

Delivering the Vision for Children and Young People in Slough (Appendix A)

Slough Ofsted Delivery Plan

1. Introduction

- 1.1. This plan outlines the key actions that the Slough Children's Service Trust and Slough Borough Council will be taking to deliver the Vision for Children's Services. The plan focuses on priorities for improvement and includes key actions from the Ofsted Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers which was undertaken in December 2015.
- 1.2. A list of Ofsted recommendations is attached to this document as annex 1, and the actions identified in the plan below are linked to each of the Ofsted recommendations shown as OR1, OR2 etc.
- 1.3. The Plan will be fully implemented within 2 years.
- 1.4. The successful delivery of this plan will be achieved by working with key partners and stakeholders and ensuring a continued focus on achieving the best possible outcomes for children, young people and families living in Slough.
- 1.5. The plan is grouped under the four themes identified in the Vision document with relevant work streams sitting underneath. Some of the work streams will be solely led by either the Slough Children's Service Trust or by Slough Borough Council, however there are a number of areas where a joint approach using task and finish groups will be required to improve outcomes for children.

Quality	Learning	Information	Workforce
Clear strategic direction with good management oversight and effective management of risk	Using what we know to continuously improve and enhance services provided	Right tools to enable delivery of good quality children's services and evidence we are making a difference	Right staff, in the right place at all levels to deliver consistent standard of good quality safeguarding services
Ofsted recommendations: 1, 2, 3, 4, 5, 6, 9, 10, 11, 13, 15, 16, 17, 18, 19, 20, 21, 22	Ofsted recommendations: 5, 10, 12, 14, 20	Ofsted recommendations: 1	Ofsted recommendations: 7, 8, 14

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- 1.6. The Council's Five Year Plan also recognises the needs of our most vulnerable children within Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances.

This Outcome groups work under the following three themes:

- Enable children and young people to lead emotionally and physically healthy lives
- Enable children to live safe, independent and responsible lives
- Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential.

2. Governance and monitoring of the Joint Delivery Plan

Governance Slough Children's Services Trust:

- 2.1. Slough Children's Services Trust is governed by a Board of Directors which oversees the work of the Trust. The Trust Board reports through the Children's Commissioner to the DfE, and the Chair of the Trust Board reports to the Children's Minister.
- 2.2. The Trust Board will oversee and monitor the progress and impact of the delivery plan through a programme of regular reporting.
- 2.3. A Quality and Innovations Committee has been established to provide assurance to the Board on all key issues relating to the quality of services provided by the Trust to children, young people and their families in Slough. The Quality and Innovations Committee will oversee the progress made against the Delivery Plan actions on a monthly basis and will report to the Trust Board.
- 2.4. The Trust Improvement Group will monitor actions within the delivery plan and members of the Trust Senior Management Team will monitor and lead on actions within the delivery plan and will report progress to the Quality and Innovations Committee and the Trust Board.

Governance Slough Borough Council

- 2.5. Slough Borough Council has appointed lead officers from the Senior Leadership Team to take ownership of specific activity within the Delivery Plan. These officers report directly to the Director of Children's Services on a monthly basis in order that the Director of Children's Services can report to the Strategic Monitoring Board.
- 2.6. The Director of Children's Services will report quarterly to the Corporate Management Team and Senior Leadership team, setting out activities completed and evidence of impact.

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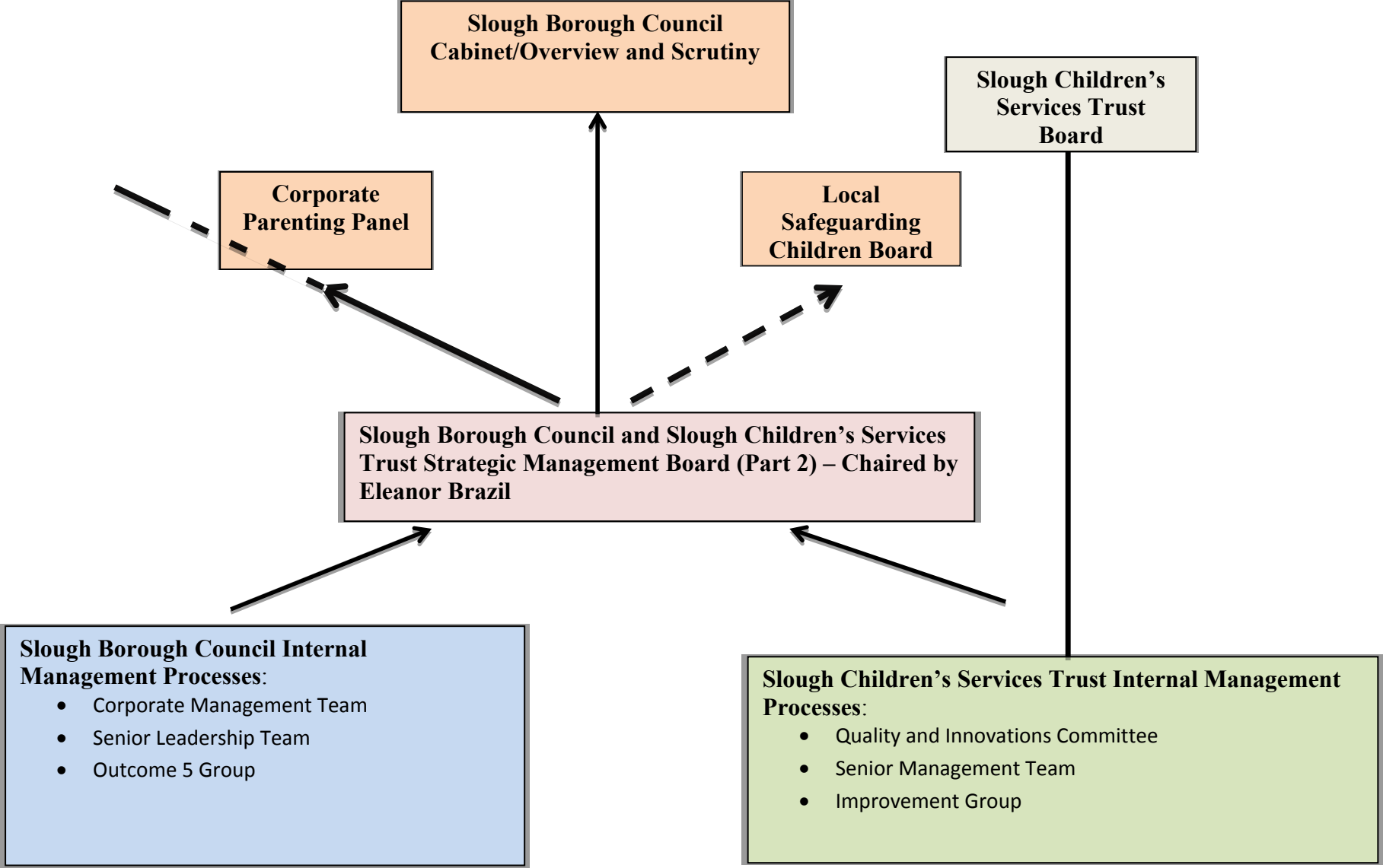
- 2.7. The Director of Children's Services will report 6 monthly to scrutiny (Overview and Scrutiny Committee and Education Scrutiny Committee) setting out activities that SBC has undertaken and evidence of the impact of these activities.
- 2.8. The Director of Children's Services will report annually to the Cabinet on the Ofsted Delivery Plan.

Strategic and Performance Monitoring

- 2.9. The Strategic Monitoring Board chaired by the Children's Commissioner will monitor progress made against the delivery plan and actions for both Slough Borough Council and Slough Children's Services Trust and where necessary agree action that will be taken to address areas where progress is not being made.
- 2.10. The Slough Local Safeguarding Board has also ensured that the Ofsted recommendations in respect of the LSCB have been incorporated in to the LSCB Business Plan (Appendix 2).
- 2.11. The impact of the plan will be evidenced through the use of qualitative and quantitative information and ongoing performance and KPI monitoring.

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Slough Ofsted Joint Delivery Plan Governance Structure



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1	Improving Quality				
	Actions	Lead	Timescale	Progress	Impact / Outcome
	Safeguarding				
OR 1	Develop a Multi Agency Referral Hub for sharing information and making decisions about children.	EDM	31/0916	Work is progressing and managed via a project group. It will be fully implemented by the end of September 2016.	<p>The MASH will provide effective triage and screening and facilitate timely decision making for safeguarding children.</p> <p>Support will be provided at the appropriate level of need.</p> <p>Early intervention will reduce the number of referrals to social care.</p>
OR2	Develop clear step up and step down guidance across the range of levels of need (linked to threshold document)	EDM	31/09/16	Work on this is being aligned with the new Social Work model and introduction of the MASH.	<p>Children, young people and families will continue to receive support as they progress in or out of social care.</p> <p>Measure of this will be a reduction in the rate of re-referral to social care at a later stage.</p>
OR 1	<p>Revise the LSCB Threshold Document.</p> <p>Roll out to all partners to ensure it is clear</p>	LSCB	30/04/16	<p>Threshold document has been revised and is going to the LSCB for sign off on Thursday 16 March.</p> <p>Final comments being reviewed and document will be published.</p>	Threshold document remains up to date and reflects the range of needs / indicators of children and young people in Slough.

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	and well understood.			Threshold tool to aid practitioners will be developed and widely circulated to partners by the end of April and will also be used in multi agency safeguarding training.	Partners will have a clear and shared understanding of thresholds. Tool will aid practitioners when considering whether to make a referral to statutory services, or undertake an early help assessment.
OR 2	Revise Referral and Assessment Policy to reflect new processes. (as per Working Together 2015) and ensure all partners are aware of the process.	SD	31/07/16	A SCS Trust Referral and Assessment Procedure will be completed following the launch of the new Social Work model "Safe, Secure, Successful".	Partners will have a clear understanding of how to make a referral and what happens once a referral is accepted. .
OR 3	Review current process for strategy meetings and ensure all social workers are following agreed process and partners fully engage in meetings.	EDM	30/06/16		Strategy meetings are carried out in line with procedures and partners are fully engaged. Audit activity will provide evidence of impact.
OR 13	Strengthen the role of the Independent Reviewing Officers to ensure they provide robust monitoring and challenge and escalate concerns where necessary.	SD	30/06/16	Dispute resolution document is currently in draft form; this will be reviewed and relaunched.	IRO role provides effective challenge and ensures the voice of the child is central to planning and decision making. An increase in effective IRO challenge lead to positive outcomes for children and young people in care. A record of any challenges made will be kept and reported through the annual IRO report and audit activity

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					will provide evidence of impact.
OR 13	Strengthen the role of the Child Protection Chairs to ensure they provide robust monitoring and challenge and escalate concerns where necessary.	SD	31/09/16	<p>DfE Improvement Grant secured to progress a transformation programme for Child Protection Conferences using a systemic framework incorporating signs of safety.</p> <p>Chairs training has taken place on the revised CP Conference model.</p> <p>Training sessions are planned with the Trust staff and partners in the coming three months.</p>	<p>Child Protection Conference process is clear and easily understood by all and outcomes for the child remain central to decision making.</p> <p>All partner agencies contribute effectively to the conference process.</p> <p>Families are clear about the conference and the expectations of them as a result of a plan being made.</p> <p>Chair is able to effectively challenge and ensure plans are implemented to safeguard children.</p>
Care Leavers					
OR 6 / 22	Establish a stand alone Care Leavers Service that enables case loads to be allocated and individuals to be tracked more effectively.	KD	31.8.16	A 16+ care leaver's Hub is being established within the new social work model.	Planning for transition will be improved and Care Leavers will have the appropriate level of support and outcomes will be clearly tracked.
OR 5	Review the current Pathway Plan format in response to views expressed by young people.	KD	9.6.16	Needs assessment and Pathway Plans have been revised to make them shorter and more accessible and are being used.	% of Care Leavers with good quality pathway plans.

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OR 5	<p>Provide targeted support to looked after children and care leavers to remain in employment, education or training, and ensure effective communication between Young People's Services and the Care Leavers Service</p> <p>Develop a strategy that provides employment and training opportunities for looked after children and care leavers within the council, ensuring all Directorates contribute.</p>	<p>KG</p> <p>CH/PW</p>	<p>September 2016</p> <p>September 2016</p>	<p>Education, training and employment themed Corporate Parenting Panel took place on the 23rd June, led by the Young Peoples Service.</p>	<p>% of care leavers who are EET (target in line or better than national average)</p> <p>Number of looked after children and care leavers employed within SBC</p> <p>Survey of Care Leavers to assess whether they feel they have received timely, good quality advice and guidance regarding employment, education and employment</p>
OR20	<p>Where 'staying put' arrangements are not an option, provide appropriate and timely accommodation for care leavers:</p> <p>a) Transition</p> <p>b) Permanent</p>	ME	April 2017	<p>Group set up by Director Housing, including Director of Children's Services and Chief Executive of Slough Children's Services Trust, to review current level and quality of provision.</p> <p>Options being drawn up to look at increasing the council's capacity for offering varied provision, along with improving the appropriateness of the offer available to care leavers as they transition and more permanently</p>	<p>% of care leavers considered to be in suitable accommodation</p> <p>Number of care leavers who have been offered a permanent tenancy over the last 3 years</p> <p>Survey of Care Leavers to assess whether they feel safe in their accommodation</p> <p>Improved quality of accommodation offered to looked after children and care leavers both transitional and permanent</p> <p>Increased scope and variation of permanent accommodation</p>

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					options. An increase in council's capacity for offering shared accommodation to care leavers, with floating support, including private landlord arrangements
	Children Looked after				
OR 4	Review and develop targeted multi-agency edge of care support.	RK	31/9/2016		Children and young people are supported to remain in the family home and prevented from coming into care, where care is required this is for the shortest time based on individual needs.
OR 4	Ensure children / young people who return home are provided with appropriate support / plan	RK	31/9/2016		Children and young people returning from care have planned return home
OR 20	Implement the LAC Sufficiency Strategy	RK	Completed and monitoring ongoing.	LAC Sufficiency strategy is completed and published. Placement Panel meets on a weekly basis	Children and young people looked after are tracked more effectively and decisions on placement moves are made in a regular planned forum. Placement stability will improve and where placement changes are required these will be considered by a panel. % of children in stable placements.

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OR 20	Develop a Marketing and Recruitment strategy to increase the number of Slough Foster Carers	JP	31/08/2016		Slough will have enough foster carers and reduce the number of children placed out of the borough.
OR 20	Revise and implement the Staying Put Policy	RK	31/08/2016		Policy clear and understood and option for care leavers to remain in placement beyond 18 th Birthday.
	Early Help				
OR 9	Early Help Strategy to be developed with key partners, including the Slough Children's Trust.	SBC	October 2016		<p>The Early Help Strategy will include an agreed partnership score card to monitor the effectiveness of Early Help</p> <p>The Early Help strategy clearly defines thresholds, pathways and the coordination of the early help offer.</p> <p>Performance monitoring shows that thresholds are being correctly applied and families receive the support they need at the right time.</p>
OR 9	Review the model for early help to ensure early help is aligned with the wider changes to the social work model.	KS	31/03/2017	Informal consultation has concluded and a formal consultation is now underway to develop Early Help Hubs in line with the wider Social Work Remodelling.	Children and families will be supported at the earliest opportunity. % reduction in referrals to social care.

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Corporate Parenting					
OR 10	Revised Pledge to Looked After Children	ND	April 2016	Revised Pledge developed and signed off at Cabinet (11 April) and full Council (18 April).	<p><u>Corporate Parenting Scorecard</u></p> <p>Looked After children and Care Leavers report that the Pledge is making a difference</p> <p>The scorecard shows improved outcomes for looked after children and care leavers</p> <p>The corporate parenting board is judged to be effective in meeting its responsibilities</p> <p>Annual survey of looked after children and care leavers asking if they feel we have kept our promises to them</p>
OR 10	Revise Corporate Parenting Strategy and action plan, ensuring the strategy and ongoing work incorporates the voice of young people's voice.	SF	June 2016	Revised Corporate Parenting Strategy and action plan approved by Cabinet on the 26 th June 2016.	
OR 10	Deliver Corporate Parenting Action Plan	SF	December 2016	Action plan approved by Cabinet on the 26 th June 2016	
OR 10	Develop Corporate Parenting scorecard	SF	July 2016	Corporate Parenting Panel discussed draft scorecard on the 23 rd June 2016	
OR 11	Review terms of reference of Corporate Parenting Panel	SF	June 2016	Revised terms of reference drafted. Extended membership to include care leavers and carers as agreed by CPP (22 March). New terms of reference agreed by Cabinet on the 26 th June 2016.	
Child Sexual Exploitation					
OR 15	Continued development of work to ensure that CSE is well understood and action is being taken to address concerns where CSE has been identified as a risk.	LSCB	Ongoing	<p>Mandatory bite size CSE awareness delivered to all SCST staff in house.</p> <p>Work underway to commission specialist CSE training for SCST and LSCB partners (2 courses over the year and review if demand is higher as cost implication). Risk assessment tool to be included as part of the delivery and some local input from</p>	<p>CSE is recognised and clearly understood across all partner agencies.</p> <p>All partner work together to address CSE and reduce risks.</p> <p>Effective multi-agency response where CSE has</p>

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				TVP regarding the assessment tool	been identified as a risk factor.
OR 16	Develop a clear multi-agency policy on the management of children who go missing from school, care or home.	RK	31/03/16	Policy on children missing from care, school or home has been developed and agreed by the LSCB.	<p>Policy in place and clearly understood by partners.</p> <p>Episodes of children missing are regularly monitored and return home interviews are undertaken.</p>
OR 15	Continue to monitor the effectiveness and impact of the overarching CSE Strategy and that all partners are fully engaged.	LSCB	Ongoing	<p>CSE Strategy developed and agreed by the LSCB.</p> <p>CSE Strategy Group in place to monitor the ongoing impact of the strategy.</p> <p>SERAC (operational CSE group) in place to monitor individual children and young people who may be at risk of CSE.</p>	<p>CSE strategy provides a clear framework to monitor impact of CSE awareness and actions taken to tackle CSE and protect children and young people.</p> <p>CSE strategy group is able to take action where ongoing risks / issues are identified as a result of monitoring.</p> <p>Individual case records will provide evidence of interventions and support.</p> <p>Children and young people at risk of CSE are identified and appropriate action is taken to continue to safeguard and reduce risk factors.</p>
OR 17	Embed the use of the CSE Risk Assessment Tool across the SCS Trust and with partners.	RK	Ongoing	Information on CSE and the risk assessment tool are included in the new LSCB threshold document.	Children and young people at risk of CSE have their needs appropriately assessed and support is provided to

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				CSE Coordinator (Operations) - continue to support practitioners and monitor use of CSE tool.	minimise risks and promote safety. Audit of cases will demonstrate use of tool and impact.
	Commissioning				
OR 18	Agree transfer of commissioning resource from SBC to the SCS Trust	KP	May 2016	Arrangements agreed. TUPE process completed. Resource transferred to SCST	Slough Children's Services Trust have the resources to be effective commissioners
OR 18	Develop SCS Trust Commissioning strategy	RK	31/09/16	A proposal has been written regarding the future commissioning model within the Trust.	Commissioning on behalf of the Trust is effective, secures high quality provision and delivery of value for money.
OR 19	Commission advocacy services and embed use of advocacy across the Trust	RK	March 2016	A new contract has been awarded to NYAS to provide advocacy, Independent Visiting and return home interviews.	Number of children and young people who feel they have been provided with the right level and type of support to enable them to express their views and inform their care planning.
	Virtual School				
OR 21	Implement Virtual School Improvement Plan	RK	Ongoing	An experienced Virtual School Head has been recruited. Attachment Training has been delivered and future dates booked, restructure of team underway, Welfare Call chosen to monitor	Virtual School in place and providing effective support to children and young people. Educational outcomes for vulnerable groups will be monitored and support offered

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				attendance, governing body, professionals and designated teachers meetings set up for the remainder of academic year. Activities day in Oxford and at Haybrook completed with children in care. Regular Foster Carer Drop Ins set up, and ePEP training delivered to adopters. Welfare Call have been commissioned to monitor the attendance of children in care.	where this is needed. Attendance will be monitored and action taken to support children and young people with low attendance.
	Learning Difficulty / Disability				
OR 5	Develop a Transition Strategy for young people with LDD moving into adult services	SB	September 2016	Transition Strategy drafted September 2015. Being reviewed, and prepared for consultation with Trust and formal sign off.	Transition Strategy in place, supporting young people with LDD in transitioning from children to adult services. Feedback from young people moving into adult services report the transition arrangements have met their needs

2	Improving Learning				
	Actions	Lead	Timescale	Progress	Impact / Outcomes
OR 5	Ensure that all assessments contain clear evidence of the views of the child or young person/ family and this informs actions and	EDM	Ongoing	Managers have oversight of the work of social workers within their teams. Improvement work has focused on the	The voice of the child is clear, recorded and transparent in all assessment work.

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	plans.			quality of assessments. Online consultation form has been developed for children in care to complete prior to a LAC review.	Regular audit activity will determine the quality and impact of this action.
OR 10	Participation strategy to focus on increasing opportunities for active participation of children and young people, to include further development of the Voice of the Child and a Care Leavers Focus Group.	RK	30-04-16	An action plan has been developed to support and improve the participation of young people looked after and care leavers. A Reach Out Speak Out Helpline has been launched week beginning 28 March which will provide an additional opportunity for young people to raise any concerns. Care Leavers Forum was launched in June 2016.	Clear systems in place to enable children and young people in care and Care Leavers to express their views. Child Participation Officer, IRO, Social Workers and regular audit will provide evidence of the participation.
OR 14	Revise complaints procedure and implement across the Trust. Ensure learning from complaints is embedded and continues to inform ongoing improvement of the Trust.	SD	30-04-16 31-05-16	The statutory complaints procedure has been reviewed and is in draft form. A prompt sheet for staff is being developed and training will begin in September with a regular session periodically throughout the year for new staff.	Complaints procedure is clear and understood. It is accessible to children, young people and families and staff within the Trust. Staff across the Trust will be proactive when receiving complaints and there will be a reduction in complaints at stage 2. Learning from complaints will be embedded as part of the quality assurance framework.

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					Learning points will be incorporated into ongoing training and development activity.
OR 14	Embed an audit programme across the Trust and ensure learning from audit informs improvement.	SD	Ongoing	An audit programme has been developed and audit tool revised.	Audits will be completed on a regular basis. Audit moderation will provide a measure of the quality of audits. Learning points will be incorporated into ongoing training and development activity. .
OR 20	Address the concerns of Care Leavers who have stated they feel unsafe in accommodation.	KD	Ongoing	A Care Leavers Forum has been established to provide an opportunity for Care Leavers to meet together and express their views.	Care Leavers will feel that they have been able to express their views, that they have been listened to and that action has been taken as a result of their views.

3	Improving Information				Impact / Outcome
	Actions	Lead	Timescale	Progress	
OR 1	Continued focus on monitoring core social work activity through effective performance monitoring.	EDM	Ongoing	Weekly performance reports are circulated to Heads of Service and Managers, a regular “steady state” meeting addresses data quality and recording issues. A weekly Management Overview report has been developed and is considered by	Performance culture embedded at all levels of work across the Trust. Management information is used to challenge practice and effect improvements in systems, process and practice.

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				<p>SMT in its regular weekly meeting.</p> <p>A monthly Performance Board has been established and will continue to develop and mature.</p> <p>KPI reporting has been established for monitoring contract with Slough Borough Council, and targets are currently being established.</p>	<p>Managers are able to account for performance in their areas of responsibility and work with others to address ongoing performance management.</p>
OR 1	Further development of ICS and other related recording systems to support accurate and timely reporting.	SB	Ongoing	A series of ICS workshops are currently being held to determine any changes required in the system to support recording and reporting activity.	IT systems are fit for purpose and are used effectively by Social Workers and other Trust professionals.
	Improve functionality of JSNA	AS	December 2016	The JSNA was refreshed immediately following the inspection pending a full review.	<p>JSNA contains good quality, strategic information that is easily accessible</p> <p>JSNA used to inform decision making and service development</p>

4	Improving Workforce				
	Actions	Lead	Timescale	Progress	Impact / Outcomes
OR 8	Develop and implement SCS Trust Workforce strategy	JH	15/07/2016	Document is developed in draft and will be scrutinised and agreed by the Trust Board	Clear strategy in place to steer ongoing development
OR 8	Implement new Social Work model following comprehensive consultation	SMT	31/03/2017	Formal consultation has ended and work is now progressing to implement the new Hubs with a phased implementation from	<p>Impact of Hubs will be monitored by SMT and Trust Board.</p> <p>DfE evaluation will provide</p>

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				July 2016.	evidence of impact.
OR 7	Provide training to staff on life story work and later life letters.	JP	31/07/2016	Meeting arranged with Coram April 2016 to arrange for bespoke training	Children who are adopted will have a high quality record of their life in future years.
OR 8	Revisit a set of core skills for social workers and provide training / development to raise standards.	JH	Ongoing	<p>Shortlisting for social work staff is informed by the Professional Capabilities Framework.</p> <p>Career Mapping interviews ongoing with workforce.</p> <p>Training needs analysis being undertaken with teams across SCST</p> <p>Information received from audits regarding training needs.</p> <p>Behaviours and Values policy completed with input from Trust staff.</p> <p>New appraisal process developed and being implemented.</p>	<p>Social workers have the required skills and knowledge to perform their role.</p> <p>Quality of practice will improve and will be evidenced through case file audit.</p> <p>Appraisals will be monitored and will inform professional development and training activity.</p> <p>HR and management audit of staff performance and appraisals</p>
OR 14	Implement regular audit of supervision to include quality, frequency, actions identified and followed up, management decisions on case files and critical reflection.	KC	30/09/2016 Ongoing	<p>Head of Improvement has been undertaking some coaching and development work with a group of Practice Managers.</p> <p>Quality of supervision and management oversight is an area of focus on the revised case file audit tool.</p> <p>Supervision policy in development.</p>	Supervision provides managers and social workers with the framework to discuss cases, use reflection to inform thinking and decision making and seek management agreement / direction on cases.

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Annex 1 Ofsted Recommendations

1. In line with longstanding plans, develop and embed a genuinely multi-agency response to concerns about children. This should be rooted in clear and up-to-date threshold guidance rolled out across the partnership and regularly reviewed in conjunction with the LSCB.
2. Ensure that contingency arrangements and escalation processes are reviewed, monitored and understood at all levels of need and concern. This should include thresholds for step up and step down arrangements.
3. Ensure that all children and young people at risk of significant harm benefit from strategy discussions and meetings that meet minimum statutory requirements.
4. Improve the coordination and quality of support offered to children and young people on the edge of care and returning home from care.
5. Ensure that assessments, care plans and pathway plans for children looked after and care leavers are up to date, relevant to the individual child or young person and based on a thorough analysis of children and young people's needs and aspirations so that consequent action planning is effective.
6. Significantly improve the quality and regularity of contact with and support for care leavers, ensuring that managers oversee the frequency, quality and impact of contact effectively.
7. Ensure that staff have the knowledge and capacity to complete good-quality and timely life story work and letters for later life.
8. Through ambitious and innovative means, prioritise the establishment of a stable and skilled permanent workforce.
9. Evaluate the quality and effectiveness of early help processes and services to inform and improve future planning and service delivery.
10. Revise the corporate parenting strategy to ensure that it sets out a clear vision and process for improving outcomes for children looked after and care leavers.
11. Review the terms of reference of the corporate parenting panel to ensure that it includes wider partner representation and provides rigorous scrutiny and challenge.
12. Broaden the range of children and young people who participate in the CiCC and create a care leavers' focus group. Embed consultation processes systematically across the service.
13. Strengthen and monitor the effectiveness of the role of IROs in challenging and escalating concerns about children's plans.

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14. Ensure that learning from complaints, audits and other sources is used effectively to influence service development.
15. With key partners, take decisive action to ensure that the local extent of child sexual exploitation is known and understood and that intelligence information is used proactively to inform risk management and disruption activities.
16. Be tenacious about ensuring that all children who go missing from home or care are offered a timely return home interview that properly explores and addresses risk and need.
17. Take urgent steps to ensure that all children who are identified as being at risk of going missing or being sexually exploited are subject to a risk assessment and are offered responsive and appropriate help.
18. Finalise, as a matter of urgency, which body is responsible for commissioning individual functions and services.
19. Ensure that children and young people have access to an advocacy service that enables the children and young people to express their views, particularly in important meetings about them.
20. Review the range and quality of accommodation for children looked after and care leavers, including staying put arrangements.
21. Improve the educational support provided to children looked after and strengthen significantly all services offered by the virtual school.
22. Review the effectiveness and organisation of support to care leavers.

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Appendix 2

Slough Local Safeguarding Children's Board Business Plan 2016 -17

Slough Local Safeguarding Children's Board (SLSCB) Business Plan 2016 -17 was agreed by Members of the Board on 17 March 2016.

Members of the Board are required to provide outcome performance measures on actions for which they hold lead responsibility.

The SLSCB Business Plan 2016-17 has been structured to meet the specific risks identified from the December 2015 Ofsted Inspection. It incorporates the priority areas identified at the SLSCB Board Meeting held on 14 January 2016 and finalised by Members of the SLSCB on 17 March 2016. It is designed to be concise and based on SMART principles. It is work in progress and Executive Board Members will hold responsibility to review; amend and add to it at each meeting.

This Plan will replace the 2015 -16 SLSCB Business Plan and the Board will continue an annual planning cycle.

This Plan will address six themes:

- **Theme 1: Revise and implement multi-agency threshold guidance**
- **Theme 2: Establish a programme of effective monitoring and quality assurance of multi-agency safeguarding practice.**
- **Theme 3: Take action to strengthen the LSCB's oversight and scrutiny of the effectiveness of the local multi-agency response to children at risk of exploitation including CSE and Missing.**
- **Theme 4: Develop and implement a funding agreement to ensure the LSCB has sufficient resources to undertake its core business.**
- **Theme 5: Undertake a training needs analysis and regularly evaluate the quality and impact of training (including e-learning).**
- **Theme 6: Engage the wider community in the work of the LSCB by ensuring that the Board has lay member representation and through engagement with local faith groups.**

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Slough Local Safeguarding Children's Board

Business Plan 2016-17

Theme 1: Revise and implement multi-agency threshold guidance and scrutinise the application of thresholds at all levels.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By/ When	How will we know the SLSCB action is effective	Impact Performance Measures
Working Together 2015 requires LSCB's to publish a threshold document. The 2014 Threshold Document needs to reflect Slough's new operational arrangement (SCST) together with issues such as FGM, CSE/Missing and Radicalisation. The changes need to be disseminated to all professionals.	1. SLSCB will revise its threshold document to reflect the requirements of statutory guidance.	SLSCB	30 April 2016	A new Threshold document will be published.	Appropriate document is approved, published and circulated.
	2. SLSCB will proactively disseminate the document so that all professionals can use it in their daily practice.	Lead – Independent Chair - SLSCB SLSCB – Business Manager	31 May 2016	All partner organisations will ensure that it is disseminated appropriately.	Extent of dissemination by partners.
SLSCB requires assurance that practitioners and managers within all partner organisations are aware of the document and apply the agreed	1. Consider a report(s) on the extent to which the Threshold document is being appropriately applied and respond to any weaknesses identified within the report(s).	Chief Executive - SCST	30 June 2016	Report and monitoring.	Thresholds appropriately applied result in effective responses to cases. Consistent appropriate referrals will be submitted to the first point of contact.
	2. Carry out a multi-agency	Lead – Independent	30	Audit shows compliance	

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Theme 1: Revise and implement multi-agency threshold guidance and scrutinise the application of thresholds at all levels.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By/ When	How will we know the SLSCB action is effective	Impact Performance Measures
thresholds on a daily basis.	audit examining referrals and response initial response to them.	Chair SLSCB Chair - QA Sub Committee	September 2016	with thresholds.	Consistency of referrals will enable SLSCB to obtain accurate data regarding levels of risk in the child population.
Children's Social Care should ensure that information about its actions is given to referring professionals.	SCST will dip sample the level of feedback provided to the referrer.	Chief Executive - SCST	Every three months during 2016-17	SLSCB is aware of level of compliance and actions to remedy any failings.	Referrers will be better informed to continue working with families.
MASH: Effective sharing of information and risk should allow more effective safeguarding and decision-making.	SLSCB will consider evaluation reports into the project progress and effectiveness of MASH arrangements.	Chief Executive - SCST	Every three months	Progress and performance will have been discussed and actions for improvement identified and monitored.	Less variation in quality of safeguarding.

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Theme 2: Establish a programme of effective monitoring and quality assurance of multi-agency safeguarding practice. This should include analysis of performance information, section 11 audits and internal partner agency audits, as well as multi-agency auditing led by the LSCB.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By / When	How will we know the SLSCB action is effective	Impact Performance Measures
SLSCB requires assurance the Quality Assurance Sub Committee is effective in implementing the Multi-Agency Audit Schedule and providing outcomes to inform the Board of Multi Agency safeguarding practice.	Consider update reports to inform the Board of the Sub Committee's outcomes.	Chair - QA Sub Committee	Every 3 months during 2016 -17	SLSCB is aware of safeguarding practice and performance which informs decision – making and actions by the Board.	The Board receives regular performance information from all partners.
LSCB's have a statutory function to assess LSCB partners are fulfilling their statutory obligation to safeguard and promote the welfare of children.	SLSCB will determine an agreed timescale for Section 11 audits to be submitted to the Board by organisations within Slough.	Executive Board Members/ LSCB Business Manager	tbc	SLSCB receives the required Section 11 reports.	Risks are identified; Consistent learning and debriefing takes place to effect quality safeguarding practice.
SLSCB must ensure	A Slough LSCB representative	Deputy	Every 6	The Board is informed	

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<p>that outcomes and initiatives from Pan Berkshire Section 11 audits are received to determine the work of the Board.</p>	<p>on the Pan Berkshire Sub Committee takes responsibility to update the Board.</p>	<p>Director of Nursing CCG/ LSCB Business Manager</p>	<p>months</p>	<p>of all Section 11 outcomes</p>	
<p>Organisations should receive feedback from the Board to aid change and improvement.</p>	<p>SLSCB will ensure it provides feedback and challenge to organisations in response to each Section 11.</p>	<p>SLSCB Business Manager</p>	<p>Twice per year</p>	<p>Organisations receive constructive feedback.</p>	<p>Organisations are sufficiently informed and achieve best practice.</p>
<p>SLSCB must ensure the voice of the child is heard and used to positively influence the improvement of service delivery and outcomes for children.</p>	<p>SLSCB specifies that all auditing and evaluation reports include analysis of the contribution that the child's voice is making to service delivery and outcomes for children.</p>	<p>Chair of SLSCB - QA Sub Committee</p>	<p>31 April 2016</p>	<p>Organisations are informed regarding the quality of their arrangements to safeguard and promote the welfare of children.</p> <p>Audit reports are used to decide future actions by the Board and agencies.</p>	<p>Evidence of child's voice leading to improved outcomes.</p>

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Theme 3: Take action to strengthen SLSCB's oversight and scrutiny of the effectiveness of the local multi-agency response to children at risk of exploitation including CSE and Missing.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By/ When	How will we know the SLSCB action is effective	Impact Performance Measures
<p><i>Child Sexual Exploitation (CSE) and Missing</i></p> <p>SLSCB requires clear data to inform strategic coordination of multi - agency response to the concern and risks.</p>	<p>SLSCB will request relevant data is submitted to the Executive Board.</p>	<p>CE -SCST/ Slough LPA Commander –TVP / Director Cambridge Education</p>	<p>Each Executive meeting</p>	<p>The Board is in receipt of current data.</p>	<p>Services are greater informed to meet the needs of the risk.</p>
<p>SLSCB need to understand the full extent of ongoing initiatives to aid the identification of failings within Slough.</p>	<p>CSE and Missing Strategy will be in place.</p>	<p>Chair CSE Strategic Sub Group</p>	<p>April 2016</p>	<p>The Board will receive a strategic CSE / Missing profile.</p>	
<p>SLSCB must have oversight of the progress of the CSE Action Plan 2016 - 17.</p>	<p>SLSCB will request the CSE Action Plan is regularly submitted to the Board.</p>	<p>Chair CSE Sub Group</p>	<p>Every 3 months</p>	<p>The CSE Action Plan is attached as Appendix A</p>	<p>Children at risk of CSE are identified and protected.</p>
<p>SLSCB requires definitive evaluation of CSE training, delivered within a single and multi –agency arena.</p>	<p>The Board will entrust the LSCB QA Sub Committee to initiate an audit to evaluate the impact of training.</p>	<p>Chair QA Sub Committee</p>	<p>September 2016</p>	<p>The Board will have sighting of the impact of learning.</p>	<p>Partner agencies are aware of their responsibilities and there is effective CSE practice across all agencies.</p> <p>Improved practice within frontline services.</p>

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SLSCB needs to commit to the recently established Pan Berkshire CSE sub group arrangement.	SLSCB will ensure the appropriate representation at the Pan Berkshire Sub Committee.	Chair CSE Sub Group / CSE Coordinator	Bi-annually	The Board will be compliant with Berkshire CSE procedures and protocols.	Children will receive a consistent approach to protection and services across Berkshire.
Female Genital Mutilation (FGM) SLSCB requires a Multi – Agency Strategy and Action Plan for FGM.	FGM strategy will be in place.	Chair FGM Sub Group		A Slough multi-agency strategy will be published.	Children at risk of FGM are identified. Potential criminal activity is identified and referred for criminal investigation.
SLSCB needs to evaluate the impact of the FGM referral pathway.	SLSCB will request a multi-agency audit is completed.	Chair QA Sub Committee	December 2016	Audit reports are used to decide future actions by the Board and agencies.	Consistent and correct referrals will be submitted and victims will receive appropriate services.
SLSCB needs to have oversight of developments regarding: Gangs related Cases Honour Based Violence Forced Marriage	The Board will request progress reports from LSCB representatives who are members of SSP/ Adult Safeguarding Board / CYPFB.	tbc	tbc	The Board receives a progress report.	Any actions or recommendations are assigned to body's managing these issues.
Cyber Technology SLSCB needs to understand initiatives within Slough which focus on the concerns regarding Cyber Technology.	SLSCB will circulate relevant local and national conferences and seminars to all Board members, to facilitate access to organisational	Safer Slough Partnership / LSCB Business Manager / Adults	On-going throughout 2016 -17	The Board will have recorded evidence of events circulated and will survey organisational access or attendance.	Organisations will understand current cyber technology risks and prevention awareness. Children will receive clear

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	development. SLSCB will nominate a representative as a member of the Recently established E-Safety Group.	Safeguarding Board			guidance to self protect against on-line abuse.
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Theme 4: Develop and implement a funding agreement to ensure the LSCB has sufficient resources to undertake its core business.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By / When	How will we know the SLSCB action is effective	Impact Performance Measures
SLSCB funding contributions are variable from partner agencies.	Develop a more creative and consistent method of partner contributions: - financial and other.	SLCSB Executive Board Members	May 2016	An agreed protocol will be recorded within the Executive Board minutes.	The Board's functions and initiatives will progress, without delay, through agreed partner contributions.
Discussion regarding contributions should continue at Executive level in order to free up the Board members to deliver priorities within the Business Plan.	Investigate opportunities to reduce cost and incur additional income. Identify skill-sets within partner organisations to support the LSCB functions of:- <i>Data analysis;</i> <i>Website design;</i> <i>Delivery of training;</i> <i>Administration of training</i>	SLSCB Chair	May 2016	A clear agreed process is in place. Board members are able to progress core business.	The Board will have reassurance of its required funding. The Board will remain within budget at the end of the financial year.

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Theme 4: Develop and implement a funding agreement to ensure the LSCB has sufficient resources to undertake its core business.					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By / When	How will we know the SLSCB action is effective	Impact Performance Measures
SLSCB funding contributions are variable from partner agencies.	Develop a more creative and consistent method of partner contributions: - financial and other.	SLCSB Executive Board Members	May 2016	An agreed protocol will be recorded within the Executive Board minutes.	The Board's functions and initiatives will progress, without delay, through agreed partner contributions.
	<i>events</i>				The Board will have

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Theme 5:					
Undertake a training needs analysis and regularly evaluate the quality and impact of training (including e-learning).					
What is the issue	What will SLSCB do	Who will lead it	Received or Completed By/ When	How will we know the SLSCB action is effective	Impact Performance Measures
SLSCB training programme needs to be determined by a current Training Needs Analysis (TNA) from all partner organisations.	SLSCB will ensure a suitable TNA format is available. SLSCB will identify a realistic timescale for partner organisations to complete and return their individual TNA.	SLSCB Training Officer	tbc	The Board will receive an accurate TNA.	Partner organisations will have completed TNA.
SLSCB will clarify the structure and process to deliver and respond to the Training Needs Analysis.	SLSCB will identify its training and agree the appropriate method for its delivery, including e-learning.	tbc	tbc	A training programme will be available to meet requirements of organisations in Slough.	Delivery of relevant training will be available and accessed by all practitioners and managers.
SLSCB must understand the impact of the Single and Multi-Agency training programme to determine: <i>The improvement of knowledge on attending the training;</i> <i>The impact of training on</i>	SLSCB will ensure the evaluation of training delivery and its impact will take place and is routinely embedded within training practice. SLSCB will request relevant	Chair QA Sub Committee	tbc	Evaluation reports; data analysis and outcomes of related audits will be available to inform future development.	Evaluation of training will evidence improvement in practice and service delivery. Partner organisations will ensure that learning outcomes are incorporated into practise.

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delivery of services; and <i>The</i> impact of training on outcomes for children	Audits to be completed by the Quality Assurance Sub Committee.				
1) SLSCB must ensure learning from Case Reviews is disseminated to a multi – agency audience. 2) The Board needs to be informed of issues regarding the SCR Sub Committee activity or difficulties in progressing Case Reviews.	SLSCB will request an evaluation report from the SCR Sub Committee	Chair – SLSCB SCR Sub Committee	Quarterly	Regular multi – agency learning events are held and attended by all partner organisations. Attendance Registers and Feedback Reports will be available to evidence partner participation.	Practitioners will self learn from Critical Cases and repetition of identified incorrect practise will cease.

Theme 6:

Engage the wider community in the work of the LSCB by ensuring that the Board has lay member representation and through engagement with local faith groups.

What is the issue	What will SLSCB do	Who will lead it	Received or Completed By/ When	How will we know the SLSCB action is effective	Impact Performance Measures
Sections 13 and 14 Children Act 2004 requires the LSCB to include two lay members	SLSCB will appoint two lay members that fulfil the specifications of this role.	SLSCB Business Manager /	June 2016	Two lay members will be appointed.	Two lay members will attend and participate within the SLSCB.

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representing the local community.		SLSCB Independent Chair			Lay members will attend and participate on the relevant Sub Committees.
SLSCB need to ensure the work of the Board is available to access by the wider community and facilitates engagement with local faith groups.	Revise SLSCB website to reflect current work and initiatives which are available to access by all members of the community.	SLSCB Business Manager	June 2016	Data analysis should identify numbers accessing SLSCB website.	SLSCB links with the community and local faith groups will heighten and improve public understanding of SLSCB's child protection work. Information regarding the work of the LSCB is accessible to the whole community of Slough.
Slough is one of the most ethnically diverse towns in the UK, with 28.7% of Slough residents born outside the UK and the EU, and 20% having been resident in the UK for less than 10 years. SLSCB need to ensure the website is accessible to all members of the community.	SLSCB will explore the possibility for sections of the website to be appropriately translated.	SLSCB Business Manager	July 2016		