

The Leeds Safeguarding Children Board STRATEGIC PLAN 2011-15

23 May 2011

Introduction

I am pleased to introduce the Leeds Safeguarding Children Board Strategic Plan 2011-2015. It sets out what we know about safeguarding children and young people in Leeds and what our priorities are, why. As a child friendly city Leeds also needs to be a safe city for children and young people, where everyone plays their part in safeguarding children, ensuring that their welfare is promoted and that they have the best possible life chances. This is not a small task but our plan is ambitious because we are ambitious for the children of Leeds. Achieving it will take the same commitment, dedicated time, focus and energy that the Leeds LSCB have shown in the last year. Literally hundreds of individuals will contribute to achieving this. Supporting them properly to do their job, to put children at the heart of everything they do, and to share in the learning we gain as we move forward will be central to ensuring what we do is effective.

Knowing what difference we are making to the lives of children and young people as we deliver on our priorities is critical to the plan, so we need to keep looking at how we are doing and whether anything has changed as a result of the plan over the next 4 years. Asking children and young people themselves will be our best test of progress and I hope that in 4 years time when we look back with them they will say yes – you have made a difference!

Jane Held
Independent Chair Leeds Safeguarding Children Board

Our vision

Is for Leeds to be a child friendly city in which children and young people are safe from harm in their families, their communities and their neighbourhoods.

Our values

We will promote these values in order to influence our behaviours jointly with the Children's Trust Board

- Celebrating diversity
- Engaging citizens locally
- Being open and honest
- Working as a team for Leeds
- Spending money wisely

Our principles

We are as a board:

- **Committed** to putting the child / young person at the centre of all that we do
- **Focussed** on getting safeguarding right for children, young people and their families
- **Clear** about what we expect of safeguarding services
- **Informed** about how well protected children and young people are in Leeds
- **Open** about what we do and why
- **Co-operative and collaborative** with each other
- **Challenging** of each other and of the safeguarding services each partner provides

- **Effective** and providing value for money
- **Accountable** to the people of Leeds for how we invest our resources
- **Accessible** to and informed by children, young people and their families, the communities they live in, the staff in our organisations that serve them, and the priorities of the Children's Trust
- **Learning** from everything we do and changing as a result
- **Improving** practice and outcomes for children and young people

All our work is underpinned by an agreed set of approaches, shared with the Children's Trust Board, so that we all work together to deliver improved outcomes for children and young people –

- The child IS the client
- Talking a common language
- Using outcomes based accountability to improve outcomes in each locality across Leeds
- Doing things WITH children and families, not TO or FOR them
- Doing the simple things better – never doing nothing
- Supporting strong schools, settings, families and communities
- Involving everyone who has a part to play – a whole city approach
- Improving assessment and intervention
- Targeting resources to make the biggest impact on our priorities

Our purpose

We are responsible for co-ordinating, instigating, challenging, and monitoring the delivery of effective safeguarding practice across all our agencies. We are not responsible or accountable for delivering safeguarding services, but for making sure they are delivered. Each individual partner agency retains their own existing line of accountability for safeguarding practice. We identify, where services are not good enough, what needs to change, how and why. We are also responsible for supporting and quality assuring safeguarding training and workforce development.

We are expected to work closely with the Children's Trust, who share responsibility with us for safeguarding and promoting the welfare of children. A strong relationship and proper protocols between the LSCB and the CTB are essential in order to ensure there is a common shared understanding of who is responsible for what, and to avoid unnecessary duplication and inefficiency. A simple way of thinking about it is that the CTB take responsibility for promoting welfare, supporting universal and early intervention services, meeting identified needs, commissioning specific services and providing a safer environment for children to grow up in whilst the LSCB takes responsibility for co-ordinating safeguarding activity when specific areas of concern exist and intervention may be necessary.

The LSCB's statutory objectives are set out in primary legislation (S14 and 14A of the Children Act 2004) and in the Local Safeguarding Children Regulations 2006, SI2006/90. They are:

- a) To co-ordinate 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 of the authority; and
- b) To ensure the effectiveness of what is done by each such person or body for that purpose

"Working Together to Safeguard Children 2010" sets out in detail the statutory guidance for LSCB's. The scope of the LSCB includes safeguarding and promoting the welfare of children in three broad areas of activity:

- Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health and development, and ensure children are growing up in circumstances consistent with safe and effective care
- Pro-active work which aims to target particular (vulnerable or at risk) groups
- Responsive work to protect children who are suffering or are likely to suffer significant harm

Our statutory functions are to:

- Develop implement and monitor safeguarding policies, procedures
- Identify the action to be taken when there are concerns, including setting thresholds for such interventions both for s17 and s47 of the Children Act 1989
- Arrange for the training of people who work with children in relation to matters which affect their safety and welfare

- Ensure each agency has arrangements in place for the proper safe recruitment and supervision of people who work with children
- Ensure policies and procedures are in place to ensure allegations are dealt with properly and quickly
- Ensure there are arrangements in place for the safety and welfare of privately fostered children
- Co-operate with neighbouring authorities and LSCB's
- Communicate across the area the need to safeguard and promote the welfare of children, raising awareness of how and encouraging improvements
- Monitor and evaluate the effectiveness of what is done by the local authority and board partners individually and collectively to safeguard and promote the welfare of children
- Produce an annual report on the effectiveness of safeguarding in the area
- Participate in the local planning and commissioning of children's services
- Undertake a set of functions in relation to child deaths
- Undertake serious case reviews in certain circumstances

Much of the business associated with these functions takes place on a day to day basis, through the work of the LSCB Sub / reference / task groups, and through the LSCB Business Unit. The ongoing work of the LSCB is set out at the end of this plan.

The development of the Strategic Plan

The plan has been developed through a consultation process involving the Children's Trust Board and LSCB members on the Board and from its sub / reference / task groups. It has taken into account our statutory responsibilities, the priorities set for us by Ofsted, after their last inspection and the needs identified by partners during 2010/11. We have agreed that our strategic plan is based on the concept of the child's journey through the 'safeguarding system' This decision informs the basis upon which we will develop our key indicators and challenge and support the Children's Trust Board to deliver on their first priority outcome.

In developing this plan we have not been able to consult with children and young people properly. However, the Business Plan 2011/12 includes a specific objective to develop ways to ensure we not only consult children and young people but that everything we do is informed by them. A work plan is in place for this to begin after the LSCB Annual Review in July 2011.

Our Strategic Priorities for the next 4 years

Our strategic priorities have been developed in conjunction with Leeds Children & Young People's Plan 2011-15 which sets out 5 outcomes, 11 priorities and 15 key indicators.

Outcome 1, that 'Children & Young People are safe from harm' relates directly to the work of the LSCB:

Priorities:

- 'Help children and young people to live in safe and supportive families'
- Ensure that the most vulnerable are protected

Key indicators:

- The number of children and young people who are looked after
- The number of children and young people who are subject to child protection plans

The four Strategic Priorities that the LSCB has identified reflect our aim to provide more effective leadership of the safeguarding system so as to improve services to and outcomes for children and young people. In order to achieve this it is essential to have a clear understanding of how well safeguarding arrangements are working in Leeds and to be able to identify priorities for improvement. This activity will need to be underpinned by sound governance arrangements, systems and processes.

The four LSCB Strategic Priorities are:

- 1) Lead, Listen & Advise
- 2) Learn & Improve
- 3) Know the story & Challenge the Practice
- 4) Effective Governance

How we will deliver the plan

The Strategic Plan provides a framework for the work of the LSCB over the 4 years 2011-15. Within this the LSCB Business Plan will be developed and refreshed on an annual basis. The Business Plan identifies the outcomes and objectives set for each year and will tell us how well we are doing in meeting them. See Business Plan 2011/12 below.

The LSCB sub, reference and task groups will act as 'programme boards' to drive the work forward and they have developed detailed programme plans which identify specific project tasks and officers responsible for carrying them out. Interdependencies between LSCB groups are clearly marked.

Each group will monitor progress on a regular basis and the Board will receive a composite update at each of its meetings. A formal review of the Improvement Plan takes place on an annual basis, with the results forming part of the LSCB Annual Review.

Putting Children and Young People at the heart of what we do

Placing children and young people at the centre of the work of the LSCB requires us to receive, understand and act upon their views of safeguarding arrangements and in particular of journeys they have made through multi-agency targeted services, child protection processes and 'looked after' systems. The Board will work with established participation programmes in the city to receive views and suggestions for improvements to services and to request exploration of specific safeguarding themes.

Turning the curve in Leeds

Along with the Children's Trust Board the LSCB is adopting an outcomes based accountability approach to improving the effectiveness and impact of services for children and young people. This means that for our priorities we will identify how good outcomes for children and young people currently are and agree, with partners, the improvements we want to achieve and the actions that we will take to achieve this.

Outcomes based accountability (OBA) is a way of thinking and approach that develops practical action plans through “turning the curve” exercises. OBA takes the current baseline performance trend, and asks partners to agree a trajectory for improved performance and to describe the actions that will “turn the curve” towards the desired improvement. The approach takes partners through the following stages:

- What progress are we making against agreed outcomes and indicators?
- What are the baselines, are those OK, where do we want to be?
- What is the story behind the baseline, the causes of the trends and the issues lying behind them?
- What is the curve we want to turn?
- What are the information requirements, the gaps in our knowledge?
- Who are the key partners and what is their contribution to our shared indicators and outcomes?
- What works, what is the practical strategy and action plan?

Regular OBA report cards will provide the Board with timely updates on progress, highlighting the extent to which curves are turning, the effectiveness of the actions being taken, and key accomplishments. They also describe any new actions or stories behind the latest trends.

An important OBA principle is that the most powerful indicators are those that draw out a number of linked indicators and issues. Work in one area inevitably leads to a range of inter-related issues in another.

We will initially concentrate on three key areas, children and young people on the edge of safeguarding interventions; children and young people subject to a child protection plan and children and young people who have come out of safeguarding processes or who are looked after.

We will over the next four years also collect and analyse data about various groups of children likely to be subject to poor outcomes and develop key priorities for specific groups.

What is it like growing up in Leeds?

There are approaching 180,000 children and young people (C&YP) in Leeds. Recent rises in the birth rate have increased the number of 0-14 years olds by 13%. For the majority growing up in Leeds is mostly a good and positive experience, and recent inspections of children's services in Leeds are positive about levels of performance and our capacity to improve. Below is a headline summary of our needs analysis:

Children and young people are safe from harm

- The majority of children and young people report feeling safe but children and young people are present at 43% of the 8,000+ cases of domestic violence that happen each year in Leeds.
- There are nearly 1,500 looked after children, 80+% because of abuse or neglect
- Social care workloads are increasing- up 44% over the last year.
- Over 750 children and young people have child protection plans. This has a significant impact on health services such as mental health, health visiting, school nursing and emotional health and well being services.
- Leeds is less deprived than other large cities and average income is above regional averages but 23% of children and young people - over 33,000- live in poverty.
- The majority of children and young people feel safe but some have concerns about safety at night & on public transport.

We also know that some groups of children and young people are more likely to experience difficulties as they grow up, and that they often experience multiple difficulties. These groups typically have significantly worse outcomes than the average outcome for Leeds. Some poor outcomes are concentrated in particular areas of the city.

Concentrations of poor outcomes in particular areas

- Relatively high rates of teenage pregnancy- as high as 1 in 10 in some deprived areas
- Rising demand for social care and health services is concentrated in a small number of areas of the city
- In some wards the number of young people not in employment, education and training (NEET) rate is as low as 3% in others it is close to 15%

- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those from deprived backgrounds
- There have been improvements in infant mortality & low birth weight

Outcomes for particular groups of children and young people

- Some BME groups, those living away from their family and those with learning difficulties and disabilities are more likely to be NEET,
- Care leavers, young parents/carers, those pregnant or homeless or from deprived backgrounds are also more likely to be NEET
- Looked after children, those with learning difficulties and disabilities and those from some BME groups are much more likely to be excluded from school
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for those with learning difficulties or disabilities
- Average educational outcomes, attendance, health outcomes and access to health services at all ages are significantly worse for some BME groups
- Those who are NEET were often poor attenders & low achievers at school and are involved in youth offending- a third of persistent absentees are also young offender
- Those with poor educational and health outcomes at an early age are likely to have poor outcomes throughout their learning and beyond

Resources

The work of the LSCB is driven primarily by its Business Support Team, which provides project management and business support to sub, task and reference groups. This capacity is supplemented by significant help from partner agencies and secondment arrangements to enhance multi-agency quality assurance and audit work. A budget is agreed annually with contributions from partners. We will also, where appropriate, commission specific pieces on work.

The Plan

Strategic Priority 1: Lead, Listen, Advise

- 1.1 Exercise strategic leadership across all stakeholders: to support a child friendly city**
- 1.2 Support the professional community to keep children and young people safe**
- 1.3 Influence the wider community to keep children and young people safe**

Strategic Priority 2: Learn and Improve

- 2.1 Promote child-centred practice**
- 2.2 Promote Professional Judgement**
- 2.3 Promote evidence based practice/tools**
- 2.4 Promote an “adaptive” safeguarding system**

Strategic Priority 3: Know the Story

- 3.1 Agree what we need to know.**
- 3.2 Understand the responsiveness of the local safeguarding system**
- 3.3 Understand the quality of the local safeguarding system.**
- 3.4 Use the knowledge gained about the safeguarding system to make a difference.**

Strategic Priority 4: Effective Governance

- 4.1 Demonstrate accountability**
- 4.2 Develop the capacity of the LSCB and its infrastructure to deliver core functions.**
- 4.3 Identify and manage risks to the delivery of core functions**

By April 2012 we will have achieved improvements in:

- Keeping children and young people safe in Leeds
- Ensuring that multi-agency practice is flexible and adapts to emerging issues, is child centred, evidenced and undertaken to high professional standards
- Our understanding of the effectiveness of the safeguarding system for children and young people
- Identifying improvements that need to be made
- The leadership by the LSCB of the professional and wider communities
- Partner agency involvement in the work of the LSCB, strategically and at the front line
- Putting children and young people at the heart of what we do
- Developing staff to provide the best standards of practice

Ongoing Work

Alongside the priorities detailed above, the LSCB, as part of its core business, will continue to undertake the following:

- Initiating, learning lessons and implementing actions from Serious Case Reviews and other management reviews.
- Reviewing the circumstances of all children and young people who die in Leeds through the Child Death Review Panel (CDOP)
- Contributing to the regular updating of safeguarding procedures through the West Yorkshire Consortium.
- Supporting the Third Sector in discharging safeguarding responsibilities
- Promoting improved joint working between Adult & Children's Services
- Contributing to Sudden Unexpected Death in Childhood processes (SUDIC)
- Monitoring the investigation of allegations against staff
- Monitoring the arrangements for privately fostered children and young people

- Reviewing our overall governance arrangements,
- Undertake in depth reviews of our CDOP and SCR governance arrangements
- Working with partners on developing services to specific vulnerable groups as identified by data analysis
- Maintaining a standard training programme providing multi-agency safeguarding training (level 1 and level 2)
- Continuing to monitor safe recruitment practices
- Undertaking an Annual Review
- Undertaking a Section 11 audit programme

BG/JH 23/05/11

LEEDS SAFEGUARDING CHILDREN BOARD

BUSINESS PLAN 2011/12

23 May 2011

PLEASE VIEW IN COLOUR:

PERFORMANCE MANAGEMENT sub group (PM)

POLICY & PROCEDURES sub group (P&P)

LEARNING & DEVELOPMENT sub group (L&D)

EXECUTIVE GROUP (Exec)

Standing SERIOUS CASE REVIEW sub committee (SCR)

COMMUNICATIONS & ENGAGEMENT task group (Comms)

THIRD SECTOR reference group (3rd Sector)

CHILD DEATH OVERVIEW PANEL (CDOP)

	Priority Areas & Objectives	Outcomes required	Lead sub group
Strategic Priority 1: Lead, Listen, Advise			
1.1	<u>Exercise strategic leadership across all stakeholders: to support a child friendly city</u>		
1.1.1	Build knowledge and capacity across strategic leaders and members of accountable bodies and LSCB representatives to ensure children and young people are safe.	Each Partner Agency governance body receives regular reports which affect the way they deliver services to children.	Exec
1.1.2	Use information from monitoring and evaluating activity to set future priorities for each partner organisation and for the LSCB for improving the safety of children and young people and influence the commissioning of services.		Exec
1.1.3	Influence the development of health and well-being boards to ensure integration of safeguarding in the new arrangements.	NHS bodies all participate in work of LSCB.	Exec
1.1.4	Influence and contribute to development of the new range of health organisations in Leeds to ensure keeping children safe is central to their functions.		Exec

1.2	<u>Support the professional community to keep children and young people safe</u>		
1.2.1	Require that in every cluster that the Child Protection development needs of all professionals are identified and that within 12 months every cluster forum to have met for a focus session on Child Protection needs. (L&D sub to monitor and evaluate).	Improve multi-agency Child Protection knowledge and skills of practitioners & first line managers.	L&D
1.2.2	Require that professional development activity is targeted in areas where a disproportionate number of Child Protection referrals to CYPSC do not progress to an Initial Assessment. (L&D to monitor and evaluate)	A reduction in the number of inappropriate referrals to CYPSC	L&D
1.2.3	Disseminate lessons learned from monitoring and evaluating work.	Improve professional practice.	Comms
1.2.4	Host and promote a website to promote reflective practice/evidence based practice.		Comms
1.2.5	Anticipate and initiate response to policy changes, inspection outcomes and other events at local and national level and create the environment and tools for the professional community to respond to these.	LSCB and partners are aware of emerging safeguarding issues and respond in a timely manner	P&P
1.2.6	Develop and implement the LSCB Professional Development Strategy to ensure the learning and development needs are met of all staff working in the safeguarding system.	Co-ordination of the delivery of professional development activity	L&D
1.3	<u>Influence the wider community to keep children and young people safe</u>		
1.3.1	Develop an infrastructure, framework and mechanisms to ensure LSCB has robust methods of communication in order to increase capacity to keep children and young people safe.	Increased understanding of what is abuse and neglect.	Comms

1.3.2	Secure a sustainable method for securing the views of children and young people to influence the work of LSCB.	Increased understanding of what is abuse and neglect. If and how to seek help.	Comms
1.3.3	Increase capacity of the wider community to keep priority groups of children and young people safe.	Increased understanding of what is abuse and neglect. If and how to seek help.	Comms
1.3.4	Develop capacity within the 3 rd sector to safeguard children and young people.	Third Sector agencies are compliant with s(11) Children Act 2004	3rd Sector
Strategic Priority 2: Learn and Improve			
2.1	<u>Promote child-centred practice</u>		
2.1.1	Contribute to Children's Trust development a set of values and behaviours for the workforce (that promotes child-centred behaviours) and ensure an appropriate emphasis on safeguarding requirements.	Behaviour and values have been agreed	P&P
2.1.2	Explore and agree how agreed set of behaviours and values can be developed and incorporated into partner recruitment and selection processes and annual performance reviews/appraisals.	Agreed values and behaviours are embedded in recruitment & selection and appraisal processes	P&P

2.1.3	Ensure that the agreed set of values and behaviours are incorporated into safeguarding training across the partnership.	Individuals working with C&YP are aware of the agreed values and behaviours that promotes child centred practice	L&D
2.2	Promote Professional Judgement		
2.2.1	Promote the understanding of consistent Child Protection objectives for the range of professionals working with children, young people and/or parents and carers in Leeds.	Clear objectives are established for the range of professionals. All professionals from every agency are trained to more consistent objectives.	L&D
2.2.2	Utilise learning from Serious Case Reviews (local and national) and other reviews to inform learning and development opportunities and improve Child Protection practice.	Audit trail to establish learning opportunities are linked to Learning Lessons from SCRs.	L&D
2.2.3	Work in conjunction with partner agencies to implement a model of supervision for the children's workforce that promotes reflective practice as well as accountability.	Agreed supervision model adopted by partner agencies	P&P
2.2.4	Involve front line practitioners in monitoring and evaluating work to build skills and confidence in doing things right and doing the right thing.	LSCB audit programme to involve front line practitioners	PM

2.3	Promote evidence based practice/tools		
2.3.1	The LSCB to work with universities and Research in Practice and commission research where appropriate, to inform local approaches to meet the needs of priority groups of vulnerable children and young people.	Research identified relevant to priority groups of vulnerable C&YP	P&P
2.3.2	Identify and pilot “audit tools” to achieve improved outcomes for priority groups of vulnerable children and young people.	LSCB audit programme to include tools relevant for priority groups	P&P
2.4	Promote an “adaptive” safeguarding system		
2.4.1	Involve children, young people and families in serious case reviews and other “routine audits” to learn lessons to improve safeguarding system.	<ul style="list-style-type: none"> Children and Young People are routinely involved. Children’s and Young People’s contribution helps improve practice. 	SCR
2.4.2	Review all child deaths to learn lessons to improve safeguarding system; including the response to those deaths.	Recommendations made to improve safeguarding practice	CDOP
2.4.3	To provide a policy and procedure response to the review of all child deaths and serious childcare incidents which identify lessons for the safeguarding system.	Changes to policies and procedures made in response to child deaths	P&P

2.4.4	Consider recommendations and multi-agency actions from reports of internal investigations and inquiries carried out by single agencies in order to promote learning across the whole system.	Appropriate and sufficient recommendations and actions are progressed	PM
2.4.5	Consider recommendations from multi-agency learning processes carried out through joint and strategic bodies, eg MAPPA, LADO, to promote learning across the whole system.	Appropriate and sufficient recommendations and actions are progressed	PM
Strategic Priority 3: Know the Story			
3.1	<u>Agree what we need to know.</u>		
3.1.1	Identify safeguarding activity that will be considered using LSCB performance management system.	Safeguarding issues identified and revised on a regular basis for inclusion in the PMS	PM
3.1.2	Ensure the active engagement of children and young people in the audit and evaluation programme for safeguarding performance.	C&YP have an effective role in the LSCB audit programme	PM
3.1.3	Commission reports from Lead Officers and single agencies about safeguarding issues that arise and are not well understood.	Areas for improvement are identified and service improvement happens.	Exec

3.2	Understand the responsiveness¹ of the local safeguarding system		
3.2.1	Agree a programme of measures that provides high-level information about the key functioning of safeguarding system/the safety of children and young people.	Data and information set agreed for LSCB PMS	PM
3.2.2	Commission single agency audits, as required, based on issues of risk in respect of the responsiveness of the local safeguarding system.	Audits and improvement plans progressed by partners	PM
3.3	Understand the quality of the local safeguarding system.		
3.3.1	Agree a programme of work that provides detailed information about the quality of services/improved outcomes for children and young people.	LSCB audit and QA programme established	PM
3.4	Use the knowledge gained about the safeguarding system to make a difference.		
3.4.1	Provide mechanisms for translating aspirations into clear actions which will bring about the required impact.	Partners co-operate to ensure improvement plans are progressed	Exec
3.4.2	Agree a programme of reporting to strategic bodies/accountable bodies to highlight safeguarding risks and to ensure the effectiveness of local responses to those risks. (see 1.1.1)	Each Partner Agency governance body receives regular reports which affect the way they deliver services to children.	Exec
3.4.3	Review and revise LSCB strategic plan/sub group work plans in light of the “Leeds story”.	Work plans of sub	Exec

	(see 1.1)	groups monitored and revised as appropriate	
3.4.4	Produce an annual report that sets out the effectiveness of the local safeguarding system and identifies future priorities for promoting the safety of children and young people. (see 1.1)	Annual Report to the CTB + Annual Review for the professional partnership and wider community	Exec
Strategic Priority 4: Effective Governance			
4.1	<u>Demonstrate accountability</u>		
4.1.1	Maintain a set of multi-agency procedures, guidance and service standards to promote understanding, accountability and transparency.	Up to date procedures accessible through LSCB website	P&P
4.1.2	Clarify the accountability of the LSCB as a statutory body within the wider Leeds Initiative and other changing Partnership arrangements.	Annual Governance Review is undertaken	Exec
4.2	<u>Develop the capacity of the LSCB and its infrastructure to deliver core functions.</u>		
4.2.1	Develop the capacity of the LSCB Partnership and its business unit to deliver core functions and strategic priorities.	Capacity to deliver core LSCB business monitored on a regular basis.	Exec
4.2.2	Agree a funding formula to support the work of LSCB.	Funding Formula	Exec

		adopted	
4.2.3	Review membership of LSCB regularly to ensure we are fit for purpose as a strategic body.	Annual Governance Review is undertaken	Exec
4.3	<u>Identify and manage risks to the delivery of core functions</u>		
4.3.1	Devise and implement a system of risk management.	Risk register established and monitored	Exec

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