



**This is the SLOUGH LSCB ANNUAL REPORT;**  
*An account of the effectiveness of Slough LSCB  
for the period 2017-2018*

**Find out what we do on this link:**  
<https://sloughsafeguardingboards.org.uk>

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# Foreword by LSCB Independent Chair Nick Georgiou

I hope that you find this Annual Report Interesting, Informative and Accessible.

The approach taken in writing it is to make extensive use of web links so that you are able to access a lot of data and information without being faced by a welter of pages.

A good deal of the focus in this year ending March 2018 has been on strengthening the support structure to both the Adult and Children's Safeguarding Boards. A major feature of this was the recruitment of a Safeguarding Partnership Manager, Betty Lynch, who has generated improved systems and processes.

These developments have enabled stronger partnership working, more clearly articulated strategic objectives and communications.

The new Slough Safeguarding Website is much more accessible, informative and well used. There is improved coordination of the range of contextual and specific issues that span both safeguarding boards and the Safer Slough Partnership.

A major development has been the establishment of the Slough Safeguarding Executive Board where senior managers from the core agencies, SBC, TVP and the CCG ensure common and coordinated approaches.

My comments here are applicable to both the Adult and Children's boards and illustrative of the greater coordination across the range of safeguarding concerns I am using this same foreword for both annual reports.

Nick Georgiou.

# About This Document

- This document is meant to be read on line. Links to detailed information are referenced so that you can read the detail you need.
- You can print out the document and the on line supplementary documents if you prefer
- Please contact [betty.lynch@slough.gov.uk](mailto:betty.lynch@slough.gov.uk) if you have any queries



## Slough population: Key Facts from Slough Joint Strategic Needs Assessment

<http://www.slough.gov.uk/council/joint-strategic-needs-assessment>

- Total Population of 148,768 including 41,406 children.
- Slough has a young population; 28% are aged under 20.
- Population predicted to grow to 169,600 by 2036
- It has a higher proportion of people aged 30-40, and a higher fertility rate than the rest of Berkshire.
- It is ethnically diverse; 40% of the population is Asian or Asian British and 36% are White British
- It has a highly transient population and high rates of refugees and asylum seekers.
- Slough is an attractive location for both European and global headquarters. Slough trading estate provides local employment opportunities.
- Slough is ranked 78th out of 152 upper-tier unitary authorities in England, where a ranking of 1 is the most deprived (based on the 2015 Indices of Multiple Deprivation average score).
- There are number of neighbourhoods in Slough that are among the most deprived in England,

## 2.0 LSCB Performance analysis: Progress on areas for development identified in the annual report 16-17

Objectives in annual report 2016/17	Progress	Next steps
<b>Objective 1:</b> The LSCB will have a programme of effective monitoring and quality assurance of multi-agency safeguarding practice.	A new learning and improvement framework was agreed. 3 multi-agency audits have been carried out .Data provided by Children trust on child protection	The quality assurance sub-group will revise methodology to ensure work is effectively prioritised and as efficient as it can be
<b>Objective 2:</b> The LSCB will be informed by a robust approach to the analysis of data and information that is qualitative and quantitative and leads to ongoing improvement activity.	Annual report informed by analysis. Working with new Pan Berkshire CE group on performance data set. Case audit analysis provided to LSCB All of above informs the business plan	A new performance data set, including child exploitation data will be used by the LSCB in 18/19.
<b>Objective 3:</b> The LSCB will have oversight of the effectiveness of safeguarding across agencies and will hold partners to account where necessary	Agencies complete Section 11 audits and this is managed pan Berkshire. Accountability also via Partners' safeguarding annual reports and regular updates as requested by the LSCB chair.	Arrangements will be formalised and published in April 2019 in accordance with the new Working Together 2018 guidance.

## 2.0 LSCB Performance analysis: Progress on areas for development identified in the annual report 16-17

Objectives in annual report 2016/17	Progress	Next steps
<b>Objective 4:</b> The LSCB will have clear mechanisms in place to communicate effectively with partners and stakeholders.	New website delivered. New business manager appointed and website regularly updated. Communications improving. Communications strategy agreed.	Recruit to business support team. Further develop communications strategy working with SAB and Safer Slough Partnership to deliver messages cohesively.
<b>Objective 5:</b> The LSCB will share learning and improve front line practice through an evidence informed learning and development programme.	Training needs analysis complete, informing new strategy and training programme for 2019/19.	Deliver training and evaluate impact in 2018/19. Plan curriculum for 2019/20 and publish in February 2019.
<b>Objective 6:</b> The LSCB will work closely with other partnerships to ensure individual accountability and shared responsibility for safeguarding and promote joint working around mutually agreed safeguarding priorities.	A new joint strategic safeguarding group was formed. See slide below. .	The group will work on a co-ordinated approach to business, e.g. communications and training. It will also support LSCB members local arrangements in accordance with new Working Together 2018 guidance.

## 3.0 CHILD PROTECTION PERFORMANCE ANALYSIS

An account of child protection performance data is provided by the Children's Trust in the link below . As well as accounting for the performance of the Children's Trust, this data is analysed to help us to understand the multi-agency implications specifically around thresholds.

The facts, analysis and conclusions are provided in the next two slides.

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/supporting-documents-for-lscb-annual-report>



## Key Facts From This Data:

- On 31 March 2018 there were 161 children who were subject to a **CP Plan**, rate of 38.9 per 10,000

### **CONTACTS** (*click below to see why this is important*)

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/spare/building-the-lscb-annual-report>

- The number of contacts to the Childrens Trust front door services has decreased modestly in this reporting period by 2.1 % which is not statistically significant.(9861 in 16/17 and 9645 in 17/18 a difference of 216). There were some in year fluctuations.
- The proportion of cases proceeding to referral decreased (*22.5% in 16/17 compared to 16.3% in 17/18 including monthly in year volume fluctuations*).
- The proportion of referrals that are repeat referrals has decreased by 1.4% from 20.4% in 16/17 to 19% in 17/18. This is not statistically significant and performance is consistent with statistical neighbours (20.2%), England averages (21.9%) and only 1 % higher than the performance target of 18%).

# The analysis

*Why do we see a large volume of contacts coming through to the Children's Trust front door and a low proportion proceeding through to the child protection system?*

- There is a lot of work involved in looking at every case very carefully to establish whether the child needs social care intervention. Care must be taken to ensure that this does not impact on the time it might take to reach those children who most need social work services.
- There are too many inappropriate referrals and work needs to be done to support practitioners in making professional judgement about the level of need, referred to in the ***LSCB Threshold document***.
- It also suggests that professionals may be referring as they are unclear about what other services may best serve the child. There is therefore a need to ensure that **early help** arrangements are delivered and those arrangements are communicated widely and effectively to the professional and wider community.

## THE CONCLUSION

- The board commissioned a review of the thresholds document which is in the final stages of completion at the end of this reporting period along with a communication strategy to ensure the document is widely understood. A review of multi-agency training (see below) will lead to more focus on the application of threshold criteria in practice and multi-agency communication and navigation skills. Seminars are planned for the summer and autumn of 2018 to support practitioners to apply the threshold document in practice and as a refresher on how to make high quality referrals.
- The LSCB will monitor this data and retrospective surveys of seminar attendees in 2018/2019 to ensure this work has impact.
- The LSCB has also received reports and updates from the Local Authority on the progress made on Early help and during this reporting period, significant progress has been made (see slide on early help).

## Early Help; See the full strategy on the link below

<http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-multi-agency-early-help-strategy-for-children-young-people-and-their-families-2017-2021.aspx>

STRENGTHS	AREAS FOR DEVELOPMENT	NEXT STEPS FOR 18/19
<p>Investment by Local Authority in providing leadership and co-ordination function to support partners to deliver Early Help. Multi-agency early help board well established</p>	<p>LSCB multi-agency training will include early help Widespread communications including FIRST newsletter underway at time of writing-</p>	<p>Monitor impact in terms of reduction in the inappropriate demand for statutory social care services and more families being supported appropriately by services according to need and risk</p>
<p>Ambition and vision: A collaborative approach (early help) involving partners with the aim of reducing inappropriate demand for statutory social care services and more families being supported appropriately by services according to need and risk</p>	<p>Performance monitoring framework in design at time of writing-</p>	<p>Performance framework to be agreed by early help board. Regular accounts to LSCB.</p>

## Early help; See the full strategy on the link below

<http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-multi-agency-early-help-strategy-for-children-young-people-and-their-families-2017-2021.aspx>

STRENGTHS	AREAS FOR DEVELOPMENT	NEXT STEPS FOR 2018/19
<p>Family Information Resource Support Team (FIRST) established , with multi-discipline composition, including senior social worker to provide professional guidance on thresholds. FIRST line-managed by SBC and integrated with SCST “front door” to ensure coordinated early help.</p>	<p>Promote FIRST (early help) pathways and referrals through communications and training-</p>	<p>Subject to review of initial (schools) phase , early help model to roll out to all partners in Spring 2019-</p>
<p>FIRST launch on 25th June 2018, with initial phase focussed on early help pathway relating to schools-</p>	<p>Ongoing appointments and service reorganisations to establish full complement of team-</p>	

## Child Sexual Exploitation in Slough Highlights of Multi-Agency Performance;

Strengths	Impact	Areas for development	Next steps 18-19
<p><b>Data on missing children improving and notification process is clear</b></p> <p><b>Well developed SEMRAC</b></p>	<p>More children taking part in return home interviews informing next steps for them and tactical intelligence.</p>	<p>Continue to develop to ensure intelligence informs tactical disruptive interventions.</p>	<p>Work underway to continue to improve on SEMRAC role in tactical local activities.</p>
<p><b>Over 900 taxi drives took part in CE training and are followed up with regular contact.</b></p> <p><b>“Hotel watch” scheme raising awareness in hotels.</b></p>	<p>Increased community awareness including businesses.</p>	<p>More widespread campaigning in the community in Slough</p>	<p>Deliver a communications strategy with SAB and SSP and specifically targeting parents.</p>
<p><b>Training well developed and agencies attending.</b></p>	<p>Increased awareness by partner agencies.</p>	<p>Specific training needs analysis in relation to CE.</p>	<p>Deliver further training and carry out training needs analysis.</p>
<p><b>Pan Berkshire CE group re-established.</b></p>	<p>Developing consistency around forms, training and performance indices.</p>		<p>Review current local CE group to ensure cohesion with pan Berkshire developments.</p>

## Child Sexual Exploitation in Slough Highlights of Multi-Agency Performance;

Strengths	Impact	Areas for Development	Next steps 2018-2019
<p>Over 900 young people took part in a Safer Slough survey into criminal exploitation.</p> <p>Young people regularly feed back to the LA young people services on quality of provision.</p> <p>Work carried out with Mosques on “hurting touch” to raise awareness.</p> <p>LSCB young people’s lay member meets with youth parliament.</p>	<p>Led to and influenced a Safer Slough partnerships gangs review and to the revision of the local child exploitation strategy.</p> <p>Leads to practice improvements.</p> <p>Awareness raising in mosques, support of local Imams.</p> <p>Youth parliament aware and engaging . Provided feedback on exploitation.</p>	<p>More work to ensure young people can see the influence they are having on planning.</p>	<p>Include in revised strategy</p>
<p>Leaders and managers aware of local challenges and work across the LSCB, the SAB and the Safer Slough Partnership to jointly agree on common issues in relation to exploitation.</p>	<p>Leaders working together strategically to drive the agenda and ensure a co-ordinated approach and clear governance.</p>	<p>Evaluate current arrangements against OFSTED criteria.</p>	<p>Consider working together on one strategy around exploitation across 3 partnership boards, explain the roles of each of the boards and how they relate to each other around exploitation.</p>

# **An Account of the Statutory Functions of the LSCB.**

Regulation 5 of the Local Safeguarding Children Boards regulations 2006 sets out the functions of the LSCB in relation to its objectives under Section 14 of the Children Act 2004. The following slides are an account of those functions.



# 4.1 Policy Development (Regulation 5 1(a))

Slough LSCB gratefully acknowledges the leadership by Reading and Wokingham LSCB in managing the Pan Berkshire policy and procedures sub-group.

*Key updates were as follows;*

- *Responding to Abuse and Neglect -*
- *Bruising / Suspicious Marks on Children Not Independently Mobile*
- *Information sharing Data and Information Sharing Agreement for Agencies Working with Children and Young People*
- *Female Genital Mutilation*
- *Conflict Resolution –*
- *New Chapters were added on Dangerous Dogs and Modern Slavery*
- *Organised or Complex Abuse –*
- *Children affected by Gang Activity, Criminal Exploitation and Youth Violence -*
- *Faith related Harmful Practice -.*
- *Two New Chapters were added **Good Practice Supporting the Voice of the Child and Child Sexual Abuse in the Family Environment.***

The group provides reports to all LSCB's in Berkshire and communicates changes via a newsletter.

## 4.2 Training

### Click the link below for data

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/training-data>

On the day training evaluations were positive with a high degree of learning from each course. Evaluating the impact on practice retrospectively was not carried out in this reporting period.

Instead a substantial training review and training needs analysis was carried out to provide a sound evidence informed strategy and curriculum over the next three years. The full review is available on the link below. The review found that data collection on training and evaluation needs improvement and the roles of agencies and the LSCB offer need to be more explicit. It also established consensus on the need to develop competencies around multi-agency working to enable practitioners to function effectively with partners. The full training needs analysis report is on the link below:

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/training-needs-analysis>

# Training

*(continued from previous slide)*

Informed by the evidence in the training needs analysis, the LSCB agreed to prioritise the revised level 3 targeted course now renamed as “Working together to safeguard children” and CSE training. The LSCB will also promote MARAC and PREVENT training in this period. In addition, a series of seminars to help practitioners apply the new threshold document in practice will be delivered. The LSCB training sub-group will work on devising the curriculum for 2019-2020 which will include neglect particularly featuring domestic abuse, parental mental health and parental substance misuse.

The training strategy will be agreed by the training sub-group in the summer of 2018 and will specify the roles and responsibilities of the LSCB and individual partner member agencies in relation to safeguarding training. The LSCB will provide multi-agency training, enhancing the multi-agency workforce competencies referred to in the review such as communications, understanding the roles of agencies, negotiation, challenge and the application of thresholds in practice.

The LSCB will monitor the effectiveness of delivery of training by examining on the day and evaluations and carrying out 3 month retrospective surveys to assess impact on practice. Data will be improved by ensuring there are sound reports on individual agencies attending LSCB training.

***The LSCB acknowledges the significant contribution of training sub-group members who have continued to provide training on behalf of the LSCB and this is a contribution in kind.***

# Managing Allegations

The Local Authority Designated Officer (LADO) has overall responsibility for the management of allegations of abuse against adults who work with children. 2 reports are provided each year to the LSCB. Highlights are as follows:

There were 178 referrals to the LADO in 2017-18, which is 14 more than in the previous year. Whilst LADO activity has continued to see a steady increase, the rate has slowed from previous years.

Analysis indicates that the highest number of allegations referred to the LADO relate to unsuitable behaviour and physical harm, followed by sexual/grooming/ICT concerns.

In respect of unsuitable adult behaviour this includes risk by association. These are cases whereby the spouse; partner or close family member has been subject to criminal investigation relating to children requiring their partner/family member's suitability to work with children to be evaluated.

Schools remain the highest employment sector to make referrals. Additionally Education staff have been subject to the highest number of allegations which has been an ongoing trend both locally and nationally due to the volume of education staff and direct and frequent contact with large numbers of children.

# Managing Allegations *cont'd*

The LADO has been working with local organisations to raise the profile within the voluntary sector. There continues to have been a steady decline in referrals regarding this sector over the past year and the percentage of referrals still appears to be disproportionate given it is such a large employment sector.

Category	Q1/2	Q3/4	%
Substantiated	12	31	36%
Unsubstantiated	7	34	34%
Unfounded / False	2	23	21%
Malicious	0	2	2%
No outcome recorded	1	7	7%
<b>Total</b>	<b>22</b>	<b>97</b>	<b>119</b>

This is a similar pattern to other local authorities and indicates that the decision to proceed to a strategy meeting was appropriate and proportionate to enable the evidence to be examined.

Ongoing efforts to increase awareness across the Borough appear to be reflected in the number of agencies and groups contacting the LADO. The service has continued to evaluate all enquiries in order and provide consultation and support to agencies and employers.

The LADO process continues to ensure that allegations against those who work or volunteer with children are not seen in isolation and that the welfare needs of children are prioritised and coordinated.

The LADO has been working with the performance and analysis team to improve recording and tracking systems for managing allegations and it is anticipated that quality of reporting will be improved in the future.

# Private Fostering

- During the year 2017/18 Slough Children's Trust received two new notifications of a private fostering arrangement bringing the total in the area to five. During the year four of the five private fostering arrangements ended.
- The Private Fostering Statement of Purpose was updated in 2017 and is published on the Trust website.
- An information sheet on Private Fostering has been written and has been circulated widely to a range of partners and stakeholders including all schools in Slough , Children's Centres and Early Years network and LSCB Board members for onward dissemination across partner agencies.
- More work will be done in 2018-2019 to raise awareness in the local and professional community about private fostering.
- Slough children's Services Trust website contains information about private fostering which can be accessed at:

<http://www.scstrust.co.uk/what-we-do/fostering/private-fostering/>

# Communications

- The LSCB and the Safeguarding Adult Board have created a new website enabling professionals and the community to access information about safeguarding children and adults and this had over 6,000 views in the first six months. A communications strategy was agreed at the LSCB in February 2018. LSCB members will ensure that communications are cohesive and strategically planned. Partners agree that an approach involving working in collaboration between both boards and the Safer Slough Partnership would provide a more organised and cost efficient way of delivering communications. Currently, communications are effective in reaching the right professional groups but more work needs to be done to effectively ensure the right message reaches the community particularly vulnerable members of our community, at the right time.
- In 2018-2019 the various strands of communications from each of the boards will be brought together to establish a more efficient way of delivering communications.
- The LSCB and SAB have created one business function to support both boards. The newly appointed Business Manager will recruit to a new team in 2018.
- The LSCB communications strategy is on the link below:

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/lscb-supporting-document-communications-strategy>

## 4.7 Are We Making a Difference? (Monitoring Effectiveness/ Quality Assurance)

See the framework on this link;

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/slough-learning-and-improvement-framework>

The LSCB revised its learning and improvement framework in February 2018. It explains how the LSCB, and so its members and practitioners, learn from experience to improve outcomes for children and will contribute to the published safeguarding arrangements plan 2019-2021. The LSCB gathers evidence to inform learning from the following sources;

- Practitioners in both adults and children's services, through learning events and via their LSCB representatives,
- Feedback from young people and their families.
- Leaders and managers identifying operational challenge.
- Multi-agency case audit.
- Performance data
- "Section 11 audits" This is about partners informing the LSCB about individual agency safeguarding responsibilities under Section 11 of the Children Act 2004.
- Case review.
- National policy and research evidence.



## 4.7 Are We Making a Difference?

Three thematic multi-agency audits were carried out by the LSCB Quality Assurance sub-group on neglect, gangs and youth violence and child sexual exploitation.

A summary analysis of the audit reports and impact is on the link below. In short, the LSCB is responding to these audits and other evidence in this report and in 2018/19 will:

- Create new LSCB strategy on neglect
- Develop the local CE group to encompass broader exploitation issues affecting young people.
- Seek assurance from Safer Slough partnership to ensure impact from the planned new strategy on gangs and youth violence.

To look at the LSCB analysis, click on this link

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/lscb-annual-report-supporting-document-impact-analysis-case-audit>

## 4.8 Slough Strategic Safeguarding Executive Board

This board, made up of chairs of the LSCB, the Safeguarding Adult board and Safer Slough partnership co-ordinates the business of the boards, working together on future directions and problem solving and understanding the issues for children and vulnerable adults and the community in Slough.

In this reporting period, the group met on 3 occasions and began governance mapping. The group is clarifying governance issues and supporting the safeguarding boards in relation to exploitation, (including CSE and exploitation of children). Terms of reference are in the link below.

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/slough-strategic-safeguarding-executive-board>

## 4.9 Serious Case Reviews

The SCR sub-group is chaired by the LSCB independent chair. It met on 7 occasions and discussed 8 children. No SCRs were published and, at the time of writing (August 2018) there are no SCRs in progress.

Discussion of the cases by the SCR sub-group enabled detailed consideration of specific cases and the more generalised learning from them has been incorporated in business planning by the LSCB and the partner agencies.

Although the sub-group considered cases of significant concern none of the cases discussed met the criteria to carry out a SCR, there were however learning reviews in some of these cases. One learning review is underway at the time of writing. Learning from this is likely to impact on the new threshold document and planned seminars and the LSCB new training strategy.

One case, while not generating a learning or serious case review, gave rise to concern about parents awareness of appropriate supervision of young babies in the bath and a campaign to promote awareness on this, including a YouTube video (link below) was delivered. (you may need to cut and paste this in to your browser)

[https://drive.google.com/open?id=0B5\\_LTEfun\\_oNV0c1ZEptdndrUVU](https://drive.google.com/open?id=0B5_LTEfun_oNV0c1ZEptdndrUVU)

## **Next Steps for 2018/19: The SCR Sub-Group will**

Consider the “Working together to safeguard children”(2018) guidelines in this area and explore future options, including joining with East Berks to combine scoping and advisory functions.

Carry out a retrospective analysis of action plans for the period 2017-2018 to ensure impact.

## 4.10 Child Death Overview Panel

Berkshire Child Death Overview Panel reviews the deaths of all children in Slough to find out why the child died and if there is anything we can do to prevent deaths in the future. This work is led by the Berkshire Director of Public Health who chairs the Pan-Berkshire CDOP Group. The full annual report from this group will be available in the Autumn and a link will be provided on this slide.

In 2018/2019 this function moves from LSCB's to the Department of Health. The Pan Berkshire group will consider new guidance on this although local arrangements are unlikely to change substantially.

The full CDOP report will be available on a link in this slide soon.

## 4.11 Children Missing Education

It is a Local Authority (LA) duty to identify as far as possible children missing education. These are children who are not on a school roll or being educated other than at school. Slough Borough Council operates a referral based system to identify these children.

If a member of staff considers that a pupil is missing education they make a referral to [pupiltracking@slough.gov.uk](mailto:pupiltracking@slough.gov.uk). All referrals are investigated by the Attendance Team, liaising with other agencies as necessary, to establish whether or not the child is missing from education. If the child is missing from education, the Attendance Team will work with the School Admissions Team to ensure suitable education is provided as soon as possible.

In some cases pupils referred have moved to another LA area. The home LA will be informed by Slough's Attendance Team so that they can follow this up. If no information can be found about a pupil, the details are uploaded to a national database that all LAs can access. The number of children missing education is monitored by the School Admissions Team.

## **5.1 Partners' listed below have provided individual accounts to the LSCB and these are available on this link**

<https://www.sloughsafeguardingboards.org.uk/lscb/lscb/learning-and-improvement-framework/lscb-supporting-documents-individual-agency-accounts-to-lscb>

- 5.2. Slough Children's Trust
- 5.3. Thames Valley Police
- 5.4 (a) National Probation Service
- 5.4 (b) Thames Valley Community Rehabilitation Company
- 5.5. Schools and colleges account is provided by the chair of the education sub-group
- 5.6. Berkshire Health Care Foundation Trust
- 5.7. Frimley Health Care Foundation Trust
- 5.8. East Berkshire Clinical Commissioning group
- 5.9. Slough Early Years Service
- 5.10. Slough Youth Offending Team
- 5.11. Solutions4Health
- 5.12. Health Watch

## Budget and Spending

### INCOME

Agency	Amount
Slough Children Trust	45,600
CCG	31,000
Schools Funding	30,000
Adult Social Care	50,000
Thames Valley Police	16,700
Income from Courses	17,000

### SPENDING

Staffing, including recruitment costs:	95,000
Independent Chair	20,000
Training Post	17,000
Printing/Telephone	10,500
Project Work	47,800