



Hounslow Safeguarding Children Board

HSCB Business Plan 2018 – 21

Introduction

This is the second Business Plan of the HSCB and identifies its improvement priorities for the next 3 years. The Business Plan sets out the future focus of the HSCB for 2018-21 and provides a series of outcomes and measures to which evidence of impact and progress will be identified. The plan aims to ensure that the Board continues to oversee and drive improvements in its "Core Business". Additionally it will seek to ensure that we maintain an overview of safeguarding issues that affect a smaller number of children and young people such as FGM, CSE and radicalisation.

The HSCB will also continue to review and improve its governance arrangements over the time of changes to Local Safeguarding Children's Board following the implementation of the Children and Social Work Act 2017 and subsequent guidance from new Working Together guidelines.

The Targeted Priority areas for the HSCB over the next three years will focus on:

- Transitions into new arrangements as outlined in Children and Social Work Act 2017
- Thresholds
- Early Help
- MASH
- Relationship with Education Providers
- Safeguarding Children with Disabilities & adolescent mental health

These priorities were informed following consultation with the partnership through the HSCB's annual Challenge Event's and annual Development Day and outcomes and themes from the Section 11 self-assessment audit.

Delivery of the priorities will be monitored through detailed action plans for each of the HSCB's sub-groups and named leads. The actions and areas of focus will inform the agenda of the Board and updates provided throughout each year and progress will be reported via the HSCB's annual reports.



Hounslow Safeguarding Children Board

Targeted Priority Areas for 2018 - 2021

Transitions into new arrangements as outlined in Child and Social Work Bill 2017: To improve the effectiveness of the HSCB within the new arrangements and ensure there are well coordinated responses to regional, national, and local policy developments.				
Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018 – 19	<ul style="list-style-type: none"> Understand and adopt new Working Together Guidance once published. 	HSCB Independent Chair	HSCB having an agreed structure in line with new legislation and prepared a plan to implement change	By April 2018
	<ul style="list-style-type: none"> HSCB to have decided on new structure and developed a plan for implementation ready for publication. 	HSCB Independent Chair		By March 2019
	<ul style="list-style-type: none"> Develop new terms of reference and agree on how the Boards business will be conducted. 	HSCB Independent Chair		By March 2019
	<ul style="list-style-type: none"> HSCB to understand and communicate partnership structure to all partners ensuring engagement with all partners identified in Section 11 of the Children’s Act 2014 	HSCB Independent Chair		By March 2019
2019 – 20	<ul style="list-style-type: none"> HSCB to implement first stages of published plan of the new partnership and produce annual report outlining the partnership arrangement 	HSCB Independent Chair	New partnership structure operating as agreed in 2018-19	By September 2019

2020 – 21	<ul style="list-style-type: none"> HSCB to have fully implemented its published plan and the partnership to be delivering its requirements as outlined in Working Together Produce annual report outlining progress made by the partnership in the previous year. 	HSCB Independent Chair	Partnership fully functioning as required by Working Together Guidance and discharging all obligations.	By March 2021
		HSCB Independent Chair		September 2020

Thresholds: *To monitor the effective use of thresholds in Hounslow by all partners and ensure that the document is embedded and understood*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018 – 19	<ul style="list-style-type: none"> HSCB to work with its partners through multi-agency training and awareness raising to understand threshold and CFAN referral process. Threshold documents to be widely disseminated to all partners and assurances given by Board partners about how it is being embedded. Threshold knowledge and understanding to be monitored at the Challenge Event. Quality assurance activity to review use and quality of CFAN referral forms 	HSCB Training and Development Manager / Head of Safeguarding & Support	Improved application and understanding of thresholds in Hounslow from statutory services across all partner agencies.	April 2018 – March 2019
		HSCB Business Manager / All board members		April 2018
		HSCB Independent Chair	Improved quality of CFAN referral forms sent to Front Door.	March 2019
		Chair of Quality Assurance & Performance Sub-Group		September 2018
2019 – 20	<ul style="list-style-type: none"> Threshold assurances to be included in the Section 11 audit. HSCB to work with its partners through multi-agency training and awareness raising to understand threshold and CFAN referral process Threshold knowledge and understanding to be monitored at the Challenge Event. 	HSCB Business Manager	Assurances through section 11 self-assessment.	April 2019
		HSCB Training and Development Manager / Head of Safeguarding & Support	Consistency evident in dip sample testing of CFAN referral forms.	April 2019 – March 2020
		HSCB Independent Chair		March 2020

	<ul style="list-style-type: none"> Quality assurance activity to review use and quality of CFAN referral forms 	Chair of Quality Assurance & Performance Sub-Group	Reduction in contacts at the Front Door evidenced through data collection and analysis.	April 2019
2020 – 21	<ul style="list-style-type: none"> Threshold knowledge and understanding to be monitored at the Challenge Event HSCB to work with its partners through multi-agency training and awareness raising to understand threshold and CFAN referral process. Monitor the progress made in 2018-20 via quality assurances activity such as dip sampling CFAN referral forms. 	<p>HSCB Independent Chair</p> <p>HSCB Training and Development Manager / Head of Safeguarding & Support</p> <p>Chair of Quality Assurance & Performance Sub-Group</p>	Better application and understanding of thresholds evidenced by data collection, reduction in referral rate and consistent and good quality CFAN referral forms from all agencies	<p>March 2021</p> <p>April 2020 – March 2021</p> <p>April 2020 & March 2021</p>

Early Help: Oversight and assurance of the effective coordination and delivery of Early Help Services reducing the rate of children in need including those on a Child Protection Plan and Children becoming looked after

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018 -19	<ul style="list-style-type: none"> To have oversight of the Early Help Strategy being developed by the Children’s Delivery Group and seek assurance that opportunities and improvements identified by the HSCB partnership are considered and acted upon Continue to seek assurances and clarity about individual agencies Early Help Offer at regular Board meetings throughout the year. Input into the dataset being developed by the Strategic Oversight Group to support understanding of the multi-agency Early Help offer; in order to offer challenge and coordination were possible outside of the development of the Early Help Strategy. 	<p>HSCB Independent Chair</p> <p>HSCB Independent Chair</p> <p>Chair of Quality Assurance & Performance Sub-Group</p>	<p>HSCB is consulted on development of Early Help Strategy and have represented partnership offer and pathways.</p> <p>Clear understanding of individual partners Early Help offer and linked services were possible improved coordination of agencies Early Help offer reported and scrutinised by the Board.</p>	<p>March 2018 – April 2019</p> <p>September 2018, January 2019</p> <p>June 2018</p>

	<ul style="list-style-type: none"> • Training programme developed for partnership to understand and apply principles of Early Help Strategy. • 0-19 services: HSCB to evaluate the impact of the new Health Visitor and School Nurse contract on partnership working following its implementation 	HSCB Training and Development Manager Chair of Health Network		March 2019 (Guided by Children's Delivery Group Timescales) September 2018
2019 -20	<ul style="list-style-type: none"> • To seek assurances from all partners that the Early Help Strategy is embedded and understood across the partnership via reporting into the Board. • To complete an Early Help multi-agency audit to seek assurances that the strategy has been embedded and is beginning to be used effectively by all partners. Assurances from Board partners given to be triangulated with audit outcomes. • Review Early Help data set developed by the Board to understand how services are being used by families to prevent escalation into statutory services and triangulate with CP Plan figures. • Roll out of Early Help training programme to partnership to develop the partnership understanding of the strategy and apply its principles in practice. Uptake of training to be reported to Board. 	HSCB Independent Chair Chair of Quality Assurance & Performance Sub-Group Chair of Quality Assurance & Performance Sub-Group HSCB Training and Development Manager	The partnership demonstrates a good understanding and application of the Early Help Strategy as evidenced by audit outcomes A reduction in children being on Child Protection Plans as a result of effective prevention plans being in place. High number of professionals across the partnership completed training	April 2019 & October 2019 September 2019 & March 2020 April 2019 – March 2020 April 2019 – March 2020
2020-21	<ul style="list-style-type: none"> • Monitoring and analysis of Early Help data set to review impact of Early Help strategy, training, and learning opportunities created via the partnership. • Further refresher training offered to partnership to ensure comprehensive understanding of Early Help strategy. Uptake of training to be reported to and monitored via the Board. 	Chair of Quality Assurance & Performance Sub-Group HSCB Training and Development Manager	Children and families are being offered a cohesive Early Help service via the partnership, which has been evidenced by fewer children being referred to statutory services.	April 2020 – March 2021 April 2020 – March 2021

MASH: *To have effective oversight of the Multi Agency Safeguarding Hub and better oversight of the beginning of the child's journey through services*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-19	<ul style="list-style-type: none"> The MASH Strategic Board to share its dataset, analysis, and progress of the MASH action plan at each Board meeting to offer assurances that improvements are being made and raise any challenges in partnership working. Progress of the outcomes of the repeat MASH audit undertaken in 2017 to be reported to the Board and triangulated with comments outlined in the JTAI 2017. 	Chair of MASH Strategic Board	Evidence based improvements in threshold application, timeliness improvements and cohesive partnership system response at the start of a child's journey	April 2018 – March 2019
		Chair of MASH Strategic Board		April 2018 – March 2019
2019 - 20	<ul style="list-style-type: none"> The MASH Strategic Board to share its dataset, analysis, and progress of the MASH action plan at each Board meeting to offer assurances that improvements are being made 	Chair of MASH Strategic Board	Sustained improvements evidenced by consistent data reporting and timely response to children's needs at the start of their journey	April 2019 – March 2020

Relationships with Education Providers: *Engagement with education providers in Hounslow is strengthened and meaningful and schools are engaged with the changing face of safeguarding*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-21	<ul style="list-style-type: none"> Independent Chair attendance at school's head teacher forums twice a year to give safeguarding messages. HSCB to facilitate annual safeguarding briefing session with safeguarding leads across all Hounslow schools Consult safeguarding leads and head teachers on targeted areas of the Boards work, such as Section 	HSCB Independent Chair	Evidence of engagement with the HSCB and schools voice engaged and sort through all aspects of the Boards work	April 2018 – March 2021 (As directed by forum coordinators)
		HSCB Independent Chair		October 2018, October 2019, October 2020
		HSCB Business Manager & Director of Education		June 2018, June 2019, June 2020

	<p>175 /157-audit tool to ensure that education services and perspective is considered.</p> <ul style="list-style-type: none"> • Termly report to the Board about Ofsted outcomes in PVI Schools. • Analysis of yearly Section 175 / 157 audit of maintained and independent schools to be shared with the Board 	<p>Director of Education</p> <p>HSCB Business Manager</p>		<p>Four times per year.</p> <p>February 2019, February 2020, February 2021</p>
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Children with Disabilities and adolescent mental health: HSCB to understand and respond to children with disabilities and adolescent mental health improving outcomes for vulnerable children

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-19	<ul style="list-style-type: none"> • Mental health first aid training to be offered to representatives across partnership to complete train the trainer programme to deliver programme on behalf of the HSCB • HSCB to receive assurance from the appropriate partners that strategies, implementation and monitoring plans are in place, that risks are being addressed and making recommendations to agencies and partnerships as appropriate to address any issues of concern in regards to children and young people having access to and appropriate services for their emotional and mental health well-being • HSCB to request assurances from all partners about how they identify and respond to the safeguarding 	<p>HSCB Training and Development Manager</p> <p>Local Authority, CCG, HRCH, CLCH, CAMHS</p> <p>Local Authority, CCG, HRCH, CLCH, CAMHS</p>	<p>Successful completion of train the trainer courses in preparation for delivering multi-agency training.</p> <p>HSCB is better informed about the position and offer of support to children with adolescent mental health in order for it to address areas of improvement and strengthen areas of good progress.</p> <p>HSCB is better informed about the position and offer of support to children with disabilities</p>	<p>March 2018</p> <p>June 2018</p> <p>June 2018</p>

	<p>needs of children with disabilities and how they are appropriately being addressed.</p> <ul style="list-style-type: none"> • HSCB to ensure the emotional and mental health needs of young people are included in the revised mental health strategy and to be made aware of the progress of its implementation. • The HSCB has appropriate representation from services responsible for children with disabilities. 	<p>HSCB Independent Chair</p> <p>HSCB Independent Chair</p>	<p>in order for it to address areas of improvement and strengthen areas of good progress.</p>	<p>By March 2019</p> <p>From April 2018</p>
2019-20	<ul style="list-style-type: none"> • Representatives trained to begin to deliver 6 sessions of Mental Health First Aid training to a maximum group of 120 staff per year. • Seminar to be held addressing the need to better safeguard children with disabilities and highlighting the impact of adolescent mental health. • Monitoring of sub dataset for children with disabilities subject to safeguarding processes to determine if there is an improved recognition and referrals of safeguarding issues. • Undertake a follow up multi-agency audit to ensure outcomes from previous audit have been adopted and resulted in service improvement. 	<p>HSCB Training and Development Manager</p> <p>HSCB Training and Development Manager</p> <p>Chair of Missing & Vulnerable Sub-Group</p> <p>Chair of Missing & Vulnerable Sub-Group</p>	<p>Partnership engaging in the Mental Health First Aid training and evidence of improved skillset of operational staff in supporting adolescent mental health.</p> <p>Increased contacts and referrals made to statutory services for children with disabilities.</p> <p>Improvements evidenced in repeat audit outcomes.</p>	<p>April 2019 – March 2020</p> <p>September 2019</p> <p>April 2019 – March 2020</p> <p>April 2019 – March 2020</p>
2020-21	<ul style="list-style-type: none"> • HSCB to receive assurances from all partners throughout the year that improvements made in identification and subsequent safeguarding of children with disabilities. 	<p>Local Authority, CCG, HRCH, CLCH, CAMHS</p>	<p>Sustained improvements evidenced by consistent data reporting and a proactive response to the safeguarding needs of children with disabilities</p>	<p>April 2020 – March 2021</p>

Core Business

Neglect: Monitor the early identification and response to Neglect across the partnership in Hounslow				
Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-19	<ul style="list-style-type: none"> • Training on Quality of Care Assessment Tool for all partners to improve multi-agency contributions to identification of neglect and subsequent assessment process. 	HSCB Training and Development Manager	Consistent use of the Quality of Care Assessment Tool across statutory services with meaningful contributions from the multi-agency	April 2018 – March 2019
	<ul style="list-style-type: none"> • Monitor the Neglect Strategy implementation plan via the task and finish group and reporting into the Missing & Vulnerable sub-group 	Chair of Neglect Strategy Implementation Task & Finish Group		April 2018 – March 2019
	<ul style="list-style-type: none"> • Regular data to be shared with the HSCB via the dataset which has been appropriately analysed in order to understand and monitor the picture of neglect in Hounslow. The Board to challenge the data where required and ask for appropriate assurances that neglect is being responded to. 	Chair of Missing & Vulnerable Sub-Group	Beginning to see a reduction in children subject to CP Plans for neglect following successful implementation of the Strategy and Early Help Strategy.	April 2018 – March 2019
	<ul style="list-style-type: none"> • Undertake a follow up neglect multi-agency audit to ensure outcomes from previous audit have been adopted and resulted in service improvement. 	Chair of Quality Assurance & Performance Sub-Group	Improvements evidenced in repeat audit outcomes.	October 2018
2019-20	<ul style="list-style-type: none"> • Monitor and remain assured via the partnership that the response to neglect remains robust via ongoing monitoring of the dataset. 	Chair of Missing & Vulnerable Sub-Group	Improvements made in previous year sustained and embedded into practice	April 2019 – March 2020

CSE and Missing Children: *To be informed and seek assurances on partnership arrangements to respond to Missing Children and CSE and be sighted on mechanisms to measure the impact of the effort to reduce the number of children going missing.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-19	<ul style="list-style-type: none"> Develop a targeted action plan to continue to seek assurances from the partnership about their response to CSE including schools and wider community sector. 	Chair of Missing & Vulnerable Sub-Group	Strengthened response to CSE strategically	April 2018
	<ul style="list-style-type: none"> Partnership and single agencies to continue to awareness raising activities within the community and report their effectiveness to the Board. 	HSCB Training and Development Manager & All partners & CSE Champions	Development and effective use of the CSE champions	April 2018 – March 2019
	<ul style="list-style-type: none"> HSCB to revise its CSE Strategy in line with the new CSE Operating Protocol published in July 2017. Including local response to any national strategies and responsibilities in responding to CSE. 	Chair of Missing & Vulnerable Sub-Group & Chair of MASE Panel	Publication and acknowledgment, implementation of updated CSE strategy by the partnership	May 2018
	<ul style="list-style-type: none"> Develop CSE data reporting across the partnership and strengthen analysis of data to identify trends and improve prevention. 	Chair of Missing & Vulnerable Sub-Group & Partnership Analyst		April 2018 – March 2019
	<ul style="list-style-type: none"> Continue to receive data and activity reports from MASE panel and monitor the new operating structure. 	Chair of MASE Panel	Effective implementation of new structure of MASE and development of the intelligence meeting to inform multi-agency response	April 2018 – March 2019
	<ul style="list-style-type: none"> Consult on and input into partnership strategies, which include CSE led by other strategic Boards. 	Chair of Missing & Vulnerable Sub-Group		April 2018 – March 2019
	<ul style="list-style-type: none"> Develop regular data reporting for children missing from home, care and education to inform level of concern and response in Hounslow 	Chair of Missing & Vulnerable Sub-Group	Quarterly analysis report about response to missing children presented to the Board	April 2018 – March 2019

	<ul style="list-style-type: none"> • Receive assurances on the improvements of return home interviews being completed. • Understand and assist in develop of missing pathways • Explore possibility of developing bespoke multi-agency missing training. • Monitor the effectiveness of multi-agency response to missing children 	<p>Director of Safeguarding & Specialist Services</p> <p>Chair of Missing & Vulnerable Sub-Group</p> <p>HSCB Training and Development Manager</p> <p>Chair of Missing & Vulnerable Sub-Group</p>	<p>Evidence of consistent completion of return home interviews</p> <p>Effective monitoring through receipt of quarterly activity reports and annual report to the Boards</p>	<p>April 2018 – March 2019</p> <p>April 2018 – March 2019</p> <p>September 2018</p> <p>April 2018 – March 2019</p>
2019-21	<ul style="list-style-type: none"> • Revision of CSE Strategy as required to ensure that the partnership is responding to changes locally and nationally. • Monitoring of CSE data cross cutting with other Boards to ensure the partnership is continuing to respond effectively at a strategic level and using its intelligence to improve outcomes for children • Analyse and use comparative data reported for children missing from home, care, and education to monitor improvements and identify future challenges in responding to missing children. • Receive assurances from partners about their response to missing children. 	<p>Chair of MASE Panel</p> <p>Chair of HSCB, Chair of HSAB, Chair of CSPB & Partnership Analyst</p> <p>Chair of Missing & Vulnerable Sub-Group & Partnership Analyst</p> <p>HSCB Independent Chair</p>	<p>Publication and acknowledgment, implementation of updated CSE strategy by the partnership</p> <p>Improved quality of data shared supported by analytical intelligence</p> <p>Reduction in number of children going missing</p> <p>Effective monitoring through receipt of annual report to the Board</p>	<p>April 2019 – March 2021</p>

JATI and Inspection outcomes: *HSCB to be assured that inspection outcomes for all partner agencies are acted upon and embedded to ensure practice and service delivery to vulnerable children and young people continues to improve.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-19	<ul style="list-style-type: none"> Quarterly operational meetings held with action holders to monitor the progress and outcomes of JTAI action plan until completion. 	HSCB Independent Chair / Director of Safeguarding & Specialist Services	Successful completion of the action plan	April 2018 – March 2019
	<ul style="list-style-type: none"> JTAI action plan progress report to be shared at each Board meeting. 	Planning & Performance Officer	Regular scrutiny at all Board Meetings	April 2018 – March 2019
	<ul style="list-style-type: none"> The Board to respond to any outcomes of Ofsted inspections that it is included in. 	HSCB Independent Chair		April 2018 – March 2019 (as required)
	<ul style="list-style-type: none"> All partners to share outcomes of single agency inspections relating to safeguarding and subsequent action plans to provide assurances those areas for improvements are being addressed. 	All Board Partners & Chair of Quality Assurance & Performance Sub-Group	HSCB having oversight of and assurances of agency requirements to improve as determined by their inspectorate	April 2018 – March 2019
2019-21	<ul style="list-style-type: none"> HSCB to respond to any outcomes of Ofsted inspections that it is included in. 	HSCB Independent Chair		April 2019 – March 2021 (as required)
	<ul style="list-style-type: none"> All partners to share outcomes of single agency inspections relating to safeguarding and subsequent action plans to provide assurances those areas for improvements are being addressed. 	All Board Partners & Chair of Quality Assurance & Performance Sub-Group	HSCB having oversight of and assurances of agency requirements to improve as determined by their inspectorate	April 2019 – March 2021

Measuring Impact and Quality Assurance: *HSCB is effective in ensuring service delivery and improvement through national and local learning through case reviews, auditing, case studies and data and it targets its activities to ensure that it impacts practice.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-21	<ul style="list-style-type: none"> The HSCB to increase its reach of Section 11 self-assessment audit to engage all partners required under Section 11 of the Children Act 2004. 	HSCB Independent Chair & HSCB Business Manager	Increased audit returns from all partners	April 2019 & April 2021

<ul style="list-style-type: none"> • All partners to report findings of single agency safeguarding audits to the Board for assurance and scrutiny of the effectiveness of their response to safeguarding processes • All partners to increase opportunities for learning case reviews, and discussion both nationally and locally to maximise learning, share good practice and support areas of development. • HSCB to monitor the partnerships response to priority safeguarding areas such as CSE, FGM, Prevent, Domestic Abuse, and Trafficking by requesting annual report updates from lead services and Boards. • To address any issues arising from the HSCB Annual Report of the effectiveness of the Board • Develop and interrogate the dataset, ensuring that there is analysis to draw conclusions about the partnerships effectiveness in keeping children safe. • Develop a yearly multi-agency audit programme in line with board priority areas to test how well learning is embedded into practice across the safeguarding system. 	Chair of Quality Assurance & Performance Sub-Group	evidencing good safeguarding practices.	April 2018 – March 2021
	All Board Partners & Chair of Cases Sub-Group	Improved oversight of single agency safeguarding processes outside of multi-agency working	April 2018 – March 2021
	HSCB Independent Chair	Assurances provided by the partnership that themes and key messages are incorporated into local quality assurances processes, service improvements and professional learning and development activities	April 2018 – March 2021
	HSCB Independent Chair	Evidence of improvement demonstrated in subsequent annual report	April 2018 – March 2021
	Chair of Quality Assurance & Performance Sub-Group		April 2018 – March 2021
	Chair of Quality Assurance & Performance Sub-Group		April 2018 – March 2021

Child's and Families Voice: *Improve the engagement of children and young people so that their voices are heard more routinely and considered in the development of safeguarding practice.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
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2018-21	<ul style="list-style-type: none"> The partnership to seek opportunities to capture views of families and children and young people in its multi-agency audit process, case reviews, and case studies. 	All Board Partners, HSCB Independent Chair, HSCB Business Manager, Chair of Quality Assurance & Performance Sub-Group	Evidence that children, young people, and family views have been sought and have been considered by the partnership.	April 2018 – March 2021
	<ul style="list-style-type: none"> The Chair of the Board to reengage with the youth participation service to engage young people on behalf of the Board 	HSCB Independent Chair	Youth Participation service to be represented at the Board.	April 2018 – March 2021

Leadership, Direction and Governance: *Promote a culture of strategic leadership, improving the direction and governance of the HSCB to ensure oversight of safeguarding arrangements are understood across the partnership.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-21	<ul style="list-style-type: none"> Ensure that there is mutual clarity of each other's roles in safeguarding and appropriate representation from all agencies is present at all Board and sub-group meetings. 	HSCB Independent Chair	The right partnership and representation is engaged at the right level	April 2018 – March 2021
	<ul style="list-style-type: none"> The HSCB is consulted on key strategies and new working protocols across the partnership. 	All Board Partners	Safeguarding children has been considered in all key cross cutting strategies.	April 2018 – March 2021
	<ul style="list-style-type: none"> Partners to evidence that they are setting single agency priorities within the context of local and national safeguarding issues 	All Board Partners	Opportunities to contribute to priority setting for agencies across the partnership	April 2018 – March 2021

Challenge: *To ensure that safeguarding policy, practice and service improvements are focused on keeping children safe from harm and promote their development and well-being*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018 – 21	<ul style="list-style-type: none"> Annual Challenge Day event held to allow the partnership to challenge and learn from one another and provide assurances of progress for areas of develop from previous year. All partners to provide annual report on their internal safeguarding arrangements 	<p>HSCB Independent Chair</p> <p>All Board Partners</p>	<p>Annual Challenge Event held with outcomes and themes feeding into the Board and partners work plans.</p> <p>Annual reports included on Boards forward agenda cycle.</p>	<p>March 2019, March 2020, March 2021</p> <p>April 2018 – March 2021</p>

Relationship and oversight of work with Strategic Boards: *To ensure effective partnership working between strategic Boards in Hounslow (Children's Delivery Group, Health and Wellbeing, Adults Safeguarding and Community Safety) to ensure that safeguarding children is considered and prioritised.*

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-21	<ul style="list-style-type: none"> The Chair to continue to hold quarterly meetings of Chairs of all boards to develop effective governance arrangements between the HSCB and other strategic boards. Work streams and formal reporting lines between Boards to be developed, identifying any crossing cutting partnership governance and development priorities areas to improve outcomes for children HSCB to continue to be represented on and engage with all relevant strategic Boards, provide challenge and scrutiny in working together on common safeguarding issues such as Domestic Violence, Gangs, Trafficking, Modern Slavery and FGM, Radicalisation. 	<p>HSCB Independent Chair & Strategic Chairs</p> <p>HSCB Independent Chair & Strategic Chairs & Business Managers</p> <p>HSCB Independent Chair & HSCB Business Manager</p>	<p>Workflow and reporting lines chart developed and published.</p> <p>Attendance at key meetings and contributing to ensuring that the voice of child and safeguarding is included.</p>	<p>April 2018 – March 2021</p> <p>April 2018 – March 2021</p> <p>April 2018 – March 2021</p>

Training: Increase the reach and take up of HSCB multi-agency learning and professional development opportunities to better equip the children's work force in safeguarding children.

Year	Tasks identified	Responsible Officer/Group	Measured by	Timescale/ Status
2018-21	<ul style="list-style-type: none"> • Annual review of safeguarding training to ensure that it is well coordinated across partners and having an impact on practitioners and understand what has made a difference within professional's direct work with children and families. • All partners to invest in and cooperate with course evaluation to support and ensure that multi-agency training can be effectively evaluated and shaped meeting the needs of the children's workforce. • Annual programme of seminars developed and where possible jointly hosted with other strategic Boards in order to reach more professionals particularly with cross cutting safeguarding concerns. 	<p>HSCB Training & Development Manager</p> <p>All Board Partners</p> <p>HSCB Training & Development Manager & HSAB Business Manager</p>	<p>Training is delivered based on local need and impact of training, take up and engagement from the partnership to be reported quarterly into the Board.</p> <p>Year on year increase in course evaluations being completed and training refreshed to include evaluation needs.</p> <p>Programme of seminars published on the Boards website.</p>	<p>April 2018 – March 2021</p> <p>April 2018 – March 2021</p> <p>April 2018 – March 2021</p>