportionate time at home. This could impact on their health and mean missing out on a normal childhood which may lead to resentment in future years.

Amy Cookson outlined projects supporting young carers generally, for those who looked after siblings and family projects. These could involve practical household advice such as emergency contact numbers and utility savings, opportunities to learn skills (e.g. nutritional cooking and building early resilience), trips and short breaks. Involving families was important. Young adult carers would also get support on seeking further educational opportunities. She added that funding had been secured for new and pilot projects, e.g. young people trying to support parents with substance misuse issues.

Amy Cookson listed some key support messages that young carers had suggested. These included effective and honest two-way communications, recognising their roles and support they needed, specific support and sign-posting with clear and simple information. The over-riding message was to work together and be family focused.

Tara Bragg outlined the process for making a referral (for supporting a carer) to the Carers' Centre. It was likely that the Families in Need service and schools (some claimed that they were not aware of any young carers) could make more referrals. She explained that the Carers' Centre could potentially take some of the work burden off statutory services. They would never turn young carers away, e.g. sign-posting would be minimum support.

In response to Members' questions, she explained that the Carers' Centre worked well with Families in Need but there was limited work with the police. Jill Fennel, Lay Member pointed out that the referral form included reference to statutory agencies. She referred to existing activities by Educational Diversity, the pupil referral unit, which supported young carers and worked well with the Carers' Centre. Tara Bragg added that some other schools worked with the Carers' Centre. Diane Booth, Director of Children's Services, Blackpool Council reported that Ofsted had recognised good work in schools supporting

young carers. John Hawkin, Head of Leisure, Catering Services and Illuminations, Blackpool Council offered to discuss leisure opportunities, for supporting young carers, outside the meeting with the Carers' Centre.

The Chair noted that there were many 'hidden' carers who wanted to remain so. Professionals needed to be aware of this. He suggested that working with schools was probably the best way to engage 'hidden' young carers. He added that if schools were not very supportive in working with the Carers' Centre than the Board could encourage them.

Tara Bragg referred to various awareness-raising events. She added that Board partners could help by raising awareness of young carers' needs within their own organisations. Diane Booth requested that a similar presentation was made at a Safeguarding Children Board Schools' Twilight meeting.

2 MINUTES OF THE MEETING HELD ON 23 MAY 2017

The minutes of the meeting held on 23 May 2017 were approved as a correct record of the meeting.

3 ACTION TRACKER

The Action Tracker was reviewed.

Action 110: Inform the Board of any safeguarding information concerning Highfield School and South Shore Academy. Action 110 had been completed.

Action 118: Report progress on tackling exclusions and alternative education provision. See Actions 145 and 202. Further progress would be reported at the Board's October 2017 meeting including outcomes of the £487k funding bid for additional resource (social work / admin). Action 118 had been effectively completed.

Action 135: Complete returns on the numbers of completed Early Help assessments as soon as possible following circulation of the relevant template. Data was now being submitted in respect of cases held at Levels 2 and 3 by Children's Centres and Families in Need respectively and the Chair has a meeting scheduled to explore IT options for collating data on early help assessment form completion by partner agencies which would potentially represent a longer term solution. Preparation for use of the new Early Help model had progressed well with 600 practitioners expected to be trained by the end of October 2017.

Action 142: A dedicated meeting would look at private fostering issues, report recommendations and potential solutions. The meeting would involve the BCCG; Cumbria and Lancashire Community Rehabilitation Company; Early Years; Families in Need; health visitors; National Society for the Prevention of Cruelty to Children, schools and the Transience Team. This meeting had taken place and Tony Morrissey, Interim Principal Social Worker / Head of Safeguarding, Blackpool Council would be arranging for the 2016-2017 report to be presented to the Board's October 2017 meeting. The action had been completed.

Action 145: A dedicated meeting would look at education issues and opportunities concerning excluded children and 'new to area' children. See Actions 118 and 202. Paul Turner, Schools' Safeguarding Adviser, Blackpool Council reported that work was progressing. A meeting had been held involving Wendy Casson, Head Teacher,

Educational Diversity, John Hawkin and himself. They had identified provision for some new opportunities. More detailed progress would be provided at the Board's October 2017 meeting.

Action 184: Progress report on the new Health Visiting service (0-5 year olds). This was a separate item on the agenda so had been effectively completed.

Action 191: Sally Harris, Safeguarding Practitioner, North West Ambulance Service to liaise with Merle Davies, Director, Better Start on how Better Start work could be supported through North West Ambulance Service work on integrated clinical pathways. Amanda Quirke, Local Service Manager, NSPCC reported that Merle Davies had invited David Rigby, Sector Manager, North West Ambulance Service to join the Better Start Board and operational group. Sarah Harris, Safeguarding Practitioner, North West Ambulance Service requested that she was included on both meeting bodies.

Action 192: Terri Crossland, Named Nurse, Blackpool Teaching Hospitals to send safeguarding supervision template used by the Hospital Trust to Bridgett Welch, Associate Director, Safeguarding, Lancashire Care Foundation Trust (LCFT). See Action 193.

Action 193: Bridgett Welch to present Lancashire Care Foundation Trust's formal response to the Care Quality Commission's re-inspection findings and the Trust's Action Plan to a future meeting of the Board. Bridgett Welch, Assistant Director, Safeguarding, Lancashire Care Foundation Trust reported that the Trust Board had approved its Quality Improvement Plan. This was a long-term, sustainable plan which incorporated, and went beyond, the Care Quality Commission's recommendations. The Commission endorsed the wider approach. More comprehensive progress would be reported to the Board at its October 2017 meeting.

Action 202: Start developing opportunities for schools, the Improvement Board and Safeguarding Board with a view to promote investment in improvement actions. See Actions 118 and 145. Action 202 had been effectively completed.

Action 203: Review opportunities offered by the voluntary sector for alternative education curriculum. Paul Turner advised that opportunities were accessed through Cast North West. However, full potential for 125 children might not be achieved due to limited development land for facilities. The issue would be considered at the School Improvement Board. John Hawkin added that the Pupil Referral Unit would be moving some pupils into Stanley Park when premises had been developed and then there would be opportunities for work placements etc. Paul Turner added that some current site facilities were in need of refurbishment. **Action: John Hawkin to provide an update with development progress of education facilities at Stanley Park for the Board's January 2018 meeting.**

Action 204: Paul Turner and David Sanders to liaise with teacher supply agencies to ensure that they are undertaking Disclosure and Barring Service recruitment checks before supplying teachers to schools. Paul Turner explained that the issue related to recruitment agencies who had been contacted. Schools understood the issue and would check that agencies provided fully vetted staff.

Action 205: Organise a half-day development event for practitioners to build a better understanding of effective multi-agency working and safeguarding standards expected of partners. Tony Morrissey advised that safeguarding standards would be discussed at the Shadow Board's meeting on Monday 24 July 2017. Paul Threlfall added that it would be an expanded Shadow Board with other practitioners invited. An update would be provided for the Strategic Board's October 2017 meeting.

Action 206: David Sanders and Diane Booth to meet with their pan-Lancashire colleagues to agree shared approaches to the Multi-Agency Safeguarding Hub, thresholds and referrals to Children's Social Care. The Chair reported that a constructive meeting had taken place discussing a Pen-Lancashire approach to thresholds, making the Multi-Agency Safeguarding Hub 'fit for purpose'. He referred to the preparatory work for the new Early Help model progressing well with 600 practitioners due to be trained before the end of summer launch.

Action 211: Update on Vulnerable Adolescent Hub (VAH). This would be re-scheduled for the Board's October 2017 meeting.

Action 212: Arrange for a presentation on the issue of young carers. This was a separate item on the meeting agenda. Action 208 had been completed.

Action 213: Children's Services Improvement Plan. This was a separate item on the meeting agenda. Action 209 had been completed.

Action 214: Care Quality Commission inspection of the work of Blackpool Teaching Hospitals Trust and other health providers in respect of health provision for Looked After Children, the outcome of which would be reported to the Board meeting in October 2017. Cathie Turner, Designated Nurse / Head of Safeguarding, Blackpool Clinical Commissioning Group reported that the inspection had been wider than Looked After Children, looking at safeguarding across the whole health sector. The Commission's report might be published in time for the Board's October 2017 meeting.

4 SUPPORTING CHILDREN WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES

Phil Thompson, Principal Educational Psychologist / Service Manager, Special Education Needs and Disabilities, Blackpool Council gave a verbal update on progress with supporting children with Special Educational Needs and Disabilities (SEND).

Note - this item was tabled at the meeting so did not appear on the agenda. A paper had been provided at previous meetings but discussion had been deferred previously.

Phil Thompson referred to inspections being undertaken nationally by Ofsted during 2016 and 2017. These reviewed how effectively the collective of local services identified children and young people who have special educational needs and/or disabilities, assessed and meet their needs and delivered effective outcomes for them. Ofsted had completed thirty-one inspections to date with just six requiring action plans.

He added local services in Blackpool had been reviewed in the meantime through self-assessment and a Peer Review Process led by Halton Borough Council. The Peer Review had contained good challenging questions. The local assessment and review had identified some work which was being pursued concerning better support for children with relevant needs in terms of health and social care needs as well as educational. The

preparatory work undertaken would assist with the likely Ofsted inspection.

Paul Threlfall advised that Ofsted were developing new performance plans as part of their inspections. The Chair requested that progress be reported to the Board's next meeting.

Action: Phil Thompson to report progress with work to support children with special educational needs and/or disabilities at a future meeting.

5 PROFESSIONAL POLICE STANDARDS

Pauline Stables, Detective Chief Inspector, Lancashire Constabulary outlined work being undertaken and structures to tackle abuse of authority from serving police officers. A similar update, from Lee Wilson, Chief Inspector, Lancashire Constabulary had been given to Blackpool Safeguarding Adults Board.

The work was led centrally by the Professional Standards Department and reflected national guidance from the National Police Chiefs' Council.

She explained that issues did arise and of particular concern were sexual crimes involving the abuse of a position of authority. As well as the impact to victims, there was reputational damage to the police and loss of confidence. This impacted upon the majority of officers who worked responsibly but were let down by a small number of disreputable officers who targeted vulnerable people.

Pauline Stables explained that the police aimed to prevent any abuse of power, identify and deal with it swiftly and learn lessons. She referred to a range of work which was in place to raise awareness internally of the issues, professional standards expected of officers, and to identify, tackle and prevent issues. She added that all officers had a duty not to tolerate unacceptable behaviour from other officers. The police were proactive in identifying issues, e.g. monitoring of social media.

Pauline Stables outlined the range of work which was being pursued to raise awareness externally. This included domestic violence professionals and women's refuges, risk assessment groups as well as safeguarding boards. It was important to encourage the public to feel it was worthwhile and safe to report concerns, i.e. that officers would not simply 'close ranks'. Both officers and the public could report concerns confidentially to a dedicated phone-line. Internal reporting of concerns had doubled since October 2017.

She referred to next steps which including external reporting, random checks and risk assessments, developing and sharing lessons and the national strategy. A press release would be issued in the next week to raise public awareness of the issues and give people reassurance of proactive work being pursued to prevent and tackle abuse. Giving people the confidence to report concerns was particularly important.

Paul Turner highlighted that vulnerable children might be exploited, part of an investigation and consequently not trust the authorities. He added that the Awaken Service did have a database of children potentially vulnerable to sexual exploitation. He queried how they would be encouraged to report concerns. The Chair added that schools were an important environment. Diane Booth, Director of Children's Services, Blackpool Council added that awareness-raising at schools was important and that information needed to be shared including with schools. Amanda Quirke, Local Service Manager, NSPCC referred to the Designated Officer model for independently investigating

safeguarding complaints against staff from any agency.

Bridgett Welch added that all agencies needed to adopt professional standards e.g. health staff had to behave appropriately with patients. Ideally common boundaries could be developed together. The Lancashire Care Foundation Trust had undertaken a review of allegations made against staff and developed options for reporting concerns. Pauline Stables mentioned that Blackburn with Darwen Safeguarding Children Board had put forward similar concerns and suggestions.

The Chair noted that issues of misconduct were challenging but it was important for issues to be reported and escalated with appropriate action before they grew in seriousness. He noted that professional standards applied to staff of all the Board agencies. He cited the example of the Designated Officer model as one that prompted effective investigation and best practice. Working with schools including sharing information was also important.

He added that all people should be able to report early concerns with confidence that they would be listened to with appropriate investigation and action pursued. He suggested that all the concerns and suggested ideas should be considered, involving the Board, Designated Officer and schools. A summary of proposed actions for further discussion could be considered at the September 2017 meeting of the Business Management Group.

Action: Pauline Stables to present a summary paper of proposed actions, for developing professional standards across all agencies, to the Business Management Group's September 2017 meeting (paper to include reference to working with the Designated Officer and schools including awareness-raising, information sharing, ease of reporting concerns, investigating concerns and best practice).

6 CHILDREN'S SERVICES IMPROVEMENT PLAN

Diane Booth explained that she had been in post for three months and had assessed challenges facing Children's Services and what might need to be done. The old Improvement Plan had been disbanded. The Blackpool Improvement Board had been streamlined into an effective size. Existing groups and meetings would be used but no new ones. Short bite-sized plans would be produced for viability and for achievable small steps. There was internal / partnership work and early help support developed.

She added that a consultant, Tony Crane, had provided an independent assessment of Children's Services. He had helped develop a new proposed plan which had been presented to the Improvement Board.

Tony Morrissey presented Tony Crane's overview of the issues and challenges facing Children's Services, work being undertaken and the options available to develop and deliver the Children's Services Improvement Plan to support children and young people.

The content represented the work, evidence used, findings and recommendations of Tony Crane who had been requested to identify the Blackpool challenge and causes, what was being done (well / not so well), strengths / weaknesses and what needed to be done. He added that Tony Crane had benchmarked performance across the north-west.

Tony Crane had identified various areas of good practice within Blackpool noting that high

levels of committed (staff) resources were in place but had questioned the effectiveness and value for money being achieved. There was an assumption that Blackpool had unique problems. This led to process-driven work not focusing on managing risk or recognising the need to achieve the most effective outcomes. Members queried whether Tony Crane had incorporated transience issues. Diane Booth noted that the consultant would have queried whether that was an issue but would check the validity of the data within the transience context.

Tony Crane had challenged whether Early Help paradoxically increased rather than reduced demand, e.g. some families might need sign-posting rather than direct support. He had referred to needing a focus on a cultural change and delivering effective basic work, e.g. defining success measures, applying thresholds well, accurate/quality assessments, purposeful meetings and visits and good decision-making. Tony Morrissey added that the Knowsley area had developed their processes to focus on safeguarding where it was needed.

Tony Crane had queried whether partnership working was multi-agency as it seemed geared towards referrals to social care. How some services fitted in was not clear, e.g. Families in Need. He had proposed reduction targets, e.g. numbers of appropriate contacts and 'front door' referrals, bottlenecks in processes such as the Multi-Agency Safeguarding Hub (MASH) and numbers of people really needing support including children in care and also reducing the multitudes of officers involved in cases.

Tony Crane had identified child protection and risk management as key areas of work and had emphasised that an Action / Improvement Plan was needed. An integrated 'front door' was needed with / without the Multi-Agency Safeguarding Hub. He emphasised that a multi-agency approach was needed for risk management using the 'risk sensible' model. There needed to be a stronger, more co-ordinated management lead and oversight (including the Independent Reviewing Officers) but with fewer managers involved in processes. Standards of work also needed to be developed and audited.

Tony Crane highlighted that the outcomes for children and families were paramount. This included children leaving care. There needed to be long-lasting legacies.

Members welcomed the comprehensive review. They supported the introduction of the 'risk sensible' model and sharing approaches at Pan-Lancashire level where possible which would help agencies operating at that level. They agreed that some processes needed streamlining and potentially even disbanding, e.g. the Multi-Agency Safeguarding Hub was well recognised as overly-bureaucratic and process driven. Members wanted to encourage better staff judgement (not perceptions) and reflection/review alongside effective processes, e.g. good application of thresholds.

Paul Turner made reference to school pressures including transience and pupil welfare. Potential changes to school budget allocations meant that they might not make use of the Council's Pupil Welfare Service although that Service helped manage attendance issues. He cited Salford's Education Services as taking a long-term approach supporting pastoral services. Jill Fennel, Lay Member suggested that the 'Every Child Matters' approach needed to be considered. Diane Booth agreed that the School Improvement Board would need to discuss these issues and added that Ofsted needed to understand issues such as deprivation within Blackpool.

Rob Wheatley, Designated Doctor for Safeguarding, Blackpool Teaching Hospitals queried the impact of the continuing rise in Looked After Children. Tony Morrissey acknowledged this but added that this was also a regional issue and of particular concern in relation to numbers of Looked After Children aged under five years old. Diane Booth added that issues of 'drift' and delay needed to be tackled.

In summary, Members wanted an optimum balance of delivering the right services for the right families at the right time, i.e. using a risk-based approach to identify people needing support and focusing that support. This needed to be driven through cultural change involving conversations with families and a long-term, sustainable Improvement Plan.

Action: Diane Booth to check the validity of the consultant's data within the context of transience being properly considered.

Action: Diane Booth to present a progress report on the Children's Services Improvement Plan to the Strategic Board's October 2017 meeting.

7 ADVERSE CHILDHOOD EXPERIENCES - PROGRESS

Lynn Donkin, Public Health Consultant, Blackpool Council reported that research demonstrated the negative impact of adverse childhood experiences (ACE) throughout people's lives upon their health and wellbeing as well as associated aspects, e.g. lower educational and career achievement and challenging behavioral and social issues. Some of these could result in serious issues impacting upon families e.g. violence and crime.

She explained that there were a range of adverse childhood experiences with high risk outcomes, e.g. physical and emotional abuse, neglect and witnessing domestic abuse or substance misuse. It was important to develop methods of preventing and tackling / managing adverse experiences including through building resilience. There was already progress in this area, e.g. Better Start Programme to support families with young children, Head Start Programme to develop the emotional wellbeing and resilience of older children and support offered through social care professionals.

Lynn Donkin re-iterated that international and local evidence bases were continuing to grow covering the impact of adverse childhood experiences and responses. She added that the first north-west regional conference on adverse childhood experiences had taken place in February 2017. An internal group was being set up to review evidence and develop responses. She invited expressions of interest for Board members to join the research group. Diane Booth added that Blackburn with Darwen Council was actively implementing an approach based on identifying and addressing adverse childhood experiences. Lynn Donkin confirmed that she was working with the Development Manager at the Centre for Early Childhood Development (Better Start's research centre). She added that there would be further progress with briefings to report by end September 2017.

Members welcomed the progress made and confirmed that they endorsed the work.

Action: Lynn Donkin to offer advice to Tony Morrissey in joint resilience work with Blackburn with Darwen Council.

Action: All Members invited to express interest in joining the internal research group on tackling and responding to adverse childhood experiences (responses to Lynn Donkin).

Action: Lynn Donkin to provide a briefing update, on adverse childhood experience work, at the Board's October 2017 meeting.

8 HEALTH VISITING TRANSFORMATION

Donna Taylor, Lead Nurse and Senior Public Health Practitioner, Blackpool Council relayed that the Board had received a report in late 2016 outlining the proposed new Health Visiting model for supporting families with young children following birth. The model had been developed and now agreed through the Better Start Programme.

She added that it had been a real opportunity to review the Health Visiting role. The importance of a child's early years had been recognised as paramount to their long-term development. Therefore, as part of the wider Healthy Child Programme, there were eight key stages (or steps) from birth and early development through to starting school, when health visitors would review a child's progress. She highlighted the importance of early child development as a healthier child would perform better at school and elsewhere otherwise complex social and health issues were more likely to arise.

Donna Taylor recalled the initial phase of the Programme started in late 2016 and would run for twelve months implementing systems and processes for transforming the Health Visiting service. A range of professionals were involved including from Blackpool Teaching Hospitals, Better Start and Public Health. Work was on track and progress reported to the Better Start Executive Board which was also responsible for governance. The new Health Visiting Service would start fully from April 2018.

She added that this was a universal offer for all families and progressively supported their needs through a structured approach. The eight stages provided far more comprehensive support than previously. The Chair added that this was one of the most comprehensive programmes nationally.

9 MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENTS

Andrew Roberts, Senior Probation Officer, HM Prison and Probation Service (North West) advised that the Multi-Agency Public Protection Arrangements (MAPPA) Annual Report for 2016-2017 would be issued in October 2017 and covered Pan-Lancashire progress.

He explained that serious offenders (violent and sexual) were either managed by one of the partner organisations acting as the 'lead agency' (for Level 1 offenders) or through Multi-Agency Public Protection Arrangements meetings (for Level 2 and Level 3 offenders). Management included assessing risk and developing effective risk management plans. He added that for Pan-Lancashire, there were 143 registered sex offenders against the national average of 104 (per 100,000 people). This was the second highest in the country so had a significant impact upon resources.

Andrew Roberts added that attendance by all partners at meetings was important to ensure effective information sharing and the best outcomes for safeguarding children. Level 3 attendance was satisfactory but Level 2 attendance from middle managers needed escalating to ensure improvement.

Some members queried the issuing of meeting invites, how data was collected and whether attendance monitoring was accurate as they believed their agencies had been represented. Information on which agencies were not attending would also be useful.

Andrew Roberts confirmed that he would review attendance data concerns.

Tony Morrissey suggested a 'single point of contact' for each agency might help ensure that meeting invites were received and attendance issues escalated appropriately. He added that there were anecdotal accounts that poor attendance at Level 2 meetings sometimes meant that cases were kept inappropriately at Level 3 as an alternative.

Action: Andrew Roberts to review invites and attendance data concerns at Multi-Agency Public Protection Arrangements meetings.

10 BUSINESS MANAGEMENT GROUP UPDATE

The Chair presented an update of the Business Management Group meeting held on 10 July 2017.

The Chair referred to preparation work for a potential Joint Targeted Area Inspection (JTAI) on neglect. The Business Management Group had approved the Neglect Protocol. Paul Threlfall added that the Protocol was about the use of the Suite of Neglect Evaluation Tools.. The new approach would be rolled out from September 2017 and would require a Thriving Families Checklist to be submitted with all referrals for statutory intervention in respect of neglect. He added that managers would need to arrange for necessary staff to attend Graded Care Profile 2 training. So far, 200 practitioners had been trained. He would circulate the final Protocol to Members.

Diane Booth suggested that the neglect work seemed process-driven rather than trying to stimulate behavioural change. She also queried whether the best tools had been developed and that it was important to measure outcomes. She suggested that effectiveness should be reviewed a few months after roll-out. Bridgett Welch felt that the process was difficult. Tony Morrissey explained that the protocol was intended to embed the use of the suite of tools which had previously been agreed by the Board as the most effective means of assessing neglect. Paul Turner added that NSPCC evidence indicated that the tools did prove effective.

Paul Threlfall explained that change would be pursued through the training and roll-out which the Board had approved. He added that practitioners needed to complete forms as best as possible and add in comments. Managers needed to provide staff oversight.

Action: Paul Threlfall to circulate to the Board, the final version of the Suite of Neglect Evaluation Tools Protocol.

11 SHADOW BOARD UPDATE

Tony Morrissey, Chair of the Children's Shadow Board presented the update of the meeting held on 8 June 2017. He explained that the Shadow Board had been updated on Strategic Board work. Horizon had delivered a presentation on their new drug and alcohol support service. Public Health's draft Alcohol Strategy had also been considered. Shadow Board members had reviewed the new Early Help thresholds and documentation, which they viewed positively. Improved attendance across agencies at safeguarding training had been noted.

Tony Morrissey reported that the Strategic Board had previously advised and agreed that best practice was for social workers chairing core groups, and related meetings, to focus on co-ordinating meetings and not to also take the minutes of meetings. Attendees from

other agencies could share the minute-taking role. However, the Shadow Board were aware that best practice was still not being pursued. The Strategic Board Chair re-iterated that this had been agreed and the message needed to be relayed by all Board members to managers. Diane Booth added that Tony Morrissey would be reviewing the minutes template.

Action: All Members to remind managers that the Board expected social workers chairing Core Groups, and related meetings, to be supported by attendees from other agencies who needed to share the minute-taking role.

Action: Tony Morrissey to review the minutes template for Core Groups and related meetings.

12 COLLEGE OF POLICING - CHILDREN MISSING FROM HOME RECORDING

Members had been advised at a previous Board meeting that the College of Policing had recommended the discontinuation of the use of the 'absent' category for children, however expected guidance from the Department of Education reflecting this change had not been published. Currently children could be recorded as 'absent' for up to 15 hours when they were not at a location as expected but there were no safety concerns. The College of Policing guidance proposed that the 'absent' category was replaced by 'missing - no apparent risk'. A multi-agency response would then be required which would require resourcing, e.g. more 'missing from home return home interviews' would be required.

Dave Oldfield, Inspector, Lancashire Constabulary added that currently there were three levels of missing from home categories. If a child was initially recorded as absent then after fifteen hours absence they would be automatically be considered as missing from home. Each of the four categories was colour-coded representing the different levels of risk. Response levels were proportionate to the perceived risk.

Diane Booth agreed with the reference in the College of Policing guidance that the police were entitled to expect parents or carers to take responsibility and undertake proportionate effort to attempt to find their missing child.

The Chair noted that, as no police representative had been present from Headquarters to explain the new approach in detail, the item would be considered by the Board at its October 2017.

Action: Paul Threlfall to arrange for police representation from Lancashire Constabulary Headquarters to discuss missing from home guidance in detail.

13 AUDIT OF SAFEGUARDING SUPPORT FOR CHILDREN PRE-BIRTH

Tony Morrissey, Chair of the Multi-Agency Audit Group presented the findings and proposed learning actions following an audit of pre-birth Child Protection Plans. Five cases had been chosen at random involving children who had been subject to pre-birth Child Protection Plans.

The scope of the audit had been to review the effectiveness of: safeguarding pre-birth children on Child Protection Plans; multi-agency working, assessments and decision-making; best practice and improvement needed; and compliance with the Pan-Lancashire Pre-Birth Protocol.

Agencies had sent through individual audit returns for the five cases for collective multi-agency consideration at the meeting. Returns had varied with Children's Social Care being of a low quality which was being addressed. Agencies had good understanding of thresholds and made appropriate and timely referrals. While Child Protection Conference meetings had not always been held within the expected timeframe there were effective discharge plans post-birth.

Five recommendations were agreed. These included training for individual agencies to produce effective audit returns and a chronologies workshop (overlapping interest); reminder about child protection procedures; accurate identification of people in cases; involving Children's Centres and using case histories for effective assessments. Terri Crossland, Named Nurse, Blackpool Teaching Hospitals added that involving Children's Centres as soon as possible in cases was imperative requiring immediate implementation.

14 ROLL-OUT OF KEEPING CHILDREN SAFE IN BLACKPOOL AND ASSOCIATED FORMS

Paul Threlfall reported progress with the roll-out of Keeping Children Safe in Blackpool and associated documentation. There had been good attendance from all agencies at the early help briefings with 100 attendees to date and a further 450 signed up to briefings through till the end of October 2017.

He added that the Continuum of Need had been agreed across Pan-Lancashire, although further work was required in terms of aligning risk indicators. The new model would be rolled-out from 1 September 2017 with the documents on the Board's website by then.

Terri Crossland mentioned that the Continuum of Need charts needed to be the right version which Paul Threlfall confirmed would be the case. Kate Barker, Early Years Improvement Officer, Blackpool Council offered to prompt nurseries to attend training. Paul Threlfall added that all agencies were encouraged to attend training.

15 CHILDREN'S BOARD ANNUAL REPORT 2016-2017

Paul Threlfall presented the draft Annual Report for 2016-2017 for the Board's approval subject to delegating authority for any further minor amendments to the Chair and himself. The Annual Report provided a record of the Board's work and performance, covering multi-agency work and effectiveness and that of individual partners, in safeguarding children. He highlighted particular sections.

Most partners had not met the 80% attendance target for the range of meetings covered by the Board and its sub-groups. The Business Management Group would be reviewing terms of reference to set achievable attendance targets. The Chair added that, from October 2017 when the Board moved to quarterly meetings, missing one meeting meant the 80% target could not be achieved. Allowing substitutes was necessary but lead members needed to be encouraged to attend for consistency. The key criteria would be that attendees were able to make strategic decisions on behalf of their agencies. The matter would be discussed further at the Board's October 2017 meeting.

Paul Threlfall referred to the Board's budget for 2016-2017 which had been a surplus balance of £7.7k. The Board had a two-year budget plan for 2017-2018 and 2018-2019. In 2016-2017, £10k had been spent on Serious Case Reviews. However, there had been a

number of recent referrals which had resulted in new Serious Case Reviews with an estimated cost of £32k for 2017-2018. The Chair confirmed that the budget would be balanced for 2017-2018 but would need to be reviewed for 2018-2019.

Paul Threlfall referred to robust challenges put forward by the Board in securing multi-agency and single-agency safeguarding improvements. Board initiatives had included creation of a Pupil Voice Group for school-children.

He referred to safeguarding data within the Report which quantified demand pressures (e.g. high numbers of safeguarding referrals, numbers of children in need and on Child Protection Plans). He added that the consultant, Tony Crane, had recently reviewed Children's Services and the challenges/targets it might need to more closely align the numbers of children in the system with national rates.

Paul Threlfall referred to the key priority of tackling Child Sexual Exploitation. A robust dataset needed to be secured but there had been good work, e.g. on missing from home information.

He referred to the Early Help work. The key aim of an accurate number of Early Help assessments undertaken had not been established but the new Early Help model would help. The Early Help text in the Report had been difficult to frame given detailed Board discussions that took place concerning appropriate thresholds following the year end.

Paul Threlfall referred to key structures which were not working effectively, e.g. the 'front door' for receiving safeguarding referrals and Multi-Agency Safeguarding Hub. He added that improvements needed to be made in 2017-2018.

He referred to the Suite of Neglect Evaluation Tools which had been a major piece of development work. Domestic abuse was another area where good progress had been made. Paul Threlfall explained that private fostering data needed to be added in.

Paul Threlfall reported that other progress including work with schools. He added that analysis had taken place of Board training. Although Children's Social Care attendance had improved, police and school numbers were down. Bridgett Welch pointed out that many partners had their in-house training which probably needed to be included for a comprehensive training picture. She added that a competent workforce needed to be developed. The Chair agreed that training staff was essential and that the Board needed to develop a more complete training picture.

Paul Threlfall stated that there had only been one Serious Case Review published in 2016-2017. He referred to the Child Death Overview Panel (CDOP) which had eleven cases within Blackpool to review, all of whom had been boys. Bridgett Welch requested that the comment referring to the weakness of the Child Death Overview Panel was amended to make it clear that this referred to the difficulties of drawing conclusions from data in respect of a small number of cases, as opposed to the process itself.

Paul Threlfall referred to the review of the Sudden Unexpected Deaths in Childhood Service (SUDC) which proposed a more timely response to investigations. Cathie Turner, Designated Nurse / Head of Safeguarding, Blackpool Clinical Commissioning Group clarified that the review recommendations were still under consideration. Paul Threlfall confirmed that this would be reflected in the Report.

Diane Booth recognised that the Annual Report was a comprehensive document that was substantial in length and queried what improvement outcomes it would achieve. She added the same principle should be applied to all meetings in terms of what had been achieved.

Resolved - That the Board's Annual Report for 2016-2017 be approved, in principle, subject to the addition of minor amendments agreed during the meeting and any further minor amendments submitted by end 28 July 2017 (to Paul Threlfall) with the final document for publication to be circulated to members.

16 ANY OTHER BUSINESS

The Chair referred to the appointment sent out for a half day Quality Assurance Workshop on Child Sexual Abuse being held on Tuesday 26 September, 14.00-17.00.

The Chair referred to the format of joint meeting days for the Children and Adults Boards which would require focused agendas.

Bridgett Welch reported that the Lancashire Care Foundation Trust was one of a few trusts nationally that had secured government funding to set up a new perinatal health service. This would be an eight bed unit for Lancashire and South Cumbria. It would be a flagship service with safeguarding support incorporated.

Paul Turner reported that South Shore Academy's new build would be completed by 15 September 2017 and the Boat House alternative provision would close at the end of the current academic year.

17 NEXT MEETINGS

Tuesday 26 September, 14.00-17.00, Quality Assurance Workshop on Child Sexual Abuse

Thursday 5 October 2017, 12.30-14.00 (Joint Boards session), 14.00-16.30 (Children session), The Clubhouse, Blackpool Cricket Club

(The meeting ended at 16.30)

Any queries regarding these minutes, please contact: Sandip Mahajan, Senior Democratic Governance Adviser, tel: 01253 477211, e-mail: sandip.mahajan@blackpool.gov.uk