

Blackpool Safeguarding Children

Blackpool Neglect Strategy for children, young people and families 2025–2028



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Foreword

Neglect has been a strategic priority for Blackpool's Multi Agency Safeguarding Arrangements (MASA) for over five years. We have learned from Child Safeguarding Practice Reviews (CSPRs) and Safeguarding Adult Reviews (SARs) that where children have suffered neglect, or other potentially traumatic adverse childhood experiences, this can have a profound and lasting impact on children's development, wellbeing and safety throughout childhood, adolescence and into adulthood. Delays in recognizing neglect can significantly increase harm. Local and National data show us that it is the most common type of abuse experienced by children.

As partners we want all children in Blackpool to thrive, which is why we are committed to identifying and assessing the impact of neglect at the earliest opportunity with the help of the Graded Care Profile (GCP2 and GCP2a).

By working and learning together, we can ensure timely support that safeguards children's wellbeing and promotes positive outcome so that children have childhood they have a right to have.

This strategy will align with the Department for Education Families First Partnership Guidance, embedding the principles of Family Help, Partnership working and family led decision-making. By doing so, we ensure that early and coordinated support for children and families remain central to preventing and addressing neglect.

Blackpool partnership are committed to safeguarding all members of families from experiencing the impact of neglect. The Blackpool Safeguarding Adults Board (BSAB) self-neglect strategy and toolkit shows how our partnerships are working together to safeguard vulnerable adults who have care and support needs from self-neglect.

Therefore, we lend our support to this strategy and we speak for the whole partnership when we ask everyone across Blackpool to support our ambition to increase the number of thriving families and reduce the impact of neglect.

Sam Proffit,
ICB CEO Interim

Sascha Hatchett,
Lancashire Police Chief Constable

Neil Jack,
Chief Executive Blackpool Council

Victoria Gent,
Chair MASA

1. Introduction

What do we know about neglect in Blackpool?

For the purpose of this strategy, children are defined as being children from conception until 18 years old, or up to 25 years old for those with Special Educational Needs or Disabilities (SEND).

It is often difficult to accurately determine the prevalence of childhood neglect. One definition is the harm category given to those families deemed to meet the threshold of significant harm. These harm categories are – neglect, and physical, sexual, and emotional abuse.

Nationally, neglect remains the most common category of abuse recorded for children supported by Child Protection Plans. Neglect accounted for just over half of children supported by a Child Protection Plan at 31/03/2024 (the latest available information).

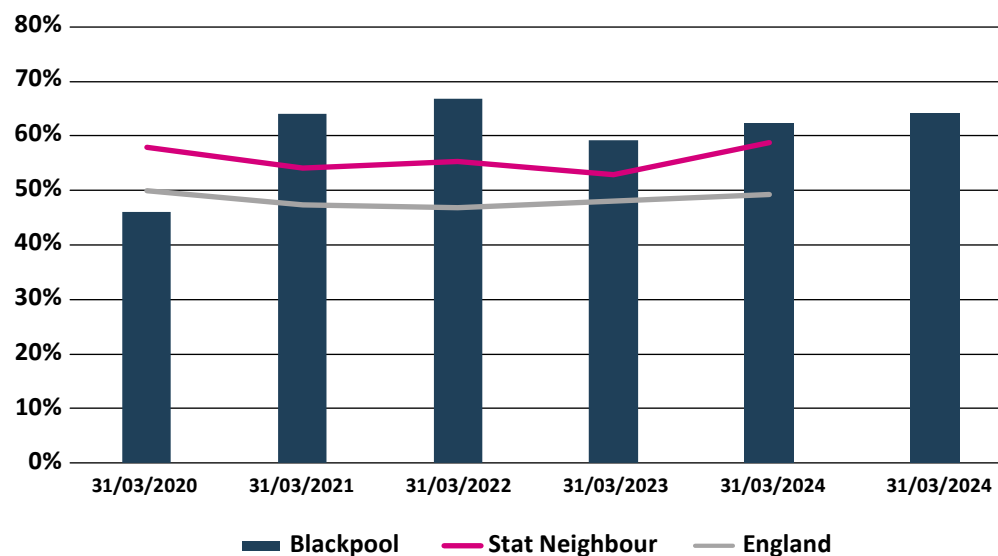
In Blackpool, the percentage of children supported by a Child Protection Plan with neglect as the category of abuse is higher, being around two thirds as at the latest information in July 2025. However, the number of children supported by a Child Protection Plan with neglect as the category of abuse has reduced in line with the overall number of Child Protection Plans.

Children on a Child Protection Plan at Year End 2025 - by latest category of abuse

Category of Abuse	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24	23/04/25	31/07/25 (partial)
Emotional abuse	166	108	75	126	86	71	67
Neglect	167	229	198	210	168	156	165
Physical abuse	11	13	5	5	5	12	10
Sexual abuse	23	8	18	15	14	10	15
Total CP Plans	363	357	296	356	273	249	257

The above table shows the latest category of abuse assigned to the child supported by a child protection plan. It shows that, from 2021, neglect is the most common category of abuse, which is in line with national findings.

Children supported by a Child Protection Plan at Year End – Latest Category of Abuse Neglect 2020 - 2025



2. Guiding Principles

Blackpool Multi Agency Safeguarding Arrangements (MASA) has identified neglect as one of its priorities and this Neglect Strategy, is informed by the following set of principles:

- We have the safety and wellbeing of the child at the heart of everything we do, and we are aspirational that every child should achieve their potential.
- We will work in a trauma informed way, seeking to understand the lived experience and behaviours of the child and their family.
- We recognise that neglect is multi-dimensional and that children may have their medical, nutritional, emotional, educational, physical or supervisory needs neglected. These forms of neglect can have different impacts at different stages of a child's life, from pre-birth through to adolescence and can have an enduring impact for the rest of their life.
- Each organisation, whether working with children or adults, will have a different role but all have a responsibility to work collaboratively to bring their unique perspective to the partnership assessment and response, this is reflected in each organisation's policies and procedures.
- We will adopt an evidence-based approach, appropriate to the family's unique circumstances.
- We will upskill our workforce and communities to prevent, identify and provide the right support at the earliest opportunity.
- By incorporating the principles of Families First as part of our Neglect strategy, we can work alongside families earlier, offering help and support that reduces stressors and lowers the risk and impact of neglect.
- We will have shared evidence-based tools to assess neglect and inform our partnership offer of support. We will seek to work with families, positively to build on their strengths and collaborate to help them to find their own solutions.
- We will seek to develop a positive culture and use language that explores and explains the impact of neglect so that families feel respectfully challenged and are supported to understand the concerns. For example, talking about 'was not brought' instead of 'did not attend'.



- Children can experience neglect in all socio-economic groups, but where they and their families are living in poverty it can be challenging to differentiate between their unmet needs and neglect. We will ensure that we support our workforce to differentiate between unmet needs and those children who are experiencing or at risk of significant harm.
- We will understand the prevalence of neglect in our area and evaluate the impact of the support that we provide to families.

The head, heart, hand diagram¹

Heart: How we behave

- We are inclusive
- We build trusted relationships
- We are respectful
- We are kind
- We encourage our families to be brave with us
- We are positive
- We are realistic
- We are honest



Head: How we think

- We work with families to assess and understand, analyse impact and outcomes and are objective. We do not judge
- We work collaboratively with others, sharing information in the right way at the right time to get the best outcomes for families
- We empathise and recognise the impact of trauma
- We believe in families

Hand: How we work

- Our work is strengths based and restorative
- We help families develop tailored solutions at the lowest possible level of intervention
- We work with children and families, we do not do things to them. We listen to and include families in their assessments, plans and meetings
- We know our children and families well and we encourage them to be aspirational

¹ [Blackpool Families Rock](#)

What does data tell us about neglect in Blackpool? 2020 - 2025

	Category of Abuse	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
Blackpool	Emotional abuse	45.7%	30.3%	25.3%	35.4%	31.5%	28.5%
	Neglect	46.0%	64.1%	66.9%	59.0%	61.5%	62.7%
	Physical abuse	3.0%	3.6%	1.7%	1.4%	1.8%	4.8%
	Sexual abuse	6.3%	2.2%	6.1%	4.2%	5.1%	4.0%
	Multiple Categories	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Statistical² Neighbour	Emotional abuse	33.8%	36.1%	34.2%	34.0%	36.9%	
	Neglect	58.0%	54.1%	55.3%	52.9%	58.7%	
	Physical abuse	6.7%	7.3%	7.7%	13.8%	6.5%	
	Sexual abuse	2.9%	5.6%	3.3%	2.5%	3.2%	
	Multiple Categories	0.5%	0.4%	0.4%	0.8%	1.1%	
England	Emotional abuse	37.8%	40.5%	41.0%	40.6%	39.7%	
	Neglect	49.9%	47.3%	46.8%	48.0%	49.2%	
	Physical abuse	6.3%	6.2%	6.3%	6.0%	5.9%	
	Sexual abuse	3.7%	3.7%	3.6%	3.5%	3.4%	
	Multiple Categories	2.4%	2.5%	2.3%	1.9%	1.5%	

In July 2025 64.2% of the children supported by a Child Protection Plan in Blackpool were due to neglect concerns.

Neglect in Blackpool Children and their families is not just identified through their Child Protection Plans, it is also identified as part of the Child and Family Assessments and Early Help Assessments.

² Statistical neighbours provide a method for benchmarking progress. For each local authority (LA), these models designate a number of other LAs deemed to have similar characteristics. These designated LAs are known as statistical neighbours.

Child and Family Assessments with Neglect Identified as a Factor at Assessment						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Assessments Completed	3923	3440	3810	3074	2690	2778
Assessments with Neglect Identified	538	786	877	705	607	499
% Assessments with Neglect Identified	13.7%	22.8%	23.0%	22.9%	22.6%	18.0%

Early Help Assessments with Neglect Identified as a Factor at Assessment						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Assessments Completed	-	-	930	1270	1001	1178
Assessments with Neglect Identified	-	-	107	162	116	88
% Assessments with Neglect Identified	-	-	11.5%	12.8%	11.6%	7.5%

Looking at the table below showing episodes with assessment factor information where neglect is identified as a factor at assessment' (DfE published information), Blackpool was broadly in line with England and Statistical Neighbour comparisons until 2020, then significantly higher from 2021-2024.

Episodes with Assessment Factor Information where Neglect Identified as Factor at Assessment						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Blackpool	16.5%	24.8%	23.8%	23.1%	24.4%	-
England	17.4%	17.2%	16.3%	16.2%	16.5%	-
Statistical Neighbours	20.9%	19.6%	18.7%	18.7%	19.4%	-



Education is essential for children’s progress, wellbeing and wider development and being in school is a protective factor against wider harms. Where children are not receiving education, either because they persistently missing school, or are not registered at a school and not receiving a suitable education otherwise, this could constitute neglect in severe and sustained cases (Working Together, 2023).

The following tables summarise the percentage of pupils identified as being Severely Absent from school (defined as if they miss 50% or more of their own possible sessions).

For Primary Severe Absence, we can see that the rate in Blackpool has been consistently lower than the England or Statistical Neighbour comparisons. The Blackpool figure has increased in 2023/24, but by less than the national figure.

For Secondary Severe Absence, we see a much more substantial increase over the last 3 years than in Primary. In 2023/24 the Blackpool figure was around 50% higher than the national figure, whereas in 2020/21 and 2021/22 the difference was much smaller.

Children identified as being Severely Absent from school – Primary Schools						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Blackpool	-	0.46%	0.38%	0.47%	0.54%	-
England	-	0.72%	0.64%	0.75%	0.85%	-
Statistical Neighbours	-	0.74%	0.57%	0.70%	0.87%	-

Children identified as being Severely Absent from school – Secondary Schools						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Blackpool	-	1.61%	2.99%	4.82%	5.67%	-
England	-	1.48%	2.74%	3.40%	3.81%	-
Statistical Neighbours	-	1.96%	3.66%	4.60%	5.07%	-

Source - Local Authority Interactive Tool (LAIT); information taken from School Census data.

Note – Data for the 2019/20 academic year is not available as absence data was not collected due to the pandemic. Data for the 2024/25 academic year has not yet been published.

3. Definition

Neglect is defined in Working Together to Safeguard Children 2023 as:

The persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy or once a child is born.

Neglect may involve a parent or carer failing to:

- provide adequate food, clothing, and shelter (including exclusion from home or abandonment)
- protect a child from physical and emotional harm or danger
- ensure adequate supervision (including the use of inadequate caregivers)
- ensure access to appropriate medical care or treatment
- provide suitable education

It may also include neglect of, or unresponsiveness to, a child's basic emotional need:

- 'Persistent failure' and 'serious impairment' are highlighted, as this indicates that a child is at risk of experiencing significant harm. This should always be considered when determining what form of support we provide to children and their families. We need to determine situations when a family is struggling due to poverty and need partnership support and identify the situations where a child is experiencing significant harm due to neglect.

As well as the statutory definition, it is important to have regard to the specific needs of children that are often subsumed under the term 'failure to meet a child's basic physical and/or psychological (and/or emotional) needs' regarding the following six forms of neglect:

- **Lack of supervision and guidance** – failure to provide an adequate level of guidance and supervision
- **Emotional neglect** – unresponsive to a child's basic emotional needs
- **Physical neglect** – not providing appropriate clothing, food, cleanliness and living conditions
- **Educational neglect** – failure to provide a stimulating environment, support learning or ensure school attendance
- **Nutritional neglect** – failure to thrive/childhood obesity
- **Medical neglect** – minimising or denying children's health needs and failing to seek appropriate medical attention or administer medication/treatments

Neglect can have a lifelong impact on children including:

- Impaired physical and cognitive development
- Avoidable emotional and physical ill health
- Not achieving aspirational educational and employment outcomes
- Experiencing difficulties with emotional development and attachments with their family and carers.

Parental self-neglect can impact adversely on their child's perception of themselves, their sense of identity and self-worth. It can also result in children and young people having difficulties making and keeping relationships, which can in turn affect how they parent their own children in the future, how as adults they respond to stressful experiences and can therefore perpetuate inter-generational cycles of neglect.

The degree to which children are affected during their childhood and later in adulthood depends on the type, severity, frequency and the accumulative impact of the neglect and what support mechanisms, resilience strategies and protective supportive factors were available to them.

Identification of neglect can be more difficult in children with Special Educational Needs and Disabilities (SEND), as the challenges they experience could sometimes be misunderstood or attributed to their additional needs. It is essential as partners we remain curious, inclusive and attentive to each child's individual circumstances and lived experiences.

Poverty does not equate to Neglect

Many of the families being supported by the partnership in Blackpool are impacted upon by their experience of living in poverty, which is to be expected given Blackpool's ranking as the most deprived local authority area nationally and the second highest ranked for income deprivation affecting children ³.

This provides an additional challenge for our families and our practitioners, however we are clear that the additional needs associated with living in a deprived community does not equate to neglect and that, while many children will have unmet needs that we need to support them with, they are not being neglected or experiencing significant harm. We are therefore committed to offering all children and their families the right support at the earliest possible opportunity, to break the cycle of poverty for our families of the future.

The use of the GCP2 and GCP2a enables us to make evidence based assessment of children's needs and helps to remove potential bias.

Neglect during pregnancy (prenatal neglect)

Neglect can sometimes start before a child is born (also known as prenatal neglect) the effects include those which impact on maternal health (e.g. insufficient or inconsistent prenatal care, poor nutrition, inadequate weight gain, substance use, increased prevalence of depression), as well as adverse neonatal outcomes

(e.g. low birth weight, preterm birth, and small for gestational age) and maternal and neonatal death ⁴, and can include:

Failure to provide or allow access to food, shelter, clothing, heating, stimulation and activity, personal or medical care

- Providing care in a way that the person dislikes
- Failure to administer medication as prescribed
- Refusal of access to visitors
- Not taking account of individuals' cultural, religious or ethnic needs
- Not taking account of educational, social and recreational needs
- Ignoring or isolating the person
- Preventing the person from making their own decisions
- Preventing access to glasses, hearing aids, dentures, etc.
- Failure to ensure privacy and dignity

As such, the early identification and assessment of prenatal neglect using the GCP2a, and offer of support to parents to help them make and sustain changes is central to this strategy.

It is critical that we work with families prior to a baby's birth, to ensure we support children remaining within their birth families wherever possible and reduce the number of baby's being born needing to be brought into our care. Whilst it is good practice that neglect should be seen through the experiences of the child, prenatal neglect can only be identified from observations of the experiences of the expectant mother and her family context.

Prenatal neglect may be associated with (but not exclusively):

- Drug/alcohol use during pregnancy
- Failure to attend prenatal appointments and/or follow medical advice
- Experiencing domestic abuse during pregnancy
- Smoking during pregnancy

Prenatal nutrition influences foetal growth, normal development of physiological function and gestational weight gain. Accumulated evidence documents that prenatal factors predispose individuals to disease later in life. Negative environmental factors, including suboptimal maternal nutrition, may play a major role

It is vital that prenatal neglect is understood, identified and addressed from the earliest stages of pregnancy, to support pregnant women, and their families to help ensure that babies are not born at risk of harm, or suffering the effects and consequences of prenatal neglect, some of which can be severe and have a long-term impact on their development.

³ [JSNA Blackpool, Joint Strategic Needs Assessment](#)

Experience of Neglect at Different Ages

Children and young people experience the impact of neglect differently at different ages. Horwarth (2007) identified different impacts at different stages of a child or young person's life splitting them into age ranges of:

- Infancy (birth to 2 years)
- Pre-school (2 to 4 years)
- Primary age (5 to 11 years)
- Adolescence (12 to 18 years)

It is important to remember that neglect should be seen in the context of each individual's experiences, and consideration should be given to whether the neglect began in this age group or has, in fact, been ongoing for several years and what the accumulative impact of this has been on the individual child lived experience and outcomes. Further information regarding the potential impact of 6 forms of neglect at these developmental stages can be found in Appendices.

Vulnerability - Particular Needs to Consider

NICE guidance states that vulnerability factors are factors that are known to increase the risk of child abuse and neglect. The presence of these factors does not mean that child abuse or neglect will occur, but practitioners should use their professional judgement to assess their significance in a particular child, young person or family.

It is important to recognise that vulnerability factors can be interrelated, and that separate factors can combine to increase the risk of harm to a child or young person and to consider socioeconomic vulnerability factors for child abuse and neglect, such as poverty and poor housing.

Working Together 2023⁴ - Identifying children and families who would benefit from help

Practitioners should be alert to the potential need for early help for a child who:

- is disabled
- has special educational needs (whether or not they have a statutory education, health and care (EHC) plan)

- is a young carer
- is bereaved
- is showing signs of being drawn into anti-social or criminal behaviour, including being affected by gangs and county lines and organised crime groups and/or serious violence, including knife crime
- is frequently missing/goes missing from care or from home
- is at risk of modern slavery, trafficking, sexual and/or criminal exploitation
- is at risk of being radicalised
- is viewing problematic and/or inappropriate online content (for example, linked to violence), or developing inappropriate relationships online
- is in a family circumstance presenting challenges for the child, such as drug and alcohol misuse, adult mental health issues and domestic abuse
- is misusing drugs or alcohol themselves
- is suffering from mental ill health
- has returned home to their family from care
- is a privately fostered child
- has a parent or carer in custody
- is missing education, or persistently absent from school, or not in receipt of full time education
- has experienced multiple suspensions and is at risk of, or has been permanently excluded

⁴ https://assets.publishing.service.gov.uk/media/6849a7b67cba25f610c7db3f/Working_together_to_safeguard_children_2023_-_statutory_guidance.pdf

4. Purpose and Scope

This document establishes strategic aims, principles, objectives and priorities for a Blackpool partnership approach to identifying and tackling neglect. It should be considered and reflected within each of the partnership agencies policies and procedures to evidence how each agency addresses neglect within their own area of practice.

The partnership are committed to working with families to prevent neglect, in all its forms and timelier intervention to reduce impact and support they require to support they require to improve their lived experiences.

The aims of this Strategy will be met through the following three objectives:

RECOGNISE – The partnership will work together to identify signs of neglect at the earliest opportunity throughout the child’s life, through use of the GCP2 and GCP2 (a) to support quality and consistency.

RESPOND – working WITH families, using a trauma informed approach, we will ensure that as a partnership we offer families the right support, at the earliest possible opportunity, undertaking evidence based direct work and support with both children and their parents.

EVALUATE – understanding and analysing the impact of the support we have offered, in terms of children's current daily-lived experience and future outcomes, together with short, medium and long-term impact for children and Blackpool’s communities.

Partnership Approach to Child Welfare



1. RECOGNISE: To support this we will:

- Ensuring that protecting children are protected from neglect at the earliest stage is a priority through MASA , local communications campaigns and via the partnerships
- Facilitate high-quality multi-agency neglect training through the MASA, to ensure practitioners are competent in identifying and responding to neglect and confident to apply the learning
- Provide a common language through the Blackpool assessment and planning journey, and through the multi-agency use of neglect identification tools and use language, which clearly explains neglect to families, so they understand and do not feel that they are being judged.
- Promote the use of multi-agency Impact Chronologies, to enable practitioners to understand both the accumulative impact of parents own trauma and Adverse Childhood Experiences (ACEs) as well as impact of the child's accumulative lived experience of neglect.
- Implement and develop the revised pre-birth & neglect screening tools across the partnership agencies & ensure keyworkers lead the partnership to undertake Graded Care Profile 2 Assessments as part of assessments and inform all multi agency Plans of support at all levels of need.

- The Families First Partnership (FFP) programme identifies that families have diverse needs and circumstances. It aims to transform the whole system of help, support and protection, to ensure that every family can access the right help and support when they need it, with a strong emphasis on early intervention to prevent crisis.
- Use of the Families First Partnership programme to develop practitioners' professional curiosity, to ensure that they explore, question, hypothesise and reflect on what they see, hear and feel. Support practitioners and managers to also reflect the impact of any personal and professional bias in their assessment and decision-making.
- Agencies who primarily work with adults, to adopt a whole family approach, for example, our Substance Misuse, the Adult Mental Health Service, and the wider health economy, to develop their ability to recognise and respond to neglect and support parents and families via a trauma informed approach.

2. RESPOND: To support this we will:

- Agree a partnership Implementation Plan detailing the expectations of each agency at each level of need, as set out within Working Well with Children and Families in Blackpool and embed Practice Guidance (see Appendix XX) to support practitioners and managers working with children, young people and their families where there are neglect concerns.

- Identified practitioners will work with families, using the GCP2 and GCP2a when undertaking assessments such as early help or child and family assessments. This will empower families to recognise areas that they need the most support with
- Embed and expect that the GCP2 and GCP2a will be used as a tool to support the completion of early help and child and family assessments with families, and that this work will be supported by all those working with that family. This tool will support families to identify and understand the areas that they need more support with and support the development of effective family plans
- Implement the co-produced offer, with families who have previously experienced a baby being removed from their care, a strengthened Pre-Birth partnership offer of support (Born into Care work)
- Support our children's services workforce to undertake good quality direct work with children, by providing them with clear practice guidance, a wide range of direct work tools that are easily accessible on our Children's Services Online Library and a range of creative direct work resources.
- Support children who are unable to safely remain in their parents care to experience timely alternative permanence, within their wider network of family support wherever possible, via a strong and evidenced based
- Family Group Decision making offering and ensuring all children's outcome focused plans include a clear contingency permanence plan.

3. EVALUATE: To support this, we will:

- Agree a Specific Point of Contact (SPOC) for neglect from each organisation including health, police, Local authority and education
- Agree and monitor a set of success indicators incorporated into the MASA dataset including GCP2 and GCP2 (a) data.
- Quantify the prevalence of neglect within Blackpool through direct and indirect indicators and monitor changes over time.
- Analyse the data locally and compare it with national data, reports and research.
- Undertake partnership neglect focused quality audits, to ascertain the impact of the implementation of the strategy, and share the learning across the partnership workforce.
- Family engagement can increase the likelihood of successful interventions and lasting improvements. There we will work towards a standardised partnership approach in engaging with parent, families and caregiver in processes, discussing findings and involving them in the development of any action plans. This will include inclusion of families and children's and their lived experience to improve how we work with families, children and young people. Quality assure the delivery and impact of refreshed MASA multi-agency workforce development offer related to neglect.

- Consult with practitioners about their confidence levels, their perceptions of impact of their work with families to identify and address neglect at the earliest opportunity and what support they may further need from senior leaders / commissioners across agencies / settings to support families experiencing improved outcomes.

Success measures – how will we know we have made a difference?

The wider MASA data group will work with intelligence leads in organisations to define, specify the details and establish baselines within the following measures. As an initial list a measures is included below.

Success of strategy (training and tools)

- Number of people attending training on neglect and GCP2 and GCP2 (a)
- Number of assessments informed by GCP2 and GCP2 (a)

Impact of family's outcomes

- Numbers of Early Help Assessments, where neglect has been identified as a factor
- Increasing feedback from parents and children for all children who are supported by Early Help, Children in Need and Child Protection due to worries re neglect
- A decrease in the number of children supported by an Initial Child Protection Conference with neglect as a reason.
- A decrease in the number of children supported by a second Child Protection Plan with neglect as a reason.
- Reduction of the number of children subject to a Child Protection Plan under the category of neglect
- Reduction in the number of repeat referrals to Children's Services following use of the GCP2 and GCP2 (a)
- Attendance rates for children attending medical and dental appointments, particularly for adolescents.
- Improvement in school attendance where neglect has been identified, with an increase in educational attainment as a result

Multi Agency audit

- Multi-Agency Audits of Early Help Assessments, Child in Need and Child Protection Plans for neglect show good impact of the plan and use of the GCP2 and GCP2 (a)

5. Review

Review and update of this strategy was undertaken in August 2025.
Further review will take place every two years led by MASA.

Agreed by: Blackpool MASA

6. Appendices

Appendix 1 - Partners who contributed to this strategy

Children's Services – Blackpool Council	Head of Service, Safeguarding Children & Strategic Partnership Boards Head of Service, Strengthening & Supporting Families Service Lead Pupil Welfare Head of Service Early Service Business Intelligence Officer Service Manager, Early Years Head of Service, SEND
Lancashire Constabulary	Child Abuse Investigation Team Detective Inspector Lead on Neglect Lancashire
Integrated Care Board	Deputy Designated Nurse Safeguarding
MASA Business Unit	Business Manager, MASA Workforce Development & Audit Coordinator Business Support Officer
Public Health	Consultant in Public Health Public Health Practitioner
Probation	Senior Probation Officer
LSCFT	Named Professional Safeguarding Adults & Children
Blackpool Teaching Hospital	Deputy Head of Children's Community Health Services Adults Mental Health Practitioner
Blackpool Coastal Housing	Head of Support, BCH
Education - Local Authority	Schools Early Intervention and Safeguarding Officer
Horizon	Operational safeguarding lead – Treatment & Recovery service
NSPCC/Better Start	Senior Development Manager, NSPCC
Blackpool Football Club Community Trust	Head Teacher