

Appendix B

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.**

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 thresholds on a daily basis.	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 audit examining referrals and response initial response to them.	Lead – Independent Chair SLSCB Chair - QA	30 September 2016	Audit shows compliance with thresholds.	Consistency of referrals will enable SLSCB to obtain accurate data regarding levels of risk in the child population.

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
		Sub Committee			
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.

What have we achieved in Theme 1?

- ✓ Multi – agency threshold guidance was finalised in May 2016;
- ✓ May 2016 - The guidance was shared with all partners to be disseminated within their organisations;
- ✓ The revised guidance has been uploaded to the SLSCB website and available to access and download by practitioners and the wider community;
- ✓ June 2016 - SCST Early Help team launched and delivered a training session with early help partners;
- ✓ September 2016 - SLSCB Business Manager presented the guidance to a multi – agency early help champions meeting;
- ✓ September 2016 - The threshold guidance was re-submitted to the LSCB to remind members of the need to embed within their organisations;
- ✓ The threshold guidance is incorporated within all LSCB training and training delivered within SCST;
- ✓ Hardcopies of the LSCB threshold guidance is widely displayed throughout the Trust, ensuring high visibility to all staff; and

- ✓ September 2016 – Multi Agency Safeguarding Hub (MASH) was launched.

The November 2016 Ofsted monitoring visit identified:

- ✓ “Since the inspection, a comprehensive multi-agency threshold document has been published and we saw evidence that it is being effectively applied at the front door”; and
- ✓ “The recently established MASH provides a timely, considered and proportionate response to children. Consent is well considered. However, there is no education presence in the MASH, which is a notable gap”.

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 that outcomes and initiatives from Pan Berkshire Section 11 audits are received to determine the work of the Board.	A Slough LSCB representative on the Pan Berkshire Sub Committee takes responsibility to update the Board.	Deputy Director of Nursing CCG/ LSCB Business Manager	Every 6 months	The Board is informed of all Section 11 outcomes	

Organisations should receive feedback from the Board to aid change and improvement.	SLSCB will ensure it provides feedback and challenge to organisations in response to each Section 11.	SLSCB Business Manager	Twice per year	Organisations receive constructive feedback.	Organisations are sufficiently informed and achieve best practice.
SLSCB must ensure the voice of the child is heard and used to positively influence the improvement of service delivery and outcomes for children.	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.	Chair of SLSCB - QA Sub Committee	31 April 2016	Organisations are informed regarding the quality of their arrangements to safeguard and promote the welfare of children. Audit reports are used to decide future actions by the Board and agencies.	Evidence of child's voice leading to improved outcomes.

What have we achieved in Theme 2?

- ✓ SLSCB QA Sub Committee completed **THREE** successful multi – agency audits – “*Domestic Violence*” ; “*Safeguarding Children – Adult Mental Ill Health*” and “*Safeguarding Children – Serious Violent Assault + Aggravated use of Weapon*”;
- ✓ The learning and recommendations from the QA Sub Committee relating to “DV” and “Adult Mental Ill Health” was submitted to the LSCB for acknowledgement in March 2016 and September 2016;
- ✓ January 2017 – The LSCB was informed of the progress and emerging themes regarding audit - “*Safeguarding Children – Serious Violent Assault + Aggravated use of Weapon*”;
- ✓ The new template for key questions for individual multi-agency audits has a standard question that asks whether the voice of the child has been captured;
- ✓ The QA Sub Committee has an audit schedule that reflects the LSCB Business Plan, although it is flexible to accommodate emerging issues within Slough;
- ✓ There is strong commitment from Sub Committee members;
- ✓ Slough Borough Council completed its statutory section 11 audit. The summary of its findings was submitted to the LSCB Executive Board and presented to the Education and Scrutiny panel in May 2016; and
- ✓ There is consistent Slough representation on the Berkshire Section 11 Sub Committee.

The November Ofsted Monitoring visit identified:

- ✓ “Quality Assurance, including case auditing by managers, has improved. Themed case audits, such as the recent child sexual exploitation audit, routinely identify good and inadequate practice. Overall, inspectors agreed with the findings of the case audits undertaken by the trust during the monitoring visit”;
- ✓ “Single assessments are increasingly analytical, with the perspective of children considered well in most cases”; and
- ✓ “We saw examples of sensitive conversations with children who have been sexually abused, and creative direct work with young children. The views of children are evident in most records, supported by observation. In a few cases, however, records simply note that children have been seen”.

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>SLCSB requires clear data to inform strategic coordination of multi - agency response to the concern and risks.</p>	SLSCB will request relevant data is submitted to the Executive Board.	CE -SCST/ Slough LPA Commander –TVP / Director Cambridge Education	Each Executive meeting	The Board is in receipt of current data.	Services are greater informed to meet the needs of the risk.
SLSCB need to understand the full extent of ongoing initiatives to aid the identification of failings within Slough.	CSE and Missing Strategy will be in place.	Chair CSE Strategic Sub Group	April 2016	The Board will receive a strategic CSE / Missing profile.	
SLSCB must have oversight of the progress of the CSE Action Plan 2016 - 17.	SLSCB will request the CSE Action Plan is regularly submitted to the Board.	Chair CSE Sub Group	Every 3 months	The CSE Action Plan is attached as Appendix A	Children at risk of CSE are identified and protected.
SLSCB requires definitive evaluation of CSE training, delivered within a single and multi –agency arena.	The Board will entrust the LSCB QA Sub Committee to initiate an audit to evaluate the impact of training.	Chair QA Sub Committee	September 2016	The Board will have sighting of the impact of learning.	<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>
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 / CYPPB.	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 development. SLSCB will nominate a representative as a member of the Recently established E-Safety Group.	Safer Slough Partnership / LSCB Business Manager / Adults Safeguarding Board	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 guidance to self protect against on-line abuse.
What have we achieved in Theme 3?					
<ul style="list-style-type: none"> ✓ A revised CSE and Missing Children Strategy and Action Plan was submitted and agreed by the LSCB in March 2016; ✓ A revised CSE and Missing Pathway was submitted and agreed by the LSCB in November 2016; ✓ Slough Safer Partnership initiated and commissioned an independent overview of the scale of CSE in Slough (LIME report) – November 2016; ✓ The findings of a CSE audit was submitted and considered by the LSCB in November 2016; ✓ The revised CSE Action Plan is owned and monitored by the LSCB CSE Strategic Sub Committee; 					

- ✓ CSE training is scheduled for 2017;
- ✓ CSE awareness leaflets have been finalised and uploaded to the LSCB and other websites;
- ✓ The CSE risk indicator tool has been revised by the Pan Berkshire CSE Sub Committee and has been uploaded to the Berkshire Policy & Procedure website – January 2017;
- ✓ The CSE Pan Berkshire Sub Committee is now well established and has committed membership from Slough;
- ✓ Taxi Driver Training 27 September 2016 -11 November 2016 (mandatory for licensed drivers), to-date 900 drivers trained on CSE;
- ✓ The LSCB has a FGM Sub Committee;
- ✓ The FGM Sub Committee has developed and launched a FGM strategy that has been submitted and agreed by the LSCB;
- ✓ April 2016 - The FGM Sub Committee organised and delivered a successful community awareness event;
- ✓ The SCR Sub Committee has considered a local case involving gang related behaviour;
- ✓ The SCR Sub Committee has considered the learning from National SCR's, involving gang related behaviour;
- ✓ The QA Sub Committee initiated a multi- agency audit to evaluate outcomes and learning from Serious Violent Assault;
- ✓ Honour Based Violence is a themed LSCB training session available to all partner agencies; and
- ✓ September 2016 - Director of Cambridge Education attended the Oxford Safeguarding Children Board/Thames Valley Police 'Safeguarding Risks Online' learning event; the learning and information being shared with all Head teachers in Slough.

The November Ofsted Monitoring visit identified:

- ✓ "In the cases we considered, risk assessments for children at risk of sexual exploitation were thorough and analytical";
- ✓ "The contributions of professionals who attend SEMRAC are reflective and child focused. Attendees share ideas and solutions as well as information";
- ✓ "Overall, concerns about children who are at risk of sexual exploitation are steadily reducing. However, the minutes of SEMRACs lack detail and analysis. They need to be improved to ensure that they include relevant information, multi-agency risk analysis and agreed actions";
- ✓ "In-house and commissioned services to undertake interviews with children who go missing from home or care are now in place. The records we reviewed of these interviews included detailed and helpful conversations. However, not enough children who go missing receive a return home interview, and too many are not spoken to within 72 hours of their return"; and
- ✓ "A multi-agency child sexual exploitation training programme is planned, but will not be complete until January 2017".

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 events</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.

What have we achieved in Theme 4?

- ✓ Partners agreed to maintain their financial contributions to the Board for 2016 – 17;
- ✓ Partners have provided venues, removing the costing for the LSCB, to enable meetings to be held;
- ✓ Thames Valley Police volunteered their time to ensure multi-agency learning from Case Reviews was delivered on behalf of the LSCB at no additional cost – July 2016.
- ✓ SBC have assured support is available to enable the LSCB website to be updated;
- ✓ SCST have assured the LSCB training officer and the officer's business support is funded to enable the delivery of the LSCB training schedule;

- ✓ The LSCB Independent Chair and the LSCB Business Manager work closely with other Boards within Slough to ensure overlapping safeguarding themes are not duplicated;
- ✓ A “Slough Safeguarding People Protocol” outlining the relationship between Slough Wellbeing Board; Slough Local Safeguarding Children’s Board; Slough Adult Safeguarding Board; Safer Slough Partnership; Preventing Violent Extremism Group and Slough Joint Corporate Parenting Panel was submitted and agreed at the LSCB meeting – November 2016;
- ✓ The LSCB Business Manager has begun to work closely with colleagues from neighbouring Berkshire LSCB’s to jointly encourage the avoidance of overlapping work being duplicated by LSCB partners in Berkshire;
- ✓ SBC now funds the cost of the LSCB Independent Chair as an addition to the main LSCB budget;
- ✓ Some partners have agreed to fund the Independent Chair to work additional days to ensure the work of the LSCB is progressed.
- ✓ Partners are providing staff with specific expertise, to take part in critical case reviews and community events;
- ✓ Partners have agreed to share costs if a Serious Case Review is initiated; and
- ✓ A system to receive payment from partners attending LSCB training is now in place.

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</i> improvement of knowledge on attending the training; <i>The</i> impact of training on delivery of services; and <i>The</i> impact of training on outcomes for children	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 Audits to be completed by the Quality Assurance Sub Committee.	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.
1) SLSCB must ensure learning from Case Reviews is	SLSCB will request an evaluation report from the SCR	Chair – SLSCB	Quarterly	Regular multi – agency learning	Practitioners will self learn from Critical Cases and repetition of

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.	Sub Committee	SCR Sub Committee		events are held and attended by all partner organisations. Attendance Registers and Feedback Reports will be available to evidence partner participation.	identified incorrect practise will cease.
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What have we achieved in Theme 5?

- ✓ The LSCB Training Officer has devised and published a training calendar for 2016 – 17;
- ✓ The event evaluation feedback form and follow up feedback has been redesigned to begin the process of the measurement of the impact of the training; and
- ✓ The Chair of Slough LSCB Learning and Improvement Sub Committee has been agreed and the first meeting scheduled to take place, February 2017.

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 representing the local community.	SLSCB will appoint two lay members that fulfil the specifications of this role.	SLSCB Business Manager / SLSCB Independent Chair	June 2016	Two lay members will be appointed.	Two lay members will attend and participate within the SLSCB. 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.
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		Information regarding the work of the LSCB is accessible to the whole community of Slough.

What have we achieved in Theme 6?

- ✓ With support from SBC, the content of SLSCB website has been updated;
- ✓ SLSCB Business Manager attended the FGM community event and the event was published under the umbrella of the LSCB; and
- ✓ October 2016 - LSCB Independent Chair and Head of Service, Performance and QA met with a local resident to share progress of safeguarding initiatives within Slough.