



Strategic Business Plan 2023-2026

Introduction

This Strategic Business Plan outlines the agreed priorities for Swindon Safeguarding Partnership for the period 2023-26.

The Swindon Safeguarding Executive oversees the Multi-Agency Safeguarding Arrangements for children and adults who have care and support needs in response government guidance Working Together 2018 and the Care Act 2014. The Executive consists of Swindon Borough Council (SBC) Corporate Director Children's Services, SBC Corporate Director Adult, Health and Housing, Chief Nurse B&NES, Swindon and Wiltshire Integrated Care Board (BSW ICB) and Wiltshire Police, Assistant Chief Constable for Crime, Justice and Vulnerability.

The broader Partnership consists of relevant agencies that cooperate with each other to safeguard children, young people and adults with care and support needs including their paid/unpaid carers promote their welfare. We are responsible collectively as a Partnership for strategic oversight of child and adult protection arrangements across the local authority area of Swindon and our role is to lead, coordinate, develop, challenge and monitor the delivery of effective safeguarding practice by all agencies across Swindon. More information on the arrangements can be found [here](#).

Our Purpose

The Safeguarding Partners in Swindon are committed to a partnership model that focuses on continuous learning and improvement with a clear line of sight on frontline safeguarding practice. The partners will promote a shared commitment to work together to improve outcomes for children and adults at risk.

The Swindon Safeguarding Partnership will support, enable and challenge each other to work together to:

- Provide effective and informed leadership to the local safeguarding system
- Deliver their shared responsibility for the safeguarding of children, young people and adults with care and support needs in the borough
- Promote positive working relationships with each other and children, adults and families
- Identify and act on learning, and
- Provide assurance to the Swindon community

The Swindon Safeguarding Partnership believes that effective safeguarding is founded on practitioners developing lasting and trusting relationships with the children and adults they work with as well as each other. The Partnership will look beyond organisational constraints and boundaries to build a culture which improves outcomes for all. The Partnership has agreed a behaviours framework that promotes and delivers: accountability, openness, trust, innovation, commitment, respectfulness, curiosity and collaboration.

Key Priorities

The Swindon Safeguarding Partnership Strategic Business Plan has been developed to focus on a set of agreed priorities that have been grouped into:

1) **Part A** of the Swindon Safeguarding Partnership Strategic Business Plan contains **long-term strategic objectives** spanning the period 2023-2026. These objectives cover complex areas of safeguarding which require a deeper collective understanding to inform a targeted and coordinated partnership response to achieve real impact on the lives of children and young people adults with care and support needs including their paid/unpaid carers living in Swindon.

These objectives have been identified from themes arising from the Partnership's existing scrutiny and quality assurance programmes, as well as findings from local and national learning reviews. The strategic objectives will remain the same for the three year period of the plan but the activities that sit underneath them will be reviewed and refreshed annually during that period.

2) **Part B** of the Swindon Safeguarding Partnership Strategic Business Plan contains **several shorter term activities**, typically covering a reporting year. These have also been identified from the Partnership's existing scrutiny and learning review programmes and support the Swindon Safeguarding Partnership's statutory functions. This part of the Strategic Business Plan will be refreshed annually with new activities identified when appropriate.

The structure of the Strategic Business Plan allows the partnership to focus on key strategic areas of partnership activity but also remain flexible to respond to emerging needs and refine existing programmes of activity in line with feedback received from children young people adults with care and support needs including their paid/unpaid carers.

To support the delivery of the Strategic Business Plan more detailed work plans, aligned to the Partnership's priorities, will be developed for each sub-group. This will also align to quality assurance work via the collection of qualitative and quantitative data, whilst ensuring that the impact and outcomes of this information can clearly evidence the difference being made in the following ways:

- **Multi-agency audits** - The Safeguarding Partnership will adopt a thematic approach to the quality and assurance agenda. The Safeguarding Partnership will undertake four thematic audits. The audit themes will be related to the Partnership's priorities or related to core safeguarding work. The work will be managed via the Partnership sub-groups and findings will be reported via the Delivery Group, and learning identified will be passed to Learning & Development Group to scope.
- **Multi-agency data set** - This should include the quantitative data via performance indicators for each partner agency, as well as insight and analysis to give context and to detail the impact of the outcome measures.
- **Single agency assurance/self-evaluation reports** - Section 11/Care Act audit to ensure all partner agencies across Swindon are regularly reviewing and updating their safeguarding policies and procedures.

Single agency themed self-evaluation reports linked to the Partnership priorities will support to inform the work of the Partnership sub-groups

- **Section 175/157 audit** - for Education providers to ensure safeguarding policies and procedures are up to date and that they are subject to regular review. This is for all education providers in Swindon.

Swindon Safeguarding Partnership will take a leadership role in the delivery and quality assurance of Partnership work in these areas, progress against this plan will be reviewed and monitored by each individual sub-group. The Delivery Group will monitor and review progress on the Partnership's Strategic Plan and will ensure coordination of the Partnership's work through the sub-groups.

Where necessary and appropriate, the Delivery group will highlight both areas of concern and areas of good practice and success to the Executive Group via a Risk Register, Escalation Register and Highlight Report.

Part A - Long-term strategic objectives

Priorities	Vision	Our ambitions
<p>Neglect</p>	<p>We will work together with partners to minimise the negative impact of neglect on children and young people in Swindon.</p> <p>All professionals will feel enabled to confidently identify, assess and respond to neglect.</p>	<ul style="list-style-type: none"> • Professionals across the partnership understand the legal framework and are clear about their roles and responsibilities in relation to neglect • The Partnership supports local understanding of the prevalence of neglect and the links between domestic abuse, mental health, substance misuse and poverty across the multi-agency network enabling practitioners to identify and support families with an increased risk of neglect • Professionals recognise the impact of long-term neglect on children and young people • A consistent approach for assessments take into account the lived experience of the child/adolescent and clearly evidence how domestic abuse, mental health, substance misuse and poverty are impacting on the capacity to parent • A consistent use of the Neglect screening tool to support early identification of neglect • Professionals across the Partnership understand adolescent neglect and when to use the Mental Capacity Act for 16 and 17 year olds.
<p>Self-Neglect</p>	<p>We will work together with all partners to ensure adults in Swindon who are self-neglecting are supported to keep safe and well.</p>	<ul style="list-style-type: none"> • Professionals across the Partnership understand the factors that can contribute to self-neglect for people with care and support needs and are knowledgeable of self-neglect law and know how to help • Swindon Safeguarding Partnership multi-agency safeguarding training provides professionals with tools and resources to assess and support adults where self-neglect is a concern through strength based recovery-led approaches • Referral pathways for self-neglect are widely understood and used appropriately and professionals are competent in using screening questions and risk assessment tool when assessing someone who is suspected to be self-neglecting • The understanding and application of the Mental Capacity Act is consistent and all professionals are knowledgeable of when a capacity assessment is necessary in cases of self-neglect

<p>Safeguarding Children under two years old and working with fathers</p>	<p>We will work together with all partners to improve our response to children across Swindon under the age of 2 (inclusive of unborn babies).</p> <p>We will work to have innovative and consistent safeguarding interventions that recognises and responds to their vulnerabilities which helps to support to reduce risk factors and potential harm to them.</p> <p>We aim to improve current systems to be more inclusive of fathers so that they feel supported to participate with services.</p>	<ul style="list-style-type: none"> • Professionals across the Partnership will understand the vulnerabilities of children under the age of two years old and unborn babies and how there is a need to ensure that there is a robust response to safeguarding them. • Have oversight of relevant local and national learning from case reviews • Swindon Safeguarding Partnership multi-agency safeguarding training provides professionals with tools and resources for best practice based on up to date research. • Develop vulnerability and sleep safe screening and assessment tools for when working with this group of children. Consistent use of this across the partnership.
<p>All Age Exploitation</p>	<p>We work together with all partners to ensure that children and young people and susceptible adults across the partnership are prevented from becoming victims of exploitation,</p>	<ul style="list-style-type: none"> • Swindon Safeguarding Partnership safeguarding training includes impact of abuse and exploitation on children, young people and adults with care and support needs and provides professionals with tools and resources to assess risks factors and potential harm • Referral pathways for children, young people and adults with care and support needs at risk of exploitation are widely understood and used appropriately • Contextual safeguarding is used to identify vulnerability factors, risk factors and potential harm as part of the needs assessment and these are addressed in the support planning process

	perpetrators and / or groomed to facilitate exploitation.	<ul style="list-style-type: none">• Strategic direction of the Partnership assists in the disruption of criminal activities and the support of those at risk of exploitation• Young people who are, or who are at risk of, being exploited are adequately supported by services when they transition into adulthood• Adults at risk of or those involved in exploitation are supported to keep them safe
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How we will achieve this

Part B – Yearly Business Plan 2023-24

Strategic Priority and Desired Outcomes	Actions for 2023-24	Measures
<p>Neglect</p> <p>We aim to improve how we identify, assess and respond to children who are suffering from Neglect.</p> <p>We aim to decrease the number of children in Swindon who are suffering from neglect.</p>	<ul style="list-style-type: none"> Review, relaunch and then evaluate the impact of the multi-agency Neglect Strategy Multi-agency JTAI style neglect audit will be developed and undertaken to understand the number of children who are known to services where neglect is the primary referral reason. Through practitioner consultation, analyse and understand the level of confidence in practitioners around identifying and assessing neglect across the partnership. Explore how to overcome questions and dilemmas commonly encountered in practice and look at how research and learning can inform best practice. Feedback to be gained from 'experts by experience' to understand the experiences of children/young people and families Review, update and implement the Neglect framework and practice guidance to include recommendations from recent LCSPRs. Neglect framework/guidance launch across the partnership. Promote the use of the neglect screening tool to support early identification. Review the reach and effectiveness of neglect training across the partnership. Update and promote an agreed Neglect practitioner toolkit and ensure that supporting training is available via SSP Website. 	<ul style="list-style-type: none"> Increase in the number and quality of referrals into MASH with neglect as a referral reason. Increase in the number of neglect screening tools being sent into MASH in help inform referrals. Increase in the usage of the Neglect Screening Tool evidenced through dip sampling of neglect cases Reported increase in confidence from practitioners around the early identification and assessment of neglect. Reduction in the barriers and dilemmas being reported by practitioners. Number of partners completing training on Neglect increases Decrease in % of repeat contacts for Neglect Decrease in % of repeat CP plans for Neglect Increase in the number of staff completing Partnership Threshold training
<p>Self-Neglect</p> <p>We aim to improve our</p>	<ul style="list-style-type: none"> Task & Finish Group to be set-up Revision of the SSP Self-Neglect policy & guidance for this to be promoted across the partnership. 	<ul style="list-style-type: none"> Increase in the number of quality referrals into adult MASH for self-neglect Increase in the number of self-neglect risk assessments being

<p>response to those needing help and decrease the number of adults in Swindon who are self-neglecting.</p>	<ul style="list-style-type: none"> • Self-Neglect specific training to be add to the Partnership training offer • Mental Capacity Act training to be developed and offered • Group to consider all learning from recent SAR's/audit's is applied in the development of the policy/training/resources • Increase public/staff awareness of issues and support available • Assurance that the Self-Neglect Policy and Procedures are understood and applied in practice • Partnership Self-Neglect/Mental Capacity Training to be available as multi-agency training on the SSP website 	<p>used evidenced through dip sampling of neglect cases</p> <ul style="list-style-type: none"> • Agencies consistently using the Self-Neglect policy and reference when making referrals evidenced through dip sampling • Increase in the take up of Partnership Self-Neglect training • Feedback from Service Users regarding their needs / outcomes being met
<p>Safeguarding children under 2 years old and working with fathers</p> <p>We aim to improve identification of children under 2, including unborn babies who may be at risk of harm.</p> <p>We will work to ensure these children are protected and the risks to them are identified and managed through timely decision making and effective interventions.</p> <p>We aim to improve current systems to be more inclusive of fathers so that they feel supported to participate with services.</p>	<ul style="list-style-type: none"> • Multi-agency audits to be undertaken • To have a consistent, multi-agency practice response to safeguarding under 1's and unborn babies across B&NES, Swindon & Wiltshire. • Update relevant policies to include • Discharge Planning Protocol • Bruising to non-mobile children • Pre-birth pathway and assessments • To analyse the mapping of existing activity and services across BSW and to identify any gaps in service provision. • Implement SUDI audit recommendations • SUDI Procedural documents promoted across the partnerships • Develop safer sleep assessment tool for practice. • Training for staff in safer sleep and behavioural insight/supporting behaviour change • Partnership Under 1's spot light event • Specific policies and resources relating to under 1's are known, consistently implemented and embedded across the workforce • Under 1's and working with men web pages to be up to date with available services and promoted • Improve systems in place across the partnership to promote participation of fathers 	<ul style="list-style-type: none"> • Increase in the use of the Pre-birth Protocol evidenced through dip sampling • Decrease in % of repeat contacts for children under 2. • Decrease in % of repeat CP plans for children under 2 • multi-agency audits of threshold decisions show effective practice, including quality of referral and effectiveness of response • Training available – agencies able to provide assurance that staff feel confident in assessing SUDI risk factors • Improved awareness of safe sleep guidance and reinforcement with parents by all agencies and practitioners • Data on uptake of key tools for parents and evidence of impact: e.g. Dad's Pad • Improved • Evidence in dip sampling of improved attempts to engage with fathers

<p>All Age Exploitation</p> <p>We aim to identify children and adults in Swindon who are at risk of or who are being exploited and provide an improved multi-agency response that reduces risk of harm.</p>	<ul style="list-style-type: none"> • Develop an All Age Exploitation Strategy • Multi-agency exploitation audit to be undertaken led by the Strategic Exploitation Group • Better identification and early intervention for children and adults who are at risk of being exploited • Develop understanding of key indicators (e.g. 'vulnerability' and 'exploitation') for both adults and children • Update practice framework and guidance for children's • Develop an exploitation framework and guidance for adults exploitation • Develop a strategic response to repatriation when young people have been arrested and released e.g. in relation to County Lines. • Multi Agency Risk Forum re-established for children • Have a clear and joint understanding of key indicators (e.g. 'vulnerability' and 'exploitation') for both adults and children. • Practice guidance to have been shared and communicated to all partners. 	<ul style="list-style-type: none"> • Young people who are, or who are at risk of, being exploited are adequately supported by services when they transition into adulthood and this is evidenced through feedback from service users. • Increase the timeliness of response to referrals/concerns being raised • Increase in exploitation referrals/concerns being raised • Improve prosecution outcomes for crimes associated with exploitation • Increase in NRM referrals • Decrease in numbers of children/adults who are re-referred due to exploitation concerns following disruption/safeguarding interventions • Increase in number of safety plans due to risk of exploitation • Decrease in the number and % of children and adults subject to exploitation • Reduction in number of children involved in serious youth violence episodes. • Improve timeliness and quality of return home interviews • Improve % of children requiring a return home interviews who receive one
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