



Swindon LSCB Business Plan 2016/19

INTRODUCTION

This Business Plan sets out the way in which the LSCB proposes to meet its statutory objectives and functions as outlined in Working Together to Safeguard Children (2015) and Section 14 of the Children Act 2004 i.e.

(a) To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and

(b) To ensure the effectiveness of what is done by each such person or body for those purposes.

The Board has a responsibility to monitor and evaluate the systems, processes and practices that are employed locally to ensure that they are working effectively to identify and protect children who are suffering or who are at risk of suffering significant harm. The Board is also responsible for promoting systems and interventions that provide for the effective safeguarding and well-being of children and young people at the earliest opportunity.

This plan covers the period 2016 – 2019 and contains the core functions and the priorities for 2016/17, the first year of the plan.

Further information on the contents of this plan or on the wider work of the Swindon Local Safeguarding Children Board is available from:

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Alex Walters

Alex Walters
Swindon LSCB Independent Chair

CORE FUNCTIONS

The LSCB seeks to fulfil its strategic aims by discharging its core functions as defined in Working Together to Safeguard Children (2015). These core functions relate to:

1. **Policies and Procedures:** Developing policies and procedures for safeguarding and promoting the welfare of children and young people in Swindon, including the publication of thresholds for intervention where a child's safety or welfare is compromised.
2. **Communication and Safeguarding Awareness:** Communicate the need to safeguard and promote the welfare of children among both the professional and lay community, raising awareness of how this can be done and encouraging them to do so.
3. **Performance Management:** Monitoring and evaluating the effectiveness of safeguarding and preventive strategies and the actions of partner agencies to the Board (individually and collectively) and setting standards for continuous improvement.
4. **Serious Case Reviews:** Undertaking and commissioning reviews where abuse or neglect of a child is known or suspected and the child has died or has been seriously harmed and there is a cause for concern as to the way in which partners have worked together to safeguard the child. Consider and undertake local case reviews when the threshold for Serious Case Reviews is not met.
5. **Child Death Overview Panel:** To review child deaths and learn lessons in order to improve the health, safety and wellbeing of children and to reduce future incidence of preventable child deaths.
6. **Quality Assurance Audits and Scrutiny (including Section 11 audits):** Evaluating the effectiveness and efficiency of local actions to safeguard and promote the welfare of children, evidencing outcomes and challenging improvement.
7. **Training and Staff Development:** To devise and deliver and evaluate high quality multi-agency innovative training programmes and initiatives that meets the training requirements of the local workforce and the priority safeguarding issues being progressed.

STRATEGIC PRIORITIES

In addition to discharging its core functions, the Swindon Safeguarding Children Board will based on evidence, identify a number of issues, needs and groups as priority areas for improvement .The way in which the priorities will be met will vary over the lifetime of the Plan with some being effectively met and resolved with discrete and time limited pieces of work whilst others will require ongoing and evolving action over a number of years.

In the first year of the Plan (April 2016 – March 2017), four priorities have been identified:

- 1. Early Help**
- 2. Child Exploitation.**
- 3. Strengthening the Voice of the Child and their families and practitioners**
- 4. Supporting the effectiveness of adults and children’s services to work together to safeguard children**

MONITORING THE PLAN

The Local Safeguarding Children Board will meet quarterly to consider:

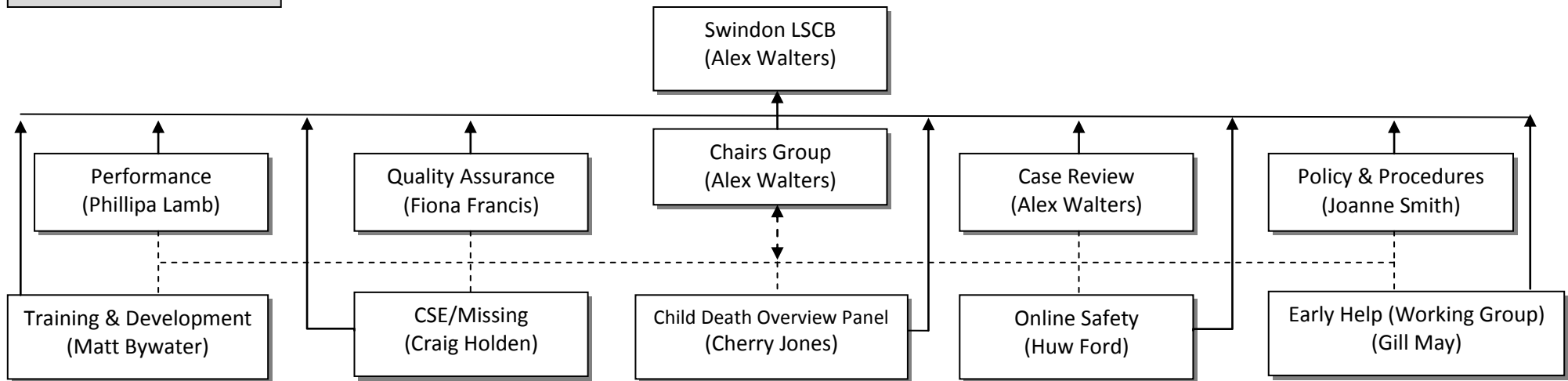
- Progress in meeting the core and strategic objectives via the functional sub-groups of the LSCB
- Progress in meeting its strategic objectives with respect to priority issues, needs and groups
- Reports on the safeguarding activities of partners and challenge to their present performance and outcomes for children and young people.
- New and emerging requirements for a local or regional safeguarding response presented to the Board

Sub-Groups of the Board

The core functions and priorities of the Swindon Local Safeguarding Children Board, identified above, will be discharged through LSCB sub-groups. Each sub-group will be chaired by a member of the full Swindon Local Safeguarding Children Board, and will meet at least quarterly.

Progress of the sub-groups in meeting the objectives of the LSCB Business Plan will be reviewed quarterly by a joint meeting of the sub-group chairs convened by the Independent Chair of the Board.

**LSCB Structure Chart &
Board Membership**



BOARD MEMBER	ROLE & ORGANISATION	BOARD MEMBER	ROLE & ORGANISATION
Alex Walters	LSCB Independent Chair, Chair's Group & Case Review Group Chair	Amanda Murray	Area Manager, Gloucestershire/Wiltshire LDO, National Probation Service (NPS)
Bernie Brannan	Board Director, Service Delivery, Swindon Borough Council (SBC)	Catherine Clark	LSCB Quality Assurance & Training Manager
Cherry Jones	Director of Public Health, SBC & Chair of Child Death Overview Panel (CDOP)	Craig Holden	Detective Superintendent, Head of Public Protection, Wiltshire Police & CSE sub-group Chair
Deborah Murphy	Senior Service Manager, Children and Family Court Advisory & Support Service (CAFCASS)	Deidre Fitzpatrick	Swindon Association of Secondary Headteachers
Duncan Webster	Head of Student Services and Safeguarding, New College	Fiona Francis	Service Manager, Quality Assurance & Review Service, SBC & Quality Assurance sub-group Chair
Fionuala Foley	Cabinet Member Children's Services, SBC	Gill May	Executive Nurse, Swindon Clinical Commissioning Group (CCG) & Early Help Working Group Chair
Hilary Walker	Chief Nurse, Great Western Hospital (GWH)	Huw Ford	Children's Services ICT Manager, SBC & Online Safety sub-group Chair
Ingrid Anson	NSPCC Service Manager for Swindon	Janet King	Consultant Paediatrician and Designated Doctor, Swindon CCG

Appendix 1

Joanne Smith	Named Nurse, GWH & Polices & Procedures sub-group Chair	Kathie Bryan	Association of Swindon Special School Headteachers
Karen Reeve	Interim Director of Children's Services (Interim) SBC	Lin Williams	Domestic Abuse Strategic Lead, SBC
Liz Hickey	Assistant Chief Officer, Community Rehabilitation Company (CRC)	Lyn Davis	Lay Member
Mark Edwards	Swindon Health Watch	Mark Scully	Head of Local Delivery Unit, Gloucestershire/Wiltshire LDU, (NPS)
Matt Bywater	Service Manager - Restorative Youth Services, SBC & Training sub-group Chair	Michelle Maguire	Head of Service –Oxford Health NHS Foundation Trust
Mike Ash	Head of Housing & Community Safety, SBC	Newlands Anning	Interim Managing Director, Avon & Wiltshire Partnership
Pat Porter	Lay Member	Peter Nathan	Head of Education, SBC
Phillipa Lamb	Strategic Planning Manager, SBC & Performance sub-group Chair	Robin Stannard	Lay Member
Ruth Gumm	Principal Social Worker, Seqol	Sarah Merritt	Divisional Director of Nursing, Women & Children's Division, GWH
Sarah Turner	Safeguarding Advisor for Education, SBC	Sarah Warne	Safeguarding Lead Nurse, NHS England
Simon Hester	Named Safeguarding Professional, South West Ambulance Service Trust	Simon Ratcliff	LSCB Strategic Manager
Spencer Allen	Swindon Association of Primary Headteachers	Stephanie Hathaway	Manager, Koalas Opportunity Group
Sue Wald	Director of Adult Services (Interim), SBC	Tanya Musty	Student Engagement Officer, Swindon College
Yasmine Ellis	Youth Development Manager, Dorset & Wiltshire Fire & Rescue Authority		

LSCB CORE FUNCTIONS: Business Plan 2016-2019

1. Aim - Policies and Procedures Ensure that the policies and procedures of the Board and South West Child Protection Procedures are compliant with statutory and regulatory requirements and are reviewed and updated. Ensure that all relevant professionals have access to current policies and procedures and that their practice is compliant as to their requirements. Ensure that professionals and other relevant audiences are alerted to changes to policies and procedures and that those changes are evaluated as to their implementation and impact.				
Objective	Completion due	Responsibility	Outcome Measure	Impact
1.1 To annually review existing policy and procedures to ensure they are compliant and effective in terms of key legislation, statutory guidance, serious case reviews , national issues and reflect local changes.	Ongoing-2017	Policies and Procedures Subgroup Chair	P&P's are reviewed and fit for purpose, systems and processes in Swindon	This will ensure that staff are provided with guidance in order to safeguard children.
1.2 To monitor the use of the procedures via Google analytics and provide a statistical reports	Ongoing-2017	Policies and Procedures Subgroup Chair	Staff register is checked in subgroup meeting. Agencies with staff missing will be informed and asked to sign up for alerts.	LSCB members are kept up to date with the review of procedures and which staff are registered for alerts to ensure widest awareness.
1.3 To ensure the revision or development of new procedures identified by a local need e.g. SCR or inspection	As part of quarterly report to Chairs Group	Policies and Procedures Subgroup Chair	There is a review schedule programme for procedures.	All procedures are reviewed to keep in line with reviews, government guidance, and research
1.4 LSCB members actively encourage register for alerts on the SWCPP Procedures	March 2017	LSCB members, Policies and Procedures Subgroup	Briefings are sent to frontline staff asking for them to register for alerts. Evidence of this work is shared with the P&P sub group and LSCB Annual Report	Evidence that all staff are made aware of the procedures and that will remind them to use when safeguarding children.
1.5 Review how the Escalation Process is understood in Swindon and how effective it is in facilitating professional challenge	October 2016	Policies and Procedures Subgroup Chair through Escalation Policy Working Group	The Escalation Policy is reviewed and updated	Evidence that staff are aware of the Swindon Escalation Policy and are following the correct process and recording

2. Aim – To communicate the work and objectives of the Board and raise awareness of safeguarding children

Assess the awareness of safeguarding issues among relevant stakeholders and communities in Swindon and develop strategies to enhance their knowledge with respect to recognition and response.

Provide information on safeguarding issues and the arrangements for keeping children safe in Swindon

Communicate key strategic issues being progressed by the Board and raise awareness among all relevant stakeholders and community networks in Swindon of priority safeguarding issues.

Objective	Completion due	Responsibility	Outcome Measure	Impact
2.1 To raise professional and community awareness of the LSCB	March 2017	LSCB Strategic Manager and Lay Members	An established and delivered Communications Plan that meets the objectives of the Business Plan.	Partner agencies, children, families and local communities have good awareness of the work of the LSCB and an awareness of safeguarding children
2.2 To develop a broader communication strategy to raise awareness with VCFS in Swindon	March 2017	LSCB Strategic Manager and Lay Members and link with ASB (this sub group)	LSCB Communications Plan implemented	Increased awareness of child protection and related issues and a greater knowledge and understanding of the role of the LSCB and its work
2.3 To publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in Swindon	September 2016	LSCB Independent Chair & LSCB Strategic Manager and LSCB	Report published and available on LSCB website; submitted to the Chief Executive SBC, Leader of the Council, Wiltshire Police and Crime Commissioner and the Health and Wellbeing Board	LSCB annual report provides a transparent analysis of current safeguarding provision in Swindon and clearly identifies the challenges and improvement plans, and the impact this will have for children and families.
2.4 Audit how the LSCB gets key safeguarding messages to frontline staff and how effective this process is	March 2017	Quality Assurance Sub Group	Audits and other quality assurance work evidence a link between quality assurance and feedback frontline staff.	Learning from audit will inform the Communications Strategy
2.5 Develop the role the LSCB lay members	March 2017	LSCB Strategic Manager	Lay members attend board meetings and sub group meeting to represent the views of the local community	Lay members are supported to encourage stronger public engagement in local child safety issues and contributing to an improved understanding of the LSCB's child protection work in the wider community

3. Aim – Performance Information

Implement a performance management framework that reflects the strategic requirements of the Board and the operational requirements of the key stakeholders in the Swindon safeguarding system.

Evaluate the performance of the key stakeholders in safeguarding in the Borough using the framework and identify safeguarding issues requiring further analysis.

Propose enhanced performance measures to meet the emergent demands and priorities for safeguarding identified by the Board.

Objective	Completion due	Responsibility	Outcome Measure	Impact
3.1 To maintain the performance report, reviewing the performance indicators to reflect how safe children in Swindon are and report quarterly.	Quarterly reporting	Performance Sub group Chair	Quarterly reports are presented to LSCB with exception reports and actions	The LSCB has an understanding regarding how safe children are in Swindon and hold partners to account when services need to be improved.
3.2 To review presentation of information to the LSCB, pose challenge questions to partner agencies with review dates for improvement or narrative behind the figures.	Quarterly reporting	Performance Sub group Chair	Performance information presented to LSCB	LSCB are actively holding partners to account in relation to safeguarding children. Partners to be honest and risk assess and describe actions to be taken where performance is poor.
3.3 Further develop performance data to evidence the effectiveness and contribution of learning disability, drug and alcohol, mental health and domestic violence services on the protection of children	October 2016	Performance Sub group Chair	Performance information presented to Board.	LSCB are actively holding partners delivering services to adults to account in relation to safeguarding children.

4. Aim – Serious Case Reviews and Local Case Reviews

Using statutory guidance, identify those cases that require review to inform the learning of the LSCB and key operational partners.

Propose and commission case reviews using methodologies that are proportionate and most efficiently deliver the objectives of the review.

Develop action plans that most efficiently deliver on recommendations arising from a review and evaluate the effectiveness of their delivery.

***SCR – Serious Case Review, LCR- Local Case Review**

Objective	Completion due	Responsibility	Outcome Measure	Impact
4.1 To ensure that the Case Review subgroup meets bi-monthly in order to review cases referred to the subgroup to judge if the meet criteria to undertake a SCR , to provide oversight and governance of current SCR/LCR and to review and monitor actions plans from SCR/ LCR	Ongoing-March 2017	Case Review Sub group Chair	Cases are referred and reviewed in a timely manner	To ensure that Swindon appropriately reviews cases that meet criteria for SCR, LCR or Single Agency Review. Lessons are learnt from these cases to try to prevent further serious incidents.
4.2 To report quarterly to the LSCB regarding the status of SCR's, LCRS and Action plans 4.3 To present each SCR/LCR to the full LSCB membership to agree and support the development of Action Plans.	Quarterly reporting	Case Review Sub group Chair	Practice is changed to improve services for children	The LSCB is aware if practice is changing in light of recommendations from reviews... which will aim to keep children safer. LSCB ensure that change is happening following *SCR/LCR and hold partners to account if this does not happen.

5. Aim – Quality Assurance

Have in place a thematic quality assurance programme that reflects the functions and priority safeguarding agenda of the Board and engages the stakeholders in the methodologies to be employed.

Undertake a bi-annual programme of Section 11 audits of all partner agencies that can evidence continuous improvement in performance with annual review of Action Plans.

Objective	Completion due	Responsibility	Outcome Measure	Impact
<p>5.1 To undertake audits in priority areas highlighted by Performance Management information and SCR, LCR, and audits.</p> <p>5.2 To ensure that the learning and recommendations from audits are captured and monitored by the QA group and can evidence impact.</p>	Quarterly review of the audits and recommendations presented to LSCB	Quality Assurance Sub Group Chair	Annual Audit programme agreed and undertaken	The LSCB monitors and evaluates the safeguarding practice for partner agencies ensuring that children are kept safe, if this did not take place then poor practice could go unnoticed
5.3 To review section 11 audits to ensure improvement in stakeholders positions	July 2016	Performance Sub Group Chair	Audits reviewed in annual audit activity	To ensure that Partner agencies meet the statutory duty under Section 11 of the Children Act 2004, which, places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

6. Aim – Training

To devise and deliver high quality innovative multi-agency training programmes and initiatives that meet the business requirements of the Board and the priority safeguarding issues being progressed.

To undertake a regular training needs analysis of partner's training needs.

To evaluate quality and impact of both single agency training provided by partners and multi-agency training provided by the LSCB.

Objective	Completion due	Responsibility	Outcome Measure	Impact
6.1 Develop an easy to access multi agency training directory which is available for the full year ahead, to assist agencies, to meet their training requirements informed by a training needs analysis.	September 2016	LSCB Training Manager/ Training & Development Sub Group Chair	Training calendar has been developed and published on the website. Compete Training Needs Analysis to establish needs of local workforce	Staff have access to good quality training that reflects the needs of the children in Swindon
6.2 To promote a learning and service improvement culture through the embedding of the LSCB Learning & Improvement Framework	Ongoing-March 2017	LSCB Training Manager	Learning opportunities are through existing training offer and commissioned workshops as appropriate	Staff are trained in safeguarding children
6.3 Evaluate multi-agency training and seek evidence of single agency training evaluation to see the effectiveness of the training in relation to safeguarding children	Ongoing-March 2017	Training & Development Sub Group	Training is evaluated in line with the LSCB Training Strategy and reported in LSCB Annual Report	To ensure that training is having a positive impact on the work of safeguarding children.
6.4 Deliver an Annual Conference that incorporates up to date national research, learning from reviews and emerging national and local safeguarding issues.	November 2016	LSCB Training Manager	Annual conference is well attended and of high quality as evidence in evaluation data	Staff have access to good quality learning event that supports their work and reflects the needs of the children in Swindon

7. Aim – Child Death Overview Panel To collect and analyse information on child deaths in line with Working Together to Safeguard Children 2015				
Objective	Completion due	Responsibility	Outcome Measure	Impact
7.1 Child Death Overview Panel to meet quarterly and to produce an annual report on activity, key learning and any challenges	March 2017	CDOP Chair	Panel meets as per schedule and reports identify key learning and challenges appropriately	Opportunities to improve services to children and young people are implemented
7.2 Child Death Overview Panel to highlight and disseminate key public health and safety messages from CDOP for wider public, parents/carers and professionals through quarterly newsletter	Quarterly and Ongoing	CDOP Chair	Quarterly newsletters are produced and disseminated regularly	Increased awareness amongst target audience of key public health messages reflected in key performance indicators.

2016 – 2017 BOARD PRIORITIES

1. Aim – Early Help Working Group: Evaluate the effectiveness of the Thresholds document to ensure that it is fit for purpose, well understood and used appropriately by professionals in partner agencies and identify any barriers to delivery of early help				
Objective	Completion due	Responsibility	Outcome Measure	Impact
1.1 Review the current LSCB Thresholds document	March 2017	Early Help Working Group Chair	Revised Thresholds documents is published, sighted in LSCB training and made available on the LSCB website	Thresholds document is fit for purpose, well understood and used appropriately by professionals in partner agencies and identify any barriers to delivery of early help
1.2 Work with the LSCB Quality Assurance Sub Group to commission audit work that examines the quality and effectiveness of Early Help .Audit the quality of Early Help Records & Plans and outcomes for children.	March 2017	Early Help Working Group Chair and Quality Assurance Sub Group Chair	Audit completed and recommendations made to the LSCB.	Early Help Records and Plans for children and young people are consistently of good quality, and lead to sustained improvements in outcomes for children and young people
1.3 Work with the LSCB Performance Sub Group to review the data relating to completion of Early Help Records and identify any barriers to completion	March 2017	Early Help Working Group Chair and Performance Sub Group Chair	Review completed and recommendations made to the Board.	Improvements to Early Help processes will lead to sustained improvements in outcomes for children and young people
1.4 Work with the LSCB Training Sub group to review data relating to Early Help training quality and attendance	March 2017	Early Help Working Group Chair and Training Sub Group Chair	Review completed and recommendations made to the LSCB.	Staff have access to good quality training that reflects the needs of the children in Swindon

2. Child Exploitation				
Objective	Completion due	Responsibility	Outcome Measure	Impact
2.1 Complete a broader partnership profile to understand the key issues of; CSE, Sexting and online exploitation, Dangerous Drugs Networks and radicalisation	March 2017	LSCB CSE & Missing Sub Group Chair	There is a clear understanding of the nature and extent of child exploitation in Swindon	The LSCB understands the numbers and needs of children who exhibit risk factors in relation to child exploitation and is effective in its strategy to address this
2.2 Review the TOR of the CSE & Missing Children and the Online Safety Sub Groups to ensure that all issues related to child exploitation are adequately monitored and scrutinised by the Board	March 2017	LSCB Chairs Group	Revised LSCB sub group TORs encompass additional safeguarding issues related to CSE and online safety.	The LSCB sub groups are structured to monitor safeguarding issues related to the exploitation of children
2.3 To ensure that all agencies are aware of their roles in prevention and intervention in CSE	September 2016	CSE & Missing Sub Group, Training & Development Sub Group	Section 11 Audit provides evidence of organisation's compliance with the CSE standard	The LSCB is assured that and staff working with children and young people are suitable skilled to intervene effectively

3. Aim : Strengthening the Voice of the Child: For the LSCB to understand the views and experiences of children including the views of children with disabilities and their families				
Objective	Completion due	Responsibility	Outcome Measure	Impact
3.1 Develop a participation strategy to capture: The voice of the child The voice of the family and significant others to inform and shape service delivery and communications from the Board	March 2017	LSCB Strategic Manager with key agency leads for participation via a task and finish group.	Children's and parents surveys and focus groups are accessible to all children and the findings are regularly reported to the Board as part of the learning and improvement process	The quality of services provided to children and young people are improved through engagement and consultation with them. Evidenced in QA audit and further surveys and focus groups
3.2 The LSCB supports the Local Authority in establishing Young Peoples Inspectors	March 2017	LSCB Strategic Manager with key agency leads for participation via a task and finish group.	Young People's Inspectors are established and their findings inform the work of the Board	Services to children and young people are more closely attuned to the views and needs of service users.
3.3 Quality Assurance audits aim to be routinely informed by the voice of the child and young people, their families and front line practitioners.	March 2017	Quality Assurance Sub Group Chair	Audits reflect the voice of the child and this informs recommendations to practice and service delivery	Services to children and young people are more closely attuned to the views and needs of service users.

4. Aim – Supporting the effectiveness of adults and children’s services working together to safeguard children				
Objective	Completion due	Responsibility	Outcome Measure	Impact
4.1 Ensure that all adult services agencies understand the impact of adult vulnerabilities on children living with the adult	End of 2016	Adult Service Commissioners	Requirement for safeguarding and child protection training included in contracts with commissioned services for adults. Performance data on the number of adult service users who have children living with them and how many of those are children in need/in need of protection are available to the LSCB.	Staff In Adult services: Understand their role and contribution in safeguarding and protecting children and young people; Understand the threshold for children in need and protection; Are appropriately represented in Child Protection Case Conferences and Core Groups; and, Have protocols in place with Children’s Services to determine roles and responsibilities (e.g. Adult Learning Disabilities).
4.2 The adult workforce is trained to identify the risk to children who are vulnerable as part of the adult services assessment and plan	Ongoing	Community Safety Partnership Adult services SBC	There is an increase in the number of adult assessments and plans recognising the needs of the children living in families	Children, young people and the adults that care for them experience a more joined up experience of children and adults services
4.3 Where adult services are undertaking an assessment and plan , there is co-working in place with children’s services where appropriate	Summer 2017	Children’s Workforce Development Adult Service Commissioners	Increases in: the number of cases co worked between adult and children’s services; and, the number of adult services staff trained in early help record and able to take lead professional role in early help cases	Children, young people and the adults that care for them experience a more joined up experience of children and adults services
4.4 The children’s workforce are trained and understand adult services and its thresholds	Ongoing	LSCB training sub group	Evidence of widespread knowledge across the children’s workforce of the thresholds for, and provision of, adult services.	Children, young people and the adults that care for them experience a more joined up experience of children and adults services