

Annual Report

of the
Slough Local
Safeguarding
Children Board

2012/13



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1. Foreword from independent chair

I am pleased to present my second Annual Report of the Slough Local Safeguarding Children Board (SLSCB) for 2012/13.

Publication of an annual report has been a requirement of LSCBs since 2009 and this is the fourth such report to be published in Slough.

The key purpose of the Annual Report is to assess the impact of our work to safeguard and promote the well-being of children and young people in Slough. Specifically it is intended to report on our performance in delivering the objectives set out in the SLSCB Business Plan for the year. It highlights the successes and identifies continuing challenges and development needs that now form the focus of our Business Plan for 2013-16, the priorities for which are covered in the final section of this annual report.

Our Business Plan priorities for 2012/13 drew on the:

- Safeguarding Improvement Plan put in place after the Ofsted inspection of April 2011;
- recommendations of the review of the SLSCB that were agreed by the Safeguarding Improvement Board in January 2011;
- outcomes of the Peer Review undertaken in November 2012.

In addition the SLSCB has targeted its activity on those areas identified as key risks to the safeguarding and welfare of children and young people that arose from our needs analysis undertaken before agreeing our priorities for action in 2012/13.

Our priorities for 2012/13 were:

Improved effectiveness of safeguarding practice in Slough

Activities which lead directly towards an improved outcome for a child/young person

Key outcomes:

- To improve the effectiveness of Early Help to reduce the number of children and young people requiring formal child protection interventions
- To provide effective support to those children and young with child protection plans and those looked after
- Reduction in key risk areas in Slough

Improved effectiveness of the SLSCB

Process based factors which will result in an LSCB which is fit for purpose

Key outcomes:

- Improved effectiveness and efficiency of the SLSCB and its sub-groups
- Effective communication and engagement with children, young people and communities in Slough, with partner agencies and their front-line staff and with other partnerships
- A workforce able to deliver our priorities for action

Our performance against each of these priorities is set out in detail in this report.

In November 2012 we received an external view of our effectiveness during a Peer Review. There were some positive judgements on the progress that we have made in our improvement journey which included comments that:

- The SLSCB is working effectively, demonstrating increasing levels of professional challenge and accountability across the partnership
- The development of a streamlined balanced scorecard is helping the SLSCB to monitor and challenge performance
- Level of commitment of all partners to SLSCB is good and the independent chair has brought energy, focus and impetus to its development
- A climate that supports professional challenge has been created at the SLSCB and improved its effectiveness
- There has been a clear and focused partnership approach to child sexual exploitation and the protocol is improving identification
- Positive examples of partnership working between police, health and social care relating to domestic abuse
- There is a strong and clear commitment to the safety and wellbeing of children and young people by the children's workforce

The review also identified the need to build on this progress and to secure further development particularly in relation to the identification of impact on service quality and on safeguarding outcomes for children and young people. The need to better hear the 'voice of the child' in our work was also a strong message. These issues have been the focus of our attention since the review and are firmly planted in our Business Plan 2013-16.

Our work to transform the SLSCB and its effectiveness has taken place at a time of significant change for many constituent partner agencies. All those engaged in the work of the Board have faced significant financial challenge during the period covered by this annual report. Others, in particular the health sector, have moved through a major change process with the transition from PCTs to CCGs. In addition colleagues in Thames Valley Police have seen the election of the first Police and Crime Commissioner for the Thames Valley.

I would like to thank all members of the SLSCB and its sub-groups for their continued commitment to the Board and their sustained motivation and enthusiasm in driving forward improvement, particularly given the major challenges each has faced across the past year. Together we have put in place the foundations of what I believe has become a more effective and efficient Board that is beginning to secure effective safeguarding of the children and young people of Slough and contributes to effective co-ordination between the agencies that form part of the SLSCB. These are our key purposes and we are determined to ensure that we positively impact on both.

In addition I would also wish to thank staff across the partnership for the work that they have done to improve the effectiveness of safeguarding in Slough and to secure improved outcomes for the children and young people of the Borough.

I trust that this report will enable you to recognise the success that we have achieved during 2012/13 and to understand the continuing challenges that will form the core of our Business Plan for 2013-16.

Paul Burnett
Independent Chair,
Slough Local Safeguarding Children Board

2. Executive summary

Introduction

This document presents the Annual Report of the Slough Local Safeguarding Children Board (SLSCB) for the year 2012/13. Publication of such a report is a statutory responsibility. The key purpose of the report is to assess the impact of the SLSCBs Business Plan. It highlights successes achieved, lessons learned and the improvements that will be sought in 2013/14.

The document reports on performance against each of the five key Business Plan priorities:

- Improved safeguarding practice in relation to:
 - o Early Help
 - o Child Protection
 - o Looked After Children
- Reducing risk in key safeguarding areas
- Improved Board effectiveness
- Effective communication and engagement
- A workforce fit to deliver priorities for action

It then reports on the work of the sub-groups and task and finish groups that have supported the work of the SLSCB.

Overview

Work in the year 2012/13 focused on addressing improvements required as a result of the 'inadequate' Ofsted judgement of services for safeguarding and looked after children published in April 2011. Specifically, the SLSCB has targeted activity driven by the Safeguarding Improvement Board established by the DfE, the related Slough Safeguarding Improvement Plan and the recommendations arising from a review of the SLSCB undertaken by C4EO immediately after the inspection of 2011. The SLSCB Business Plan for 2012/13 incorporated action to address each of these.

The Board has experienced success as evidenced by the findings of a Peer Review carried out in November 2012 which included positive judgement such as:

- The SLSCB is working effectively, demonstrating increasing levels of professional challenge and accountability across the partnership
- The development of a streamlined balanced scorecard is helping the SLSCB to monitor and challenge performance
- Level of commitment of all partners to SLSCB is good and the independent chair has brought energy, focus and impetus to its development
- A climate that supports professional challenge has been created at the SLSCB and improved its effectiveness
- There has been a clear and focused partnership approach to child sexual exploitation and the protocol is improving identification
- Positive examples of partnership working between police, health and social care relating to domestic abuse
- There is a strong and clear commitment to the safety and wellbeing of children and young people by the children's workforce⁴

The review also identified the need to build on this progress and to secure further development particularly in relation to the identification of impact on service quality and on safeguarding outcomes for children and young people. The need to better hear the 'voice of the child' in our work was also a strong message. These issues have been the focus of our attention since the review and are firmly planted in our Business Plan 2013-16.

Headline achievements

Improving Safeguarding Practice: Early Help

- An early intervention and prevention strategy in place from April 2012;
- Workforce development and training on a multi-agency basis to support the implementation of the strategy and the delivery of CAF/e-CAF;
- SLSCB challenged and secured some resolutions to concerns expressed by partner agencies in terms of the implementation;
- The SLSCB scorecard showed a continued increase in the number of CAFs being undertaken;

There have been two external judgements on Early Help arrangements during the year to which we should refer in assessing the impact of work undertaken. The first is the Peer Review undertaken in November 2011 and the second the review of Early Help that was commissioned in early 2013 and began in March 2013.

Positive comments that arose from these pieces of work include:

- Evidence of clear commitment from frontline staff of all agencies to partnership working;
- Commitment and enthusiasm from partners to the Early Response Hub which will facilitate transition to the proposed new model of working;
- Many services are responsive and innovative in their response to the needs of families.
- The Early Response Hub had established good knowledge of a wide range of local services and appeared to be well regarded by partner agencies and organisations.

Improving Safeguarding Practice: Child Protection

- Reduction in the number of referrals that are repeat referrals within 12 months to 16.1% (statistical neighbour average 22.1% and England average 26.1);
- % of core assessments completed within 35 days of start increased from 61.2% to 77.9%;
- The percentage of child protection plans active for two years or more reduced;
- De-registration of children from child protection plans is occurring at a faster rate than benchmark comparator areas;
- The % of children subject to a child protection plan that were visited by a social worker at least once every 10 working days increased from 29.1 to 63.6

In addition to the data and qualitative audits that have been undertaken the Board has received an annual report from the Independent Reviewing Officer (IRO) service and a range of positive outcomes are set out in Part 4 of the Annual Report. In terms of agency contributions to child protection conferences positive outcomes include:

- high levels of health practitioners' attendance at conferences and very high levels (99%) of report submissions to conferences
- The quality of health information provided for conferences is judged to be good;
- The record of school or nursery attendance at conferences is very positive, and reports are provided more than 80% of the time.

Improving Safeguarding Practice: Looked After Children

- The % of children fostered by relatives and friends has increased;
- The % of children placed for adoption has slightly increased;

There is in addition a number of positive outcomes set out in the annual report of LAC reviewing officers including an increase in the timeliness of LAC reviews.

Targeting Areas of Risk in Slough: Domestic Abuse

The need for a 'child focus' when any agency is working with a domestic abuse issue has been presented to a wide agency audience via the Police Federation meetings.

Front line police officers have received training that focuses upon the need to be alert to the child's perspective and risk when attending domestic abuse incidents with a view to improving the quality of referrals.

During the financial year 2012/13 there were 2,683 Contacts received that could be attributed to domestic abuse. Since January 2013 there has been a gradual increase in the number of Domestic Abuse contacts received from Thames valley Police, which now accounts for nearly 50% of contacts each month

Targeting Areas of Risk in Slough: Child Sexual Exploitation and Trafficking

Achievements in 2012/13 include:

- Agreeing a CSE and Child Trafficking Strategy and Action Plan for Slough in collaboration with partners;
- Mapping the level of need in Slough to secure an accurate picture of the level of prevalence;
- Tracking performance on the SLSCB scorecard data to monitor on-going prevalence and responses to reported incidents;
- Delivering a CSE and child trafficking conference to increase understanding of these issues in the professional and wider;

- Creating a range of materials for professionals to ensure effective awareness and understanding across partner agencies on the SLSCB;
- Ensuring links with other key services including Children Missing and Youth Offending Teams;

Improved effectiveness and efficiency of the SLSCB and its sub-groups

- There has been improved attendance at Board meetings.
- 29 of the 32 recommendations in the C4EO review of the SLSCB had been completed by March 2013 (see Appendix 5). All of the recommendations have been implemented at the point this Annual Review is being published.
- Board members commented positively on the new governance arrangements including the impact of the SLSCB Executive in their annual development day in January 2012.
- Stronger relationships have been built with other partnership bodies including the Slough Well-Being Board, Children and Young People's Partnership Board, the Slough Safeguarding Adults Partnership Board and the Safer Slough Partnership. This includes the signing of a protocol between the safeguarding boards and the Slough Well-Being Board.
- The increased budget has enabled us to increase the capacity of the SLSCB Business Office, including a full-time Business Manager, and to support additional activity in support of the Business Plan including investment in the CSE and child trafficking action plan and support to the development of the Early Response Hub and Early Help arrangements.
- In the main key actions in the Business Plan have been secured during the financial year.

- Progress has been made in operating the more comprehensive Quality Assurance and Performance Management framework including the introduction of multi-agency audit processes. A review of quality assurance and performance arrangements across the SLSCB and CYPPB was begun in January 2013.

Effective Communication and Engagement

Key achievements in 2012/13 include:

- Production of SLSCB Communication and Participation strategies and action plans;
- A poster campaign aimed at raising awareness of the SLSCB, its priorities and achievements that was launched in November 2012 and will be assessed through staff surveys planned in 2013/14;
- Proactive media initiatives through both the local media and the Borough Council's monthly publication 'The Citizen';
- Communications strategy for the publication of the Serious Case Review on Baby D;
- Re-design of the SLSCB web-site to be launched in 2013/14;
- Audit of children and young people's engagement and participation activities across the partnership
- Engagement in the piloting of two pupil surveys designed to replace the former national 'Tellus' survey and which will be trialled in the summer of 2013;

A workforce able to deliver our priorities for action.

Key achievements in 2012/13 include:

- The training of just over 900 people across East Berkshire which represents 88% of the target workforce identified in our training needs analysis;

- Course programme delivered as published;
- Course evaluation certificate for LSCB courses linked to personal development were designed and issued at all shared responsibility training.
- Multi-agency training shared responsibility was standardised across the east.
- A joint partnership approach to the delivery of shared responsibility was achieved and maintained between health and Slough LA providing some courses with multi-agency trainers which enable a shared learning for delegates regarding local providers.

Development needs

Improving Safeguarding Practice: Early Help

- There has been little evidence of the impact of CAF interventions on the number of referrals received by Children's Social Care - the number of referrals with CAFs averages less than 1% across the year. Indeed the overall number of referrals has risen and the increased identification of children assessed as requiring early help may have led to more children being referred into formal child protection processes. This is being further tested in the review of Early Help.

Improving Safeguarding Practice: Child Protection

Monitoring, scrutinising and evaluating the five improvement projects relating to children's social care:

- Identification, contact and referral - most importantly the new 'One Front Door' approach
- the child's journey through the social care system
- a confident and competent workforce;
- quality and performance
- Partner engagement and working together

Being assured of the impact of new service delivery arrangements for children's social care to confirm that they:

- support improved practice and performance;
- address the challenges/difficulties experienced in securing a stable and experienced social care work workforce in child protection/children in need;
- secure rising referrals (bringing us more into line with statistical neighbours but bringing potential resource issues);
- secure effective joint work with Thames Valley Police and others on both domestic abuse and CSE - leading to increased identification of young people at risk and improved response to this identified risk.

At a strategic level key priorities in 2013/14 will be the implementation of actions required as a result of the revised Working Together 2013. Most importantly in relation to policy, procedures and practice will be:

- Supporting and scrutinising the development of a single assessment framework by the local authority and ensuring that partners are appropriately engaged in its formulation and implementation;
- Formulating and agreeing a threshold document;
- Devising and implementing the Learning and Improvement Framework

Issues arising from the annual report of the IRO service will be addressed as set out in Part 4 of the Annual Report. In terms of agency contributions to child protection conferences issues for concern include:

- Social Work reports not received by the chair on time in 33% of conferences;

- The attendance rates of Practice (Team) Managers or Consultant Practitioners;
- The record of Police attending conferences shows just over 60% (which is low) for ICPCs, and no attendance at RCPCs;
- The record of GP's attending conferences together with the low number of reports provided when requested is disappointing.

Improving Safeguarding Practice: Looked After Children

A range of improvements for performance are set out in Part 4 of this report, in the main driven by the outcomes of the annual report of reviewing officers. These include

- Ensuring that all LAC reviews are taking place in a timely fashion - the LAC administrators have a key role in monitoring timeliness
- Ensuring that all children and young people are given the opportunity to meet with the IRO prior to or immediately after their review.
- Enabling young people to chair their own reviews.
- Developing strong links with the corporate parenting panel

Targeting Areas of Risk in Slough: Domestic Abuse

Thames Valley Police have allocated two risk analysts to assist in improving a 'child centred' approach to risk assessment of domestic abuse referrals; these will be co-located with the 'front door' duty team in children's services during 2013/14. The SLSCB will be closely scrutinising the impact of this new approach.

Consideration will be given to establishing a MASH in collaboration with TVP.

Targeting Areas of Risk in Slough: Child Sexual Exploitation and Trafficking

Key priorities for next year include

- A multi-agency training programme at three levels: basic awareness; intermediate and; specialist;
- A repeat of the prevalence audit;
- The recruitment of a CSE coordinator;
- The formulation and implementation of a multi-agency CSE and Child Trafficking service pathway that enables children and young people at low, medium and high risk of CSE and Child Trafficking and those that have been engaged in CSE and Child Trafficking to receive appropriate support and interventions.

Improved Effectiveness and Efficiency of the SLSCB and its sub-groups

Key improvements sought next year include:

- Implementation of changes to Board arrangements to reflect the new Working Together 2013 framework - including revised assessment, threshold and SCR/Learning and Development frameworks;
- Sustaining robust and rigorous partnership arrangements within the Board;
- Implementation of the new QA and PM framework in collaboration with CSC, individual partner agencies and the CYPPB;
- Securing 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 Slough Safeguarding Adults Partnership Board;
- Securing a 'Think Family' approach to safeguarding effectiveness through effective co-ordination and coherence with the SSAPB;

- Securing assurance that children's services commissioning arrangements build in effective safeguarding arrangements and support improved safeguarding outcomes - particularly the CYPPB;
- Be assured that there is compliance with safeguarding policy and procedures across the partnership whilst promoting a learning culture;
- 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.

Effective Communication and Engagement

In relation to communications we will:

- Hold an SLSCB Annual Conference
- 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;
- Raise the profile of the SLSCB through local media, events and other communication channels.

With regard to Participation we will:

- Evidence that the voices of children, young people and families are heard in planning, delivering and evaluating safeguarding in Slough
- Evidence that views of frontline staff from across the Partnership are heard in planning, delivering and evaluating safeguarding in Slough.

A workforce able to deliver our priorities for action.

The key priority for workforce development in 2013/14 is to extend the evaluation framework to better gauge the impact of training and development on service quality improvements and better safeguarding outcomes for children, young people and their families.

Reports from sub-groups

Part 6 of the Annual Report sets out in more detail reports from some of the key sub-groups of the SLSCB. These include:

- The Serious Case Review Sub-Group
- The Quality and Performance Sub-Group
- The Policy and Procedures Sub-Group
- The Training and Development Sub-Group
- The CSE Task and Finish Group

Looking forward

The Annual Report concludes by looking forward to plans and priorities for 2013/14 and beyond. The new Business Plan for 2013/14 is included as an appendix to the report. The priorities for action next year are:

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.

3. Board membership 2012/13

Name	Title	Organisation
Paul Burnett*	Independent Chair	
Louise Asby	Community Safety Manager	Slough Borough Council
Neil Aves	Assistant Director, Housing	Slough Borough Council
Damodara Baliga	Lay Member	Community Representative
Nancy Barber*	Director of Nursing	Berkshire Healthcare Foundation Trust
Jill Barker/Susannah Yeoman*	Director of Slough Locality	Berkshire Healthcare Foundation Trust
Virginia Barrett	Deputy Principal	East Berkshire College
Simon Broad	Head of Adult Safeguarding and Learning Difficulties	Slough Borough Council
Jesal Dhokia	Children and Young People's Development Worker	Slough CVS
Caroline Dulon*	Headteacher	Ryvers Primary School
Christine Etheridge	Children, Young People and Maternity Lead	NHS South of England
Janine Edwards	Scheme Manager	Home Start, Slough (CVS)
Kitty Ferris*	Assistant Director, Children, Young People and Families	Slough Borough Council
Helen Huntley*	Headteacher	Haybrook College
Shelley LaRose	Head of Service, Slough YOT	Slough Borough Council
Councillor Natasa Pantelic/ Councillor Pavitar Mann* (Observer status)	Cabinet Commissioner Education and Children	Slough Borough Council
Mansfield, Margaret	Named Nurse for Safeguarding Children	Heatherwood and Wexham Park Hospitals Trust
Julie Penney*	Interim Service Manager	CAFCASS
Jim Reeves*	Detective Chief Inspector	Thames Valley Police
Harish Rutti	Lay Member	Community Representative
Bev Searle/Julie Curtis*	Director of Joint Commissioning	Berkshire NHS
Jenny Selim	Designated Nurse	Berkshire NHS
Louise Watson	Designated Doctor	Berkshire NHS
Debra White	Senior Probation Officer	Thames Valley Probation Service
Jane Wood*	Corporate Director for Well Being (DCS)	Slough Borough Council

*Denotes member of SLSCB Executive

4. Improved effectiveness of safeguarding in slough

This part of the Annual Report focuses on Objective 1 in our Business Plan 2012-15. This was to secure improved effectiveness in safeguarding practice across Slough in three key areas:

- Early Help
- Child Protection
- Children in Care

The scope of this objective was intended to cover 'the child's journey', a concept drawn from the Munro Review of child protection published in May 2011. It also responded to the identified need to improve service performance across the continuum of safeguarding provision as identified in both the Ofsted inspection of 2011, the Safeguarding Improvement Plan and the review of the SLSCB undertaken by C4EO.

Priority 1a: To improve the effectiveness of Early Help to reduce the number of children and young people requiring formal child protection interventions

What was planned?

The SLSCB intended to take a robust role in the formulation, implementation, monitoring and evaluation of the Early Intervention Strategy and newly created Early Response Hub to assure itself that safeguarding lay at the heart of the new arrangements and that Early Help provision contributed to a reduction in the number of children and young people requiring child protection or public care.

Key priorities included:

- ensuring that the Early Intervention Strategy addressed safeguarding priorities through scrutiny and challenge of the document at the formulation stage;
- securing cross-agency support for and engagement in the strategy
- supporting and funding the workforce development programme delivered to support the implementation of both the strategy and the Early Response Hub;
- including in its quality assurance and performance management arrangements evaluation of the effectiveness of the strategy in achieving improved safeguarding outcomes;
- working with the Children and Young People's Partnership to the review the Early Help offer

What action did the Board take?

The Board has actively engaged in the Early Help agenda both in terms of participating in the formulation of the Early Intervention and Prevention Strategy and Action Plan and in monitoring the impact of the new strategy and the performance of the Early Response Hub that was established to take referrals for early intervention and prevention, co-ordinate the Common Assessment Framework (CAF) and oversee the planning and implementation of CAF programmes of intervention.

Key actions taken by the Board during 2012/13 included:

- engaging in the formulation of the Early Intervention and Prevention strategy and action plan;
- agreeing the Early Intervention and Prevention Strategy at the joint SLSCB/CYPPB event on 10th April 2012;
- funding two programmes of multi-agency training relating to the implementation of the Early Response Hub through the Munro training monies;
- including in the SLSCB scorecard a range of indicators to monitor and evaluate the impact of the strategy and the Early Response Hub;

- carrying out a multi-agency audit on CAF delivery and on the interface between CAF and referrals into child protection (see Quality and Performance Sub-Group report for further information);
- receiving a presentation on progress and impact at the SLSCB held on 20th September 2012;
- identifying areas for improvement in relation to CAF and e-CAF as a result of the presentation on 20th September 2012;
- contributing to and influencing the review of the first year of operation and the commissioning of the Slough Early Help Report 'Getting it Right for Children in Slough' produced by Viv Murray and Sue Cook

What has been the impact?

- An early intervention and prevention strategy was agreed and in place from April 2012;
- Workforce development and training was provided on a multi-agency basis to support the implementation of the strategy and the delivery of CAF/e-CAF;
- The SLSCB challenged and secured some resolutions to concerns expressed by partner agencies in terms of the implementation of CAF for example increasing agency access to E-CAF systems through greater flexibility of operating arrangements;
- The SLSCB scorecard showed a continued increase in the number of CAFs being undertaken though the rate of initiation remained inconsistent and fell in the final quarter of the financial year (see Scorecard Indicator A2, Appendix 3)

- There has been little evidence of the impact of CAF interventions on the number of referrals received by Children's Social Care - the number of referrals with CAFs averages less than 1% across the year. Indeed the overall number of referrals has risen and the increased identification of children assessed as requiring early help may have led to more children being referred into formal child protection processes. This is being further tested in the review of Early Help.

There have been two external judgements on Early Help arrangements during the year to which we should refer in assessing the impact of work undertaken. The first is the Peer Review undertaken in November 2011 and the second the review of Early Help that was commissioned in early 2013 and began in March 2013.

Positive comments that arose from these pieces of work include:

- Evidence of clear commitment from frontline staff of all agencies to partnership working;
- Commitment and enthusiasm from partners to the Early Response Hub which will facilitate transition to the proposed new model of working;
- Many services are responsive and innovative in their response to the needs of families.
- The Early Response Hub had established good knowledge of a wide range of local services and appeared to be well regarded by partner agencies and organisations.

Both pieces of work have identified further developments that are required and these are set out below.

What developments and improvements are required in the future?

Assessments of the effectiveness of the early help offer and the Early Response Hub have been undertaken by senior leaders within Slough Borough Council, the Children and Young People's Partnership and the Safeguarding Improvement Board. These assessments have drawn on the findings of the Peer Review and the Slough Early Help Report 'Getting it Right for Children in Slough'

Key issues drawn out by this work include:

- The need to create one 'Front Door' for contacts and referrals both to reduce the confusion of those making contacts and referrals and to strengthen the ability to safely assess and signpost cases to the appropriate point of intervention;
- The need to clarify pathways to services including eligibility criteria for services and greater clarity in the understanding and application of thresholds;
- The need to secure greater understanding across the partnership of the early help/early intervention pathway, thresholds for access to service across this and other pathways and the models for multi-agency working that will support early help provision;
- Inconsistency, duplication and gaps in provision for children and families requiring early help;
- Confusion about consent and information sharing;
- Barriers to the effective use of the eCAF;
- The need to adopt a 'whole family' approach to early help with stronger communication and co-ordination between children and adult services;
- The need to secure better co-ordination and cohesion between Early Help services and other key policy initiatives such as 'Troubled Families';

- The need for a strategic lead for Early Help

The SLSCB has positioned itself to scrutinise and challenge progress and has been a contributor to the review that has been carried out.

The 9 key areas for development that the identified in the Slough Early Help Report 'Getting it Right for Children in Slough' have been considered and supported by the SLSCB, are reflected in our Business Plan for 2013-16 and will be the focus of our quality assurance and performance management framework in the coming year.

The 9 key areas for development are:

1. The development of a new multi-agency Early Help Strategic Plan for Slough;
2. The creation of a Head of Service (Early Help) post;
3. The further development of an Integrated Early Help modal - Early Help Collective (0-19);
4. The creation of 'One Front Door' to social work and Targeted Family Support Services;
5. The development of a Family Support Service (0-18);
6. The re-launch of CAF as the Slough Early Help Assessment and Plan;
7. Improving links through the Head of Service to commissioning;
8. Addressing both resource and workforce investment required to enable this approach to be successfully implemented;
9. Ensuring appropriate consultation and communication across the partnership and with children, young people and families themselves.

The lead body in this work will be the Children and Young People's Partnership Board (through the Early Help Strategic Board). The role of the SLSCB will be to secure assurance of the intended impact on both service quality and effectiveness together with improved outcomes for children, young people and families.

Priority 1b: To provide effective support to those children and young with child protection plans and those looked after

What was planned?

During 2012/13 the SLSCB has aligned its activity under this priority with the work of the Safeguarding Improvement Board. Indeed the intention of the SLSCB is to ready itself to assume the role of the Safeguarding Improvement Board when Ofsted assesses safeguarding provision in Slough to have improved to a level that no longer requires intervention.

The key objectives set out in the Business Plan 2012-13 were:

- To secure 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
- To secure quality partner contributions to services/support to children who have a child protection plan or are in the care of the local authority.
- To assess the effectiveness of partner contributions in securing improved outcomes

What action did the Board take?

The SLSCB has 'shadowed' the Safeguarding Improvement Board in scrutinising and challenging the performance of Children's Social Care against the five key improvement strands set out in the Safeguarding Improvement Plan:

- Identification, contact and referral
- The child's journey in the children's social care system
- A confident and competent workforce
- Quality and Performance
- Partner engagement and working together

In addition the SLSCB has extended this work to include wider partnership arrangements to support effective child protection and children in care services, their co-ordination and their impact on safeguarding outcomes.

A variety of means has been adopted to address these pieces of work as follows:

- Implementing a new Quality Assurance and Performance Management framework that has combined quantitative and qualitative information to test the effectiveness and impact of child protection and children in care services;
- Delegating detailed quality assurance and performance management monitoring to the Quality and Performance Sub-Group and raising issues of concern through a RAG rated performance system to both Executive Group and Board level as appropriate;
- In relation to quantitative information, adopting the children's social care scorecard adopted by the Safeguarding Improvement Board to ensure consistency of data reporting and coherent focus on key improvement areas;
- Developing a wider multi-agency audit arrangement planned to test key stages in the child's journey through the safeguarding pathway. This included multi-agency audits on: the effectiveness of CAF in securing early help; the interface between CAF and entry into social care system; child protection Core Groups (further information on these multi-agency audits is set out in the Quality and Performance Sub-Group report in Chapter 5);

- Consideration of the outcomes of our Section 11 audit
- Receiving the annual report of the IRO service (on child protection and looked after children) and on private fostering;
- Receiving presentations from officers on issues causing concern. This included presentations on: the quality of referrals from key agencies most notably Thames Valley police referrals; the timeliness of initial assessments; the effectiveness of core and strategy group arrangements.
- Delivering training to Thames Valley Police to secure improvement in the quality of referrals to the social care duty team;
- Keeping under review policies and procedures through the Pan-Berkshire Policy and Procedures Sub-Group (see report in Chapter 5).

What has been the impact?

Quantitative data monitoring for the year 2012/13 has illustrated a number of performance improvements against key indicators:

- Reduction in the number of referrals that are repeat referrals within 12 months to 16.1% (statistical neighbour average 22.1% and England average 26.1);
- % of core assessments completed within 35 days of start increased from 61.2% to 77.9%;
- The percentage of child protection plans active for two years or more reduced;
- De-registration of children from child protection plans is occurring at a faster rate than benchmark comparator areas;
- The % of children subject to a child protection plan that were visited by a social worker at least once every 10 working days increased from 29.1 to 63.6

With regard to Looked After Children;

- The % of children fostered by relatives and friends has increased;
- The % of children placed for adoption has slightly increased;

A copy of the full Performance Scorecard for children's social care is attached at appendix 4.

What developments and improvements are required in the future?

A key focus in 2013/14 will be our work shadowing the Slough Safeguarding Improvement Board and particularly monitoring, scrutinising and evaluating the five improvement projects relating to children's social care these being:

- Identification, contact and referral
- the child's journey through the social care system
- a confident and competent workforce;
- quality and performance
- Partner engagement and working together

Specifically the SLSCB will want to be assured on the impact of new service delivery arrangements for children's social care which began implementation at the end of January 2013. The priorities for the SLSCB will be to test that these new arrangements:

- support improved practice and performance;
- address the challenges/difficulties experienced in securing a stable and experienced social care work workforce in child protection/children in need;
- secure rising referrals (bringing us more into line with statistical neighbours but bringing potential resource issues);

- secure effective joint work with Thames Valley Police and others on both domestic abuse and CSE - leading to increased identification of young people at risk and improved response to this identified risk.

At a strategic level a key priority in 2013/14 will be the implementation of actions required as a result of the revised Working Together 2013. Most importantly in relation to policy, procedures and practice will be:

- Supporting and scrutinising the development of a single assessment framework by the local authority and ensuring that partners are appropriately engaged in its formulation and implementation;
- Formulating and agreeing a threshold document;
- Devising and implementing the Learning and Improvement Framework

In terms of our overview and scrutiny of safeguarding arrangements there remains a degree of volatility in performance patterns against some key indicators. In addition the quality of services as indicated in both individual agency and multi-agency audits whilst showing improvement is still not sufficiently and consistently adequate or better. Recruitment and retention of staff remains a key factor in securing the cultural and performance improvements sought and clear workforce development will remain a key priority in securing improved child protection arrangements.

From a multi-agency perspective there remain concerns about the quality of referrals particularly but not solely in relation to Thames Valley Police. Key agencies are being asked to undertake audits of this element of their work and the outcomes of these will be reported to the SLSCB during 2013/14.

There are some specific performance areas that need to be addressed:

- given Slough's demography and need profile, adjusted as it now is as a result of the Census 2011, the referral rate should be nearer that of statistical neighbours (539.6). The fact that we have remained below this for the last 12 months could suggest that that our threshold for referral is 'insecure' or inconsistently applied;
- performance on initial assessments remains a concern and will remain the subject of continued scrutiny and support;

There is an intention to improve the effectiveness and quality of child protection conferences through the adoption of the 'Strengthening Families' approach - often referred to as 'Signs of Safety'. The LSCB will want to scrutinise the implementation of these changes, consider feedback from children, families and professionals and evaluate whether the changed approach is contributing to keeping children safe.

Annual Report from the IRO Service

An important part of the SLSCBs work in relation to both child protection and children looked after is to consider reports from the Reviewing Service (Independent Reviewing Officers for children in care, and Child Protections Conferencing Chairs). Following a review by C4EO after the Ofsted inspection of April 2011 the relationship between the Reviewing Service and the SLSCB was reviewed and formalised.

The SLSCB now receives formal reports from the Reviewing Service and some of the headlines from 2012/13 are set out below.

What has happened?

The Reviewing Service now sits within the new Children's Safeguarding and Quality Assurance Unit within Slough Borough Council under the same management as the SLSCB Business Office;

Additional resources have been invested in the service to match capacity to demand;

Caseloads have reduced as is shown in the following table:

	April 2011	March 2012	March 2013
LAC children	186	184	182
CP children	144	209	146
Total	330	393	328
Average caseload	82.5	72.8	65.6

Team members have begun to specialise in either the chairing of child protection conferences or Looked After Children reviews.

Child Protection and Conference work

The total number of children who became subject to a Child Protection Plan in the year (252) fell by 51 over the year 2012/13. In the same period the total number of Child Protection Plans that ceased in the year increased by 86.

242 child protection plans ceased in March 2013 and 3.3% ceased after 2 years or more. This compares with 157 or 3.8% in March 2012. The England average and Statistical Neighbours figure is 6, and Slough remained below this to March 2013.

The percentage of children with a Child Protection Plan who had an allocated social worker continued to be 100%.

The percentage of statutory child protection visits to children on a child protection plan (within ten working days) increased to 90 of 141 (63.8%) at the end of March 2013.

The timeliness of child protection conferences was as follows:

	March 2011 to April 2012	March 2012 to April 2013
The percentage of initial child protection conferences that were held within 15 working days of the strategy discussion	83.5%	74.3%
The percentage of child protection plans that were reviewed within expected timescales	94.1%	100%

Review child protection conferences were all held within the expected timescales, meaning within 3 months of the ICPC and within 6 months after that.

There was a significant fall in the number of children made subject to child protection plans in 2012/13, down from 210 to 146. (a reduction of 64 or 30%). This return to numbers similar to those before 2011/12 shows a spike in the year following the Ofsted safeguarding inspection

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
Total	140	118	142	210	146

The lower number for 2012/13 could reflect a period of stability, but nationally there has been an increase in the numbers of children made subject to child protection plans over the last year. The SLSCB has, therefore, sought further interrogation and investigation of these trends with a particular emphasis on testing threshold awareness and understanding of the continuum of need/provision that is being put in place to support early help, children protection and children in care.

Categories of abuse

Neglect continues to be the most prominent category of abuse in Slough, and this is consistent with national trends. The category of emotional abuse seems to be more prevalent than it is nationally.

As at 31 March 2012:

Abuse category	Total
Neglect	129
Emotional abuse	60
Multiple	11
Physical abuse	9
Sexual abuse	1
Grand total	210

As at 31 March 2013:

Abuse category	Total
Neglect	77
Emotional abuse	56
Multiple	6
Physical abuse	6
Sexual abuse	1
Grand total	146

The level of sexual abuse cases discussed at conferences in Slough continues to be very low. Nationally during 2011/12 the percentage of child protection plans due to sexual abuse was at 6%, and the figure for 2012/13 is likely to be much higher as a result of recent national publicity.

The number of child protection plans that are repeated "registrations" over the year 2012/13 was 25. Four of these occurred within a year, seven within two years.

In terms of the profile of children subject to a child protection plan by age, ethnicity, disability:

There was a significant increase in the number of older children

	March 12	March 13
Under 5s	94 (45%)	53 (36%)
5-11	88 (42%)	60 (41%)
12-16	28 (13%)	33 (23%)
17 and above	0	0

There was no significant change in terms of ethnicity

	March 12	March 13
White	53%	60%
Mixed	19%	21%
Asian	20%	18%
Black	7%	1%
Other	1	0

Headlines from analysis of child protection conferences include:

The **risk factors** noted in conferences show a high number with domestic abuse related cases with drug and alcohol abuse also prevalent factors. Mental Health and neglect are similarly significant factors. All these factors now feature in our Business Plan for 2013/14 as a result.

In terms of agency contributions to child protection conferences positive outcomes include:

- high levels of health practitioners' attendance at conferences and very high levels (99%) of report submissions to conferences
- The quality of health information provided for conferences is judged to be good;
- The record of school or nursery attendance at conferences is very positive, and reports are provided more than 80% of the time.

In terms of agency contributions to child protection conferences issues for concern include:

- Social Work reports not received by the chair on time in 33% of conferences;
- The attendance rates of Practice (Team) Managers or Consultant Practitioners;
- The record of **Police attending conferences** shows just over 60% (which is low) for ICPCs, and no attendance at RCPCs;
- The record of GP's attending conferences together with the low number of reports provided when requested is disappointing.

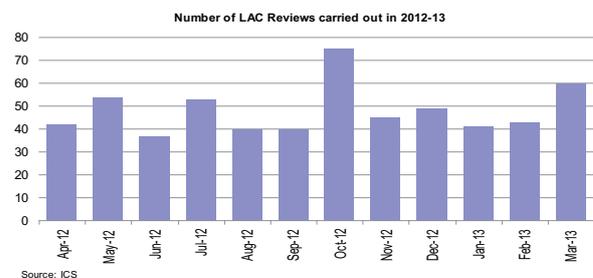
Thames Valley Police has reported that attendance at ICPC's may depend on operational resilience at the time of the conference but every effort is made to attend. They have confirmed that they do not as a rule attend review conferences. This position will of course be the subject of further discussion in 2013/14.

The total number of recorded corporate complaints for 2012/2013 in regard to Children's Services was 22.

In 2012/13 there were 20 occasions that CP Chairs raised a concern and invoked the Resolutions Procedure.

Looked After Children Reviews

The number of LAC Reviews undertaken between April 2012 and March 2013 was as follows:



The timeliness of LAC reviews increased significantly from 85% to 95%.

The number of children looked after as at 31st March that contributed in ALL their LAC Reviews within in the last 12 months was 93.9% (124 out of 132 LAC). This is slightly below what Slough achieved a year ago (95.2%) and also slightly below the last published National Average (95.1%).

What developments and improvements are planned for the future?

In strategic terms organisational change that is driving the new Early Help model, Slough Borough Council's Targeted Family Support Service, the Integrated 'One Front Door' and Early Help 'Collective' approach - endorsed by the Improvement Board, LSCB and the Children's Partnership will be key mechanisms through which further improvement can be secured.

The new Quality Assurance and Performance Framework being developed across the SLSCB and the CYPPB is designed evaluate the impact of these changes.

Similarly the wider improvement plan in relation to Children's Social Care described above is designed to secure improvement. This will similarly be monitored by the SLSCB.

In specific relation to the IRO service whilst there has been some improvement in the performance of the service in 2012/13 there are areas where further action is required.

For operational teams, this includes:

- Ensuring that reports are shared with children, young people and IROs in a timely way.
- Ensuring that children and young people are effectively and appropriately prepared for their reviews.
- Using high quality reports as exemplars, ensuring that there is continued improvement in social work reports to LAC reviews
- Ensuring that statutory visits to children and young people are planned and take place in a timely way.
- Ensuring that the LAC notification system is used so that the Service is fully aware and able to plan for LAC reviews.

For the IRO Service:

- Ensuring that all LAC reviews are taking place in a timely fashion - the LAC administrators have a key role in monitoring timeliness
- Ensuring that all children and young people are given the opportunity to meet with the IRO prior to or immediately after their review.
- Enabling young people to chair their own reviews.

- Develop strong links with the corporate parenting panel.

Actions will also take place in the following areas:

- Support and training to ensure that LAC Review minutes are written in language understood by children and young people.
- Scoping the additional resource required so that more children and young people are able to chair their own LAC review.
- Feedback forms for participants in LAC reviews to determine what other actions are required in order to improve this service.
- IRO Service to ensure that they receive the annual report from the Children's Participation Officer and to use this information to improve LAC services to children and young people.

The SLSCB has endorsed the annual report, agreed the areas for improvement and will continue to monitor and evaluate performance against these objectives.

Priority 2: Targeting Areas of Risk in Slough

What was planned?

This section of the SLSCB Business Plan was intended to secure improved service delivery and outcomes for children and young people in areas that had been identified in our needs analysis as being key areas of concern. The first of these areas was **domestic abuse**.

Our priorities in relation to domestic abuse were:

- To reduce the number of children facing safeguarding risk as a result of Domestic Abuse.
- To improve the capability to identify risk and secure multi-agency responses to the risks presented as a result of report Domestic Abuse
- Ensure responses to domestic abuse are effectively managed by partner agencies individually and in partnership

The second area was **child sexual exploitation and trafficking**. The priorities for CSE and Child Trafficking were:

- To deliver the requirements of LSCBs set out in the DfE CSE Action Plan
- To respond to specific local concerns.
- To effectively respond to persons that are driving such activity from UK or abroad

In addition the SLSCB agreed to undertake further investigations and research into the possible inclusion of a number of other areas of risk for consideration as priorities in future years of the Business Plan. The areas identified for further consideration were:

- E Safety
- Mental health issues within both the child and parent population
- Drug and alcohol misuse
- Forced marriage, genital mutilation, honour-based violence, unlicensed circumcision and fabricated illness
- Neglect

What action did the Board take?

The need for a 'child focus' when any agency is working with a domestic abuse issue has been presented to a wide agency audience via the Police Federation meetings. Thames Valley Police have allocated two risk analysts to assist in improving a 'child centred' approach to risk assessment of domestic abuse referrals, these will be co-located with the 'front door' duty team in children's services during 2013/14. Front line police officers have received training that focuses upon the need to be alert to the child's perspective and risk when attending domestic abuse incidents.

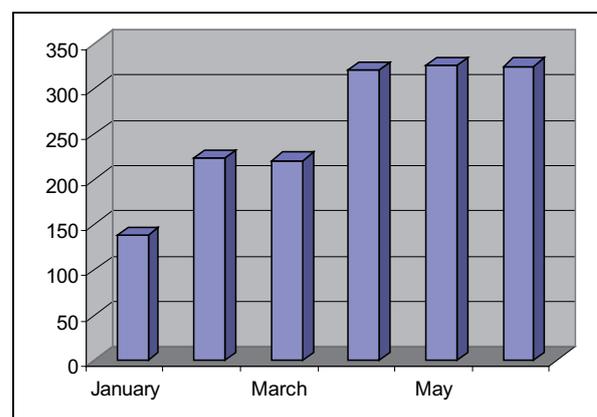
In relation to CSE the SLSCB set up a Task and Finish Group the report of which is set out in detail in Chapter 6.

Investigative work on the further areas of risk has been carried out and has led to a number of these areas being included in our business plan priorities for 2013-16

What has been the impact?

During the financial year 2012/13 there were 2,683 Contacts received that could be attributed to domestic abuse. Since January 2013 there has been a gradual increase in the number of Domestic Abuse contacts received from Thames valley Police, which now accounts for nearly 50% of contacts each month. The table below is compiled from the monthly breakdown of contacts received. Roughly 30% of all contacts received are converted to referrals. The moths April-June show an increase of nearly 100 contacts per month from TVP.

Contacts received from TVP



Impact in relation to CSE and child trafficking is set out in Chapter 6

What developments and improvements are required in the future?

The SLSCB Business Plan for 2013-16 identifies 6 risk areas on which it wishes to secure assurance of improved service performance and outcomes for children, young people and families. These together with the key intended actions are:

CSE and Child Trafficking

- 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 Quality Assurance and Performance Management framework for CSE that will incorporate quantitative and qualitative data (including multi-agency audit) and engagement/feedback from service users and front-line staff;
- 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).

Domestic abuse

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 on DV - and then to put in place arrangements that enable the SLSCB to be assured that:

- 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.

Homelessness (16-19 year olds)

The SLSCB to receive an assessment of the impact of new housing policies and practice in response to the Southwark Judgement on levels of homelessness amongst 16-19 year olds specifically in relation to safeguarding risk.

Negotiate, agree and secure the implementation of risk mitigation to reduce and manage safeguarding risk.

Neglect

The 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'.

Mental Health (Children and Adults)

SLSCB and Safeguarding Adults Partnership Board to devise plan for better integrated approach to assessing impact of mental health assessments across children and adult services.

The two Boards to agree a Quality Assurance and Performance Management framework to scrutinise and evaluate impact.

E-Safety

The SLSCB to secure assurance that there is a 'Safeguarding in Education' lead., that a prevalence audit of e-bullying incidents is undertaken and that a strategy and action plan to reduce levels of prevalence is agreed and in place. Finally it wishes to be assured that there are appropriate interventions in place to address needs of both victims and perpetrators.

5. Improving the effectiveness of the board

The SLSCB has met five times during 2012/13. This has included a Joint Meeting with the Slough Children and Young People's Partnership Board (10.4.2012) and the Board Development Day (28.2.2013). Full Board meetings were held on 24th May, 20th September and 13th December 2012.

Attendance rates across this programme of meetings were as follows:

Organisation	Attendance rate	Comments
Independent Chair	100%	
DCS/Director of Well-Being	100%	Director representation changed in September 2012 following the restructuring of Directorates within the Borough Council
Slough Borough Council, AD Children, Young People and Families	60%	There was a post-holder change in July 2012
Slough Borough Council, Safeguarding lead	80%	There was a change of post-holder in January 2013
Slough Borough Council, AD Housing	20%	
Slough Borough Council, Adult Service representation	60%	
PCT	80%	There was a post-holder change in December 2012
Berkshire Healthcare Foundation Trust	100%	
Heatherwood and Wexham Park Hospital	80%	
Thames Valley Police	60%	
Headteachers (Primary)	80%	
Headteachers (Secondary)	80%	
FE Colleges	20%	
YOT	100%	
CVS	80%	
Probation	100%	
CAFCAS	80%	The event missed was due to sickness absence
Lay Members	20%	Lay members were not appointed until November 2012. Subsequent attendance has been 100%
Lead Member for Children and Young People (Observer)	40%	

Priority 3: Improved effectiveness and efficiency of the SLSCB and its sub-groups

What was planned?

The key objectives set out in the Business Plan were to:

- Implement the recommendations in the C4EO review of the SLSCB.
- Implement new governance arrangements
- Improve the impact of partnership working most importantly that:
 - o Partnership working is reviewed to ensure collaborative improvement in delivering better outcomes for children through the Children's Partnership Board and the LSCB. The role of the LSCB and the contribution of partners complies with the arrangements set out in 'Working Together 2010'
 - o All partners are carrying out the actions listed in the Safeguarding Improvement Plan, communicating the improvement work, implementing across all partner agencies and monitoring progress against measures.
- Agree necessary resources for operation of LSCB
- Implement New Business Plan
- Implement robust quality assurance and performance management framework based around 4 key strands
 - a) Performance Data
 - b) Multi-agency audits - including Section 11
 - c) Engagement of children and young people (covered under priority 4)
 - d) Engagement of front-line staff (covered under Priority 5)
- Improved commissioning of services that provides better outcomes from partnership working.

What action did the Board take?

The recommendations in the C4EO review of the SLSCB were incorporated in full into the Business Plan for 2012/13 but, given their importance, were specifically monitored as part of the performance management framework. In addition regular reporting of progress with the recommendations has been presented to the Safeguarding Improvement Board.

The Action Log relating to the implementation of the review recommendations is attached as Appendix 5. As will be seen from this all but three of the recommendations had been implemented.

The new governance arrangements for the SLSCB at the Development Day in February 2012 have been implemented including:

- The creation of an SLSCB Executive which has met 6 times in 2012/13
- The creation of a Communication and Engagement Sub-Committee to reflect priority 4 in the Business Plan
- The creation of a Task and Finish Group to lead and co-ordinate work on CSE and child trafficking which has met 6 times in 2012/13
- Reviews of the terms of reference of the Board, Executive and existing sub-groups and the formulation and agreement of terms of reference for the new bodies formed for 2013/14

The SLSCB secured compliance with Working Together 2010 in terms of its membership with the appointment of two lay members in November 2012. These new members have brought a welcome new perspective and challenge to the work of the Board. Attendance rates at the Board have improved and the level of representation from agencies matches the expectations of Working Together.

The new Quality Assurance and Performance Management framework, including as it does a range of partner measures and indicators alongside a multi-agency audit process has enabled safeguarding performance to be monitored from both individual agency and multi-agency perspectives. Alongside these processes the first pan-Berkshire Section 11 audit was undertaken.

The SLSCB held two joint development days with the Children and Young People's Partnership (CYPPB) to secure a clear understanding of the respective roles of the two Boards and to facilitate alignment and co-ordination of key plans, priorities, objectives and actions. Judgements made in the Peer Review of November 2012 led to further review of the relationship between the two Boards resulting in clarification of the SLSCBs scrutiny and challenge role and the CYPPBs strategic commissioning functions. A key outcome of this process has been the revision of the quality assurance and performance management framework which will result in a reduction in the size of the SLSCB scorecard and the development of a broader scorecard for the CYPPB.

Work has also been undertaken to determine the relationship between the SLSCB and other key partnerships such as the Health and Well-Being Board, the Safer Slough Partnership and the Slough Safeguarding Adults Partnership Board (SSAPB). A protocol between the SLSCB/SSAPB and the Slough Well-Being Board (in its capacity as the Health and Well-Being Board for the area) was signed in February 2013. This document also sets the framework for stronger inter-face between the safeguarding boards and other partnerships reporting to the Slough Well-Being Board such as the Safer Slough Partnership.

Steps have also been taken to better align the work of the children and adult safeguarding boards during the formulation of Business Plans for 2013/16 with the identification of shared areas of interest and plans to hold joint meetings during 2013/14.

The SLSCB had agreed a new formula to calculate the contributions of partners to the partnership budget. This included the agreement of schools to contribute to the SLSCB budget. All partners agreed and made their full contribution resulting in an increase in the overall annual budget available from £81,539 (inclusive of Munro grant monies) to £127,731.

The SLSCB have been fortunate to have £31,619 in Munro grant monies, to date £4,750 was used from this grant to support an E-learning programme for safeguarding, and £5968.38 was used to support the multi-agency Child Sexual Exploitation and Trafficking conference. This leaves the grant at £20,900.62

Greater rigour has been exercised in monitoring the implementation of the SLSCB Business Plan than in previous years. The SLSCB Executive has received a report on progress on all elements of the Business Plan at each of its meetings and has raised to Board level any concerns about implementation in terms of timescales, partner inputs, outputs and outcomes.

The Quality Assurance and Performance Management Framework agreed towards the end of 2012/13 has been implemented with detailed monitoring and evaluation carried out in the Quality and Performance Sub-Group (see Chapter 5) and reporting to the SLSCB Executive and Board on an exceptions basis. The process was refined during the year by adopting the Children's Social Care scorecard developed for the Safeguarding Improvement Board.

In addition, comments made in the Peer Review 2012, particularly in relation to the need to develop a more robust quality assurance and performance management framework for the Children and Young People's Partnership Board have led to a review of the collective arrangements across the partnership boards and are likely to result in a streamlining of the SLSCB framework in 2013/14.

What has been the impact?

29 of the 32 recommendations in the C4EO review of the SLSCB had been completed by March 2013 (see Appendix 5). All of the recommendations have been implemented at the point this Annual Review is being published.

Board members commented positively on the new governance arrangements including the impact of the SLSCB Executive in their annual development day in January 2012.

Stronger relationships have been built with other partnership bodies including the Slough Well-Being Board, Children and Young People's Partnership Board, the Slough Safeguarding Adults Partnership Board and the Safer Slough Partnership. This includes the signing of a protocol between the safeguarding boards and the Slough Well-Being Board.

The increased budget has enabled us to increase the capacity of the SLSCB Business Office, including a full-time Business Manager, and to support additional activity in support of the Business Plan including investment in the CSE and child trafficking action plan and support to the development of the Early Response Hub and Early Help arrangements.

In the main key actions in the Business Plan have been secured during the financial year though there remain concerns about pace in some areas of work. This was an issue identified in the Peer Review 2012.

Progress has been made in operating the more comprehensive Quality Assurance and Performance Management framework including the introduction of multi-agency audit processes. More detail is provided in Chapter 5 in the report of the Quality and Performance Sub-Group.

A review of quality assurance and performance arrangements across the SLSCB and CYPPB was begun in January 2013.

What developments and improvements are required in the future?

The key priority for the SLSCB in 2013/14 in terms of its own performance is to secure a level of Board effectiveness that enables the SLSCB to assume the role of the Safeguarding Improvement Board. Key priorities to secure this overall outcome include:

- Implementation of changes to Board arrangements to reflect and secure compliance with the new Working Together 2013 framework - including revised assessment, threshold and SCR/Learning and Development frameworks;
- Sustaining robust and rigorous partnership arrangements at a time of organisational and structural changes together with challenging financial circumstances in some partner agencies;
- Implementation of 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;
- Securing 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;

- Securing a 'Think Family' approach to safeguarding effectiveness through effective co-ordination and coherence with the SSAPB;
- Securing assurance that children's services commissioning arrangements build in effective safeguarding arrangements and support improved safeguarding outcomes - particularly the CYPPB;
- Be assured that there is compliance with safeguarding policy and procedures across the partnership whilst promoting a learning culture;
- 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.

Priority 4: Effective communication and engagement with children, young people and communities in Slough, with partner agencies and their front-line staff and with other partnerships

What was planned?

The SLSCB Business Plan 2012/13 set out a number of key objectives which were to:

- Improve the engagement of children and young people in the work of SLSCB;
- Improve communication and engagement with communities in Slough - raising the profile of safeguarding;
- Improve communication and engagement with front line staff and operational managers;
- Improve communication and engagement with partner agencies.

What action did the Board take?

A new sub-group, the Communication and Participation Sub-Group, was established to lead and co-ordinate this work and to deliver the priorities set out in the SLSCB Business Plan. Following the Peer Review 2012, and specifically in response to the identified need to better hear the 'voice of the child' the decision was taken to split the group and operate separately a Communications Sub-Group and Participation Sub-Group. These changes were agreed in the spring of 2013 and are now being implemented.

What has been the impact?

The Communications and Participation Sub-Group achieved a number of outputs in 2012/13 including:

- Production of SLSCB Communication and Participation strategies and action plans;
- A poster campaign aimed at raising awareness of the SLSCB, its priorities and achievements that was launched in November 2012 and will be assessed through staff surveys planned in 2013/14;
- Proactive media initiatives through both the local media and the Borough Council's monthly publication 'The Citizen';
- Communications strategy for the publication of the Serious Case Review on Baby D;
- Re-design of the SLSCB web-site to be launched in 2013/14;
- Audit of children and young people's engagement and participation activities across the partnership
- Engagement in the piloting of two pupil surveys designed to replace the former national 'Tellus' survey and which will be trialled in the summer of 2013;

What developments and improvements are required in the future?

The key communications priority for 2013/14 is to strengthen the profile for the Board across the Partnership and the communities of Slough. To achieve this we will:

- Hold an SLSCB Annual Conference
- 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;
- Raise the profile of the SLSCB through local media, events and other communication channels.

With regard to Participation we need to ensure that we have:

- Evidence that the voices of children, young people and families are heard in planning, delivering and evaluating safeguarding in Slough
- Evidence that views of frontline staff from across the Partnership are heard in planning, delivering and evaluating safeguarding in Slough.

To achieve this we aim to:

- Assure ourselves that the views of 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;
- 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;
- Assure ourselves that the views of front-line staff feature in the development of policy, procedures, service developments - including reviewing SLSCB sub-group and task and finish group membership to include front-line managers and staff

Priority 5: A workforce able to deliver our priorities for action

What was planned?

The SLSCB Business Plan 2012/13 aimed to ensure appropriate training and development provision in place across all levels from induction to specialist safeguarding provision.

Specifically it aimed to be assured that:

- All partner agencies responsible for providing relevant staff with appropriate safeguarding induction and basic level training did so;
- The SLSCB - through East Berkshire Training Sub-Group - to formulate and deliver a programme of multi-agency training and specialist training to reflect needs identified in Business Plan

What action did the Board take?

Actions are set out in the Pan-Berkshire Training Sub-Group report in Chapter 5

What has been the impact?

These are set out in the Pan-Berkshire Training Sub-Group report in Chapter 5

What developments and improvements are required in the future?

These are set out in the Pan-Berkshire Training Sub-Group report in Chapter 5

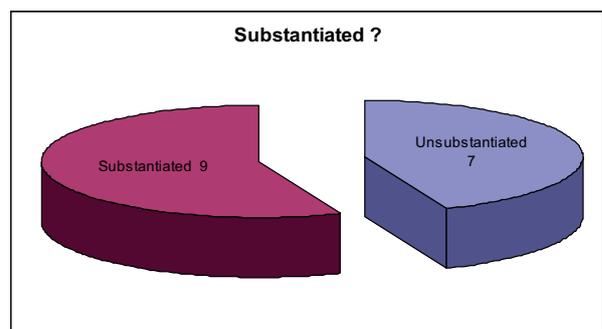
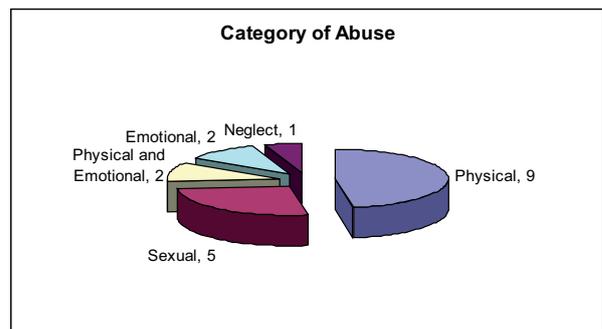
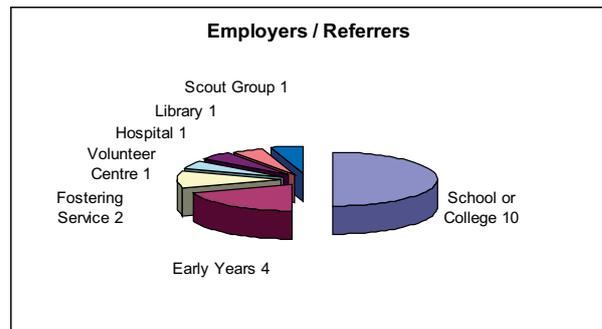
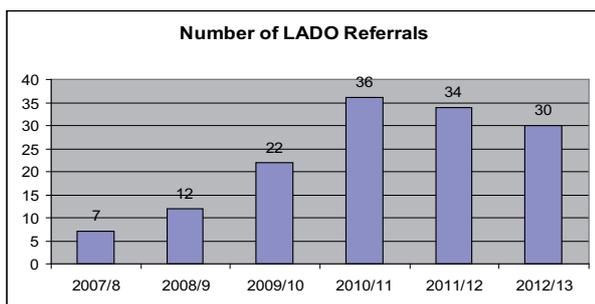
Safe Recruitment

A key element in ensuring that we have a workforce fit for purpose and able to deliver our priorities for action is the effectiveness of our arrangements for safe recruitment. The SLSCB has continued to receive reports from the Local Authority Designated Officer to enable it to monitor and evaluate performance in this arena. Some headlines from the annual report are set out in this section of the Annual Report.

Whilst the numbers of referrals in 2012/13 was 28, which was a decrease from the year before (34) the numbers have increased over the last 5 years. Now 2 or 3 referrals each month result in a senior strategy meeting.

In terms of the profile of allegations the most prevalent categories remain *physical abuse* (7), then *sexual abuse* and *emotional abuse* (4 for each).

The highest referrer/employer type was *schools or colleges*, accounting for 9 referrals from primary, secondary and special schools.



On the basis of the data available the majority of referrals were resolved within three months, approximately 50% were resolved within one month.

Two investigations have been open for longer than three months and are subject to on-going and complex abuse enquiries.

Outcomes/decisions

- Unfounded - 2 allegations were unfounded - this may be where there may have been justified use of force, witnessed by a number of personnel.
- Unsubstantiated - 7 allegations were unsubstantiated - this category is used when it is proved not to have happened, or it is not possible to prove either way.
- Malicious - 0 allegations have been recorded as malicious - this low recorded figure mirrors the research undertaken nationally
- Dismissal/Cessation of use - 9 cases have resulted either in dismissal or cessation of use.
- Criminal proceedings/conviction - 2 cases led to criminal proceedings, no record of conviction outcome.
- Standards of care investigations - 2 were undertaken or referred to the appropriate regulatory body

There has been an increased profile in the use of new technologies as a feature of the referrals during the last year notably involving cases which feature social networking (and in particular Facebook), mobile phones and the exchange of inappropriate and sometimes indecent images. In two cases dealt with by the LADO children's access to images raised concern about the carers suitability to work with children.

What developments and improvements are required in the future?

1. The new Safeguarding and Independent Review Unit will continue to record and report in detail on all consultations, and all allegations (referrals) which meet the threshold for a (LADO) Senior Strategy Meeting. Improvements in the collection of data since January, and using a LADO designated database (in place since March 2013) are intended to lead to more accurate reporting and better representation of LADO activity in the future.
2. Attendance by the LADO at forums for Designated Teachers in all schools and settings.
3. The recruitment and appointment of a new permanent full-time LADO and Safeguarding in Education Manager from January 2014. As a member of the Safeguarding and Independent Review Unit's Management Team this post will be directly responsible both for providing the role and function of the Local Authority Designated Officer and the Safeguarding in Education Team Manager.

6. Reports from sub-groups

This chapter of the SLSCB Annual Report contains the annual reports of sub-groups and task and finish groups that have operated during 2012/13. Please note that the membership of each group is set out at appendix 1.

Serious case review sub-group

As set out in Chapter 8 of Working Together to Safeguard Children, the serious case review sub group exists to review cases referred to the group, and if appropriate, recommend a SCR be undertaken. The group provides advice to the LSCB Chair on whether the criteria for conducting a SCR have been met and they should also recommend the scope and terms of reference for the review which are forwarded to the chair. Following a decision by the LSCB Chair to undertake a SCR, the SCR sub-committee should commission a SCR Panel to manage the process.

The SCR should:

- Establish what lessons are to be learned from the case about the way in which local professionals and organisations work individually and together to safeguard and promote the welfare of children;
- Identify clearly what those lessons are both within and between agencies, how and within what timescales they will be acted on, and what is expected to change as a result; and
- Improve intra- and inter-agency working and better safeguard and promote the welfare of children.

Summary of activity and achievement over the year April 2012 - March 2013

The group signed off on the Baby D action plans and the criminal case concluded with the conviction and imprisonment of Baby D's father at Crown Court. The group also signed off on the action plan for Baby JW, reviewed the case of JH and sought referral to Surrey. The group discussed concerns over case of SC and MP which led to an on-going social care review into the fostering service, as well as discussing the case of Baby JD which led to no further action. The outstanding case of MS was reviewed and actions in Poland and the UK are on-going.

In February/March, LSCB partners took the opportunity to review and confirm the actions taken to address the issues arising from the review:

- Ensured that the learning is shared with all relevant staff.
- Ensured that the recommendations in all of the completed Individual Management Reports (agencies) have been implemented by regular review of individual action plans.
- Monitored the improvements in capacity in the health visiting service in Slough.
- Ensured that all agencies satisfy the LSCB that assessment processes ensure the effective involvement of fathers and or partners.
- Ensured that communication processes between Midwifery Services and GP services are formalised to ensure that all relevant risk factors are shared.

The group also signed off on the action plan for Baby JW, reviewed the case of JH and sought referral to Surrey. The group discussed concerns over case of SC and MP which led to an on-going social care review into the fostering service, as well as discussing the case of Baby JD which led to no further action. The outstanding case of MS was reviewed and actions in Poland and the UK are on-going.

Assessment on the effectiveness of safeguarding arrangements

- The trial of the parents of Baby D and associated media plan placed challenges on the group in co-ordinating notification of and release of the executive summary of that SCR report.
- There were no serious case reviews initiated during the year, but a review of fostering services in the case of SC and MP and an on-going and challenging case of MS will be resolved within July 2013.

Challenges for the sub-group

The group meetings continue to be well attended and contribution is effective and productive. The introduction of Working Together changes around the type and nature of SCR's and other reviews needs to be woven into the expanding remit of the group in order to incorporate a framework of wider learning for the LSCB.

Future plans

The formulation and Board agreement to the Learning and Improvement Framework required of LSCBs by Working Together 2013.

Expansion of the group from a SCR group to a wider learning and improvement group for the Slough LSCB.

Quality and performance sub-group

Role of Sub-group

The Sub-Group provides a quality assurance function, combining audit and scrutiny to ensure the effectiveness of safeguarding arrangements

The main responsibilities for the Quality and Performance sub-group are;

- To develop a Quality Assurance and Performance Management Framework for the SLSCB & present quarterly management information to the Executive and SLSCB at each of their meetings. Review performance management information quarterly and present to the Board, Identify themes and areas requiring action.
- To carry out audits agreed by the SLSCB according to a multi-agency audit programme and when it is necessary to drill below the data/statistics for further information and explanation.
- To feedback learning arising from the audit of individual cases to key staff involved in those cases.
- Audit and evaluate the safeguarding arrangements made by local agencies individually and together - Section 11 reviews

Activity and achievement

During 2012/13 the new Multi-Agency Audit arrangements were implemented and 3 audits were undertaken and completed. These were:

- peer review of 4 cases
- the effectiveness of CAF in securing early help and entry into social care system with or without a CAF (9 cases in total)
- Child Protection Core Groups (12 cases)

Performance Monitoring of multi-agency data against the SLSCB Scorecard (see appendix 3.

Analysis of section 11 submission for SBC against the pan Berkshire criteria. A review and subsequent revision of the SLSCB multi-agency audit process.

Assessment on Effectiveness of Safeguarding Arrangements

Some level of assurance of core group processes and effectiveness of CAF provided through audit.

LAC issues rose through data

Feedback of audit findings

Challenges

Progress with multi-agency auditing

Limited data from all partners

Future plans

Pan Berkshire validation of local authority S11 submissions

Improved quality assurance and performance management arrangements with partner agencies

Continued multi-agency auditing with more engagement at practitioner/operational manager level

Berkshire LSCBs' policy and procedures sub-group

Eileen Munro's Final Report reminded us of the vital role of procedures in enabling people to work together safely, but also drew attention to the disabling role procedures can play when people are so concerned to be doing things 'by the book' that they lose sight of the principles and purpose of their work.

Eileen Munro's comments and the experience of the Policy and Procedures Sub-group tell us that the best revisions to the Berkshire child protection procedures have not been the procedures we have imported from TriX or the good practice guidance we have created links to, but the (often smaller) changes that have involved LSCB members in discussion and creative work to make the Berkshire procedures a useful and a practical tool enabling those on the front line to better protect children.

Activity and Achievement: Changes to Procedures 2012-13

The LSCB Policy and Procedures Sub-Group regularly receives proposals for changes to the procedures and LSCB Members are welcome to submit these to the Sub-Group.

Changes recommended by the group are then published on the website for consultation and taken to LSCBs for approval.

Below are listed changes that have taken place to the procedures over the course of the past year:

To summarise, the changes made in the June 2012 update are listed in the table below:

Chapter	Details
Chapter 6, Recognising Vulnerability of Children in Particular Circumstances	Section 9 of this chapter, which relates to Forced Marriage has been updated to add a link to a document produced by ADASS on Forced Marriage and Adults with Learning Disabilities (Information from the Forced Marriage Unit) and a further link was added to a document on Forced Marriage and Learning Disabilities: Multi Agency Practice Guidelines (Forced Marriage Unit 2011) .
Chapter 18, Forced Marriages	This chapter was updated with a link to ADASS on Forced Marriage and Adults with Learning Disabilities (Information from the Forced Marriage Unit) and a further link was added to a document on Forced Marriage and Learning Disabilities: Multi Agency Practice Guidelines (Forced Marriage Unit 2011) .
Chapter 31, Allegations Against Staff, Carers and Volunteers	This chapter has been updated having regard to the DfE statutory guidance ‘Dealing with Allegations of Abuse Against Teachers and Other Staff . This affects Section1 and Section 4.21.
Chapter 36, Serious Case Reviews	This chapter was updated with a link to a Guide for the Police, CPS and LSCBs to assist with Liaison and Exchange of Information where there are simultaneous Serious Case Reviews and Criminal Proceedings (April 2011) .
Chapter for Consultation	
Guidance on Management of Concealed Pregnancy	This chapter has been added for consultation.

To summarise, the changes made in the November 2012 update are listed in the table below:

New Chapters	
Chapter name	Details
Appendix 8: Protecting Children and Young People - the Responsibilities of all Doctors (GMC 2012)	This was added.
Guidance on Management of Concealed Pregnancy	This was (following a delay) added.
Updated Chapters	
Chapter Name	Details
CHAPTER 4: Information Sharing and Confidentiality	A link was added to 'Protecting Children and Young People - the Responsibilities of all Doctors' (GMC 2012)
CHAPTER 9: Child Protection Conference	This chapter has been updated.
CHAPTER 19: Historical Abuse Allegations	This chapter has been updated.
Chapter for Consultation	
Multi-Agency Risk Assessment Conference (MARAC)	This chapter has been added for consultation

To summarise, the changes made in the March 2013 update are listed in the table below:

New Chapters	
Chapter name	Details
Multi-Agency Risk Assessment Conference (MARAC)	Following a period of consultation this document has now been added to these procedures.
Updated Chapters	
Chapter name	Details
Pre-Birth Procedures	A link to the Berkshire LSCB "Guidance on the Management of Concealed Pregnancy" was added to this chapter a month before this full update (February 2013).
Contact Details for Referrals	Web addresses for each authority have been added to this listing
Recognising Vulnerability of Children in Particular Circumstances	A hyperlink to the MARAC procedures (above) has been added to this chapter.
Throughout the Manual	Throughout the manual the content has been revised and updated to reflect the establishment of the Disclosure and Barring Service in place of the Criminal Record Bureau and Independent Safeguarding Authority. The individual chapters revised in this respect have not been separately listed as updated.
Chapter for Consultation - (Please forward any comments by the end of May 2013).	
Safeguarding Children and Young People Who May be Affected by Gang Activity	This draft chapter summarises Safeguarding Children and Young People who may be affected by gang activity published by the Department for Children, Schools and Families in 2010.
Supporting Children and Young People Vulnerable to Violent Extremism	This draft chapter summarises the document 'Prevent and Safeguarding Guidance: Supporting Individuals Vulnerable to Violent Extremism', which has been issued by the Association of Chief Police Officers (ACPO)
Cross-Border Child Protection Cases Under the 1996 Hague Convention	This draft chapter sets out the legal provisions and cooperation arrangements in respect of cross-border cases where children's safety or welfare may be an issue (under the 1996 Hague Convention - implemented in the UK on 1 November 2012). A link is also provided to the January 2012 letter from the UK Border Agency to all local authorities regarding the information sharing in respect of children from abroad.

Future challenges

Getting schools representation has historically (as well as during the current year) proved difficult. Consideration will be given to how we might be able to ensure that schools are involved in reviewing/working on relevant child protection procedures.

Police representation has historically been very useful to the group and the group have felt the lack of Thames Valley Police representation more recently. This is being followed up with Police representatives and I am hopeful that we will find a way to improve this in 2013-14.

CCG Designated Nurses are expected to come into post in September. In the meantime, those supervising them have been included in the mailing list for the group.

Future plans

The key priority in 2013/14 will be implementation of the expectations of Working Together 2013.

Training and development sub-group

The training sub group in April 2012 to December 2012 functioned as two separate training groups, one for East Berkshire and one for Berkshire West. Whilst these groups were both effective and committed, the resources for the group were at times stretched. It was a recommendation that a Berkshire wide group was piloted for one year to build capacity and reduce duplication. A brief summary on achievements is provided for East and West for 2012 and then a brief summary on pilot.

East

During this period the sub group remained a committed group with partner agency representation consistently from BHFT health sector, early years, social care and education.

The East training sub group undertook their own training needs analysis and outcome evaluation report both of which were share with all LSCB boards for the East of Berkshire.

A course training programme was published and over 53 multi-agency (targeted and specialist) training courses were provided. The need for targeted Multi-agency courses in the East TNA was identified as a significant gap and current provision was not able to meet demand. The numbers for training were high and the training sub group and training officers showed commitment to both providing and promoting courses across the partnership. Over 850 people attended courses on multi-agency training in the East which is a fantastic achievement. However this was at a financial cost for some LA.

The achievement were as follows

- Course programme published
- Course evaluation certificate for LSCB courses linked to personal development were designed and issued at all shared responsibility training.
- Multi-agency training shared responsibility was standardised across the east.
- A joint partnership approach to the delivery of shared responsibility was achieved and maintained between health and Slough LA providing some courses with multi-agency trainers which enable a shared learning for delegates regarding local providers.
- Bracknell provided additional course to meet demand following the TNA 2012.
- LSCB conference days

Berkshire wide pilot

Berkshire wide Training sub group pilot 2012- 2013
This commenced in late October 2012 and the first meeting was held in March 2013. The group has shared the TOR and merged the separate groups training priorities. Below is a comparison extract from the East report on the TNA's across Berkshire undertaken in 2012-2013.

In comparison with the independent TNA undertaken in the Berkshire West, a lower amount of TNA returns were received from the East of the county, 9 received from partner agencies across East Berkshire compared to 14 in Berkshire West. The total workforce figure reported for the West of Berkshire was approximately 22,723. In comparison to the East reporting 17,899.

Single agency training in both areas has been noted as being the largest group to train and agencies requiring more communication of what to include in this training will remain a challenge to LSCB boards to monitor and scrutinise single agency provision effectively, particularly in light of working together 2013 and early help. More emphasis may be required on self-reporting or audits on quality of training may be required which may impact on resources.

Multi-agency training compliance in Berkshire West is higher than in the East. There were 1025 staff estimated in the East identified as needing to access training for 2012-2013 compared to 389 staff needing training in the West.

This variation may be due to the different expectations placed on various professions within each area. For example the East is keen on ensuring the early years sector have access to the targeted level. Most courses have a high attendance however the groups across the sector have provided exception reports on a few courses where attendance has been low, for example core group training in the East which was then subsequently open to the West but only 9 people attended.

In reviewing the data the East have trained approximately 900 people in multi-agency training or targeted training in 2012 -2014 which is very close to their need identified from the TNA of 1025, reaching 88% compliance against their target. The West equally shown success in training 320 against a TNA target of 389 reaching 84%. The workforce is not fixed thus the data provides us only an indicator of success across the sector and it is important to bear in mind that the workforce is fluid. However the achievement from the training officers and the sub group members is really positive overall.

Challenges which remain

1. Representation from police, probation and housing, remains a challenge and has been identified to all boards as a continued issue, the chair and members continue to encourage membership.
2. The Police data attained in 2012 across Berkshire identified that refresher training was a significant gap for front line staff. Attendance at multi-agency LSCB course remains very low and dependant on local area links. The Child sexual exploitation (CSE) training for the police will need to be explored by the sub group and compared with local CSE groups to ensure a more co-ordinated approach that provides assurance that training is consistent across areas.

3. Collaborative work with section 11 panel is essential in 2013 -2014 with clear direction from the training sub group for partner agencies to provide organisational training strategies to enable effective scrutiny.
4. It has been a challenge to obtain data from the majority of the PVI sectors, it has been inconsistent and difficult to co-ordinate any meaningful response to provide assurance across Berkshire. Thus the training sub group advise the board to seek increased assurance from the section 11 processes for this. Different approaches in each LSCB/LA area for S11 in relation to the PVI, schools and early year's sector means the sub group does not have access to their training information. Safeguarding children training in local prison will need to be reviewed by the sub group in 2013-2014.
5. In response to the new working together 2013 and focus on early help it is now clear that the LSCB role has expanded. Enabling scrutiny and ensuring effectiveness of safeguarding training for both single and multi-agency training will be a challenge for the group, The Berkshire wide group is in agreement that the previous working together guidance will remain as a standard guidance for training for staff groups.
6. Consistency across Berkshire about the threshold for early help and single assessment training.
7. The learning and improvement framework and threshold documents are key to supporting the training sub group

Plans for 2013/2014

A Berkshire wide training sub group with joint TOR is being piloted across the area and has established strategic priorities and work plan. The operational training sub group meet east and west and feed into the strategic Berkshire wide group.

The Berkshire wide group will follow the strategic work plan and address the following.

- Produce a report on follow on evaluation outcomes from training across Berkshire; it will focus on staff confidence and learning from serious case review.
- Continued implementation of the Berkshire wide quality assurance documents and guidance for training across Berkshire.
- Work collaboratively with the section 11 panel in relation to assurance from agencies about their training strategies.
- Continued joint work with the adult safeguarding partnership boards and the production of a mapping document for boards to compare training provision and mandatory status from key agencies across Berkshire for safeguarding children and adult training.
- Designated named professional training to be explored Berkshire wide and co-ordinated approach to CSE.
- Reviews of e learning packages.

CSE task and finish group

The purpose of the sub-group is to bring together key partners to ensure an effective response to children and young people at risk of child sexual exploitation and child trafficking or those that are being abused via child sexual exploitation and child trafficking.

The main activity of this sub-group will be to lead the implementation of the objectives and actions set out in the SLSCB Business Plan 2012-15 in relation to child sexual exploitation and trafficking. These objectives incorporate the expectations of LSCB set out in the DFE CSE Action Plan that was published in November 2011.

Summary of activity and achievement

The group are confident that they are on goal in achieving the tasks set out in their terms of reference these include:

- Mapping the level of need in Slough to secure an accurate picture of the level of prevalence - it is intended that this mapping will be repeated regularly to ensure the picture is kept up-to-date.
- Include in the SLSCB scorecard data reporting that enables the SLSCB to monitor on-going prevalence and responses to reported incidents
- Testing the effectiveness of existing procedures and the identification of cases of CSE and child trafficking and the effectiveness of responses to both victims and perpetrators;
- Develop an effective local strategy ensuring there is a co-ordinated multi-agency response to incidents;
- Ensure that all agencies include CSE and child trafficking as priorities in their business plans and take action to support the partnership strategy;

- Increase understanding of these issues in the professional and wider community – with a view to securing both better recognition of children that may be victims of trafficking, exploitation or sexual exploitation, earlier detection and earlier intervention;
- To safeguard and promote the welfare of groups or children who are potentially more vulnerable by:
 - o Ensuring effective communication between partner agencies on the SLSCB;
 - o Ensuring links with other key services including Children Missing and Youth Offending Teams;
 - o Increasing professional knowledge and understanding of the signs and impact of CSE amongst staff across the statutory, voluntary and private sectors working with children and young people;
 - o Providing briefings to social care teams;
 - o Ensuring multi-agency training days.

The sub group have continued to meet on a monthly basis.

The CSE Sub Group was the driving force behind a CSE/Trafficking conference which was held in April. The aim of the conference was to raise awareness of child sexual exploitation and trafficking in order to improve both early identification and the response made by local services. This was a multi-agency awareness conference, and was a very successful day with positive feedback received across the day.

The sub group are using the evaluation feedback from the conference to inform future training programmes.

Since the conference there has been an increased number of referrals and intelligence reporting to the Police. Agencies have implemented changes to their practice such as school nursing evaluating their sex education programme. A theatre production called Chelsea's Choice has been commissioned for a week period in September; all front line staff of Slough Borough Council is being invited as well as the local secondary schools.

The Local Safeguarding Children Board has recently been successful in a bid to secure a CSE CO-Coordinator. The purpose of the role will be to support the implementation of the CSE and Child Trafficking Action Plan.

Assessment on the effectiveness of safeguarding arrangements

As mentioned above since the conference in April there has been an increased number of referrals and intelligence reporting to the Police.

Services have reflected on how they can make improvements in areas of their practice and incorporate CSE and Trafficking.

There is very positive joint working between Children's Social Care and Thames Valley Police in relation to current and previous investigations of CSE/trafficking cases.

There is linkage between key groups such as the Strategic Management Group and the missing person's forum with the CSE Sub group, this allows for positive paths of communication and information sharing.

Recent research, tolls and positive practice examples are shared at the sub group and disseminated across the services via the representative on the sub group.

The level of prevalence is beginning to be understood and hopefully will help to shape and commission future services for children and young people.

CSE is being understood as a key priority across the services and partner organisations.

The sub group have implemented the distribution of hospitality leaflets to local hotels and leisure facilities in relation raising awareness and reporting CSE and Trafficking.

Challenges for the sub group

The subject of CSE/Trafficking is in itself a challenge and one of which in many ways Slough are at the start of their journey on. Professionals understating and knowledge of CSE can at times be limited. Working with CSE means working with one of the most vulnerable and high risk children and young people. Breaking the cycle of CSE and the victims accepting support is a challenge and takes agencies to be incredibly proactive.

An on-going challenge at the sub group has been attendance to the sub group monthly meetings.

Each member of the sub group is taking on the responsibility of the sub group alongside their other full time duties, members report stretched capacity.

Implementing activity and progress in between the sub group meetings can be a challenge. The chair takes the approach of joint tasks and responsibility however member's capacity often causes a barrier.

Members report within their service there are experiencing budget restraints, reduced resources and reduced staffing.

It is hoped that having the extra capacity of the CSE Coordinator will enable a stronger flow of progress and implementation.

Future plans

A future multi-agency training programme to be drawn up and implemented. Training to be regularly reviewed to ensure it is meeting staffs training needs and having a direct impact on improving practice and safeguarding outcomes for children and young people. The prevalence audit will be repeated.

The CSE coordinator to be recruited and to drive forward key pieces of work that include:

The formulation and implementation of a multi-agency CSE and Child Trafficking service pathway that enables children and young people at low, medium and high risk of CSE and Child Trafficking and those that have been engaged in CSE and Child Trafficking to receive appropriate support and interventions;

To enable existing services to better meet the needs of these young people and to design any additional specialist services that might be required on the pathway;

To support schools in developing both preventative and responsive programmes through, for example, PSHE materials and ensuring that those identified as being in need of support are signposted to appropriate services within the pathway;

To design and deliver the cross-agency workforce development programme to support the implementation of the new pathway.

To clarify the respective roles and responsibilities of the SLSCB, SSP and CYPPB in taking this work forward in the future.

Improving identification of those at low, medium and high risk of CSE and Child Trafficking and to increase confidence that we are aware of those cases that already exist.

Schools-based work the outcomes on which impact would be expected would relate to:

- Increasing levels of attendance at school for those at risk of CSE/child trafficking
- Reducing the rate of both fixed-term and permanent exclusion of those identified as being at risk of CSE/child trafficking
- Evidence of effective signposting to early help for those identified by schools as at risk of CSE/Child Trafficking.

7. Looking forward

This Annual Report has illustrated that the SLSCB has made some significant strides in: embedding its new governance and infrastructure; strengthening the safeguarding partnership; implementing a more robust quality and performance framework that has enabled more rigorous scrutiny and challenge of services; supporting workforce development and; positively impacting on some areas of safeguarding services.

These judgements are backed up by the findings of the sector led Peer Review of Slough carried out in November 2012 which judged that the SLSCB was:

- working effectively and demonstrating increasing levels of professional challenge and accountability across the partnership;
- developing a streamlined balanced scorecard which is helping the SLSCB to monitor and challenge performance;
- securing a good level of commitment from all partners under the leadership of an independent chair that has brought energy, focus and impetus to its development;
- creating a climate that supports professional challenge and improved effectiveness
- securing a clear and focused partnership approach to child sexual exploitation;
- securing positive examples of partnership working between police, health and social care relating to domestic abuse;
- securing a strong and clear commitment to the safety and wellbeing of children and young people by the children's workforce
- facilitating multi-agency training which is valued and appreciated

There remains much to be done and we must continue to drive improvement that secures impact on service quality and improves outcomes for the children and young people of the Borough.

The SLSCB Business Plan has been refreshed and extended to 2016. It 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 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 drivers to strengthen safeguarding arrangements and the roles of LSCBs including Working Together 2013;
- Recommendations from the Ofsted inspection 2011, the Peer Review 2012 and the revised Safeguarding Improvement Plan;

- Recommendations from sector-led reviews;
- 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.

A full version of the Business Plan is attached as Appendix 1.

The strong commitment of Board members, sub-group and task and finish group members and staff across the SLSCB Partnership has secured improvement in 2012/13.

I look forward to continuing to work with you in 2013/14 and achieving a further step-change in performance.

Paul Burnett
Independent Chair,
Slough Local Safeguarding Children Board

Membership of SLSCB sub-groups/ task and finish groups

Slough Local Safeguarding (SLSCB) Executive Membership

Name	Job title	Organisation
Paul Burnett (Chair)	Independent Chair	
Nancy Barber	Deputy Director of Nursing	Berkshire Healthcare NHS Foundation Trust
Jill Barker/Susanna Yeoman	Acting Director of Slough Locality Berkshire Healthcare Foundation Trust	Berkshire Healthcare NHS Foundation Trust
Clair Pyper/Jane Wood Kitty Ferris	Director of Well-Being Assistant Director, Children, Young People and Families	Slough Borough Council
Jim Reeves	Detective Chief Inspector, Deputy Commander (Slough)	Thames Valley Police
Bev Searle/Julie Curtis	Director of Nursing	NHS Berks PCT
Julie Penney	Service Manager	CAFCASS Berkshire
Helen Huntley	Secondary Head representative	Haybrook College
Caroline Dulong	Primary Head representative	Ryvers Primary School
Councillor Pantelic/ Councillor Mann (Observer status)	Lead Commissioner for Children and Young People	Slough Borough Council

Mary Shannon, Business Manager and Jeanette Duncan, Administrator attend SLSCB Executive meetings

Serious case review sub-group

Name	Organisation
Jim Reeves (Chair)	Chief Inspector, Deputy Commander, Thames Valley Police
Andy Howard	Thames Valley Police
Mary Shannon	Business Manager SBC
Jenny Selim	Designed Nurse Child Protection Berkshire NHS
Margaret Mansfield	Heatherwood & Wexham Park Hospital Trust
Monica Warren	Safeguarding Midwife Heatherwood & Wexham Park Hospital Trust
Pat Le Roy/Geoff Gurney	Reviewing Service Manager SBC
Peter Oldham	Acting community Services Manager Berkshire NHS
Debbie Hartrick	Safeguarding Children Team Lead Berkshire NHS
Jane Fowler	Named Nurse, Child Protection
Susanna Yeoman	Locality Manger, New Horizons
David Jiggins	CMHT Project Lead

Quality and performance sub-group

Name	Organisation
Nancy Barber (Chair)	Berkshire Healthcare NHS Foundation Trust
Delia Donovan	Berkshire East & South bucks Women's Aid
Jai Mondae	Business Information Analyst SBC
Caroline Dulon	Head Teacher Ryvers School
Andy Howard	Thames Valley Police
Mary Shannon	Business Manager SBC
Saleen Ahmed Khan	Youth Support Service SBC
Janine Edwards	Home Start Slough
Margaret Mansfield	Heatherwood & Wexham Park Hospital Trust
Sophie Wing-King	TVP/SBC
Jane Fowler	Berkshire Healthcare NHS Foundation Trust
Jean Cameron	Sure Start - SBC
Geoff Gurney	SBC
Valerie Rich	Thames Valley Probation
Ngozi Enekwa	Practice & Performance Dev Mgr SBC
Peter Oldham	BHFT
Rachel Cartwright	Slough Sure Start Service
Dr Misbah Nathu	Named Doctor

Communications and engagement sub-group

Name	Organisation
Kate Pratt (Chair)	Communications Manager SBC
Paul Burnett	Independent Chair SLSCB
Mary Shannon	Business Manager SBC
Andrea Roberson	Thames Valley Police
Jo Rockall	Head Herschel Grammar School
Margaret Mansfield	Heatherwood & Wexham Park Hospital Trust
Ally Green Elika Saedi	Berkshire NHS
Saleen Ahmed-Khan	Young Peoples Service, SBC
Sharon Stephenson	Participation Development Officer SBC
Virginia Robins	Berkshire Healthcare Foundation Trust

A number of the SLSCB sub-groups are constituted on a Pan-Berkshire or East Berkshire basis. Slough representation on each of these is set out below.

Pan-Berkshire Child Death Overview Panel

Pat Leroy (April - December 2012) Geoff Gurney (January - March 2013), Mary Shannon

Pan-Berkshire Policy and Procedures Sub-Group

Pat Leroy (April - December 2012) Geoff Gurney (January - March 2013), Mary Shannon

East Berkshire Training Sub-Group

Jatinder Matharu/Mary Shannon

Pan-Berkshire Training Sub-Group

Jatinder Matharu/Mary Shannon

Child sexual exploitation task and finish group

Name	Organisation
Helen Gore (Chair)	SBC
Jim Reeves	Thames Valley Police
Andy Howard	Thames Valley Police
Paul Burnett	Independent Chair SLSCB
Gill Hewlett	SBC - Engage Project
Helen Huntley	Head, Haybrook College
Shaun Hanks	SBC Head of Service, Assessment Child Protection & Children in Need
Charity Tawodzera	CAMHS
Danielle Millette	PM Referral and Assessment Team
Zaeema Hussain	Stop the Traffic
Nicola Moore	The Foyer Team Leader
Jane Fowler	Berkshire Healthcare Foundation Trust (BHFT)
Gill Coker	BHTF
Debby White	Thames Valley Probation
Fiona Nyquist	Berkshire Healthcare Foundation Trust (BHFT)
Saleen Ahmed-Khan	Operations Manager SBC
Stuart McNeillie	Operations Manager SBC

Appendix 2

SLSCB business plan 2013-16

Full version of SLSCB Business Plan to be inserted here. Currently not attached since it is produced in landscape and if attached throws out the layout of the rest of the Annual Report. At present it is sent in a separate document.

SLSCB scorecard 2012/13

Full version of SLSCB Scorecard to be inserted here. Currently not attached since it is produced in landscape and if attached throws out the layout of the rest of the Annual Report. At present it is sent in a separate document.

There are also some questions about whether we include the whole scorecard - some indicators have no information for 2012/13 because they are no longer monitored, others are still reported but the data is not up to date.

Appendix 4

Slough improvement board scorecard 2012/13

We need to decide if we wish to include this in the Annual Report or just to include the SLSCB Scorecard.

Action log for C4EO recommendations for SLSCB

Position at March 2013

No.	Recommendation	Action to be taken	RAG rating
1	The SLSCB and Children's Partnership should develop a programme of key issues and themes to be scrutinised by SLSCB, for example Early Intervention services as recommended in the Munro Report.	Completed at Joint Meeting 11.4.2012	Completed
2	Slough Health and Well-being Board to consider inviting the chair of SLSCB to sit on the Board to ensure that safeguarding children continues to be a priority.	Protocol agreed at the Slough Well-Being Board on 3/2/13	Completed
3	Slough Safer Partnership and SLSCB to agree reporting arrangements on issues of joint concern such as Domestic Abuse	There is now regular representation from the SSP at the SLSCB and sharing of the Annual Plans has been undertaken. Plans are in place to secure inter-changes as the plans for 2013/14 are developed in the next three months.	In process
4	Lead Member for Children's Services, Chief Executive, the DCS, Chief Constable, Thames Valley Police and Chief Executive of NHS Berkshire to receive regular reports from the Chair of SLSCB on multi-agency safeguarding issues in Slough.	Process agreed and reports taking place	Completed
5	SLCSB to agree with NHS Berkshire on reporting arrangements through the newly established Quality and Risk Group.	Arrangements agreed – BHFT chairing the Sub-Group	Completed
6	SVAB and SLSCB to agree reporting arrangements for brief updates on issues of joint concern.	Meeting held between chairs and Directors and priorities for action agreed - joint meeting being planned	In process
7	Sub group terms of reference and work plan to be agreed by the Executive Board.	Completed	Completed
8	Reporting schedule to be agreed and monitored.	Completed	Completed

No.	Recommendation	Action to be taken	RAG rating
9	Executive Board to consider how to progress the Communication and Engagement Strategy within existing resources.	Sub-Group established and first meeting to be held on 13.6.2012	Completed
10	SLSCB Representatives on Berkshire wide and East Berkshire sub groups to be confirmed and to formally report back to the Executive on progress.	Procedure now in place and operational	Completed
11	CDOP representative to submit a report by the end of the financial year with recommendations on informing frontline staff on lessons learned.	Report presented to SLSCB at July meeting	Completed
12	Audits from the mental health services to be reported to the Quality and Performance sub group.	Head of Service has agreed to report to Q+P and reporting has begun	Completed
13	Partners continue to play a full role in the next round of recruitment of the Independent Chair.	Appointment completed with partner engagement	Completed
14	Delivery of short development session, facilitated by the author of this review by January 2012 to agree priorities.	Event held in January 2012	Completed
15	Business plan to include implementation of the recommendations from this report that are agreed by the Improvement Board.	Business Plan includes all C4EO recommendations	Completed
16	Business Plan to be monitored at the Executive Board on a quarterly basis.	Business Plan is being reported to both Executive and Board in every cycle	Completed
17	Development session as recommended above (12) to re-present constitution and roles and responsibilities of SLSCB members	Event held in January and new governance and constitution agreed	Completed
18	LSCB budget to be increased through additional contributions from Thames valley Police and Slough Borough Council.	Increased contributions for both 2011/12 and 2012/13 are received	Completed

No.	Recommendation	Action to be taken	RAG rating
19	The post of LSCB manager to be re-designed to become full-time and requiring a qualification related to safeguarding work.	Action is now being taken to resolve this issue following the agreement of schools to contribute £30,000 to the SLSCB annually. Proposals for the new Business Office structure are being discussed and it is intended to start the recruitment process no later than early December.	In process
20	The Budget to become a Standing Item on the LSCB Executive agenda to enable partners to agree and monitor spending	Budget is being reported to all meetings of Executive and Board	Completed
21	SLSCB to progress recruitment of Lay Members	Two lay members are appointed are currently receiving induction and will attend their first Board meeting in December.	Completed
22	School representative to sit on the Executive Board.	School contributions to Board are now agreed and place on Executive has been allocated. Schools will determine who takes up the place	Completed
23	TVP to consider level of senior representation on SLSCB	Agreed	Completed
24	SLSCB to monitor attendance at the SLSCB Partnership Forum, Executive Board and Sub Groups and agree standard of attendance.	Attendance is being recorded	Completed
25	Chair of SLSCB to formally follow-up failure to meet the agreed standard with heads of agencies.	Arrangement in place	Completed
26	Development session as recommended above to agree the above and prioritisation of attendance at SLSCB	Agreements to both level of representation and target attendance levels are agreed	Completed

No.	Recommendation	Action to be taken	RAG rating
27	SLSCB to relook at the performance information it receives with a view to developing a multi-agency data set that will comply with the Munro recommendations.	All in place	Completed
28	Further work is undertaken to enable SLSCB to make full use of this dataset to develop an understanding of the operation of the whole system.	All in place with new scorecard	Completed
29	Development session as recommended above to clarify roles and responsibilities.	Event held and roles and responsibilities clarified in new TOR and constitution	Completed
30	Communication and challenge to be addressed in a short development session as recommended above.	Event held and challenge culture agreed	Completed
31	Evaluation of Safeguarding Event to be reported to the Executive Board of SLSCB, December 2011.	Done	Completed
32	The impact and progress of the wider Improvement Plan on practitioners understanding of their responsibilities in safeguarding to be considered by the Executive Board at SLSCB on a regular basis.	Arrangements in place through scorecard and audit reporting	Completed

