

Witness Name: Sarah Callon

Exhibits: 7

Dated: 10 October 2025

THE SOUTHPORT INQUIRY

SECOND WITNESS STATEMENT OF SARAH CALLON CHILD AND YOUTH JUSTICE SERVICES LANCASHIRE COUNTY COUNCIL

I, Sarah Callon, Senior Manager of the Child and Youth Justice Services Department of Lancashire County Council, will say as follows:

1. I am providing this statement in my capacity as the Senior Manager of the Child and Youth Justice Service Department ("CYJS") employed by Lancashire County Council ("LCC"). I have provided an initial statement to the Inquiry dated 21 August 2025 [LCC001712]. I make this further statement to provide the Inquiry with further disclosure and information relating to the Effective Case Management Overview Framework ("ECMO") in place during the period AR was receiving input from CYJS between March 2020 and January 2021. Although I was not employed by LCC at the time, I provide the following information on the basis of my review of the documents and information provided to me by others. For ease of reference, I will use a continuation of the numbering of exhibits from my first statement.
2. I exhibit the following documents to this statement:
 - **Exhibit SC53:** "ECMO GUIDANCE 09.04.2019". This was the ECMO guidance in place between April 2019 and October 2021. [LCC002002]
 - **Exhibit SC54:** "ECMO Framework - final 9.4.19". This is the "model" referred to in section 2 of the ECMO guidance (**Exhibit SC53**). [LCC002003]

- **Exhibit SC55:** “ECMO review plan May 2020” details a large-scale review of the EMCO guidance which commenced in May 2020. Due to the scale of the review this was not completed until May 2021. **LCC002005**
 - **Exhibit SC56:** “Effective case management oversight framework Oct 21 version 4_RESTORED”. This was the new framework produced following the review which came into force around October 2021. **LCC002000**
 - **Exhibit SC57:** “ECMO Implementation 05.03.2021”. This document sets out the implementation strategy to roll out the new ECMO guidance. **LCC002004**
 - As set out in my first statement, the ECMO guidance has since undergone further development. **Exhibit SC45**, disclosed with my first statement, is the latest version of the guidance. **LCC001713**
3. The purpose of the ECMO is to give CYJS practitioners a guide as to how to manage their cases. By way of overview, the guidance in place in 2019 [**Exhibit SC53**] **LCC002002** included the following:
- Links to the Youth Justice Board (“YJB”) AssetPlus Guidance, the YJB Case Management Guidance, the Referral Order Guidance, and Working Together to Safeguard Children 2018.
 - Guidance on case supervision and personal development.
 - A summary of the case management process, including an aide memoire on case recording.
 - An overview of the criteria for referrals to MAPPA for those children who meet the criteria, and guidance for children who do not meet the MAPPA criteria and should be considered for a Multi-Agency Risk Management Meeting. This is an internal meeting for children who pose a high or very high risk of serious harm to others. The meeting would be expected to be held with relevant partners and agencies working with the child in order to manage the risk. Further details regarding these meetings are included within the Managing

Risk in the Community Procedures (**Exhibit SC7** exhibited to my previous statement). **LCC001738**

- Links to the National Standards for youth justice services and documents detailing audit and inspection requirements.

LCC002005

4. The review which commenced in May 2020 [**Exhibit SC55**] identified a number of areas where the guidance would benefit from further detail. The guidance is intended to cover all potential aspects of CYJS work. In respect of the aspects most relevant to AR's case:

- It was identified that there was a lot of guidance for AssetPlus and that this should be reviewed and pulled together into one place.
- The Referral Order guidance in the previous iteration was noted to be correct but it was identified that further information could be provided regarding the Referral Order Panel process and discussion forms.
- The case recording principles included in the previous iteration were noted to be suitable, but it was identified that they should be embedded into the guidance.

LCC002000

5. The updated guidance finalised in 2021 [**Exhibit SC56**] provided much more detail and guidance for case managers. The document sought to draw existing guidance into one place rather than having it dispersed through various documents and accessed through links. Of relevance to AR's case, the updated guidance included:

- Further guidance on multi-agency meetings including how such meetings should be documented (page 9).
- A visual for the life cycle of a Referral Order and direction to case management processes for specific circumstances (page 18).
- A checklist and further guidance for Referral Orders (page 19).

- Advice to consider arranging a multi-agency meeting for complex Referral Order cases (page 21). This advice has been further developed in the latest version of the guidance to direct case managers to consider arranging multi-agency meetings with partners at the planning, review and exit stages of a Referral Order depending on the needs of the child (**Exhibit 45** exhibited to my previous statement, page 14). LCC001713
- Links to further guidance detailing how to complete Asset Plus Guidance (page 39).

6. Since 2019, CYJS have continued to develop the ECMO guidance. The latest iteration [Exhibit SC45] is broadly similar to the version in place in 2021 in respect of the matters relevant to AR's case. LCC001713

7. I have been asked to comment on how the ECMO guidance in place in 2019 would have impacted how AR's case was handled. I have provided my reflections on the handling of AR's case at paragraphs 151 – 182. In summary there were elements of learning from this case but the conduct of AR's case by the two case managers and their assessments broadly complied with relevant national and local guidance.

8. In my previous statement, I have highlighted the following issues with the handling of AR's case:

- i. Record keeping was a concern in this case. Although this was covered in the guidance in place at the time, subsequent iterations of the guidance provide further guidance on record keeping and there are now improved quality assurance measures in place.
- ii. Having reviewed the records it does not appear that information was shared with CFW or Acorns school when AR's Referral Order was closed. If information was shared, it has not been recorded. At the time AR's Referral Order closed, there was an expectation that relevant information would be shared as part of the exit planning for a child and to ensure that relevant agencies still involved with the child are aware of any concerns. Although this would be considered good practice, the ECMO guidance in place at the time did not include clear guidance around sharing information with partners

still involved with the child. As explained above, the current ECMO guidance encourages case managers to consider arranging a multi-agency meeting at the exit planning stage of a Referral Order to share information.

9. As a more general observation I have noted that historically Referral Orders were very generic and lacked specific detail. This was in line with national guidance at the time. Subsequent iterations of the ECMO guidance incorporated specific templates for Referral Orders to encourage more specific contracts and encourage case managers to work with children to develop their own plans.

Statement of Truth

I believe that the facts stated in this witness statement are true. I understand that proceedings may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.

Signed: **Signature**

Dated: 10/10/2025

Index to the Second Witness Statement of Sarah Callon, CYJS

Exhibit SC7	LCC001738	Managing Risk in the Community Procedure
Exhibit SC45	LCC001713	Effective Case Management Oversight Framework 2025
Exhibit SC53	LCC002002	ECMO Guidance 2019
Exhibit SC54	LCC002003	ECMO Framework 2019
Exhibit SC55	LCC002005	ECMO Review Plan May 2020
Exhibit SC56	LCC002000	ECMO Guidance 2021
Exhibit SC57	LCC002004	ECMO Guidance Implementation Plan