



## Strategy 2026-2029



## 1. Introduction

Swindon Safeguarding Partnership's Lead Safeguarding Partners and Delegated Safeguarding Partners oversee the Multi-Agency Safeguarding Arrangements for children, and adults who have care and support needs in response to government guidance Working Together to Safeguard Children, 2023 and The Care Act, 2014.

The Delegated Safeguarding Partners form the Partnership's Executive Group, which consists of Swindon Borough Council Corporate Director of People, 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. In addition, Swindon Borough Council Director of Children's Services and Swindon Borough Council Service Director of Education are members of this group.

The wider Partnership consists of relevant agencies that work together with each other to safeguard children, and adults with care and support needs. We are responsible collectively as a Partnership for strategic oversight of child and adult safeguarding 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.

More information on the multi-agency safeguarding arrangements can be found [here](#).

This strategy links with Swindon Borough Council [Adult Service Strategy 2024-2029](#), Swindon Borough Council Children's Social Care Improvement Plan, Wiltshire Police [Strategic Plan 2024-2027](#) and the current BSW ICB [Integrated Care Strategy](#), which will be updated to reflect the new BSW, Dorset and Somerset ICB Cluster.

## 2. Delivery and Governance

Safeguarding Partners are committed to a partnership model that provides strong system leadership, continuous learning and effective challenge, with a clear line of sight to frontline safeguarding practice. We have a shared commitment to work together to improve outcomes for children, and adults with care and support needs.

Safeguarding Partners will support, enable and challenge each other to work together to:

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

The 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 Safeguarding Partnership will look beyond organisational constraints and boundaries to build a culture that improves outcomes for all.

***Our vision is that by 2029, children, adults and families in Swindon will experience earlier, more coordinated and trauma-informed safeguarding responses that prevent harm, reduce repeat concerns and improve wellbeing and life chances.***

The Safeguarding Partnership has agreed a behaviours framework that promotes and delivers:



This Strategy 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 case reviews.

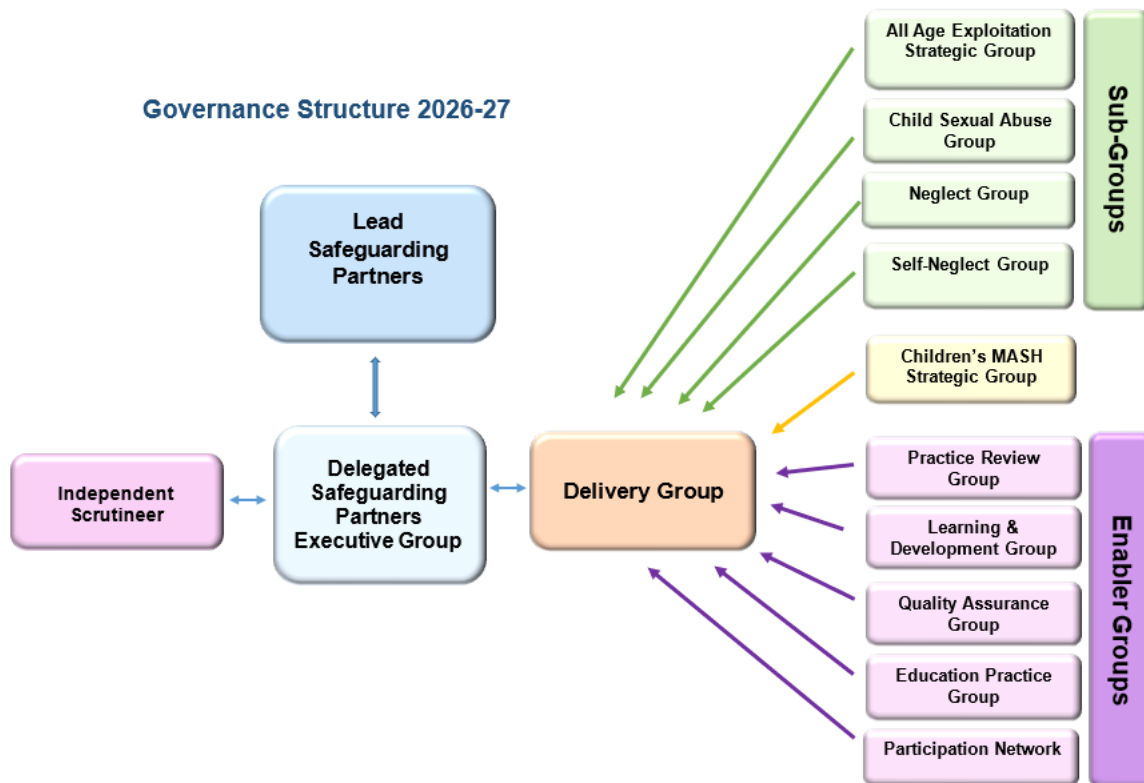
To support the delivery of this Strategy a detailed three-year work plan aligned to the Partnership’s priorities, has been developed. Each of the priority groups, will be responsible for a set of actions, which will underpin the delivery of these priorities.

The Partnership Delivery Group members will take responsibility for monitoring delivery of this Strategy and associated work plan actions. The Delivery Group Chair will formally report to the Executive Group bi-monthly, with the understanding that any issues that could impact on delivery will be escalated to the Chair of the Executive Group immediately.

This Strategy will also align to the Partnership’s [Quality Assurance Framework](#)

Impact evidence will include:

- Audit findings
- Data trends
- Feedback from children/adults
- Practitioner confidence and behaviour change



### Why evidencing impact and outcomes for children and adults is important

A further strategic objective for the Partnership for 2026-29 will be to ensure that we are evidencing impact and outcomes for adults and children. Understanding and demonstrating impact is essential to ensuring that safeguarding activity across Swindon is making a real and measurable difference to the lives of children and adults. By focusing on outcomes, not only processes, we can evidence that our collective efforts are reducing harm, improving wellbeing, and creating safer environments for our communities.



## Working with Children and Adults

Co-production and meaningful participation place children and adults at the centre of safeguarding activity. We recognise that people are experts in their own lives, and we want to promote shared ownership of solutions. The Safeguarding Partnership is committed to ensuring that children and adults are empowered to influence decisions that affect their lives, increasing confidence, resilience and wellbeing. We will ensure that we are working more closely with children and adults who are experts by experience to inform the work of the Partnership.

We will continue to work with the established group of adult scrutineers, who are experts by experience, on improving policy, procedures and practice. We will understand their experiences of services and use this to inform what we need to do differently to make accessing support easier and less stigmatised.

We will ensure that we are using the ‘Making Safeguarding Personal’ principles to underpin co-production and participation.

- **Empowerment:** Supporting and encouraging people to make their own decisions and give informed consent. It is about listening to the person and asking what they want to happen.
- **Prevention:** Taking proactive action to prevent abuse or neglect before it occurs, ensuring people have information to stay safe
- **Proportionality:** Applying the least intrusive, most appropriate response to the risk presented, balancing safety with independence.
- **Protection:** Providing support, advocacy, and representation for those in greatest need, particularly those who lack capacity.
- **Partnership:** Collaborating with individuals, communities, and agencies to deliver local solutions, fostering a shared responsibility for safety.
- **Accountability:** Ensuring transparency and accountability in all safeguarding practices, where professionals are responsible for their actions.

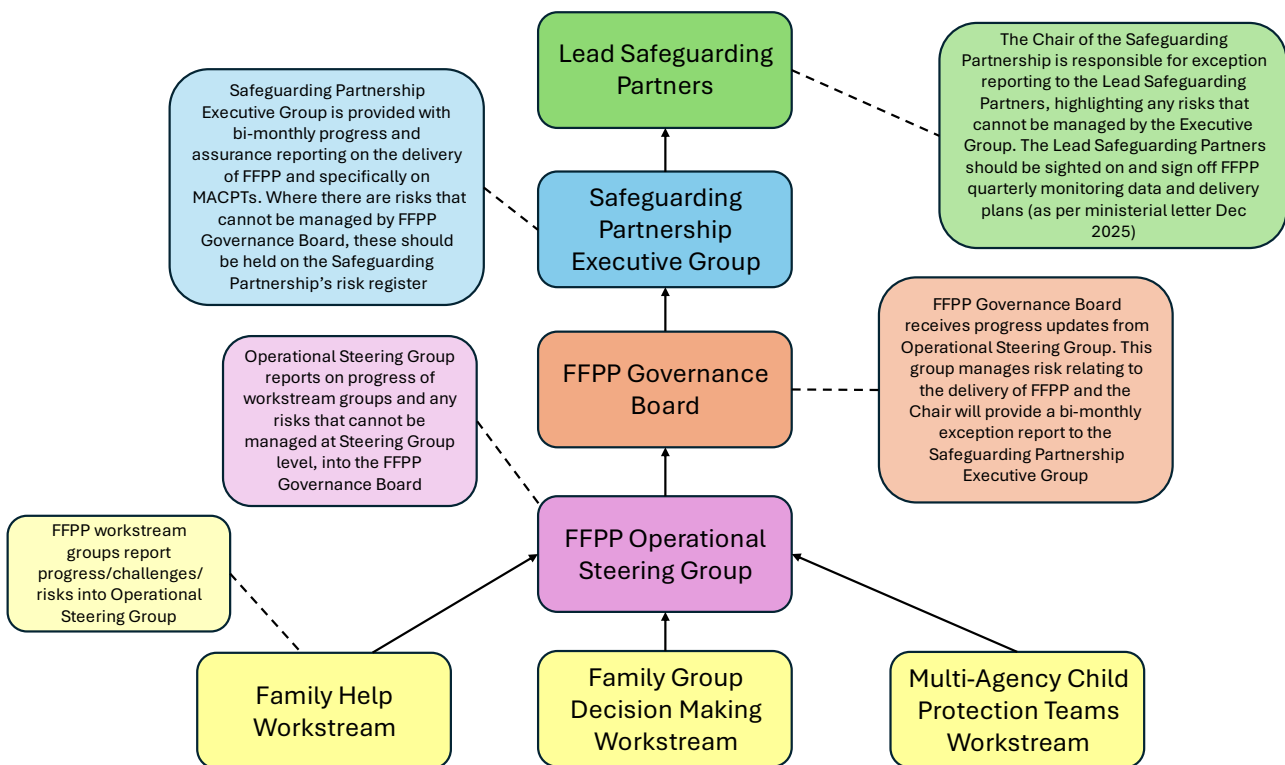
“Don’t judge me by the chapter you’ve walked in on. I have a past and a future, I am not defined by my current situation.”  
Experts by Experience



### Governance of the Implementation of Families First Partnership Programme

The Safeguarding Partnership recognises it will play an important role in supporting and monitoring the effectiveness of the implementation of the Families First Partnership reforms.

The Safeguarding Partnership has an agreed governance structure set out below.



### 3. Our Strategic Priorities for 2026-29

*Focusing on Improving Outcomes for Children and Adults*



#### Priority 1 - Neglect

Neglect remains the most common form of child abuse in the UK. National and local case reviews and audits continue to highlight how the harm caused by neglect has a significant impact on a child's development, wellbeing, and long-term outcomes. Children experiencing neglect are more likely to face challenges with physical health, emotional regulation, attachment, educational attainment and future life chances. Addressing neglect early and consistently is therefore essential to improving safety and outcomes for children.

Why this is a priority



#### Priority 2 - Self-Neglect

Self-neglect remains one of the most common reasons for both national and local Safeguarding Adult Reviews. These reviews consistently highlight the complexity of self-neglect and the significant impact it can have on an adult's physical, mental, and emotional health. Individuals who self-neglect often experience a combination of unmet care needs, deteriorating health, social isolation, challenges in engaging with services and trauma. Strengthening our multi-agency response is essential to ensuring timely intervention, effective support, and improved outcomes for adults.



#### Priority 3 - All Age Exploitation

Local case reviews and audits have shown that our response to the exploitation of both children and adults has not been sufficiently robust. We know that being exploited has a significant and often long-term impact on individuals, affecting physical and mental health and leading to trauma, poor health outcomes, and increased vulnerability to further harm. Strengthening our multi-agency approach to identifying, assessing, and responding to all forms of exploitation is essential to prevent harm and improve outcomes for children and adults.

Why this is a priority



#### Priority 4 - Child Sexual Abuse

Local case audits and reviews have evidenced that our response to Child Sexual Abuse has not been robust enough. Child Sexual Abuse is one of the most harmful forms of abuse a child can experience. Its impact can be immediate, long-term, and lifelong, affecting physical health, mental wellbeing, development, relationships, and overall life chances. Children who experience sexual abuse often require sustained, coordinated and trauma-informed support to recover and to reduce the risk of further harm. We need to strengthen how we identify, assess, and respond to children who report sexual abuse.



## Priority 1 – Neglect

### We will

- ✓ Work together as partners with children and their parents/carers to prevent neglect and to improve outcomes for children experiencing neglect in Swindon.

### What will be different?

- ✓ Neglect will be identified earlier for children to prevent escalation of harm and the need for escalation to statutory services
- ✓ Children will be able to access the right help at the right time with the right service
- ✓ Professionals will feel confident in identifying the factors that contribute to a child's needs being neglected
- ✓ Professionals will feel confident in assessing and responding to children who are experiencing neglect, regardless of their age
- ✓ Children will be in education, training or employment

### We will know we have achieved this when

- ✓ There will be an increase in referrals into Children and Families Contact Swindon identifying neglect at the earliest opportunity
- ✓ There will be an increase in children accessing early help support to prevent escalation into statutory services
- ✓ There will be a decrease in children on repeat child protection plans for neglect
- ✓ There will be an increase in the number of neglect screening tools/assessments being undertaken across the Partnership
- ✓ There will be an increase in professionals accessing multi-agency neglect training
- ✓ There will be a decrease in the number of children persistently absent from education
- ✓ There will be an increase in children accessing education, training or employment
- ✓ There will be a decrease in the number of serious incident notifications where neglect is a factor



## Priority 2 - Self-Neglect

### We will

- ✓ We will work together with all partners to ensure adults in Swindon who are self-neglecting are supported to keep safe and well

### What will be different?

- ✓ Adults who are self-neglecting will be offered support at the earliest opportunity to prevent escalation of need into statutory services
- ✓ Adults who are self-neglecting will have person centred safeguarding plans
- ✓ Professionals will feel confident in identifying self-neglect
- ✓ Professionals will feel confident in assessing and responding to adults who are self-neglecting using a trauma informed approach
- ✓ Adults with care and support needs, who are self-neglecting will be offered advocacy at the earliest opportunity

### We will know we have achieved this when

- ✓ There is an increase in the number of adults engaging with and achieving positive outcomes with Live Well Self-Neglect Service
- ✓ There is an increase in the number of referrals into the Initial Contact Team relating to self-neglect
- ✓ There is an increase in the number of referrals into Adult MASH relating to self-neglect
- ✓ There is an increase in person centred safeguarding plans
- ✓ There is an increase in the use of the Welfare and Safety Plan
- ✓ There is an increase in professionals accessing multi-agency self-neglect training
- ✓ There is an increase in professionals accessing the self-neglect toolkit
- ✓ There is a decrease in the number of SAR referrals where self-neglect is a factor
- ✓ Adults will report feeling more involved and that safeguarding decisions are made alongside them



## Priority 3 - All Age Exploitation

### We will

- ✓ We will work together with all partners to ensure that children, and adults across Swindon are prevented from becoming victims of exploitation, perpetrators and / or groomed to facilitate exploitation.

### What will be different

- ✓ Adults who are at risk of being exploited will be identified at the earliest opportunity and the right support offered to prevent escalation
- ✓ Adults who are victims of modern slavery will be referred to the NRM at the earliest opportunity
- ✓ Children at risk of exploitation will be identified at the earliest opportunity and support provided to prevent risk of harm
- ✓ Children who are victims of modern slavery are referred at to the NRM at the earliest opportunity
- ✓ Children will be in education, training or employment
- ✓ Children transitioning to adults will have consistent support networks
- ✓ We will be proactively using disruptions techniques to prevent the exploitation of adults and children

### We will know we have achieved this when

- ✓ There will be an increase in the number of referrals across adult social care for exploitation
- ✓ There will be an increase in the number of referrals into Children and Families Contact Swindon for child exploitation
- ✓ There will be an increase in the number of children accessing Escapeline
- ✓ There will be an increase in the number of NRM referrals for children and adults
- ✓ There will be an increase in children accessing education, training or employment where exploitation has been a concern
- ✓ There will be a decrease in the number of children persistently absent from education where exploitation has been a concern
- ✓ There will be an increase in professionals accessing children and adults exploitation toolkits
- ✓ There will be an increase in disruption interventions to prevent exploitation
- ✓ There will be a decrease in numbers of children/adults who are re-referred due to exploitation concerns following disruption/safeguarding interventions
- ✓ We will have aligned and shared governance with the Community Safety Partnership



## Priority 4 - Child Sexual Abuse

### We will

- ✓ We will work together with partners to prevent and to minimise the impact of Child Sexual Abuse on children in Swindon.

### What will be different

- ✓ Child Sexual Abuse will be identified earlier for children to prevent escalation of harm
- ✓ Children will be able to access the right help at the right time with the right service
- ✓ Children will be accessing evidence-based support services when they have reported sexual abuse without delay
- ✓ Children will be offered a holistic recent or non-recent medical assessment when they have reported sexual abuse without delay
- ✓ Professionals will feel confident in identifying, assessing and responding to children who have reported sexual abuse
- ✓ Perpetrators will be referred to, and successfully complete evidence-based perpetrator programmes and not reoffend

### We will know we have achieved this when

- ✓ There will be an increase in the number of referrals into Children and Families Contact Swindon with Child Sexual Abuse as a referral reason
- ✓ There will be an increase in children accessing a holistic recent or non-recent medical assessment when they have reported sexual abuse
- ✓ There will be an increase in children accessing evidence-based support services
- ✓ There will be a decrease in children on repeat child protection plans for sexual abuse
- ✓ There will be an increase in professionals accessing the Child Sexual Abuse toolkit
- ✓ There will be an increase in the number of professionals completing the NSPCC 'Developing an Understanding of Child Sexual Abuse' training
- ✓ There will be an increase in the number of perpetrators successfully completing evidenced-based perpetrator programmes with a reduction in re-offending



## Wider Partnership Priorities

### We will

- ✓ Be more preventative and less reactive in our approach to working with children and adults
- ✓ Be trauma informed in our approach to prevent re-traumatisation and understand the how trauma impacts behaviour
- ✓ Practice in a restorative and relationship-based way
- ✓ Understand the intersectionality of abuse types for children and the impact this has on shaping vulnerability and potential risk of harm
- ✓ Understand the impact of multiple disadvantage for adults and how this leads to health and social inequality
- ✓ Encourage and promote the early use of escalation processes where there are professional disagreements in relation to safeguarding children and adults



### What will be different



- ✓ Children and adults will be supported by professionals at the earliest opportunity, who practice with relationship-based approaches and who provide trauma informed interventions
- ✓ Professionals working with children will feel more confident in identifying all forms of abuse and understand the intersectionality of abuse and the impact this has on children
- ✓ Professionals working with adults will be identifying, recording multiple disadvantage and understanding the impact of this on the adults lived experiences
- ✓ Professionals will feel confident and supported to use escalation processes at the earliest opportunity


### We will know we have achieved this when

- ✓ There is an increase in single and multi-agency quality assurance activity that evidences early intervention, strength based, relational practice with positive and sustained outcomes being achieved for children and adults
- ✓ There is an increase in recording of multiple disadvantage to understand the prevalence of this
- ✓ There is a decrease in repeat referrals for children into Children and Families Contact Swindon
- ✓ There is a decrease in repeat referrals for adults into MASH
- ✓ Supervision will evidence reflective, trauma-informed decision-making
- ✓ There will be evidence of effective use of escalation processes to improve outcomes for children and adults
- ✓ Children and adults will be telling us that they are actively involved in decisions made that affect them
- ✓ Children and adults will be telling us that their lived experiences have improved

This Strategic Business Plan outlines the key deliverables to deliver on the **Swindon Safeguarding Partnership Strategy 2026-2029**.

Priority	Year 1 deliverables (2026-2027)	Year 2 deliverables (2027-2028)	Year 3 deliverables (2028-2029)
<p><b>Neglect</b></p> 	<ul style="list-style-type: none"> <li>We will explore different ways to work with children to improve our policies, systems and processes relating to neglect by understanding what matters to them</li> <li>We will agree the use of a neglect screening tool and assessment</li> <li>We will have a focus on improving practice across the partnership</li> <li>We will have a focus on improving the quality of supervision and management oversight across the partnership</li> <li>We will become smarter in how we use the partnership dashboard data to inform our understanding of how we are working with children who are experiencing neglect</li> </ul>	<ul style="list-style-type: none"> <li>Embed agreed tools, pathways and practice standards across all partners</li> <li>Test consistency and quality of practice through themed multi-agency audits</li> <li>Strengthen supervision and management oversight in response to learning</li> <li>Expand coproduction activity and embed lived experience feedback loops</li> <li>Refine dashboards to better evidence impact and inequalities</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate sustained improvement in outcomes and reduction in repeat harm</li> <li>Evaluate the effectiveness of strategies and interventions</li> <li>Embed learning into mainstream business and workforce development</li> <li>Identify and respond to emerging risks and system pressures</li> <li>Use evaluation findings to inform the 2029–2032 safeguarding strategy</li> </ul>
<p><b>Self-Neglect</b></p> 	<ul style="list-style-type: none"> <li>We will explore different ways to work with adults to improve our policies, systems and processes relating to self-neglect by understanding what matters to them</li> <li>We will further promote the use of the Welfare and Safety plan</li> <li>We will have a focus on improving practice across the partnership</li> <li>We will have a focus on improving the quality of supervision and management oversight across the partnership</li> <li>We will become smarter in how we use the partnership dashboard data to inform our understanding of how we are working with adults who are self-neglecting</li> </ul>		

<p><b>All Age Exploitation</b></p> 	<ul style="list-style-type: none"> <li>• We will explore different ways to work with children and adults to improve our policies, systems and processes relating to exploitation by understanding what matters to them.</li> <li>• We will review and update the All-Age Exploitation strategy</li> <li>• We will agree how we will launch a contextual safeguarding approach across the partnership</li> <li>• We will have a focus on improving practice across the partnership</li> <li>• We will become smarter in how we use the partnership dashboard data to inform our understanding of how we are working with children and adults who are being exploited</li> <li>• We will look at how we are supporting children who are being exploited as they transition to adult services</li> <li>• We will have clear governance structures from groups across the safeguarding and community safety partnerships into the All-Age Exploitation Strategic Group</li> </ul>		
<p><b>Child Sexual Abuse</b></p> 	<ul style="list-style-type: none"> <li>• We will explore different ways to work with children to improve our policies, systems and processes relating to Child Sexual Abuse by understanding what matters to them.</li> <li>• We will launch the Child Sexual Abuse Strategy across the Partnership</li> <li>• We will monitor the number of professionals accessing the Child Sexual Abuse toolkit on the SSP website</li> <li>• We will become smarter in how we use the partnership dashboard data to inform our</li> </ul>		

	<p>understanding of how we are working with children who have been sexually abused</p> <ul style="list-style-type: none"> <li>• We will have a focus on improving practice across the partnership</li> <li>• We will have a focus on improving the quality of supervision and management oversight across the partnership</li> </ul>		
<p><b>Wider Partnership Priorities</b></p> 	<ul style="list-style-type: none"> <li>• We will promote trauma informed practice resources across the partnership</li> <li>• We will promote restorative and relationship-based practice resources across the partnership</li> <li>• We will be collecting multiple-disadvantage data</li> <li>• We will be identifying and recording multiple abuse types for children</li> <li>• We will encourage and promote the early use of escalation processes where there are professionals disagreements in relation to safeguarding children and adults</li> </ul>		