



**SLOUGH LOCALSAFEGUARDING CHILDREN BOARD
(SLSCB)**

BUSINESS PLAN 2013-16

FOREWORD FROM INDEPENDENT CHAIR

I am pleased to present the SLSCB Business Plan for 2013-16.

The Plan sets out an ambitious programme of improvement to secure improved outcomes for the children and young people of Slough specifically in relation to their safeguarding and well-being.

The Plan forms part of a family of plans aimed at improving the quality and effectiveness of services and improving outcomes for children, young people and their families. Other key plans include the Slough Well-Being Strategy, the Slough Children and Young People's Plan and the Slough Safeguarding Adult Partnership Plan.

Clearly the SLSCB focuses on the safeguarding and well-being of children. A key objective of this particular plan is to shift the focus of the SLSCB to one of scrutiny and challenge as envisaged in Working Together 2013. In this sense the SLSCB aims to position itself to build its capacity to replace the Safeguarding Improvement Board currently sponsored by the DfE.

The Business Plan has been formulated with the engagement of all agencies in the SLSCB partnership and was the subject of formal consultation not only with those agencies individually but collectively through other key strategic partnerships that have a role in safeguarding and the well-being of children and young people – including the Children's Partnership, the Safer Slough Partnership and the Health and Well-Being Board. It is critical that the Plan has universal buy-in and commitment from all partner agencies if it is to achieve its goals. The engagement of partners at formulation stage aims to ensure priorities are relevant to all and support individual agency objectives as well as shared areas of priority. Most importantly the aim has been to secure ownership from all agencies, whether statutory or voluntary

The Plan identifies the key strategic objectives that will underpin our work over the next three years and sets out the actions, primarily those to be undertaken over the next twelve months that we will take to address a range of national and local drivers for improvement. These include:

- National policy drives to strengthen safeguarding arrangements and the roles of LSCBs including the implementation of Working Together 2013;
- Recommendations from regulatory inspections, the Peer Review undertaken in 2012 and the Slough Safeguarding Improvement Plan;
- Recommendations from sector-led support reviews that have been undertaken as part of the Improvement Board programme.
- The outcomes of Serious Case Reviews – emerging from both national and local reports;
- Evaluations of the impact of previous Business Plans and analysis of need in Slough;
- Key areas of safeguarding specific to Slough – as evidenced by quality assurance and performance management data;
- Priorities for action emerging from Quality Assurance and Performance Management arrangements operated by the SLSCB;
- Responses to the views of stakeholders including the outcomes of engagement activities with children and young people;
- Best practice reports issued by Ofsted and ADCS.

Our priorities for 2013-16 are as follows:

STRATEGIC OBJECTIVE 1:

To be assured of the effectiveness and co-ordination of safeguarding practice in Slough through

- 1A Effective early help that reduces the proportion of children requiring formal child protection interventions
- 1B Quality support to children that require formal child protection or local authority care
- 1C Responding to the new Working Together Framework 2013

STRATEGIC OBJECTIVE 2

To target areas of particular safeguarding risk in Slough which have been identified as:

- CSE and Child Trafficking

- Domestic Violence
- Homelessness (16-19 year olds)
- Neglect
- Mental Health – both children and parents
- E-Safety
- Drug and Alcohol Abuse

STRATEGIC OBJECTIVE 3

To improve the effectiveness of the Slough Local Safeguarding Children Board

STRATEGIC OBJECTIVE 4

To improve communication and engagement between the SLSCB and children and young people, wider communities, front-line practitioners and partner agencies

STRATEGIC OBJECTIVE 5

To develop our workforce to enable it to deliver the improvements and outcomes sought.

Safeguarding is everyone's business. We hope that colleagues across the SLSCB partnership of agencies will support our overall objective to improve safeguarding outcomes for children and young people in Slough. I also hope that this Plan presents a clear direction of travel and a focused set of priorities and supporting actions that will enable everyone to understand their particular role in delivering the ambitious programme of improvement that aims to keep children and young people and Slough safe.



Paul Burnett

Independent Chair, Slough Local Safeguarding Children Board.

SLOUGH LOCAL SAFEGUARDING CHILDREN BOARD (SLSCB) BUSINESS PLAN 2013/16

STRATEGIC OBJECTIVE 1:

To be assured of the effectiveness and co-ordination of safeguarding practice in Slough

1A Effective early help that reduces the proportion of children requiring formal child protection interventions

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Progress
1A.1	<p>Assurance that there is a clear and effective early help framework that:</p> <ul style="list-style-type: none"> Is shared and signed up to by all partner agencies 	<p>Through quarterly reports from the CYPPB that will include:</p> <ul style="list-style-type: none"> Quantitative data reporting on the agreed Early Help scorecard; 	<p>The CYPPB theme lead for Early Help (currently Viv Murray) will report quarterly on progress and on the impact of</p>	<p>The SLSCB is assured that those children and young people at risk of harm (but who have not yet reached the 'significant harm' threshold and for</p>	<p>Timescales for this element of the Business Plan are set out in the Early Help Action Plan</p>	

	<ul style="list-style-type: none"> • incorporates appropriate safeguarding arrangements • is appropriately resourced across the partnership; • understood by all partner agencies, front-line staff and service users – including shared understanding of relevant thresholds for access to service interventions in the Early Help offer; • monitored to test the effectiveness of cross-agency working and enables 	<ul style="list-style-type: none"> • Qualitative performance reporting based on multi-agency auditing of early help co-ordination and effectiveness; • The views of children, young people and families about the quality, effectiveness and impact of early help; • The views of staff in relation to their understanding of early help arrangements, their capacity and ability to operate within the early help arrangements, the effectiveness of co-ordination between agencies and the impact of the 	<p>Early Help arrangements in line with the agreed Early Help scorecard used by the CYPPB</p>	<p>whom a preventative service would reduce the likelihood of that risk or harm escalating) are identified by local authorities, youth offending teams, probation trusts, police, adult social care, schools, primary, mental, community and acute health services, children's centres and all Local Safeguarding Children Board partners, including the voluntary sector where services are provided or commissioned.</p> <p>That the impact of Early Help is securing positive outcomes for children and young people.</p>	<p>project currently being led by Viv Murray.</p>	
--	--	---	---	--	---	--

	<p>impact on outcomes for children and young people to be effectively gauged including impacts on referrals into formal child protection arrangements and the effectiveness of CAF in securing improved outcomes for children, young people and families;</p> <ul style="list-style-type: none"> • Assures coherence between Early Help and the 'Troubled Families' programme. 	<p>early help arrangements on both service users and on achievement of individual agency and shared service objectives and priorities.</p>		<p>Evidence that Early Help reduces the number of children that reach the 'significant harm' threshold (though initially there may be an increase in referrals).</p> <p>Confidence in the effectiveness of Early Help results in more children being appropriately 'stepped down' from child protection to Early Help interventions.</p>		
--	---	--	--	--	--	--

STRATEGIC OBJECTIVE 1:

To be assured of the effectiveness and co-ordination of safeguarding practice in Slough

1B Quality support to children that require formal child protection or local authority care

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
1B.1	<p>To be assured that arrangements for child protection and looked after children in Children's Social Care, in other individual services across the partnership and in multi-agency working are effective.</p> <p>To be assured that the improvement priorities for CSC in the safeguarding improvement plan are secured and specifically that:</p> <ul style="list-style-type: none"> • Children and 	<p>For Children's Social Care through delivery of the five service improvement projects:</p> <ol style="list-style-type: none"> 1. Identification, Contact and Referral 2. The child's journey in the children's social care system; 3. Confident and competent workforce 4. Quality and Performance 5. Partner Engagement and Working 	<p>For CSC, the Assistant Director for Children, Young People and Families</p> <p>For Partner agencies the lead will be the SLSCB Board member for that agency – or a nominated performance lead.</p> <p>For multi-agency reporting the</p>	<p>For CSC, this will be as set out in the safeguarding improvement plan i.e.</p> <ul style="list-style-type: none"> • continued and sustained improvement in performance measures in the Improvement Board data set; • consistent delivery of adequate 	<p>Scrutiny and challenge against all actions in this part of the Business Plan will occur quarterly and in line with timescales set out in the Safeguarding Improvement Plan</p>	

	<p>young people are safe and feel safe and feel safe as a result of improved social care practice;</p> <ul style="list-style-type: none"> • Outcomes for children are improved through management oversight and good planning; • The children's social care workforce are able to carry out high quality work with children, young people and families, leading to improved outcomes; • Recruitment, induction, training and management of social work staff results in a 	<p>Together</p> <p>Reporting will be:</p> <ul style="list-style-type: none"> • through quarterly reports from the Assistant Director, Children, Young People and Families on performance against priorities set in the Safeguarding Improvement Plan including: the CSC performance scorecard; outcomes of audit exercises; views of children and young people; views of staff <p>For Partner Agencies:</p> <ul style="list-style-type: none"> • through quarterly reporting against their own agreed 	<p>Quality Assurance and Performance Sub-Group will be the lead forum through which the Executive and Board will receive QA and PM information to enable it to scrutinise and challenge performance.</p>	<p>and better case work as shown by audits;</p> <ul style="list-style-type: none"> • positive service user feedback • Improved feedback from staff and partner agencies <p>For partner agencies this will be determined through the agreed SLSCB and CYPPB scorecards.</p>		
--	--	---	--	--	--	--

	<p>workforce capable of carrying out the required standards of work and retention of skilled staff.</p> <p>Specifically to be assured that there is:</p> <ul style="list-style-type: none"> • efficient and effective safeguarding practice when children are in the child protection and care services both in terms of adherence to working together requirements, timeliness of action and quality of provision • quality partner contributions to services/suppo 	<p>safeguarding QA and PM arrangements again spanning quantitative and qualitative data, service user views and staff views</p> <p>For multi-agency working:</p> <ul style="list-style-type: none"> • through regular reports from the IRO service and the LADO to support our scrutiny and evaluation of multi-agency performance. 				
--	--	--	--	--	--	--

	<p>rt to children who have a child protection plan or are in the care of the local authority.</p> <ul style="list-style-type: none"> • effective partner contributions in securing improved outcomes 					
--	---	--	--	--	--	--

STRATEGIC OBJECTIVE 1

To be assured of the effectiveness and co-ordination of safeguarding practice in Slough

Cross cutting 1A and 1B – Responding to the new Working Together Framework 2013

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
1AB.2	To implement expectations of LSCBs in the new Working Together framework in relation to Assessing Need and Providing Help	Agree with the local authority and partners the levels for different types of assessment and services to be commissioned and delivered.	Independent Chair of SLSCB, AD, Children, Young People and Families, Head of QA and Safeguarding	Assessment Framework produced and agreed across the partnership. Arrangements in	All elements to be completed by September 2013.	

		<p>Develop and publish a threshold document that includes:</p> <ul style="list-style-type: none"> • The process for early help assessment and the type and level of early help services to be provided; • Criteria for when a case should be referred to the local authority's CSC for assessment under Section 17, 47, 31 and 20. • Secure assurance that appropriate information sharing arrangements are in place across the partnership 		<p>place to scrutinise and challenge implementation of the Assessment Framework.</p> <p>The threshold document developed, agreed and implemented with QA and PM arrangements in place to enable the SLSCB to scrutinise and challenge implementation. Assurance provided that appropriate information sharing arrangements are in place and appropriate framework for monitoring their effectiveness is in place.</p>		
STRATEGIC OBJECTIVE 2						

To target areas of particular safeguarding risk in Slough which have been identified as:

- **CSE and Child Trafficking**
- **Domestic Violence**
- **Homelessness (16-19 year olds)**
- **Neglect**
- **Mental Health – both children and parents**
- **E-Safety**
- **Drug and Alcohol Abuse**

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
2.1	CSE and Child Trafficking	<ul style="list-style-type: none"> • Carry out risk audit to determine levels of potential CSE prevalence in Slough. • Hold CSE Conference • Formulate and implement the CSE pathway set within the context of the wider service provision pathway; • Implement a specific QA and PM 	CSE Task and Finish Group/CSE Co-ordinator when appointed	<p>Risk audit completed, analysed and used to inform provision pathway implementation.</p> <p>Conference delivered, CSE strategy and action plan launched and subsequent workforce development programme in</p>	<p>April 2013</p> <p>April 2013</p>	

		<p>framework for CSE that will incorporate quantitative and qualitative data (including multi-agency audit) and engagement/feedback from service users and front-line staff;</p> <ul style="list-style-type: none"> Secure appropriate links and coherence between work on CSE and that on: children missing; children receiving services from the YOT; gang and youth violence; PREVENT and Channel (vulnerability to extremism and radicalisation) 		<p>place.</p> <p>CSE provision pathway developed, agreed across the partnership and implemented.</p> <p>SLSCB assured of positive impact and outcomes of CSE strategy and action plan through new QA and PM framework.</p>	<p>July 2013</p> <p>Quarterly reporting across 2013/14</p>	
2.2	Domestic Violence	Agree with the Safer Slough Partnership the interface between their role in leading the Domestic Violence and the SLSCB and SVAB roles in scrutinising and challenging performance	Independent Chairs of Safeguarding Boards and Chair of Safer Slough Partnership to	Clear protocol defining interface between SLSCB, SVAB and Safer Slough Partnership including QA and PM framework	July 2013	

		<p>on DV – and then to put in place arrangements that enable the SLSCB to be assured that:</p> <ul style="list-style-type: none"> • there is a reduction in the number of children facing safeguarding risk as a result of Domestic Abuse. • there is improved capability to identify risk and secure multi-agency responses to the risks presented as a result of report Domestic Abuse • responses to domestic abuse are effectively managed by partner agencies individually and in partnership 	<p>agree interface and relationship</p> <p>Quality Assurance and Performance Sub-Group to lead on scrutinising and analysing performance supplied by the Safer Slough Partnership</p>	<p>Reduction in the number of children at risk as a result of DV</p> <p>Improved capability to identify and respond to risk</p> <p>Evidence of effective impact of DV services through quantitative and qualitative performance information, service users feedback and staff feedback.</p>	<p>Quarterly reporting against agreed QA and PM framework</p>	
2.3	Homelessness (16-19 Year Olds)	<p>SLSCB to receive an assessment of the impact of new housing policies and practice in response to the Southwark Judgement on levels of</p>	<p>AD, Housing</p> <p>Quality Assurance and Performance Sub-Group</p>	<p>SLSCB will have received the assessment of impact, identification of key safeguarding risks and assurances of</p>		

		<p>homelessness amongst 16-19 Year Olds specifically in relation to safeguarding risk.</p> <p>Negotiate, agree and secure the implementation of risk mitigation to reduce and manage safeguarding risk</p>		<p>actions to mitigate these risks.</p> <p>Agreement to a QA and PM framework through which the SLSCB can continue to scrutinise performance and challenge any future safeguarding risk.</p>		
2.4	Neglect	<p>SLSCB to receive a report on the reasons why neglect remains the most significant CP category and what steps can be taken across the whole pathway of provision (the child's journey) to secure earlier intervention that reduces the number/proportion of cases that reach the threshold for 'significant harm'.</p>	<p>Head of Safeguarding and Quality Assurance</p>	<p>Evidence from QA and PM reporting that there has been reduction in the number/proportion of neglect cases within the CP system.</p>		
2.5	Mental Health of both children and adults	<p>SLSCB and SVAB to devise plan for better integrated approach to</p>	<p>Independent Chairs of SLSCB and</p>	<p>Evidence of improved co-ordination between</p>		

		<p>assessing impact of mental health assessments across children and adult services</p> <p>Boards to agree QA and PM framework to scrutinise and evaluate impact.</p>	<p>SVAB</p> <p>Quality Assurance and Performance Sub-Groups</p>	<p>children and adult services</p> <p>Evidence of improved outcomes for service users as specified in QA and PM framework.</p>		
2.6	E-Safety	<p>Gain assurance that there is a 'Safeguarding in Education' lead.</p> <p>Be assured that prevalence audit of e-bullying incidents is undertaken and that strategy and action plan to reduce levels of prevalence is agreed and in place</p> <p>Appropriate interventions in place to address needs of both victims and perpetrators</p>	<p>CYPPB/Safeguarding Lead for Schools</p>	<p>Level of prevalence known</p> <p>Strategy and action plan in place</p> <p>Evidence of impact being presented by CYPPB</p>		

STRATEGIC OBJECTIVE 3

To improve the effectiveness of the Slough Local Safeguarding Children Board

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
3.1	A level of Board effectiveness that enables the SLSCB to assume the role of the Safeguarding Improvement Board.	<p>Secure a focus on our scrutiny and challenge role.</p> <p>Ensure that responsibility for commissioning and delivery of safeguarding functions is clearly understood and that appropriate reporting arrangements are in place to assure the SLSCB of improving performance</p>	Independent Chair of SLSCB in collaboration with other key partnership leads.	<p>Performance reaches levels that enable Ofsted to judge provision to be at least adequate.</p> <p>The Safeguarding Improvement Board is no longer required and the SLSCB assumes this role.</p>	March 2014	
3.2	Implementation of changes to Board arrangements to reflect and secure compliance with the new Working Together framework – including revised assessment and SCR/Learning and Development frameworks.	<p>Implement the Assessment, Threshold and Information Sharing arrangements referred to in 1AB2 above.</p> <p>Review the constitution, terms of reference and modus operandi of the Board against the expectations of Working Together and</p>	<p>Policy and Procedures Sub-Group</p> <p>Independent Chair of SLSCB</p>	<p>SLSCB will be Working Together compliant.</p> <p>SLSCB will achieve at least adequate judgement in any inspection of child protection undertaken during</p>	<p>July 2014</p> <p>At date of inspection</p>	

		<p>implement any changes required to secure compliance</p> <p>Review SCR arrangements in light of Learning and Development section of Working Together, identify changes required and implement these.</p>	SCR Sub-Group of SLSCB	<p>2013/14. Board is deemed to be Working Together compliant by Ofsted</p> <p>As above</p> <p>New Learning and Development arrangements are in place</p>	<p>At point of inspection</p> <p>September 2013</p>	
3.3	Robust and rigorous partnership arrangements at a time of organisational and structural changes in some partner agencies.	<p>Be proactive in ensuring that major organisational and structural change includes consideration of safeguarding and be assured that individual organisations are managing related risk/need for coherence and co-ordination.</p> <p>Key areas for focus are:</p> <ul style="list-style-type: none"> changes in health economy with transition to Area 	<p>Independent Chair of SLSCB</p> <p>Individual Board Members</p>	<p>Section 11 process</p> <p>Individual agency and multi-agency QA and PM reporting</p>	Ongoing	

		<p>Teams and CCGs including designated professional arrangements;</p> <ul style="list-style-type: none"> • Police and Crime Commissioner's priorities and PC Plan; • Changes to provision of Probation Services • CAFCAS response to inspection outcomes • Relationships with Academies and Free Schools 				
3.3	<p>Implement the new QA and PM framework in collaboration with CSC, individual partner agencies and the CYPPB and, as a result, enhance its ability to scrutinise and challenge safeguarding effectiveness and co-ordination of safeguarding services across the partnership.</p>	<p>Agree and implement the new QA and PM framework that cross-cuts individual agency reporting, CYPPB business and SLSCB scrutiny and challenge</p>	<p>Quality Assurance and Performance Sub-Group</p>	<p>New framework in place and operational</p>	<p>July 2013</p>	

3.4	<p>Secure clarity and coherence in the SLSCBs relationships with other partnership bodies including: the Slough Well-Being Board, the Safer Slough Partnership, Safer Communities Partnership, DAAT, and the Safeguarding Adults Board.</p>	<p>Further improve coherence and co-ordination between SLSCB and CYPPB</p> <p>Implement new protocol between SLSCB/SVAB and Slough Well-Being Board</p> <p>Formulate and implement protocol between SLSCB/SVAB and other partnerships including Safer Slough Partnership and other relevant PDGs</p> <p>Secure clear arrangements for holding to account those partnership entities responsible for key risk areas: domestic violence; drug and alcohol services; youth crime and gangs</p>	<p>Independent Chair and chairs of relevant partnerships</p>	<p>Clarity in respective roles of CYPPB as commissioning body and SLSCB as scrutiny and challenge body is secured.</p> <p>Dynamic relationship between SLSCB and Slough Well-Being Board in place</p> <p>Relationships between SLSCB and other partnership bodies clear and understood.</p> <p>Improved outcomes for children and young people particularly in areas of risk identified in this Business Plan.</p> <p>Survey of partnerships to test impact of new</p>		
-----	---	---	--	--	--	--

				protocols and agreements		
3.5	Secure a 'Think Family' approach to safeguarding effectiveness through effective co-ordination and coherence with the SVAB.	Hold joint planning meeting with SVAB to agree joint priorities. Formulate plan of action to secure delivery on co-ordinated activity	Independent Chairs of SLSCB and SVAB	Joint Action Plan in place QA and PM framework to monitor and evaluate performance Evidence of improved safeguarding outcomes as set out in QA and PM framework	July 2013	
3.6	Secure assurance that children's services commissioning arrangements build in effective safeguarding arrangements.	Audit range of agencies/partnership that commission children's services. Secure from these agencies/partnerships assurance and evidence of their effectiveness in securing safeguarding through commissioning	Chair of CYPPB Independent Chair of SLSCB Leads from other commissioning bodies	Evidence of effective safeguarding through commissioning		

3.7	Be assured that there is compliance with safeguarding policy and procedures across the partnership whilst promoting a learning culture.	<p>Undertake Section 11 process to test compliance</p> <p>Monitor agency action plans arising from previous Section 11 to be assured that levels of compliance are increased.</p> <p>Implement new Learning and Development frameworks set out in Working Together 2013</p>	<p>Pan-Berkshire Section 11 Group</p> <p>Quality Assurance and Performance Sub-Group</p> <p>SCR Sub-Group</p>	Improved compliance against Section 11 audit		
3.8	Be assured that appropriate arrangements are in place to plan and prepare for an Ofsted Inspection of Child Protection and the multi-agency inspection of safeguarding should this be introduced.	<p>Secure engagement of all partners in inspection preparation and planning.</p> <p>Formulate and agree cross-partnership plan for inspection</p> <p>Contribute to updating of self-assessment through scrutiny and challenge of safeguarding performance.</p>	Slough Executive Partnership Group	<p>Contributions to Ofsted inspection in place in a timely manner and to appropriate level of quality.</p> <p>Inspection outcome that matches self-assessment at time of inspection</p>		

STRATEGIC OBJECTIVE 4

To improve communication and engagement between the SLSCB and children and young people, wider communities, front-line practitioners and partner agencies

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
4.1	<p>COMMUNICATION</p> <p>A strong profile for the Board across the Partnership and the communities of Slough</p>	<ul style="list-style-type: none"> • Implement the new SLSCB web-site • Ensure regular communication of key messages, Board decisions and learning from SCRs and other reviews/audits across the partnership primarily through existing agency communication channels; • Raising the profile of the SLSCB through local media, events and other communication channels. 	Communication s Sub-Group of the SLSCB	<p>Web-site in place together with evidence of increased usage.</p> <p>Evidence of Increased positive media coverage</p> <p>Evidence of more effective engagement with partners and communities of Slough through measuring feedback from relevant forums/surveys</p>	<p>July 2013</p> <p>March 2014</p> <p>March 2014</p>	
4.2	PARTICIPATION AND ENGAGEMENT	<ul style="list-style-type: none"> • Assuring the Board that the views of 	Participation Sub-Group of	Assurance provided that engagement		

	<p>Evidence that the voices of children, young people and families are heard in planning, delivering and evaluating safeguarding in Slough</p> <p>Evidence that views of frontline staff from across the Partnership are heard in planning, delivering and evaluating safeguarding in Slough.</p>	<p>children and young people are gauged at strategic, community of interest and service delivery levels – primarily using existing forums and processes but, where necessary, securing additional activity to reach those not currently engaged;</p> <ul style="list-style-type: none"> • Ensuring that the CYPPB as the key integrated children’s commissioning body delivers an effective Participation Strategy as part of its commissioning process; • Better utilising the voluntary and community, Council Members and other community facing organisations/individuals to support this priority; • Assuring the Board that the views of front-line staff feature in the 	<p>the SLSCB</p>	<p>activities at all 3 levels are in place and functioning.</p> <p>Participation Strategy scrutinised and approved by SLSCB</p> <p>Arrangements in place to draw on these sources of engagement</p> <p>Staff survey evidence presented to SLSCB as part of</p>		
--	---	---	------------------	--	--	--

		development of policy, procedures, service developments – including reviewing SLSCB sub-group and task and finish group membership to include front-line managers and staff		its business planning process.		
--	--	---	--	--------------------------------	--	--

STRATEGIC OBJECTIVE 5

To develop our workforce to enable it to deliver the improvements and outcomes sought.

Action No.	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
5.1	A workforce that is confident, competent and skilled to secure effective safeguarding and to deliver the expectations set out in this Business Plan.	<ul style="list-style-type: none"> • Be assured of the inclusion of appropriate safeguarding training and development within the overall Children’s Workforce Development Programme; • Be assured that all agencies deliver appropriate levels of training at levels 1 and 2; 	Pan-Berkshire Training Sub-Group	<p>SLSCB scrutiny of children’s workforce development plan assures Board that safeguarding training appropriately covered.</p> <p>Evidence presented by agencies in both Section 11 and annual training audit</p>		

		<ul style="list-style-type: none"> • Be assured that multi-agency training is delivered at levels 3 and 4 to those that require it specifically in relation to key priorities in this Business Plan; • Be assured of the quality and impact of training in terms of building staff skills and competencies and in terms of improved safeguarding outcomes for children and young people; • In 2013/14 to ensure specific focus is given to: threshold awareness and implementation; awareness of and competence in addressing CSE and child trafficking; effective joint-working between children and adult services; • To extend the range of training delivery 		<p>Evidence presented by agencies in both Section 11 and annual training audit</p> <p>Evidence presented in annual training audit</p> <p>Specific outcome indicators and processes for evaluation will need to be agreed for these specific strands of activity as they are implemented.</p> <p>Evidence presented by annual training</p>		
--	--	--	--	---	--	--

		models including e-learning approaches		evaluation		
--	--	--	--	------------	--	--