



Strategic Business Plan 2025-26

Introduction

The Swindon Safeguarding Partnership Strategic Business Plan was previously published for the period of 2023-26. The Plan has been updated for 2025-26 with a new priority area and outlines key areas of focus for the year ahead. Progress on this annual plan will be reviewed later this year and findings will inform the development of a longer-term strategic plan for the period of 2026-2029.

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 to Safeguard Children 2023 and the Care Act 2014. The Executive consists of Swindon Borough Council (SBC) Corporate Director for Children's Services, SBC Corporate Director Integrated Adult Social Care (DASS), Chief Nurse Officer for 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 that 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 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 be reviewed and refreshed annually.

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 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 sub-groups and Quality Assurance Group. Any learning identified will be passed to Learning & Development Group to scope and to gain assurance of how this is being embedded across organisations.
 - **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 self-evaluation reports will support to inform the work of the Partnership sub-groups and provide assurance.
- **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.

Strategic Priority Objectives for 2025-26

Priority	Vision	We will	Evidenced by
Child Sexual Abuse	We will work together with partners to minimise the impact of child sexual abuse on children and young people in Swindon. We want all professionals to feel enabled to confidently identify, assess and respond to child sexual abuse.	• Produce a Child Sexual Abuse strategy that sets out how we will work with CSA across Swindon. • Ensure that decision making for children is in line with local thresholds and that this is based on the specific to needs of the children, so they are offered the right help at the right time • Progress specific learning identified from audits and case reviews • Understand and address the identified barriers and dilemmas in practice. • Build confidence in practitioners and managers to identify, assess and respond to Child Sexual Abuse. • Review recommendations from the Swindon NSPCC CSA snapshot, the National Panel CSA report I wanted them all to notice and DfE Tackling-child-sexual-abuse-progress-update to inform Swindon's CSA agenda.	• Measurable increase in the quality of referrals into Children and Families Contact Swindon with child sexual abuse as a referral reason, demonstrated through audit. • Reported increase in practitioner confidence around the early identification, assessment and response to child sexual abuse, demonstrated through training feedback • Increase in take up of 'Developing an Understanding of Child Sexual Abuse' training across the Partnership. • Positive feedback from children and families on their experiences of working with us.

Neglect	We will work together with partners to minimise the negative impact of neglect on children and young people in Swindon. All professionals will feel enabled to confidently identify, assess and respond to neglect.	• Review and evaluate the impact of the multi-agency Neglect Strategy. • Ensure that decision making for children is in line with local thresholds and that this is based on the specific needs of the children, so they are offered the right help at the right time. • Build confidence in practitioners and managers to identify, assess and respond to neglect. • Improve the use of the neglect-screening tool to support early identification and assessment of the impact of neglect on children. • Ensure the views of 'experts by experience' helps us to understand the experiences of children/young people and families. • Progress specific learning identified from audits and case reviews	• Measurable increase in the number and quality of referrals into Children and Families Contact Swindon with neglect as a referral reason. • Increase in the number of neglect screening tools being sent into Children and Families Contact Swindon. • Reported increase in confidence from practitioners around the early identification and assessment of neglect demonstrated through training feedback. • Increased number of partners accessing neglect training. • Positive feedback from children and families on their experiences of working with us.
Self-Neglect	We will work together with all partners to ensure adults in Swindon who are self-neglecting are supported to keep safe and well.	• Review and evaluate the impact of the multi-agency Self-Neglect Strategy • Ensure learning from SAR's and audit activity is applied in the development of further improvements in policies, procedures and practice • Provide Self-Neglect and Mental Capacity training regularly as multi-agency training across the Partnership • Build confidence in practitioners and managers to identify, assess and respond to self-neglect.	• Measurable increase in the quality of referrals into Mash relating to Self-Neglect • Increase in the take up of Partnership Self-Neglect training • Increase in the take up of MCA training • Improved feedback from adults regarding their outcomes being met • Reported increase in confidence from practitioners around the early identification and assessment of self-neglect demonstrated through training feedback.

All Age Exploitation	We will work together with all partners to ensure that children and susceptible adults across the partnership are prevented from becoming victims of exploitation, perpetrators and / or groomed to facilitate exploitation.	• Review and evaluate the impact of the All Age Exploitation Strategy • Progress specific learning identified from audits and case reviews • Promote the adult exploitation screening tool and its use across the Partnership • Promote the use of the Child Exploitation Risk Assessment Framework across the Partnership • Review the effectiveness of Multi-Agency Child Exploitation process across the Partnership • Set up an adult at risk meeting where adults who are being exploited can be discussed • Gain assurance that children who are being exploited, or who are at risk of, being exploited are adequately supported by services when they transition into adulthood • Ensure the views of adults and children who are being exploited, or who are at risk of, being exploited are gained to support with the co-production/review of practice tools, policy and guidance where possible	• Increase in the quality of referrals across adult social care in relation to exploitation • Increase in quality of referrals into Children and Families Contact Swindon for child exploitation • Decrease in numbers of children/adults who are re-referred due to exploitation concerns following disruption/safeguarding interventions • Improve timeliness and quality of return home interviews
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Additional activity relating to safeguarding adults and children for the next 12 months

We will	Evidenced by
• Improve how we work together with children and adults who are experts by experience with meaningful co-production and participation. Learning will be used to inform strategic commissioning	• Re-established Participation Network for children and adults utilising networks already working with children and adults • Adult Scrutineer Group • Commissioned services in place
• Review core safeguarding data and intelligence relating to partnership priorities. This will be reported quarterly into the Quality Assurance group looking at themes, trends and analysis	• Strategic Business Plan published • Quality Assurance Framework published • Indicators in dashboard • Outcome Base Accountability Scorecards

Produce a Quality Assurance Framework for 2025-26 based on themes and trends identified by safeguarding data and learning from local and national case reviews. Quality Assurance group to have oversight of the progress of QA work	- Single Agency Assurance reports - Single agency Audits - Multi-agency Audits - Section 11 and Care Act Audits - Walk the Floor visits
Further support the dissemination of learning from local and national children and adults safeguarding reviews to ensure that learning is embedded across the Partnership	- Assurance provided via Learning and Development Group on how agencies are evidencing that they are embedding learning across their services - Reviews published on SSP website - Seven minute briefs and practice briefings, webinars, blended training offer - Attendance at training - Practice issues will appear less in case reviews and evidenced in positive practice reviews - Increased activity on the SSP website
Review multi-agency safeguarding adult policies and practice guidance in line with learning from case reviews and quality assurance activity	Policies reviewed, updated and published to ensure these are relevant and accurate
Set up an education practice group to ensure that education settings across Swindon are more engaged in the work of the Partnership	- Group will be fully functioning with relevant education colleagues and form part of the SSP structure - Reporting into the Delivery Group