

Annual Report 2012/13

Swindon Local Safeguarding Children Board
Safeguarding Swindon's Children Together



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Essential Information

This report was approved for publication by the Board of Swindon LSCB in September 2013

The interactive report is available on the Swindon LSCB website www.swindonlscb.org.uk

A limited number of hard copies have been produced for distribution to:

- Chair, Swindon Children's Trust Board
- Chair, Swindon Health & Wellbeing Board
- Wiltshire Police & Crime Commissioner
- Leader, Swindon Borough Council
- Chief Executive, Swindon Borough Council
- Cabinet Member for Children Services, Swindon Borough Council
- Director of Children Services, Swindon Borough Council

A hard copy will also be available in every branch of Swindon's libraries, for public accessibility

For information in relation to this report, please contact Swindon LSCB on: lscb@swindon.gov.uk

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Foreword and Introduction

by Mike Howard, LSCB Independent Chair



As the chair of the Local Safeguarding Children Board for Swindon, I am pleased to present its annual report covering the period from April 2012 to March 2013.

The Board is established in law with the purpose of satisfying itself as to the effectiveness of member agencies in keeping

Swindon's children as safe as possible. It is expected to challenge the work of members, both collectively and individually, assess performance and highlight areas of strengths and weaknesses. To enable the Board to meet these objectives, it has a business plan with five key safeguarding outcomes. These are listed in section 9 with a commentary of achievements, areas of concern, remedial action and plans for 2013/14.

These accounts are summarised in section 4. Other sections give information about the structure, membership and working methods of the Board; performance data describing the Child's journey through the 'care system' and reports on other aspects of the Board's work with additional information in the Appendices. Section 12 contains the Board's business plan for 2013/14. Case studies and personal experiences are included throughout the document.

Swindon's LSCB has a number of Sub Groups which are responsible for delivering the overall business plan on behalf of the Board. Each group has a chair, terms of reference and individual action plans relating to one or more of the key safeguarding outcomes. I am grateful to the Sub Group chairs and members for their commitment, industry and effort over the past year.

I believe that the Board's key achievements have included the 7% increase in the number of participants in the LSCB training courses with a corresponding rise in satisfaction with the quality of the training over the previous year. Work is on-going to meet the challenge of how to assess the application of this training in the workplace. Swindon has the highest uptake of schools in the South West participating in the e safety self-assessment program and works closely with the Junior Good Citizen scheme to teach children directly how to be safe on line.

Swindon LSCB has an established Sexual Exploitation and Runaways Group and has now published a local strategy to inform its work which is focussed on prevention, protection and prosecution. The protection of these most vulnerable children is a national priority and the Group's achievements are detailed in outcome 6 of the main report.

The Board strives to engage with young people. The annual conference in 2012 had presentations from local schools as well as a drama production from young people in care about their own experiences. Swindon's school children, at both primary and secondary level, are encouraged to complete a 'feeling safe survey'; 1176 primary pupils participated in 2012 (937 took part in 2011) and 2683 secondary students engaged in 2012 (up from 1405 the previous year). Outcome 9 gives details of the responses and how one school used the findings to tackle bullying.

The Board wants to learn the lessons from both local case reviews and national serious case reviews. I personally challenged Swindon's head teachers about how they were implementing the findings from the North Somerset case, the Rochdale work into sexual exploitation has informed our Child Sexual Exploitation strategy and the Early Years Adviser has incorporated the lessons from the Plymouth nursery case into her training and audits.



The Board continues to face challenges in how we directly consult with children and young people about safeguarding. I have had conversations with youth groups which have led to their participation in a forthcoming scrutiny of the impact of domestic abuse on young people. However more needs to be done and this is recognised in priority 3 of the LSCB business plan for 2013/14.

The performance data in section 8 shows another area where the LSCB needs to see improvements. There has been a decline in the number of Common Assessment Frameworks with a corresponding fall in the number of Team Around the Child meetings. However demand, as measured by the number of contacts, is up year on year. The Board agreed to set up a Performance Sub Group to scrutinise the issues behind these statistics in more detail. Its progress in addressing these concerns is shown in section 8.

I am pleased to report that Board membership continues to grow; December's meeting attracted over 40 people. It is a challenge to chair such a large meeting. The sheer size inhibits discussion and scrutiny which are vital when

considering issues such as performance. The Board have accepted my proposals to restructure the meeting to include break out and feedback sessions to allow everyone an opportunity to challenge and discuss safeguarding issues.

My foreword can only be a 'snapshot' of the Board's performance and work over the past year. The report's format is designed so that it can be used as a reference document as well as providing detailed insight into how everyone has worked together to ensure the safety of Swindon's children. The business plan for 2013/14 will ensure that areas of weakness are addressed whilst maintaining the momentum in work such as sexual exploitation, engagement with young people and the establishment of an early support hub.

Mike Howard



Executive Summary

The LSCB Annual Report 2012/13 assesses the effectiveness of safeguarding children and young people in Swindon, against the outcomes of the LSCB Business Plan 2012/13

Outcome 1: Maintain and implement up to date and effective Child Protection procedures

In 2012 the LSCB completed an audit of the use of child protection procedures in Swindon. The audit identified a need to further raise awareness of the policies and procedures and resources available from the South West Child Protection Procedures (SWCPP). Following the redevelopment of the SWCPP website in July 2013, and in addition to the coasters printed with the LSCB and SWCPP website details sent to all schools and GP surgeries, the LSCB Policies & Procedures Sub Group is planning an awareness raising campaign.

Outcome 2: Ensure safeguarding training is delivered across all agencies to a high standard and is effectively implemented in the workplace

In 2012-2013, 59 courses were delivered and attended by 1,125 learners. The 2012-13 training programme saw a 7% increase in learners undertaking courses compared to the previous year. This reflects an overall trend and there has been a 16% increase in learners between 2011 and 2013. The overall satisfaction for LSCB training was scored as good or above, with most delegates reporting that their knowledge increased significantly as a result of attending the training course.

Outcome 3: LSCB training significantly contributes to a safe workforce for working with children and families

The LSCB has developed a new Safer Recruitment Update training course to ensure that recruiting managers continue to be informed about current legislation and guidance, including the recent Independent Safeguarding Authority changes. The training has led to a good level of awareness of the allegations and safer recruitment processes locally and contributed to the number of allegations referred to the LADO.

Outcome 4: Increase E-safety awareness to pupils, parents and practitioners across all agencies to make children safer in a digital world

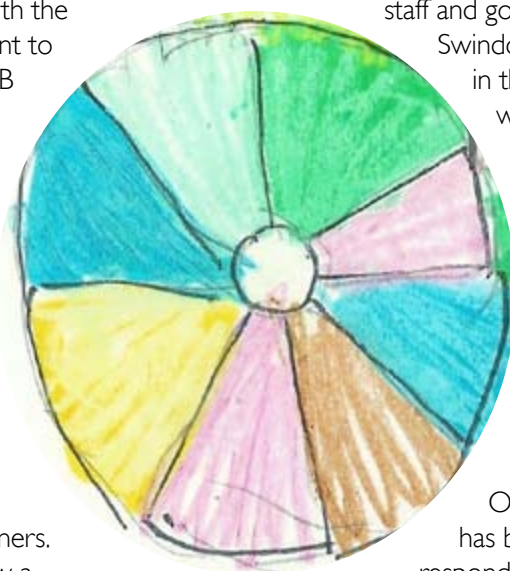
The online safety harm reduction programme continues to be a focus for the LSCB, as it impacts on all aspects of safeguarding children in Swindon. In 2012-13 briefing sessions and training courses have been delivered to early year providers, child protection co-ordinators, and staff and governors in both schools and colleges.

Swindon has the highest percentage uptake in the South West of schools engaged with the e-safety self-assessment.

Building upon this, the Swindon annual child protection report to school governors has been adopted to include e-safety.

Outcome 5: Ensure the particular safeguarding needs of disabled children and young people are addressed

Over the last 12 months consideration has been given to how the Local Authority responds to the needs of children and young people with a disability who require safeguarding or protection. An objective for the LSCB Safeguarding Disabled Children Sub Group in 2012/13 was to review two multi-disciplinary cases, to identify learning through sharing information on working practices. The two case audits found a number of areas of practice that required improvement, predominantly the lack of emphasis on the voice of the child in assessments, which has been raised as an area for development with individual schools.



Outcome 6: Reduce sexual exploitation of children and young people and incidence of children and young people running away from home

The LSCB Sexual Exploitation Strategy is focussed on prevention, protection and prosecution. The Strategy has been developed in line with recommendations and guidance from the Department for Education National Action Plan, Rochdale Multi Agency Responses to Child Sexual Exploitation Review and Barnardos 'Cut Them Free' Report. A system is now in place where all reports of missing children from the police are received by the social care Referral and Assessment Team; those that do not reach the threshold for a social care initial assessment are further assessed for a response by a lead in the integrated locality teams. The LSCB contributes to the Missing People Charity, which runs the only national helpline for young runaways. Swindon social care has contributed to a Child Sexual Exploitation (CSE) Profile completed by Wiltshire Police and helped to build a profile of CSE in Swindon.

Outcome 7: Early Support Hub

The pilot of the Early Support Hub, which took place in 2012/13, has informed the development of the Family Contact Point, which is planned to act as a single point of contact that connects children and families with the most appropriate resources and is scheduled to be fully operational in April 2014.

Outcome 8: Increase awareness of safeguarding amongst partner agencies and wider community

Young people from Swindon's Youth Forum have been involved in reviewing the LSCB website, which contains information and advice for children, parents and workers and volunteers. The LSCB has produced a Child Protection Pocket Guide for workers, volunteers and members of the community, giving basic safeguarding advice and contact details. A regular LSCB Newsbyte, containing news and useful safeguarding information, is circulated to all LSCB members for dissemination throughout their organisations. The 2012 LSCB Annual Conference included a DVD produced by Holy Rood Junior School as part of Swindon's anti-bullying week 2011. Presentations at the conference featured students from The Commonweal School and a group of Swindon's young people in care. The challenge remains as to how Swindon LSCB directly consults with children and young people about safeguarding, and discussions are continuing to explore links with the Youth Forum and Chatterbox Disabled Children Young Peoples Participation Group.

Outcome 9: Views of children and young people are routinely asked for, listened to and outcomes for children improve over time

March 2012 saw the launch of the second annual 'Feeling Safe' Survey in Swindon. The aim of this survey is to gain an insight into how safe children and young people feel in Swindon. 45 out of a possible 54 Primary schools accessed the survey, with a total of 1176 pupils completing the survey, an increase from the 937 who responded last year. All 2 mainstream secondary schools accessed the survey, with a total of 2683 completions, far exceeding the 1405 responses in 2011. In one Primary School the data collected from the survey highlighted an issue of bullying in the school, which the school has since been working in partnership with the school council to solve. Pupils at the primary school are about to embark on a visit to another primary school to show them the work their school has done towards gaining the anti-bullying mark accreditation.

Outcome 10: Improve and assure multi-agency Child Protection practice

The LSCB Quality Assurance Sub Group monitors and evaluates the effectiveness of what is done by partners, individually and collectively, to safeguard and promote the welfare of children and advise them on ways to improve. The Swindon LSCB quality assurance framework aims to help organisations to: keep children safe; manage the risk inherent in this area of work; drive improvement in outcomes for children and their families; promote organisational reflection. The LSCB quality assurance programme is a three year cycle focussing on cross-and inter-agency themes and issues. This year the group undertook: multi-agency case file audits on pre-birth assessments and a repeat audit of strategy discussions; a deep dive systems review (using the SCIE methodology) of a neglect case, and single agency audits of safeguarding supervision were peer reviewed by the QA Sub Group.

Outcome 11: Reduce the number of unintentional injuries leading to hospital admissions and prevent death, thereby keeping Swindon's children safer

Unintentional injury data covers all age groups 0-19 years and any recommendations will apply to different teams, many of whom will be partners in the children's workforce across Swindon. Discussions with groups of practitioners and managers in School Nursing, Health Visiting, Midwifery and Children's Centres took place during the year to explore some of the data in more detail and to begin some targeted work. Swindon Health Visiting teams have piloted work focussed on safer sleeping advice for parents of new born children. The aim of this work is to help identify the most successful ways of getting safety messages and information to families and help reduce the number of unintentional deaths.

Outcome 12: Learn from and reduce the incidence of child deaths/ serious injuries

The Wiltshire & Swindon Child Death Overview Panel (CDOP) reviews all child deaths across the Swindon and Wiltshire area. During 2011-12 CDOP met four times. Agency representation at the panel was high and consistent. An executive panel was introduced half way through the year, consisting of four members of the main panel (Public Health, Midwifery, Paediatrics and CDOP team at University of Bristol). This group reviews 'expected' deaths and feeds back discussions and conclusions to the wider panel. In the main, this covers neonatal deaths and children with known life limiting conditions. Childhood deaths in Swindon and Wiltshire have been lower than the England average. In 2011/12 the Panel was notified of 21 Swindon children who died. The panel believed that in 32% of the Swindon child deaths reviewed this year there were modifiable factors; this proportion is not statistically significantly different to the national rates.

Outcome 13: Learn from Serious Case Reviews to reduce the incidence of deaths/ serious injuries

There have been no serious case reviews in Swindon this year. The LSCB has responded to the learning from national Serious Case Reviews.

Plymouth SCR – Nursery Z

The Early Years Safeguarding Adviser and the Schools' Safeguarding Adviser have extensively briefed managers and safeguarding leads in settings about learning from this SCR. Settings have been supported to develop or update a range of their safeguarding policies including use of mobile phones, baby changing areas etc. The safeguarding advisers have used the findings to inform the questions they ask in their annual audits.

North Somerset SCR –

The Abuse of Pupils in a First School

The Schools' Safeguarding Adviser has briefed all child protection coordinators on this SCR. The LSCB Chair presented the findings to the LSCB and Schools Heads Association in July 2012. There has been an increase in numbers attending Allegations and Safer Recruitment training. The LSCB training Sub Group has developed a more robust post course evaluation form to help quality assure the training and for line managers to see how effective it has been for their staff.

Rochdale SCR – Review of Multi-Agency Responses to the Sexual Exploitation of Children

The Sexual Exploitation and Runaways Sub Group has developed a multi-agency risk management panel for teenagers at high risk. Thames Valley Police presented at the LSCB conference in September 2012 on child sexual exploitation.

Wiltshire SCR - Child G

Swindon Restorative Youth Services looked at this SCR as the focus of a development day. It highlighted for them the importance of sharing information with parents in high risk cases where teenagers at risk disengage with support services.



Guiding Principles of our Work

Swindon LSCB is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share the same commitment.

Swindon LSCB believes that:

- ✓ The welfare and safety of the child is paramount
- ✓ We are stronger in safeguarding children if we all work together. This includes statutory and voluntary agencies and the wider communities
- ✓ Early help is a critical part of keeping children safe
- ✓ We should support families in bringing up their children safely, engaging with them in the wider agenda for safeguarding
- ✓ We should provide an equitable, quality service to all children and their families
- ✓ Services should be provided which are appropriate to race, religion, culture, language, gender, sexual orientation and disability
- ✓ We need to be accountable for our actions, open to challenge, and to learn from practice in order to achieve continuous improvement
- ✓ Procedures and processes should be open and transparent

These principles should underpin everyone's approach to safeguarding children and promoting their welfare, regardless of the extent of their involvement.

Swindon LSCB will further ensure that:

- ✓ Personal information is held confidentially and only by those who need to know
- ✓ Information will be shared safely and effectively, so that agencies working with children, young people and families know the whole story, understand the risk, and the child only has to tell their story once
- ✓ Safeguarding children is viewed in the wider context of their needs and rights

The Local Context

The resident population of Swindon was 209,000 people at the Census in 2011. This was an increase of 16% since the 2001 Census. Approximately 14,000 people were aged under five years (6.7% of the total), and 38,800 under fifteen years (18.55% of the total).

The overall level of poverty in Swindon in 2010 was 17.4%, which is below the national figure of 21.8%. 7,285 children were classed as living in poverty in 2009.

This is a time of great challenge for the public and voluntary sector in Swindon.

- There is a growing need for savings to be found across public sector finances, including health and social care services
- The economic situation is putting a strain on businesses and families and the youth unemployment rate is high
- The population of Swindon is growing, and ageing
- There is a growing burden of lifestyle related ill health, particularly due to physical inactivity, obesity and smoking
- The number of children in care has risen significantly, and cases are more complex

In 2011 and 2012, Swindon Borough Council built a **One Swindon** Plan with all its public sector and voluntary sector partners, with four priorities:

- We can all benefit from a growing economy and a better town centre
- I like where I live
- Everyone is enjoying sports, leisure and cultural opportunities
- Living independently, protected from harm, leading healthy lives and making a positive contribution

Swindon Borough Council's **Corporate Strategy** to 2015 builds on One Swindon and sets out five priorities to give clear direction to support budget planning and decision making. The priorities that relate directly to children and young people are:

- Work with residents to create well cared for neighbourhoods
- Right skills, right jobs in the right places
- Together, find new ways to reduce vulnerability and improve health for all
- Work with people and families to help them fulfil their potential
- Consistently make the best use of all available resources and focus them on what matters most

Swindon's Health and Well Being Strategy 2012-2016

sets out the vision and long term improvements in local people's health and wellbeing that we want to achieve in Swindon. It focuses on the health and social care issues for everyone living in Swindon, but also recognises the wider factors that affect health and wellbeing including education, employment, housing and leisure. It is based on a detailed assessment of need, the Joint Strategic Needs Assessment, which can be found at: www.swindon.gov.uk/healthandwellbeing

This also informs the **Swindon Children and Young People's Early Support Strategy 2013-2016**, which was developed by the Swindon Children's Trust Board during 2013. The priorities in the Early Support Strategy clearly impact on the agenda of the LSCB and joint work between the two Boards ensures that the work of each Board is not duplicated, and that good practice and issues of concern are shared. Swindon LSCB works in close partnership with the Swindon Children's Trust Board to ensure that the most vulnerable children in Swindon continue to be cared for and protected, and that young people are motivated and safe, living in a supportive and appropriate environment.

Children Services priorities are developed based on a detailed analysis of what is working well, what needs to be improved and what children and young people say about services. The priorities are informed by the **Joint Strategic Needs Assessment** (JSNA) which can be found at: www.swindon.gov.uk/sc/sc-healthmedicaladvice/jsna/Pages/sc-jsna.aspx

A **Learning Disability Needs Assessment** has been developed during 2012 as a JSNA bulletin. This informs the development of services for people with Learning Disabilities in Swindon. This will be published during 2013 and will inform further development of the Children and Young People's Early Support Strategy.

The **Child Poverty Needs Assessment 2011** starts to describe how poverty affects the lives of families and the impact this has on children's life chances and can be found at: www.swindon.gov.uk/pages/search.aspx?k=child%20poverty%20needs%20assessment

Swindons Partnership Network



The voice of children, young people, parents and service users informs all of our work

The Local Safeguarding Children Board has a responsibility to hold partners to account to fulfil their statutory safeguarding duties

Contribution from partners – Janet King, Designated Doctor

It is a time of major changes in all our services, in particular the NHS with the advent of Clinical Commissioning groups led by GPs and the abolition of PCTs and Strategic Health Authorities. The designated posts are within the new CCGs but support and supervision will come from the Local Area Team covering Swindon, Gloucestershire, Wiltshire and BANES.

I have continued to offer Child Protection level 2 training to doctors at the Great Western Hospital at induction and on study days. 20 Consultants have been trained to level 3 intercollegiate competencies (excluding Paediatricians)

72 Swindon GPs have completed Child Protection level 2 training and have attended multi-agency training sessions offered by myself and the children's social care Referral Team Manager, and four have been signed off as having achieved level 3 competencies. Several GP practices have taken up the offer of training within the practice, which has been attended by the whole team.

Swindon Local Safeguarding Children Board

What are the responsibilities of Swindon LSCB?

Swindon LSCB has a statutory responsibility to co-ordinate and ensure the effectiveness of what is done by each agency/organisation on the Board for the purposes of safeguarding and promoting the welfare of children in the Borough. The LSCB is not accountable for operational work but holds partner agencies to account on the effectiveness of their safeguarding services for Swindon's children.

Who is represented on the LSCB in Swindon?

Swindon LSCB is composed of senior representatives nominated by each of its member agencies and professional groups. (See Appendix 3 for details of attendance).

Statutory (the Board partners set out in Section 13(3) of the Children Act 2004) & **Other Partners**, of whom 100% attendance at meetings is expected by the representative or nominated substitute:

- Swindon Borough Council, Director Children Services
- Swindon Borough Council (Service Director Head of Children, Families & Community Health; Head of Commissioning Children & Adults; Head of Safeguarding)
- NHS Gloucestershire & Swindon Cluster
- Wiltshire Police
- Designated Doctor, Child Protection
- Designated Nurse, Child Protection
- Great Western Hospital NHS Foundation Trust
- Avon & Wiltshire Mental Health Partnership NHS Trust
- Oxford NHS Foundation Trust
- Great Western Ambulance Service
- Wiltshire Probation Trust
- CAF/CASS
- Swindon Early Years
- NSPCC
- Swindon Youth Offending Team
- Strategic Health Authority
- Wiltshire Fire & Rescue Service
- Housing, Libraries & Leisure
- Schools & Learning
- Adult Services
- Public Health
- Public Protection & Streetsmart

Professional Representatives, who provide insights from and communication with their professional bodies but do not represent a single agency or organisation:

- Swindon Primary Schools
- Swindon Secondary Schools
- Swindon Colleges
- Swindon Special Schools
- GP Services
- Pharmacy Services
- Voluntary Sector
- Domestic Violence Representative
- the Chair of any LSCB Sub Group not represented above

Partner agency representatives are of sufficient seniority to have control over or access to their agency's resources. They are given delegated authority to make decisions to an agreed level on behalf of their agency and have access to those responsible for making the decisions for which they do not have delegated authority.

Each representative on Swindon LSCB is responsible for disseminating information between the LSCB and their agency/professional body and for identifying any necessary actions.

The Cabinet Member for Children Services is a 'participating observer' of the LSCB, attending meetings as an observer, engaging in discussion but not being part of the decision making process. This enables the Cabinet Member to challenge, when necessary, from a well-informed position.

Two lay members have been part of the Board since March 2012. The remit of the lay members is to:

- Support stronger public engagement in local safety issues
- Contribute to an improved understanding of the LSCB's child protection work in the wider community
- Challenge the LSCB on the accessibility by the public and children and young people of its plans and procedures
- Help to make links between the LSCB and community groups



The Board is independently chaired by Mike Howard, Independent Consultant, and meets quarterly. The LSCB Independent Chair is a member of the Children's Trust Board, which is also independently chaired. He is also Independent Chair of Swindon's Safeguarding Adults Board. He is a member of the National Association of LSCB chairs, which is a conduit for best practice, and has established a close working relationship with the Chair of the Wiltshire LSCB. The LSCB Chair has met with the Leader and Deputy Leader of the Council to discuss the relationship between the LSCB and the Swindon Health and Wellbeing Board (HWB), with a view to developing a formal understanding between the HWB, the LSCB and the Local Safeguarding Adults Board (LSAB).

How does Swindon LSCB work?

To enable it to fulfil its responsibilities, Swindon LSCB has established a Management Group and the following Sub Groups:

- Awareness & Engagement (joint with the Local Safeguarding Adults Board)
- E-Safety
- Performance
- Policies & Procedures (links with the South West Policies & Procedures Group)
- Quality Assurance
- Safeguarding Disabled Children
- Serious Case Review (constituted as required)
- Sexual Exploitation & Runaways
- Training & Safe Workforce

Each of these groups has defined its membership and terms of reference.

There is a joint Swindon and Wiltshire LSCB Child Death Overview Panel.

In July 2012 the LSCB Management Group supported the establishment of a short term working group with the purpose of developing an action plan to further implement the 'See the Adult, See the Child' protocol across children's and adult's services in Swindon.

As well as annual Sub Group reports, regular reports are presented to the Board for scrutiny relating to:

- Licensing & Gambling
- Sexual Exploitation & Runaways
- E-Safety
- Safeguarding Disabled Children
- Section 11 audit
- Section 175 audit
- Advocacy
- Private Fostering
- Child Death Overview Panel
- Independent Reviewing Managers
- Allegations Management
- Domestic Abuse

The LSCB commissioned an independent facilitator for its business planning workshop in January 2013, where partners worked to develop a strategic 3 year business plan, focussing on four priorities agreed for the LSCB and taking into account the Ofsted guidance for LSCB Chairs. The Independent Chair of the Kensington, Westminster and Hammersmith LSCB commented of the business plan "this is the standard I aspire to".

The LSCB will establish a Chairs Group in 2013, consisting of the Chairs of all LSCB Sub Groups and working groups, as well as the Service Director, Children, Young People & Families, the Designated Doctor and the Chair of the Domestic Abuse Steering Group and chaired by the LSCB Chair. This will facilitate communication between the Board and the Sub Groups and respond to the desire expressed by Sub Group Chairs for greater direction from the Board.

As a result of discussion of the future requirements for LSCBs and feedback from the business planning workshop, the LSCB is reviewing how it conducts business, to enable it to more robustly challenge the local authority and its partners on the effectiveness of the help and protection offered to children, young people and families in Swindon. LSCB Board meetings will be more interactive, with the introduction of breakout sessions to allow all Board members to participate in discussions and challenge issues brought to the Board.

Contribution from Liz Holmes, Swindon Children's Trust Board

Swindon has benefited significantly from its commitment to an Independent Chair for not just the Local Safeguarding Board, but also for its Children's Trust Board. The independence of two roles has enabled us to promote and demonstrate a capacity to seek and accept challenge from each other, while working in collaboration at a planning level to develop a framework which enables the two boards to work in tandem.

As roles and responsibilities have been realigned to reflect current requirements and inspection expectations, the impact of the Children's Trust Board in Swindon over the last seven years has been captured to strengthen the challenge and knowledge base available to the Safeguarding Board. To this end, a consistent theme at planning meetings over the last year and during development of the Early Support Strategy has been the required linkage to the Local Safeguarding Board.

This focused relationship between the two boards, in Swindon, has created a greater capacity to provide challenge around the scope and quality of strategies, the input and feedback from partner agencies and support for active monitoring of outcomes. A significant outcome of our collaborative working has been the ability of board members to hear from, actively engage with and be more directly accountable to a wider range of Swindon's young people.

Examples:

- Challenge around LSCB training provision/ Exploitation in context issues in Oxford - CTB to LSCB
- Actioning of outcomes from self-review of early help - LSCB to CTB
- Engage in Domestic Violence strategy - joint approach, including reporting at relevant boards
- Test of Assurance - joint action to review the impact of restructuring the Director of Children Services and senior role/reporting lines
- Early identification of concerns, resulting in actions and request for follow up action
- Obesity strategy – Boards working in collaboration to reflect progress beyond the original strategy, which fell within the remit of the Children's Trust Board. Challenge sought clear identification of pathways where issues are identified such as anorexia and neglect, as well as linkage to other existing appropriate strategies

Engagement with young people:

- Young Carers mental health and vulnerabilities if supporting single parent - challenge to agencies through board around the support and engagement they experience
- Youth Parliament adoption of aspects of early support plan for own focus, e.g. as part of the community, keeping themselves safe, ability to engage with agencies
- Evidence of positive progress by children in care at their presentation evening as seen by Chair Children's Trust Board, leading to discussion around the LSCB hearing first-hand the voice of foster parents and children placed with them by building upon existing informal networks

Swindon Performance Information – the Child's Journey

1. Each professional, family member and resident who gets in touch with Children's Social Care and is seeking advice on a potential safeguarding matter is counted as a **contact** by the advice and information staff in the Referral & Assessment Team. If the query is detailed, and concerns are expressed which indicate that the child or family are in need of significant help, then the contact is accepted as a **referral**.
2. A social worker takes the details of the referral and if necessary makes further enquiries with other agencies about the child and family. This information is given to the manager within the Referral & Assessment team who makes the decision within 24 hours on whether further information is required, whether the case should be referred to another agency or whether the case does not meet the threshold of a child in need. The referrer is contacted if the case does not meet the threshold. If further information is required a social worker will complete an **Initial Assessment** within 10 working days.
3. Following an initial assessment a case may be closed, or referred to another agency or allocated to a social worker for provision of a service if the child is deemed to be a child in need. If the case is complex, the manager may decide that a more detailed **Core Assessment** needs to be completed within 35 days. If the manager decides that the child may be at risk of harm and this is a child protection referral, then a strategy discussion takes place with the police and other agencies. The strategy discussion decides whether a full investigation is required and whether this should be led by the police or social care, or be undertaken jointly by both agencies. This is called a Section 47 child protection investigation. If following the investigation the allegations are substantiated, the manager decides whether a child protection conference is required, which will be held within 15 days of the referral. The child protection conference decides whether the child should have a child protection plan.



Common Assessment Completion (CAF)

- 325 **CAFs** were recorded during 12/13. This was a decrease of 402 in the previous year. The number of common assessments has been in decline for the last 2 years and there are multiple actions in place to improve performance in this area.
- This area of work is monitored by the **Swindon Children's Trust Board**.

The **CAF** is a standardised approach of undertaking an assessment of a child or young person's additional needs. Any practitioner in the children and young people's workforce can complete a CAF.

Team Around the Child (TAC) (Initial) and Team around the Child (Reviews)

- There has been a decrease in the number of **Team Around the Child** Meetings over the last 2 years. This trend is to be expected, alongside a decrease in the number of common assessments. There are, however, multiple TAC reviews taking place and each child on average receives 2 reviews a year. There were 1,249 reviews in total completed during the year.
- This area of work is monitored by the Swindon Children's Trust Board.

The **TAC** brings together a range of different practitioners to support an individual child or young person and/or their parents/carers. Members of the TAC develop and deliver a package of solution-focused support to meet the needs identified through the common assessment and/or specialist assessment.

Contact

- The number of **contacts** to children's social care has increased from 6,004 in 2011/12 to 6,421 in 2012/13.

Referrals are requests for action from Children's Social Care to the perceived need of a child or young person or their family. Contacts are where information is forwarded to Children's Social Care but the intention is there will be no action arising from this unless the information adds to a picture of the child that suggests to Children's Social Care that action is needed.

Referral

- 1,632 **referrals** were accepted during 2012/13, up from 1,592 in 2011/12. The referrals in Swindon are very low when compared to the national average, and this is the first increase in referrals in Swindon in three years.

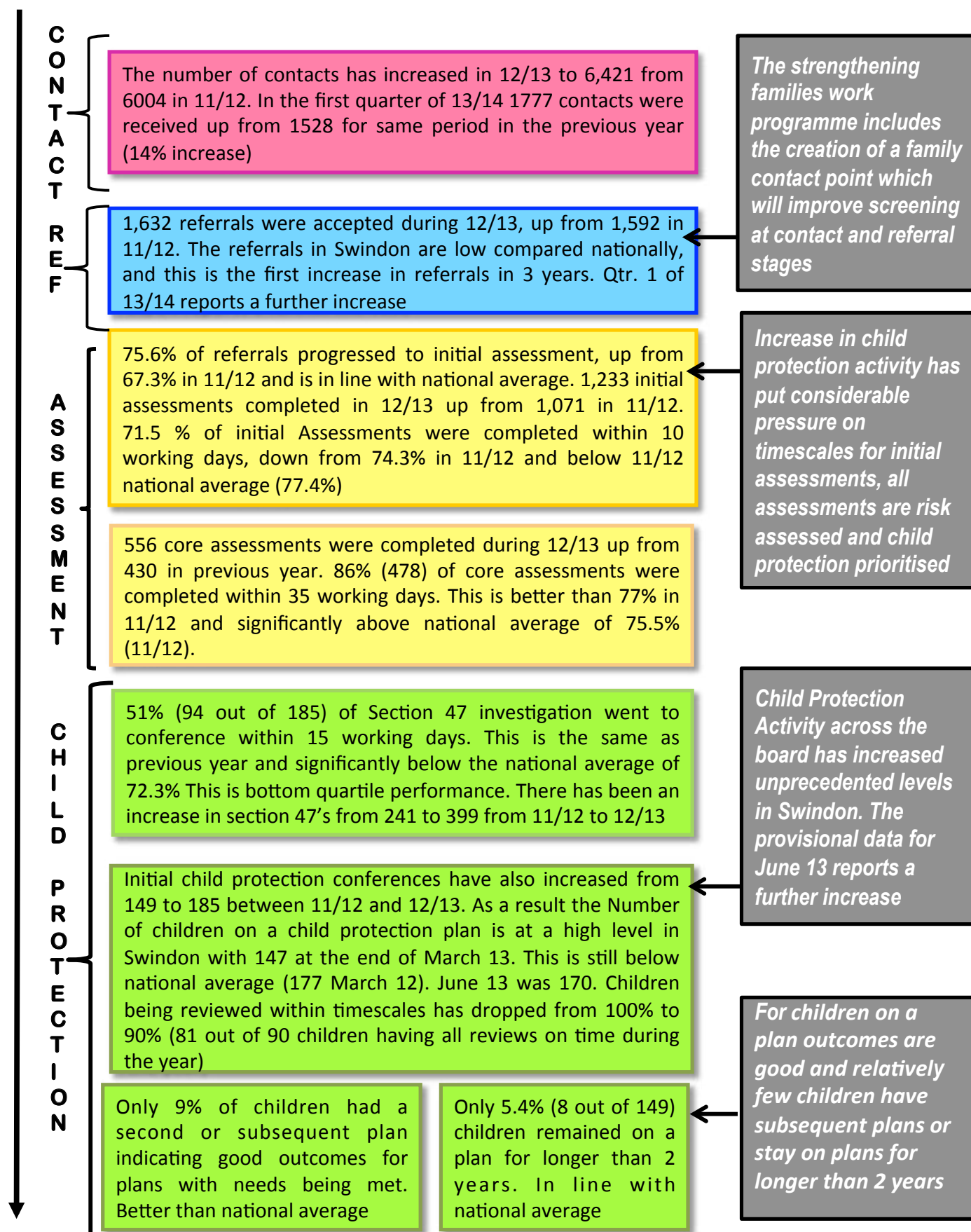
Assessment

- 75.6% of referrals progressed to **Initial assessment**, up from 67.3% in 2011/12. This is in line with the national average.
- 1,233 initial assessments were completed in 2012/13, up from 1,071 in 2011/12. 71.5% of initial assessments were completed within 10 working days, down from 74.3% in 2011/12 and below the 2011/12 average of 77.4%. We are not as responsive as others in our overall completion rate of initial assessments, but we always risk assess and prioritise child protection.
- 556 **core assessments** were completed during 2012/13, up from 430 in the previous year. 86% (478) of core assessments were completed within 35 working days. This is better than 77% in 2011/12 and significantly above the national average of 75.5% in 2011/12.

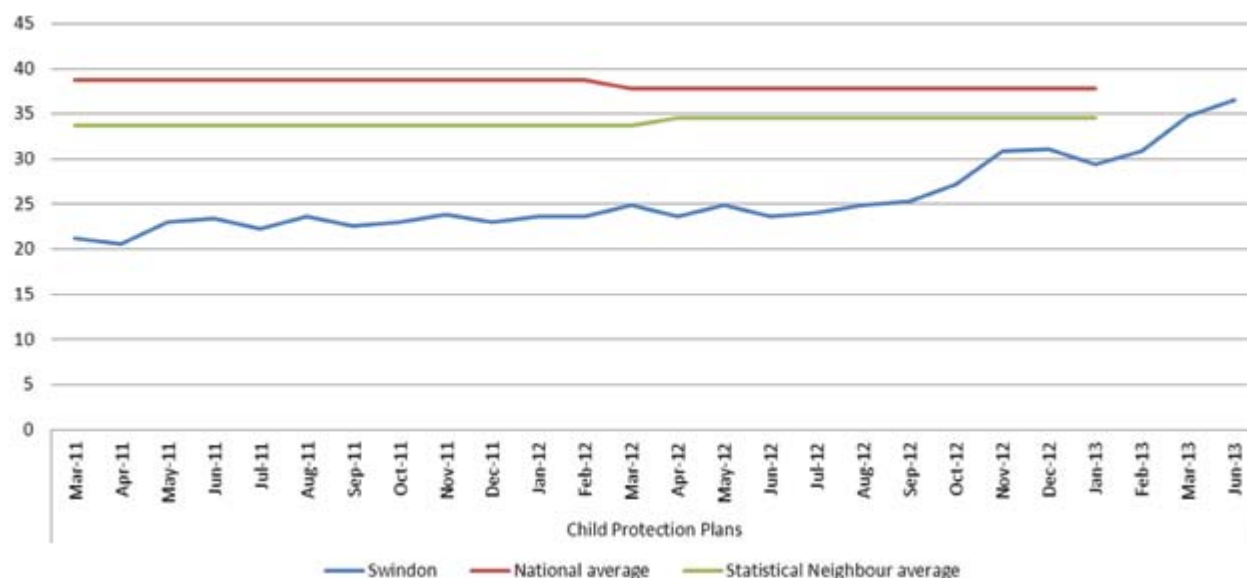
The **Initial Assessment** is a brief assessment of each child referred to Children's Social Care where it is necessary to determine whether the child is in need, the nature of the service required and whether a more detailed **Core Assessment** should be undertaken.

A core assessment should be undertaken when a more in-depth multi-agency assessment is necessary to understand the child's developmental or welfare needs and circumstances and the parents' capacity to respond to those needs, including the parents' capacity to ensure that the child is safe from harm now and in the future.

Headline Messages from the Data for Children's Social Care Safeguarding 12/13



The number of children on child protection plans per 10,000 population under 18, March 11 to June 13



Performance Sub Group

The LSCB established a Performance Sub Group in 2013 to enable partners to examine the performance of services to safeguard children in more detail, to provide challenge and assurance to the LSCB Board.

The following agencies have provided reports to the LSCB performance Sub Group:

- Children & Families
- Wiltshire Police
- Avon and Wiltshire Mental Health Trust
- Wiltshire Fire & Rescue
- Great Western Hospital

The Performance Sub Group has provided regular reports to the Board summarising the strengths, area of development and risk identified by each agency in relation to safeguarding services. A core data set has been revised and will be used to identify how well services are safeguarding children. The following risks were identified by the Performance Sub Group and reported to the Board:

- Change in definition of 'missing children', particularly the change that missing from care is changed to absent from care
- Increase in child protection activity and potential impact of welfare reform to further increase activity. This leads onto capacity issues amongst front line staff to be able to respond

- Increase in the number of days from child protection investigation to first child protection conference from 16 to 18 days (national target in Working Together is 15 days) and delays in distribution of minutes and plans
- Low number of common assessment and team around the child whilst referrals accepted are also low and this could indicate that there are some children with additional needs who are not being identified and not receiving an assessment and service

As a result of this work, performance management actions have been taken and improvements have been made in:

- Revision of Missing Children protocol
- Increase in the number of children identified by children's social care as suffering from neglect and requiring a child protection plan (170 children at the end of May 2013 compared to 110 in February 2012)
- Additional resources for the Quality Assurance team to reduce the length of time between strategy meetings and initial child protection conferences and minute taking



Reports on LSCB Business Plan 2012/13 (context in Chair's Foreword)

I. Thresholds, Policies & Procedures Function

Outcome One: Maintain and implement up to date and effective Child Protection procedures

All statutory organisations within Swindon LSCB are signed up to the South West Child Protection Procedures (SWCPP). These procedures are made available to staff via the LSCB website www.swindonlscb.org.uk

In December 2012, the LSCB Policies and Procedures Sub Group changed from being a 'virtual' group to one that meets quarterly. The purpose of this is to robustly assure that policies and procedures are meeting the needs of the local workforce.

The role of the LSCB Policies & Procedures Sub Group is to:

- Comment and advise upon practice developments arising from new legislation, government reports, research findings and other relevant documents, including serious case reviews
- Contribute to the development of the South West Regional Child Protection Procedures (SWCPP)
- Maintain, develop, and review inter-agency child protection procedures, protocols and practice guidance
- Carry out work according to priorities as defined by the LSCB
- Refer all information received in relation to practice issues to the LSCB Chairs Group and other LSCB groups as appropriate
- Influence the development of the LSCB training programme
- Ratify procedures, protocols and practice guidance and post on the LSCB website

In 2012, the LSCB identified that it was not clear whether people working with children were using procedures correctly, whether they had good access to the procedures and whether the procedures were appropriate. As a consequence the LSCB completed an audit of the use of procedures. The audit identified that there is a need to further raise awareness of the policies and procedures and resources available from the SWCPP and of the need for managers and workers to access the SWCPP regularly to improve their working practice. The LSCB has created coasters printed with the LSCB and SWCPP website details and has sent these out to all schools and GP surgeries. Following the redevelopment of the SWCPP website in

July 2013, an awareness campaign is planned for September 2013. Planned work for the Policies and Procedures Sub Group in 2013 is: reviewing all LSCB policies and procedures in light of Working Together 2013; reviewing Swindon Neglect Practice Guidance in light of national developments and the Swindon SCIE review; ensuring all appropriate policies and procedures are featured in the LSCB training programme.

Outcome Two: Ensure safeguarding training is delivered across all agencies to a high standard and is effectively implemented in the workplace

'Interagency training is not an end in itself but should be seen as a necessary and vital component of the safeguarding children process.'

Outcomes and Costs of Inter-agency Training for Safeguarding, Professor John Carpenter et al, Durham University

Swindon LSCB training is effective, with a comprehensive training programme linked to business plan priorities. Training courses are well attended and feedback is positive. In 2012-13, 59 courses were delivered and attended by 1,125 learners. The 2012-13 training programme saw a 7% increase in learners undertaking courses compared to the previous year. This reflects an overall trend and there has been a 16% increase in learners between 2011 and 2013. Child Protection training is audited through the annual Section 11 audit. Agencies are asked to report on the percentage of staff required to have child protection training and those who undertake training. From 2013, an annual Training Needs Analysis will be linked to the Section 11 audit and will be administered on behalf of the Training & Safe Workforce Sub Group. The analysis will inform the development of the training programme and strategy going forward.

There is a robust 3 stage evaluation framework for LSCB training. Learners complete an evaluation form at the end of every training course and are asked their opinion on the quality and effectiveness of the course. One month later, questionnaires are sent to learners and managers asking about the impact of the training and how this has changed their professional practice. The evaluation data is analysed and reported bi-annually to the Training & Safe Workforce Sub Group. The overall satisfaction for LSCB training was scored as good or above, with most delegates reporting that their knowledge increased significantly as a result of attending the training course.

Some comments from course evaluation forms are:

'It is helped me to listen with greater clarity and understanding to the experiences and challenges Parent Carers bring in Caring for their child/children. Where I feel more able to hold the Carer and the cared for appropriately in terms of thinking about risk' Counsellor

Completing the training has refreshed my knowledge in relation to Child protection awareness and has enabled me to focus more carefully on issues in relation to child protection when assessing adults with mental health problems who may have access to or caring responsibilities for children and young people. This will enable me to identify cases where children may be at risk and where a referral to Social Services may be required.' Social Work Lead (Mental Health)

'I feel that this has given me the information I need to fulfil my role as governor with safeguarding responsibilities and its broadened my knowledge to enable me to participate in things like the safeguarding audit, reviewing school policies etc' Parent Governor

'This course has built on my existing knowledge and given me a more in depth understanding which I can share with colleagues. It enables me to be more vigilant in my every day practice to pick up on the more 'subtle' aspects of child abuse which I would be more confident in spotting and therefore acting on in the most appropriate way. The course was extremely valuable, thank you.' Midwifery Sister

'[The training provided] reassurance that gut feelings are often based in knowledge base and experience of what is acceptable and not acceptable - particularly when working with disabled children when the needs of the family are often considered rather than the needs of the child as paramount - increased cynicism is a positive thing when I am working with families and remember to think about the needs of the child as paramount at all times - even when this may mean difficult conversations and challenges' Children's Complex Care Nurse

E-learning has progressed for Child Protection Awareness training and forms part of induction for new Swindon Borough Council Children's Services staff. Training is considered relevant and timely, as evidenced through comments on course evaluation forms. The Training & Safe Workforce Sub Group ensures that training keeps pace with local trends and developments. An example of this is the new Safer Recruitment Update course. This came about as a result of participants from previous training requiring an update, ensuring that their training remains relevant. During 2012, staff sickness meant that more training has been delivered through commissioned

trainers. For this reason a lesson observation schedule has been introduced to peer assess and quality assure all commissioned training courses. Feedback has been positive and feedback given to trainers. Issues raised will be incorporated into any reviews of the training programme. A regular Training Newsbyte has been created to market courses and broaden the range of agencies accessing courses (see Appendix 7).

Outcome Three: LSCB training significantly contributes to a safe workforce for working with children and families

The LSCB training attendance records suggest that there are no apparent barriers to agencies accessing training. New developments in on-line training are being introduced (Artemis) and this is a standing agenda item at the Training & Safe Workforce Sub Group.

New Safer Recruitment Update training has been developed by the LSCB Training Manager, Local Authority Designated Officer (LADO) for managing allegations, and HR representative from St Joseph's School, Swindon, who co-facilitates Safer Recruitment training (including update) to ensure that recruiting managers continue to be informed about current legislation and guidance, including the recent Independent Safeguarding Authority changes. The training has led to a good level of awareness of the allegations and safer recruitment processes locally and contributed to the number of allegations referred to the LADO.

The LSCB training records show that this new course has been received positively and has given participants the knowledge to test out the principles of Warner-style interviews and to review their action plans (made at the initial Safer Recruitment training).

The Training & Safe Workforce Sub Group reviewed agency representation and concluded that there was excellent wide ranging representation and very good attendance. Where further agency attendance was identified, they were contacted, invited and agreed to attend.

Key staff who support the LSCB Training Manager in delivering training include the LADO, members of the Safeguarding & Quality Assurance Team, Probation Service, Police, GWH, Named Nurse for Child Protection (Community), and NSPCC.

Contribution from partners – Mark Burton, Safeguarding & Intensive Support Manager, Swindon College

Swindon College has approximately 2500 full-time learners per academic year and offers mainly vocational based courses from entry level through to Level three, and also some Higher Education foundation degree courses. I work alongside the Student Engagement Manager and the Additional Learning Support (ALS) Manager, with the key priority of maintaining safeguarding protocols whilst meeting the social, emotional and educational needs of an increasingly complex student cohort. This work is supported by four Student Experience Managers (SEMs) and a Student Experience Mentor who also work in collaboration with staff to address the pastoral and academic needs of learners.

The College has developed information sharing protocols and working practices with Swindon 'Looked after Children Education Service' (LACES), Youth Offending Team (YOT) and 'Route 16 plus' – Children's Services (Swindon Borough Council). The College now hosts an introductory event at the start of the academic year for Looked after Children and their carers and social workers; learner's social workers and carers are invited to termly college reviews, and, in turn, SEMs attend Looked After Children meetings to report on educational progress, concerns and transitions guidance. 44.4% (16) of the Looked after Children and Care Leaver learners successfully progressed onto further courses at Swindon College in 2012-13. 78% of learners receiving intervention from the Youth Offending Team (YOT) achieved their main qualification.

The Targeted Adolescent Mental Health Service (TaMHS), that was initially provided for one day in every six weeks, was increased to one day per week to support the dramatic rise in learners presenting with mental health difficulties (96% increase compared to 2010-11). This additional facility has helped to provide broader support for learners with mental health difficulties with a view to complementing the existing counselling provision; therein offering an increasingly robust and diverse service.

Amanda Burnside and I attend the LSCB Board meetings. We take any information or learning from these meetings and cascade it through meetings with SEM and Additional Learning Support Teams. We also raise issues at the Board, as appropriate; for example Michael Wadley (Student Support Mentor) and lay member of the Board raised an issue about trans-gendered young people and the lack of support services and information available at the December 2012 Board. The follow up on this issue was taken up by Amanda Burnside, who has provided information to schools online. We have also very recently taken part in the Public Health Children & Young People Domestic Abuse Needs Analysis, providing information about the prevalence of domestic violence and the associated needs of our learners.

Being a member of the LSCB is incredibly valuable. Due to the large number of vulnerable learners we have at the college it is imperative that the College continues to work in partnership with the LSCB.

Managing Allegations against Staff and Volunteers who Work With Children

Following the introduction of the allegations management procedures in 2006, there was a year on year increase in the number of allegations referred to the Local Authority Designated Officer (LADO) until October 2010, when the number of referrals fell. This fall was attributed to the implementation of the Managing Allegations and Serious Concerns about Foster Carers Practice or Standards of Care guidelines, which filtered out some of the lower level referrals that would previously have been referred to the LADO. From April 2012, however, the number of referrals has begun to increase again and in 2012/13 the LADO received a total of 118 referrals.

Allegations procedures were introduced to identify people who use their role either as a professional or volunteer to access children and sexually abuse them. It is, therefore, encouraging to see that a significant percentage of the referrals relate to sexual abuse or internet related concerns. These are the cases that generally lead to police investigations and prosecutions.

There are some key organisations that work with children that are under-represented in referrals to the LADO. These are vulnerable groups such as faith groups or voluntary organisations which could be seen as 'soft' targets for sexual offenders. The LSCB Awareness & Engagement Sub Group will continue its work to promote child protection policies and procedures in these areas, focussing on promoting the safer recruitment and managing allegations against staff training. The Sub Group has produced a safeguarding pack to improve understanding of safeguarding and child protection and of the allegations procedures. This has been well received, with one organisation making a referral and organising training within a week of getting a pack. The allegations process flowchart and information leaflets are available on the LSCB website.

Allegations Relating to Children with Disabilities

Children with disabilities are recognised as a particularly vulnerable group, who may use little or alternative communication methods and may have limited understanding and limited access to seeking support to make an allegation. National research has identified this group of children as particularly vulnerable to abuse and neglect.

Where a child has communication impairments or learning disabilities, the LADO process will make every effort to meet those needs. Enabling the child to share his/her experience and concerns allows for a fairer process that does not assume children with disabilities cannot communicate effectively. We will as part of the

process, identify who has the expertise to communicate with the child/ young person and engage them in planning the investigation.

One referral has been received from a residential college in Swindon for young people with Asperger's Syndrome and associated disorders, which has been managed appropriately. The manager at the college has liaised with the LADO in relation to developing and implementing allegations procedures. When there are allegations against staff in residential schools in other areas where Swindon children are placed, the LADO from the other authority will liaise with the Swindon LADO in relation to the investigation of the concerns.

Timeframes

Timeframes for dealing with allegations vary according to the nature, seriousness and complexity of the allegation. Working Together guidelines set some 'indicative' target timescales for different stages of the process. Most cases are dealt with within a month. The longer timescales normally occur when there is a police investigation or court proceedings. These cases are subject to regular reviews and significant delays discussed with all concerned. The LADO works very closely with the police Child Abuse Investigation Team (CAIT) to resolve cases within the agreed timescales.

LADO Capacity

Within the Safeguarding and Quality Assurance team, one of the Independent Reviewing Managers covers much of the allegations work, supported by the Team Manager when required. This allows the Team Manager to overview and quality assure the allegations management process. The LSCB funds a post providing administration for the allegations process.

Learning from allegations

When concluding investigations the LADO always considers, with managers involved, whether there are lessons to be learned about working practices and procedures. Improving recruitment practices, introducing the use of Safer Working practice guidance for staff, and training staff in safe handling are examples of the changes introduced by managers following investigations. There have been occasions when organisations have been encouraged to attend Child Protection, Safer Recruitment and Allegations training. The LADO, who is involved in delivering the training, has seen this followed through with staff attending the courses.

Case study

The LADO received information from the police that a person working with children in Swindon was being investigated for historical sexual abuse of a child. A strategy meeting was convened and a plan put in place

which involved suspending the member of staff from his role in the organisation whilst the police investigation took place. Within the meeting, support was agreed for the member of staff, who was assessed as vulnerable to self-harm. The police investigation and subsequent court process were lengthy. Review meetings were held at intervals to review plans and monitor progress. The matter concluded with a conviction and prison sentence. Appropriate measures were put in place to prevent the individual working with children in future.

Outcome Four: Increase E-safety awareness to pupils, parents and practitioners across all agencies to make children safer in a digital world

The online safety harm reduction programme continues to be a focus for the LSCB, as it impacts on all aspects of safeguarding children in Swindon.

In 2012-13 briefing sessions and training courses have been delivered to early year providers, child protection co-ordinators, and staff and governors in both schools and colleges. The LSCB e-safety course is additional, reaching multi-agency staff from across Swindon and targeted programmes include those of the Young Wardens and teachers in training.

The 4th annual e-safety pupil survey obtained views from nearly 1900 children across Swindon. All four surveys can be found here... <http://schoolsonline.swindon.gov.uk/hts/SWGfL/Pages/safety.aspx>

Across all Key Stages there is an increase in the number of children stating their school is teaching them "well" to be safe online. However, the survey has shown a clear and significant decline from Key Stage 2 to Key Stage 3, of what the children think their parents know about what they do online. The LSCB has been working with schools to deliver monthly parent sessions to highlight risky behaviours and raise the awareness of online child sexual exploitation. Anecdotal evidence shows that parents from the more affluent sector of society are the hardest to reach.

An emerging trend from the survey shows an increase of cyber bullying occurring in Key Stage 2, as reported by the children. As a result, the work of the LSCB has been focussed at Key Stage 2 and is being addressed within the Junior Good Citizen (JGC) programme. This scheme is specifically for Year 6 children and provides an opportunity to directly teach how to be safe online and how to stop and report cyber bullying. More than 1200 children attended the programme in 2012 and the evidence of impact is recorded in the annual report which can be found here: <http://schoolsonline.swindon.gov.uk/sc/cp/Pages/policies.aspx>

Swindon has the highest percentage uptake in the South West, of schools engaged with the e-safety self-assessment (<http://www.360safe.org.uk/>). Building upon this, the Swindon annual child protection report to schools governors has been adapted to include e-safety. This is enabling visibility, support and challenge to further develop and safeguard children online.

Building upon the Child Exploitation & Online Protection Centre (CEOP) ThinkUKnow teaching materials that are being delivered in schools, the South West Grid for Learning's, (SWGfL) 'digital curriculum' is enabling the wider aspects of keeping safe online, digital literacy and citizenship to be taught to children and young people in Swindon.

Looking ahead, a stronger focus to support work of the LSCBs child sexual exploitation and domestic abuse agendas will be key in next year's priorities to safeguarding children online.

Contribution from partners – Duncan Webster, Student & Safeguarding Manager, New College

New College is committed to providing effective safeguarding arrangements, including staff trained in Safer Recruitment on all interview panels; a group of Safeguarding Officers to give appropriate access for staff and students needing support and advice; a Safeguarding Committee including safeguarding officers and other appropriate staff to steer our practices; and a range of information to students, parents/carers and staff promoting the available support.

In 2012/13, a particular initiative has been the widespread use of electronic learning materials by tutors to support students in taking a short qualification in e-safety, the Level 1 Award in Internet Safety. Over 2,000 students took the on-line exam during the college's Progression Day in March and a number of staff have also completed the qualification. Although many young people would say they know about e-safety, the discussions after taking the exam were illuminating as students spoke about what new information they had learned from the experience. I hope this learning will help them to remain safe online in the future.

Outcome Five: Ensure the particular safeguarding needs of disabled children and young people are addressed

Over the last 12 months consideration has been given to how the Local Authority responds to the needs of children and young people with a disability who require safeguarding or protection. Ofsted undertook a thematic inspection of safeguarding disabled children in April 2012, and recommendations from that inspection have resulted in significant staffing and organisational changes within the Disabled Children's Team. From analysis of child protection thresholds within this service, there is evidence that more children and young people with a disability are now having their needs investigated through child protection procedures. An action plan to address issues arising from the Ofsted inspection was developed in May 2012 and updated in October 2012, and is monitored by the LSCB Management Group. There has been progress in all areas identified in the plan.

The LSCB Safeguarding Disabled Children Sub Group meets six times a year and includes a range of professionals across Health, Social Care and Education and a representative from Wiltshire Police Child Abuse Investigation Team.

An objective for the Sub Group in 2012/13 was to review two multi-disciplinary cases, to identify learning through sharing information on working practices, i.e. what went well and what could have worked better to ensure the best outcomes for the child and family. The two cases originally identified for review were substituted by two case file audits commissioned as a result of the Thematic Ofsted Inspection. These audits identified a number of areas of practice that required improvement, e.g. including references to the voice of the child in assessments; the need to be more consistent in relation to the threshold for deciding if a child's needs should be investigated under the child protection procedures. The Disabled Children's Team now has a new Management Team, supported by the Principal Social Worker; a full complement of qualified Social Workers, and two additional full-time equivalent Social Care Workers to facilitate the case-holding ability of the team. The case review process will be repeated in 2013/14.

Two members of the Sub Group are currently in the process of auditing five Intimate Care Plans based on criteria identified by the Sub Group. Initial feedback indicates that there is not a strong enough emphasis on taking the child's views into account. As an outcome of the audit visits, this has been raised as an area for development with individual schools. The Schools' Safeguarding Adviser will also review this as part of her monitoring visits to schools.

The Sub Group completed an audit to review Swindon's procedures in line with government recommendations in respect of deaf children, using the National Deaf Children's Society audit framework, and a report was presented to the LSCB Management Group.

In 2013/14 the Sub Group will complete the Intimate Care Policy audit, consider how child protection training can be provided which is specific to disabled children and young people, and re-commence the process of undertaking reflective case reviews. It will also be working alongside the LSCB Quality Assurance Sub Group to review a number of cases involving disabled children and young people.

Outcome Six: Reduce sexual exploitation of children and young people and the incidence of children and young people running away from home

Child sexual exploitation is a form of child abuse involving children and young people receiving something, such as accommodation, drugs, gifts or affection, as a result of them performing sexual activities, or having others perform sexual activities on them. It can occur without physical contact, when children are groomed to post sexual images of themselves on the internet.

Child sexual exploitation is a hidden issue taking place out of public view. Practitioners often do not identify it and young people themselves frequently do not recognise themselves as the abused. It can be difficult to get an accurate picture of the risk of sexual exploitation.

The link between children being sexually exploited and children going missing is very strong. Some 140,000 children go missing from home or care in the UK each year and it has been estimated that running away places around a quarter of these at risk of serious harm. Children and young people who run away may be 'pushed away' following abuse or other factors or 'pulled away' wanting to be near friends or because they are being exploited by adults.

Currently the Office of the Children's Commissioner (OCC) is undertaking a two year enquiry into Child Sexual Exploitation in Gangs and Groups. The interim enquiry report published in November 2012 cited evidence to suggest that at least 16,500 children were identified as being at risk of child sexual exploitation during one year and 2,409 children were confirmed as victims of sexual exploitation in gangs and groups during the 14-month period from August 2010 to October 2011.

Evidence to the enquiry indicated that in any given year the actual number of children being abused is far greater than the 2,409 that have been confirmed. Interviews with

children and young people, evidence collected during site visits and gathered at hearing sessions all indicated that many children who were sexually exploited either remained unseen by professionals or, even when known, were not recorded in the call for evidence submissions received by the OCC. 16,500 children from across England were identified as being at high risk of child sexual exploitation during the period April 2010 - March 2011.

In December 2011 the Department for Education published the Tackling Child Sexual Exploitation Action Plan and the Home Office published the Cross Government Strategy for Missing Children and Adults. It has since published a progress report in July 2012 with a Step by Step guide to tackling sexual exploitation for frontline staff.

Swindon LSCB established the Sexual Exploitation and Runaways Sub Group in 2008 and in July 2009 the Government issued statutory guidance on children who run away or go missing from home or care and practice on child sexual exploitation.

In 2012 the Sub Group completed a detailed needs analysis to understand the extent of sexual exploitation in Swindon and as a result established a Swindon Sexual Exploitation and Young Runaways Strategy, focussed on prevention, protection and prosecution. The Strategy has been developed in line with recommendations and guidance from the Department for Education National Action Plan, Rochdale Multi Agency Responses to Child Sexual Exploitation Review and Barnardo's 'Cut Them Free' Report.

Progress to date

- A system is now in place where all reports of missing children from the police are received by the social care Referral and Assessment Team; those that do not reach the threshold for a social care initial assessment are further assessed for a response by a lead in the integrated locality teams
- The LSCB has funded VOICE to provide independent return interviews for children who run away and are considered at high risk
- The LSCB has commissioned training on sexual exploitation from Just Whistle which has been very well attended
- The LSCB Annual Conference included a section on child sexual exploitation and keynote speakers from Operation Bullfinch, Oxford
- The LSCB contributes to the Missing People Charity, which runs the only national helpline for young runaways. Raising awareness of the helpline is part of the local protocol

- The LSCB has commissioned the development of multi-agency online training in sexual exploitation that will be available for all staff
- The LSCB undertook a multi-agency audit in May 2012 to get a snapshot of the profile of young people in Swindon who at risk of being sexually exploited and which agencies were working with them
- Wiltshire Police are providing accurate data to the Sub Group on the numbers and profile of children who go missing
- Swindon social care has provided evidence to Wiltshire Police to develop a profile of sexual exploitation in Swindon
- The Sub Group has developed a multi-agency protocol for responding to sexual exploitation that includes the development of a multi-agency risk assessment panel to support information sharing between agencies about individual children and young people
- Sexual exploitation leads have been established to provide expertise, advice and guidance to frontline staff

What the LSCB plans to do next

- Continue to commission high quality multi-agency training on sexual exploitation
- Further develop the sexual exploitation tracking tool and, in October 2013, undertake a comprehensive multi-agency exercise to try to identify the levels of sexual exploitation in Swindon and the level of response to these children and young people
- Use the information from the tracking exercise to scope the need for an effective multi-agency response to sexual exploitation. There is no dedicated service for this group of young people in Swindon
- Develop an awareness raising strategy as part of the prevention plan
- Develop a Sexual Exploitation Multi Agency Risk Panel to share intelligence, identify patterns and raise awareness of sexual exploitation

Outcome 7: Early Support Hub

In early 2012, the Children & Families Referral and Assessment Team began a pilot of the Early Support Hub, a project to provide a single point of access to a wide range of services. The Principal Officer, Social Work was appointed to be Project Lead for this piece of work. The pilot identified some benefits to working in this way, such as speedier responses and a reduction in the number of referrals to Social Care - mainly due to more appropriate signposting to other agencies. It was also noted that there was greater information sharing across a number of partners, including Wiltshire Police, Wiltshire Fire & Rescue and health practitioners.

The results from this pilot were used to inform the development of the Family Contact Point, part of the redesigned operating model for Children's Services and planned to be fully operational in April 2014, which will bring together multiple disciplines and practitioners and act as a single point of contact that connects children and families with the most appropriate resources.



Operating Model – Strengthening Families Programme – Debbie Deimert, Principal Officer, Social Work

We are designing a new operating model for services to children and families to help reduce demand on our services and focus more on early intervention. This will enable us to reduce costs further down the line. There are four main parts of the operating model, which are set out below, as well as an additional workstream around Traded Services.

Family Contact Point (FCP)

The Family Contact point is part of the redesigned operating model for Children's Services acting as a multi-disciplinary single point of contact that connects children and families with the most appropriate resources. The Family Contact Point will be the first port of call for families, connecting them with the most appropriate resources at that time. The implementation of FCP will be broken into three phases:

- **Phase 1 - 4th September 2013 – December 2013 – Advice and Information teams**
- **Phase 2 - September 2013 – November 2013 – FAST teams**
- **Phase 3 - December 2013 – April 2014 – Implementation of FCP**

Phase 1

The CAF/TAC Team, the Child Health Team and two of the three Assessment and Information Officers in the Referral and Assessment (R & A) Team will work together as a single team. This is the 'Way in'. They will screen all contacts made by agencies and families for help and support and identify the work that needs further enquiry. This will ensure a decision is made within 24 hours. The Triage Team will consist of two social workers from the R&A Team, one social worker from the Disabled Children Team and one manager from the early

help services. Both the Triage Team and the Way-in Team will be managed by the Principal Social Work Officer. The Way-in Team (Screening) will identify cases that need an immediate child protection response. These will be referred immediately to the Assessment and Child Protection Team. The Triage Team will also identify cases in need of a 'child protection' as well as 'children in need'. In these circumstances the triage team will pass the cases to the Assessment and Child Protection Team.

Phase 2

Other work will require a coordinated Early Help response and will be referred to Operational managers for allocation. It has been identified that there are a number of occasions when a rapid response to families is needed, alongside the gathering of information and assessment, to reduce the risk of family breakdown or children on the edge of care. This will be a FAST (Family Assertive Support Team), consisting of six 'children and family practitioners' who will have a range of skills to practically assist and assertively intervene to divert a crisis. This team will work across early help, children in need and child protection, whilst a common assessment, initial assessment, core assessment or Child protection investigation is undertaken. Currently we have advertised for three posts and this will be reviewed at the end of the year.

Phase 3

This will take us to the point of delivering a new service as of 1st April 2014 in a new co-located office. We will review our systems and business processes.

It is our belief that by reconfiguring our resources in this way it will give us greater capacity to manage the increased demand we are experiencing, but also help to manage down the nature of the demand by offering an earlier response followed by an appropriate

Contribution from partners – Deborah Murphy, CAFCASS

In my role I manage a team of social workers that covers the family courts in Swindon & Wiltshire. Our core role is to champion the interests of children involved in family proceedings and advising the family courts on what we consider to be in the best interest of individual children. Examples of matters decided by a family court are: when children are subject to an application for care or supervision proceedings by social services (public law); an adoption application (public law); or when parents who are separating or divorcing cannot agree on arrangements for their children (private law).

All children subject to public proceedings are allocated a guardian and a solicitor. Depending on the age of the child, they will meet with the guardian and solicitor and the reason of the application will be explained. The Children's Guardian will use tools to help children express how they feel about what is happening to them. The role of the guardian is to independently express the views and wishes of the child and to ensure that the voice of the child does not get lost in any disputes.

As a member of the LSCB, I use my monthly team meetings to feedback information raised at the board, I regularly present information on learning from SCRs to the team and integrate into training and development activities so that staff are completing their work in an up to date and evidence based way. I also integrate LSCB training into the team's training calendar. I find LSCB training particularly useful, especially, as a contributor to the LSCB budget, it is free for my staff.

I regularly meet with senior managers from Bristol, Milton Keynes, Reading and Gloucestershire. This provides a forum to share information from our respective LSCBs. I believe that my role in the LSCB needs to be relevant to all multi-agency partners because everyone has a role to play in Family Justice. Being a member of the LSCB connects me with strategic managers from other organisations, specifically Health and Education, which I would not get any other way.

In private law proceedings it is often important to share information in order to build up a picture of safeguarding concerns. Sometimes this can lead to a referral to Children's Social Care if there are significant safeguarding concerns. Sometimes it can be just to log information, as it can be an accumulation of evidence that highlights the real issues. I regularly meet with senior managers in Children's Social Care and regularly have discussions about thresholds for referrals, escalation of cases and in my role I am able to advise on current practice within the family courts.

CAFCASS are committed to playing a key role in safeguarding children in Swindon. I see the LSCB as a platform that, as a member of the Board, I can use to drive CAFCASS's work forward with partners. The new way of conducting Board meetings is an important development in the way we can work as a board. The inclusion of breakout groups allows to me to contribute and participate fully. The LSCB is a valuable place to build up contacts and relationships.



2. Communicating and Raising Awareness Function

Outcome Eight: Increase awareness of safeguarding amongst partner agencies and the wider community

The joint LSCB/LSAB (Local Safeguarding Adults Board) Awareness & Engagement Sub Group was set up with the aim of communicating to individuals and organisations in Swindon the need to safeguard and promote the welfare of children and young people, as well as adults at risk of harm, raising their awareness of how this can best be done, and encouraging them to do so. Its members link with asylum seekers and other minority ethnic groups; faith and religious groups; and the local community via Swindon Borough Council's Localities Team and has begun delivering safeguarding awareness sessions to local groups identified through these links. The Sub Group will develop an evaluation tool to measure the impact of these sessions in 2013.

The Swindon LSCB website contains information and advice for children, young people, parents and carers, as well as for staff and volunteers. Work is currently underway to review the content and presentation of the website and young people from Swindon's Youth Forum have been consulted as part of this process.

The LSCB has produced a Child Protection Pocket Guide for workers, volunteers or members of the community, giving basic safeguarding advice and contact details. This is being widely distributed through schools, GP surgeries, and training events. One GP practice contacted the LSCB to say:

'The Pocket Guides will provide an excellent source of reference. I would like to provide each of my members of staff with one of these guides. Please could you send another 20 copies'

The LSCB produces a regular LSCB Newsbyte (see Appendix 6), containing news and useful safeguarding information, which is circulated to all LSCB members for dissemination throughout their organisations, as well as being shared with local voluntary groups via Voluntary Action Swindon.

The 2012 LSCB Annual Conference, 'Young People at Risk', began with a DVD produced by Holy Rood Junior School, of pupils performing a rap composed as part of Swindon's anti-bullying week 2011.

A performance by students from The Commonweal School highlighted the work undertaken by students as part of their anti-bullying project.

This year, the competition to design the cover for the LSCB Annual Report was co-ordinated through the Swindon 10 to 18 Project (STEP), which provides structured therapeutic group work, using a combination of youth and play work models of delivery. All group work activities have an underlying theme which address the unmet needs of young people accessing the service; providing targeted support and life skills development opportunities for young people who have considerable vulnerabilities, including; experienced physical / emotional abuse and / or neglect, primary family carers, self-harming, are in care, behavioural and / or mental health issues, experiencing poverty, deprivation as well as isolation and exclusion due to either circumstances or behaviour. Artwork throughout this report was produced during the group's art sessions.

The challenge remains as to how Swindon LSCB directly consults with children and young people about safeguarding, and discussions are continuing to explore links with the Youth Forum and Chatterbox Disabled Children Young Peoples Participation Group. The LSCB Chair met with the Project Manager Swindon 10 - 18 Project/ Swindon Youth Forum in January 2013 to explore the possibility of young people contributing to Board meetings.

Swindon LSCB has two lay members. They attended their first Board meeting in March 2012. The remit of the lay members is to support stronger public engagement in local safety issues; contribute to an improved understanding of the LSCB's child protection work in the wider community; challenge the LSCB on the accessibility by the public and children and young people of its plans and procedures; and help to make links between the LSCB and community groups.

ANNUAL CONFERENCE 2012

The LSCB Annual Conference was held on the 26th September 2012 at Swindon Town Football Club. The theme of the conference was 'Teenagers at Risk' and keynote speakers included Dr Susannah Bowyer who spoke about Risk Taking Adolescents and Simon Moreton and Damian Griffiths from Operation Bullfinch, a police investigation into child sexual exploitation in Oxford.

All of the evaluation forms completed at the conference indicated that delegates were satisfied or very satisfied with the conference content. In response to the question: What changes will you be making to your working practice following this conference? Responses included:

'Feeding back to colleagues in Adult Services – thought provoking and particularly made me think about tools and reflection on safeguarding in supervision' SEQOL

'To continue to develop multi-agency relationships and shared working practice – plus embed Signs of Safety methodology across safeguarding work and referral processes' College

'By developing a greater picture of child exploitation across Wiltshire & Swindon with partners. Develop a proactive partnership operation by looking beyond the data' Police

'Using school information to cross reference 'risk'. Use data and implement Signs of Safety. We should have community 'surgeries' each month with sector workers, e.g. Health, Education, Police, Social Care, to discuss emergent need in 9-13 year olds' Secondary School

LSCB Annual Conference 2012 - Commonweal School
http://www.swindonlscb.org.uk/about/Documents/lscb_annual_conference_2012_-_commonweal_school.pdf

LSCB Annual Conference 2012 - Children in Care
http://www.swindonlscb.org.uk/about/Documents/lscb_annual_conference_2012_-_children_in_care.pdf

Contribution from partners – Kate Riddle, Trust Lead Nurse Safeguarding Children, Oxford Health

Oxford Health provides Community Child and Adolescent Mental Health Services (CAMHS) in Swindon; this includes Learning Disability CAMHS service and in-patient adolescent unit at Marlborough House in Swindon. Oxford Health also has a contract with Swindon Clinical Commissioning Group to provide community health services, including health visiting, to a GP surgery in Shrivenham.

The Swindon LSCB Board representative for 2012/13 was Donna Clarke Head of Service. From 01/06/13 the Board representative is Michelle Maguire, the Head of CAMHS for Swindon/Wiltshire/Bath & North East Somerset (BANES) area.

The Trust provides a representative on a safeguarding children meeting for the Swindon/Wiltshire and BANES area. This is attended by Safeguarding team members including Named Nurse and Named Doctor for Safeguarding and CAMHS managers. This forum enables the sharing of information regarding LSCB activity and safeguarding work with CAMHS services across the area. This would also include sharing lessons from Serious Case Reviews.

Safeguarding knowledge and information is also disseminated to individual staff members via

safeguarding supervision and training and learning events across the Trust. The Named Nurse and Named Doctor attend network meetings with other Named Professionals from other health providers and are able to share information there.

Being part of an organisation that works with five other Local Authorities allows cross fertilisation of information and knowledge across other LSCB areas. An example is the Swindon LSCB Peer Review process for Section 11 Audits. Oxford Health have shared this with another LSCB and it has been adopted by that Board.

As a statutory member of the LSCB, the Trust has a duty to fulfil its statutory duties around safeguarding and also to work in partnership and take into account the local needs of children and young people. Board membership and working also supports the internal assurance of our safeguarding duties and practice standards.

Over the past year Oxford Health has taken part in the Ofsted Thematic Inspection in relation to Safeguarding Disabled Children, Section 11 Peer Review and Annual Business Planning workshop to develop the LSCB Strategic Business Plan.

Outcome Nine: Views of children and young people are routinely asked for, listened to and outcomes for children improve over time

Feeling Safe In Swindon

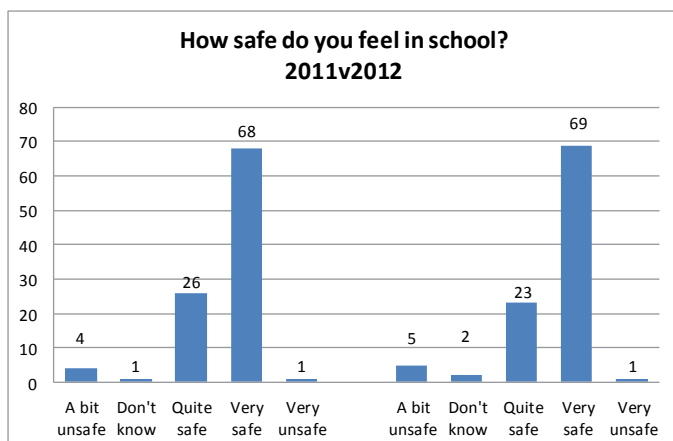
About the survey

March 2012 saw the launch of the second annual 'Feeling Safe' Survey in Swindon. The aim of this survey is to gain an insight into how safe children and young people feel in Swindon.

- 45 out of a possible 54 Primary / Junior schools accessed the survey, with a total of 1176 pupils completing the survey (last year 937 responded).
- All 12 mainstream secondary schools accessed the survey, with a total of 2683 pupils completing the survey (last year 1405 responded).
- The survey is open to all pupils in Year 6 and above
- Uplands school have developed a version of the survey for use in special schools

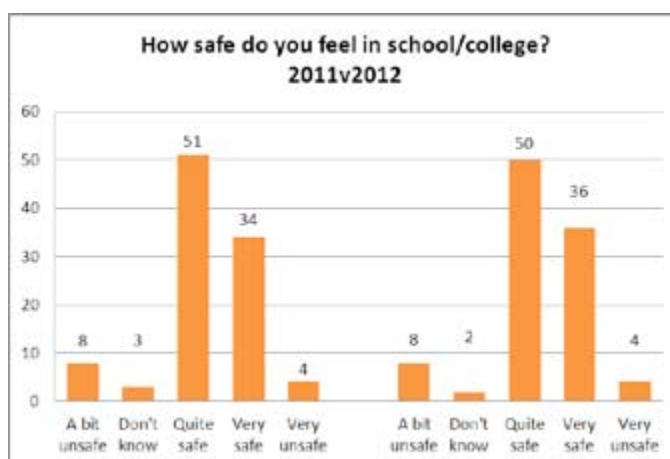
Schools who took part were given individual feedback about their pupils' responses, alongside the cumulative data for the local authority.

How safe do our Year 6 children feel?



- The large majority of pupils spoken to have said that they feel very safe whilst in school
- Any comments about feeling slightly unsafe tend to link to issues with:-
 - the grounds/fencing for example (primary)
 - Arguments / fights (secondary)
 - E safety issues, including cyber-bullying which adults may see as the exception are viewed by many pupils (particularly secondary) as the 'norm'

How safe do our secondary aged children feel?

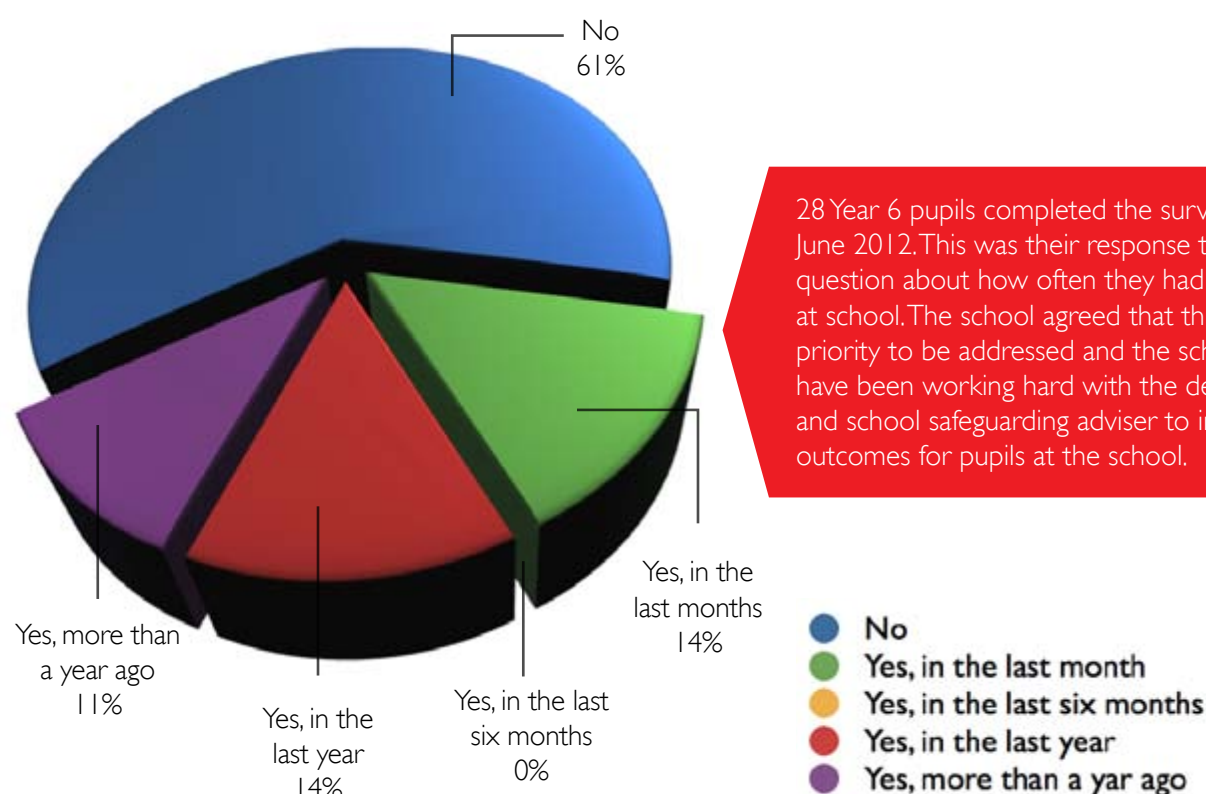


How is the data being used?

Schools and colleges taking part now have a huge wealth of data at their fingertips. The challenge is to use this information as a focus for discussion with pupils and to inform safeguarding priorities on the school development plan, leading to improved safeguarding outcomes for pupils across the school. Below is an example of some of the work being done to build on the outcomes of the survey.



Case Study – Primary School A



A 'school council 'owned' project

The project began with a visit to meet the school council representatives at Primary school A. The council is made up of two pupils from each year group. At our first meeting we explored their understanding of what bullying is and how it can make us feel if we are being bullied. The children were asked to rank the examples of bullying and identify which they felt was the worst example. The result, that each child chose a different example, highlighted that different actions and words affect people in different ways.

The children agreed that they would like to share this work with the wider school and subsequently prepared and presented a whole school assembly. Following this, a questionnaire was circulated by the school council, with questions about bullying and how well the school deals with bullying. The results were collated by the school council and it was agreed that they would focus on developing an anti-bullying project across the school. The project is still in full swing and the pupils at Primary school A are about to embark on a visit to another Primary school to take part in a collaborative learning walk, looking at the work this school has done towards gaining the anti-bullying mark accreditation.



Informing school safeguarding monitoring visits

A visit is made by the schools' safeguarding adviser to schools and colleges in Swindon at least once every 3 years to ensure that they are meeting the relevant safeguarding requirements to keep children safe. The visit builds on the school safeguarding audit, which is completed annually. Part of the visit includes a pupil conferencing session, and where schools and colleges have completed the feeling safe survey, this helps to tailor the theme of the questions. By 'unpicking' further some of the questions where there was a mixed response on the survey, areas for development can be highlighted with schools. It also supports colleagues to know what is working well. For example, where the survey asks 'How well does your school do at keeping you safe?' this is explored further to identify what it is that schools are doing. Recent conversations in schools have identified the following positive steps schools are taking:-

- Good links with the local Police Community Support Officers
- Regular 'keeping safe' assemblies, with guest speakers from emergency services
- E safety lessons about using the internet safely
- High profile of staff around school and playground at all times
- Approachable teachers and wider support staff if children need to share a concern
- Secure grounds and premises. Children regularly refer to the buzzer entry system or the secure fencing around school
- Anti-bullying work and resources

What next?

This year's survey was launched in June 2013, using survey monkey to capture responses. The questions have been kept the same, so that schools and the local authority can begin to look at trends emerging from the data year on year.

How to access the survey:-

Primary survey 13

<https://www.surveymonkey.com/s/GHZL7X6>

Secondary survey 13

<https://www.surveymonkey.com/s/BKGH3FH>

3. Monitoring and Evaluation Function

Outcome Ten: Improve and assure multi-agency Child Protection practice

The LSCB Quality Assurance (QA) Sub Group monitors and evaluates the effectiveness of what is done by partners, individually and collectively, to safeguard and promote the welfare of children and advise them on ways to improve. The Swindon LSCB quality assurance framework aims to help organisations and partners answer the question 'How effective are we at keeping children safe?' in a more holistic and comprehensive way. The aim of the framework is to: keep children safe; manage the risk inherent in this area of work; drive improvement in outcomes for children and their families; promote organisational reflection.

The LSCB quality assurance programme is a three yearly cycle focusing on cross- and inter-agency themes and issues. This year the group undertook: multi-agency case file audits on pre-birth assessments and a repeat audit of strategy discussions; a deep dive systems review (using the SCIE methodology) of a neglect case and; single agency audits of safeguarding supervision which were peer reviewed by the QA Sub Group.

Other quality assurance activity that helps the LSCB to monitor and evaluate the effectiveness of safeguarding in Swindon are: the annual section 11 audit; single agency quality assurance activity reported to the Performance Sub Group; a three year cycle of safeguarding monitoring visits to all schools by the Schools' Safeguarding Adviser and; a three year cycle of safeguarding monitoring visits to all pre-school settings by the Early Years Safeguarding Adviser.

The strategy discussion audit was a repeat of an audit undertaken in October 2011. 'Whenever there is reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm there should be a strategy discussion involving local authority children's social care, the police, health and other bodies as appropriate' (Working Together 2010). The audit of 10 cases identified many examples of good practice and positive impact from the previous audit. Strategy discussions take place promptly as required and in all cases where it was necessary prompt actions were taken to safeguard children. Most information was consistently recorded by the police and social care with clear action plans put in place. A specific impact from the previous audit is that most strategy discussion action plans are sent out within 24 hours of the meeting. The Quality Assurance Sub Group intends to undertake an annual audit of strategy discussions.

The pre-birth assessment audit in July 2012 took into account the Ofsted Report 'Ages of concern: Learning the lessons from serious case reviews', which recommended that LSCBs consider carrying out an audit to check that pre-birth assessments are routinely being undertaken whenever there may be safeguarding risks to the unborn child and that systems in place are adequate. The audit looked at six cases and identified many positives including: good handover between midwife and health visitor; some cases showed evidence of good involvement by midwives in implementing the plan. The audit found some learning for midwifery regarding record keeping and information sharing which is now the subject of a midwifery safeguarding action plan, which is monitored by the Designated Nurse for Child Protection and reported to the Quality Assurance Sub Group to ensure that the areas for improvement are addressed.

Each agency undertook their own **audit of safeguarding supervision** on behalf of the QA Sub Group and, while there were many examples of very good practice, the Sub Group recommended a number of actions as a result of the findings of the audit for the LSCB to address. The LSCB will produce key safeguarding supervision principles which will be applicable across all agencies and advice and guidance around safeguarding supervision will be developed for the LSCB website. All agencies should have child protection/safeguarding as a formal part of their supervision policy where necessary. Supervision training will be included in the multi-agency safeguarding training programme.

SCIE review of neglect

The QA Sub Group undertook a local case review to look at how well agencies in Swindon were working together to address the issue of child neglect. They wanted to trial the new systems methodology developed by SCIE 'Learning Together to Safeguard Children' and engaged SCIE to support this process.

A case was selected to use as a "window on the system". The case was not chosen because there were any existing concerns about practice, but because the family came into contact with a number of agencies across both early support services as well as statutory agencies. It was felt that this case would provide a valuable opportunity to work with a wide variety of practitioners to develop an understanding about the experience of working with families where neglect is a concern.

Section 11

Local Authorities, NHS bodies, the Police, ambulance service, probation, prison services and youth offending teams all have a duty under Section 11 of the Children Act 2004 to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The LSCB monitors the effectiveness of organisations' implementation of their duties under Section 11.

Every year Swindon LSCB audits each organisation's governance arrangements and compliance with national standards for safeguarding using an agreed pan-Wiltshire audit tool. The audit of agency's submissions for 2011/12 took place in May 2012 in partnership with Wiltshire LSCB.

All Swindon agencies submitted audit reports; however four Wiltshire agencies withdrew or did not submit. Great Western Ambulance Service (GWAS) requested an extension to their submission due to changes in their internal structure.

This year the peer review revealed some disparity in scoring between the groups of assessors. This had the effect of lowering some previously high scores. To mitigate this anomaly, all audits that scored over a 10% variance on the previous year were independently moderated.

All Swindon organisations scored above 50% in every category and most saw an increase in their compliance overall. No Swindon agencies were asked to submit additional evidence.

In July 2012 representatives from Swindon and Wiltshire LSCBs met to discuss how to amend and improve the Section 11 audit process. The result was the development of a new, more comprehensive toolkit that will enable greater information about safeguarding responsibilities and practices to be gathered. This toolkit was piloted in November 2012. The full 2012/13 audit is due to take place May 2013.

Annual Safeguarding Audit of all Early Years Settings and Children's Centres

Each setting is asked to undertake an annual safeguarding audit, in the form of a self-assessment. These are monitored by the Early Years Safeguarding Adviser, who gives feedback to all settings. The audit provides the Local Authority (LA) with an overview of safeguarding practice in Early Years Settings. Any settings that may need additional support can be identified and a visit arranged. The audits provide the LA with up to

date information about personnel with responsibility for safeguarding in settings, training of staff and numbers of children with Child Protection plans.

This year about 80% of settings have returned their audits; next year the aim is to get 100% returned.

Future plans include the distribution of a safeguarding audit to child minders. This will enable the LA to monitor safeguarding policies, procedures and levels of training of child minders.

Test of Assurance

The Council's Stronger Together structure was introduced in April 2012. Department for Education guidance recommended that a Test of Assurance be undertaken if the role of DCS was combined with any other role, to ensure that capacity and lines of accountability in relation to the Director of Children's Services were sound.

Following discussions about the new Stronger Together structure with the Chief Executive, the Chair of Swindon LSCB and Chair of Swindon Children's Trust Board were commissioned to undertake a Test of Assurance which took place in October 2012. The purpose of the Test of Assurance was to ensure that the new Council structure established through Stronger Together enabled the Director of Children's Services to fulfil his statutory duties effectively, that responsibility and accountability was transparent in the new model, and that the structure supported interagency and partnership working.

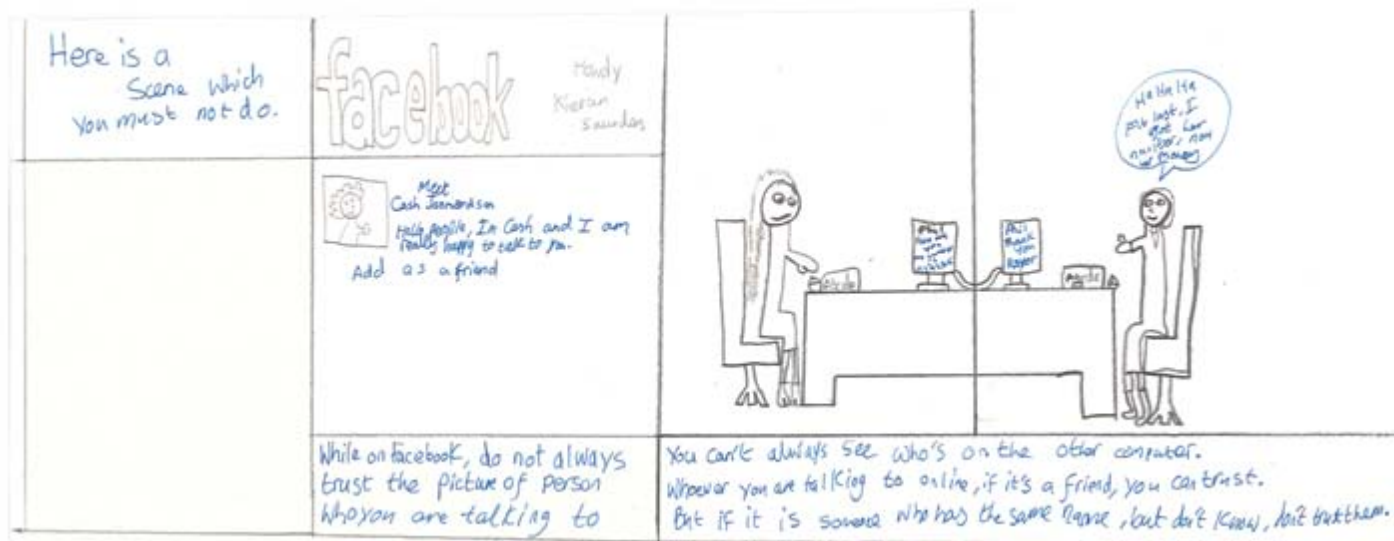
Stronger Together combined the roles of Director of Children's Services and Director of Adult Services

with the role of Board Director Commissioning, and established a new structure based around Commissioning, Delivery and Localities.

As part of the Test of Assurance, individual interviews were conducted with the Chief Executive, Director of Children's Services, Director of Service Delivery, Head of Children and Family Services, Head of Commissioning Children and Adults, Head of Economy and Attainment, Head of Safeguarding and focus groups were held with front line staff and managers.

Interviews covered areas including decision making, accountability, performance management and review, supervision and partnership working.

The findings of the Test of Assurance were presented to the Chief Executive, and recommendations for adjustments to the structure were implemented as a result, with lines of accountability to the Director of Children's Services being revised to strengthen safeguarding. A further Test of Assurance will be undertaken in October 2013 to test the revised structure.



Outcome Eleven: Reduce the number of unintentional injuries leading to hospital admission and prevent death, thereby keeping Swindon's children safer

Unintentional injury data covers all age groups 0 – 19 years and any recommendations will apply to different teams, many of whom will be partners in the children's workforce across Swindon. Discussions with groups of practitioners and managers in School Nursing, Health Visiting, Midwifery and Children's Centres took place during the year to explore some of the data in more detail and to begin some targeted work.

Swindon's Public Health team used the data to produce posters and leaflets for National Child Safety Week 18th – 24th June and distributed these to universal settings targeted at specific aspects of prevention. Local pharmacies were asked to ensure that they identified parents when distributing medicines and highlight important aspects of medicine safety. Children's Centres used the materials produced by the public health teams and held activities about safety within their settings.

Swindon Health Visiting teams have piloted work focussed on safer sleeping advice for parents of new born children. This aim of this work is to help identify the most successful ways of getting safety messages and information to families and help reduce the number of unintentional deaths.

The LSCB and the Children's Trust Board are working together to develop the distinct roles and responsibilities of each Board and the priority of unintentional injuries is included in the Children & Young People's Early Support Strategy, which is monitored via the Children's Trust Board, rather than being a priority for the LSCB business plan in 2013/14.

4. Functions Relating to Child Deaths

Outcome Twelve: Learn from and reduce the incidence of child deaths/ serious injuries

Local Safeguarding Children Boards have a statutory responsibility for the child death review process. This involves two inter-related processes: a 'Rapid Response' where a group of professionals come together for the purpose of evaluating the cause of an unexpected individual

child death and; a 'Child Death Overview Panel' that comes together to undertake an overview of all child deaths under the age of 18 years in a defined geographical area.

The child death (rapid) response team has changed, with Swindon adopting the Gloucestershire model and only having a health response to support police five days a week during working hours.

The Wiltshire & Swindon Child Death Overview Panel (CDOP) reviews all child deaths across the Swindon and Wiltshire area. Wiltshire and Swindon LSCBs have agreed to continue to work together as a CDOP but have acknowledged that this may change with the coming NHS changes in 2013. The CDOP aims to understand the reason why a child has died in order to identify factors that are modifiable, which could prevent future deaths, and to ensure that children living with life limiting conditions are in receipt of the best possible services.

During 2011-12 CDOP met four times. Agency representation at the panel was high and consistent. An executive panel was introduced half way through the year, consisting of four members of the main panel (Public Health, Midwifery, Paediatrics and CDOP team at University of Bristol). This group reviews 'expected' deaths and feeds back discussions and conclusions to the wider panel. In the main, this covers neonatal deaths and children with known life limiting conditions.

Childhood deaths in Swindon and Wiltshire have been lower than the England average. In 2011/12 the Panel was notified of 21 Swindon children who died. The panel believed that in 32% of the Swindon child deaths reviewed this year there were modifiable factors; this proportion is not statistically significantly different to the national rates.

Local case reviews frequently make recommendations arising from their review of cases. The CDOP has written to Chief Executives of relevant organisations to ensure that these actions have been followed up. CDOP made a number of recommendations regarding individual children's care, which have not been included in its report. Recommendations about service improvement have been fed into local authorities and health care providers and commissioners.

The CDOP report makes the following specific recommendations to the LSCB:

- Given the association between low birth weight and poorer long-term health outcomes, Children's Trust Boards and LSCBs should monitor prevalence of low birth weight babies born as a proxy for improving health outcomes for children and young people
- Smoking is a major risk factor for causing low birth weight babies and, as such, the LSCB should put their weight behind any initiative to promote children, young

people and their parents from stopping smoking. The LSCB supported the Plain Packs Protect Campaign and provided a response to the formal consultation via the Public Health representative

- To hold local providers to account to ensure delivery against the recommendations listed in the CDOP Annual report 2011/12

CDOP Annual Report 2011-12

http://www.swindonlscb.org.uk/wav/Documents/Child_Deaths_child_death_overview_panel_2011-12_report.pdf

Contribution from partners – Stephanie Glasscoo, Wiltshire Probation Trust

Both Andrew Murray and I work as Team Managers within Wiltshire Probation Trust. Andrew has responsibility for Offender Management and I lead the Programmes Team. Our work is primarily with offenders but offenders can be parents so, indirectly, our work links to Children and Families. In the course of our work with offenders we may identify safeguarding issues where a child could be the victim of an offence, or be at risk of harm.

Risk assessments are completed for every case that we work with. Those risk assessments will have a specific section focused on children/young people. Sometimes the information that Probation has, or may uncover through the course of our work, might be a very important piece of the jigsaw. It is therefore essential that we share information effectively and appropriately. We report any safeguarding concerns to children's social care as a matter of routine, even if this is just to log information.

Current work within Probation is moving towards adopting a more holistic approach. This means more work with children and families to understand the impact of offences and ensure the needs of the family are met. For every case where the offender is a parent or has caring responsibilities for children, we have introduced a new form to collect details about the children and wider family and to capture what other agencies are working with family.

Liz Rijnenberg (Chief) and Liz Hickey (Deputy Director of Operations) are the Probation representatives at the LSCB Board meetings. They routinely feedback information from the Board meeting to me as the LSCB lead and I will keep them informed of any developing

issues in Swindon. From board members, staff are made aware of practice issues that are raised through the LSCB and the learning from Sub Groups is shared through the workforce. A particular example is the sharing of lessons learned from audits completed by the Quality Assurance Sub Group. Rob Jackson (Probation Officer) is member of this Sub Group and takes responsibility for disseminating this information through the Swindon Team.

Being part of the LSCB means that Probation is integral to a multi-agency approach to safeguarding children. We benefit from working together with other organisations and from using resources and guidance via the LSCB and SWCPP website. This supports us to follow the correct policies and procedures and to be compliant within our safeguarding work and practice standards.

Case Example

Mr A was released from prison and was assessed as high risk of harm to children. Prior to release, a MAPPA level 2 meeting took place with Children's Services involved. It was discovered that he was in contact with his brothers and sisters who have children, and he also had an on-off partner with children. The Probation Officer liaised with social workers regarding the children and passed on information to Children's Services when it arose. The offender had licence conditions not to see a certain child and the Probation Officer liaised with Children's Services to verify this. Joint working continues with the family and the Police have made disclosures to other family members when necessary in order to protect the children of relatives.

5. Serious Case Review Function

Outcome Thirteen: Learn from Serious Case Reviews to reduce the incidence of deaths/serious injuries

There have been no serious case reviews in Swindon this year. The LSCB Quality Assurance Sub Group looked at the 2011 Ofsted report: 'Ages of concern: learning lessons from serious case reviews' and has undertaken audits of teenagers at risk (April 2012) and pre-birth assessments (July 2012).

SCIE systems review of neglect

The Quality Assurance Sub Group undertook a systems review of a neglect case using the SCIE (Social Care Institute for Excellence) Learning Together systems case review methodology which has been endorsed by Professor Munro. We wanted to learn more about the systems methodology of case review and use the review to learn about how agencies work with families where there are concerns about child neglect. The review was undertaken by an accredited Lead Reviewer who worked with two trainee reviewers including Steph McQuade who is a member of the Quality Assurance Sub Group. The process has involved approximately 30 staff from across Swindon including the QA Sub Group and was reported to the LSCB in June 2013.

Local case review 2012

The Quality Assurance Sub Group undertook a local case review where a child suffered serious harm as a result of accidental ingestion of prescribed medication. The review found evidence of good multi-agency working with effective information sharing, identification and assessment of need and parenting capacity and good levels of support to the family. It highlighted some areas where practice and systems could be strengthened and enhanced. The advice to parents on safe storage of medication needs to be adapted according to their levels of understanding and given in a number of different ways by as many professionals as possible. The need for a stronger focus on parent's health needs and their impact on parenting capacity and the important role of GPs in providing information is also evident. A number of recommendations came from the review to help professionals in working with parents around safety, including issuing advice to pharmacists and developing a public health leaflet for parents.

National Serious Case Reviews

- **Plymouth SCR – Nursery Z**

The Early Years Safeguarding Adviser and the Schools' Safeguarding Adviser have extensively briefed managers and safeguarding leads in settings about learning from this SCR. Settings have been supported to develop or update a range of their safeguarding policies including use of mobile phones, baby changing areas etc. The safeguarding advisers have used the findings to inform the questions they ask in their annual audits.

- **North Somerset SCR – The Abuse of Pupils in a First School**

The Schools' Safeguarding Adviser has briefed all child protection coordinators on this SCR. The LSCB Chair presented the findings to the LSCB and Schools Heads Association in July 2012. There has been an increase in numbers attending Allegations and Safer Recruitment training. The LSCB training Sub Group has developed a more robust post course evaluation form to help quality assure the training and for line managers to see how effective it has been for their staff.

- **Rochdale SCR – Review of Multi-Agency Responses to the Sexual Exploitation of Children**

The Sexual Exploitation and Runaways Sub Group has developed a multi-agency risk management panel for teenagers at high risk. Thames Valley Police presented at the LSCB conference in September 2012 on child sexual exploitation.

- **Wiltshire SCR - Child G**

Swindon Restorative Youth Services looked at this SCR as the focus of a development day. It highlighted for them the importance of sharing information with parents in high risk cases where teenagers at risk disengage with support services.

6. Other LSCB Work Strands

See the Adult See the Child

As a recommendation, following the audit of the use of the See the Adult See the Child (STASTC) protocol, by the LSCB Management Group, the STASTC Working Group was established in November 2012. The working group has representatives from children's and adult services and the work completed to date has primarily focused on raising awareness of the protocol and identifying any barriers to its implementation. The protocol is currently being revised to bring it up to date with current legislation, policy and procedure.

An action from the first meeting of the group was the development of regular practice workshops to share learning from joint working case studies. The first workshop was facilitated by the NSPCC and drugs agency, Include. The workshop was advertised through the LSCB and well attended. The workshop received positive comments from attendees.

The 2013 LSCB Annual Conference will be a joint venture with the Local Safeguarding Adults Board. The themes of the conference will be parental mental health, substance and alcohol misuse, learning disability and domestic abuse. The conference will explore the impact of these issues on families and aims to promote inter agency working and information sharing between children's and adult services.

The work of the STASTC Working Group is reported quarterly to the LSCB and LSAB respectively. Future work will include multi-agency audits of joint working, the development of good practice resources that will be published on the LSCB website and commissioning of STASTC training to be delivered through the LSCB.

Private Fostering

A private fostering arrangement is where a child under 16 (or under 18 if a disabled child) lives with a carer other than their parent or close relative for 28 days or more. A private fostering arrangement is one that is made privately and without the involvement of a local authority. The private foster carer could be a friend of the family, a parent of the friend of the child/ young person or someone previously unknown to the child or the family.

The Local Authority has a statutory duty to assess, support and monitor such arrangements and to ensure that privately fostered children are safe and their needs are met. The LSCB has a role in ensuring that the Local Authority carries out its duties.

Swindon has a specialist private fostering social worker, who deals with all private fostering notifications and referrals. This social worker responds to all referrals by:

- Visiting and speaking with the private foster carers and members of their household and assessing whether they are suitable and can meet the child's needs
- Visiting and speaking with the child alone
- Speaking to and, where practical, visiting the child's parents
- Assessing whether the privately fostered child is a child in need and providing appropriate services to meet the need

The assessment is overseen by a team manager and is then presented to Fostering Panel for a recommendation as to the suitability of the arrangement. The Director of Children and Families, as Agency Decision Maker, considers the recommendation of the Fostering Panel and makes a decision.

If the decision is that the arrangement should be prohibited then the private foster carer can appeal through the court (this has not occurred in Swindon). The parent of the child or young person will be informed of the decision. If consent has not been given and the child is already with the carer, the parents will be advised that they need to care for the child themselves or make other suitable arrangements. This has happened on one occasion.

If, during assessment or later, it becomes apparent that a private fostering arrangement is harmful to a child, it is not necessary to wait for foster panel to consider the issues. Instead the chair of the panel and the private fostering social worker can make a recommendation to the agency decision maker.

The private fostering social worker visits at least every six weeks in the first year and thereafter three monthly. Private foster carers are also offered support, including advice on finance and benefits, negotiating and encouraging the relationship with parents and health and education. The Looked After Children Education (LACES) team has expanded its remit and is now offering support with education to privately fostered children and their carers.

The Local Authority also has a duty to raise awareness of private fostering amongst the public and professionals and has implemented a range of initiatives to publicise private fostering and highlight the notification procedures to the public, existing and potential private foster carers and agencies that may come across private fostering arrangements.

The LSCB multi-agency training programme includes fostering information in its child protection training. Induction sessions for new staff include details about private fostering and key contact information. Schools are regularly updated about private fostering through the termly child protection briefings and newsletters. The private fostering social worker has visited all Children's Centres in Swindon to talk about private fostering.

There are leaflets available for: people who work with families and children; parents thinking about private fostering for their children and for private foster carers themselves with information about who to contact. These are distributed widely in public areas of council offices as well as community and leisure facilities, voluntary organisations, GP surgeries, solicitors' offices and courts. The LSCB has funded posters to raise awareness about private fostering which have been displayed throughout Swindon.

In 2012 – 2013 children's social care assessed and supported 9 children who were privately fostered in Swindon; of these 6 were new notifications during the year. This is a reduction from the previous year when there were 15 privately fostered children during that year. There is no national comparator bench marking data about numbers of children privately fostered.

Age	
Under 1	0
1 – 4	0
5 –9	1
10 – 15	8
16 and over	0

Ethnicity	
White British	8
Middle east	1

Case studies

Child A

Child A is one of four children who lived all her life with her mother in County X until her mother's death in 2012. She then went to live with her cousin's partner in Swindon; her siblings are in the care of County X. Children's Services were notified of the placement and, under the Private Fostering Regulations, an assessment was undertaken of both Child A's and her carer's needs. The private foster carer has embraced her role, Child A is well supported and all her needs met. There was some financial hardship and Social Care is financially supporting the private fostering arrangement.

Children visiting from overseas

A Swindon based language school for children from China and Saudi Arabia has made private fostering referrals for children who come to England to learn English and have stayed for more than four weeks.

The Chernobyl Children's Life Line West Wilts Link is a charity which was formed to help the children of Belarus. The Belarusian people are reported to be suffering more than ever from the legacy of the World's worst nuclear disaster. It is estimated that more than 2 million people in Belarus still live in contaminated areas and have no access to clean food, people still eat contaminated produce. This constant exposure to contamination is reported to reduce children's immune systems' ability to cope with other diseases. It is reported that there are now 140 Links throughout the country who raise funds and bring groups of children to the UK for approximately 4-6 weeks each year. For these children it is believed that a month away from the radiation, eating nourishing food, and breathing clean air may significantly increase their life expectancy, by giving their immune systems a chance to recover. These children are subject to Private Fostering Regulations if they stay with a host family for more than four weeks and the arrangements are monitored and supported by the Private Fostering social worker.

Advocacy



VOICE

Swindon LSCB contributes £28,000 to Voice to provide an advocacy service for children and young people, as part of the wider Swindon Borough Council children's rights service. The Swindon Children's Rights Project has three distinct yet linked elements; Participation, Independent Visitors and Advocacy. The contract was re-tendered this year to include return interviews with young people who have run away from care or home, advocacy for disabled children in need and advocacy for young people subject to child protection procedures from age 7 (in the previous contract the minimum age was 10). The LSCB increased its annual contribution to the contract by £3,000 to support this additional work. Through this service, Swindon LSCB empowers children and young people to ensure that their views are heard and acted upon by decision makers, and helps children and young people as young as 7 years of age to navigate and negotiate the child care system.

The take up of advocacy in child protection is the highest that Voice, an independent national charity, has experienced, due to the unique service that is offered in Swindon. Voice has promoted this method nationally and the Swindon model was referred to in the recent publication 'Independent Advocacy in Child Protection – Guidance for Policy Makers'.

2012/2013 Key Output Data

- 95 children and young people were referred directly to the Swindon office for support at Child Protection Conferences during 2012/13. (In addition the year started with 78 open cases). All were seen by an advocate
- 2 young people subsequently refused the service following an initial meeting with the advocate, where the service was explained to them. If young people initially refuse the service, when the notification for the review conference is received, Voice contacts the social worker to find out if anything has changed for the young people and if they are likely to want advocacy for the review conference. Voice also writes to the young people periodically to remind them about the service and how to access it.
- None of the young people had a change of advocate
- In total 1686 hours of advocacy support was provided for young people subject to child protection procedures

Service User Feedback

100% of children and young people who completed evaluation forms reported feeling that their voice had been heard and they had been supported in the child protection process.

Young people commented that the most helpful thing about having an advocate was:

'That I had someone to talk to about my problems and that I didn't have to bottle up my thoughts.'

'I think my advocate has helped me more than anyone else because he has listened to me.'

'Not something you want to be on (CP Plan) but the help and support you get have helped a lot.'

Through the advocacy service, the child's voice is being heard, listened to and acted upon, evidenced through child protection plans which reflect concerns or worries and positive views from children and young people. There is evidence through case studies that changes have occurred that have improved safety for children or have led to changes in their family circumstances that have improved their quality of life.

Case Study

A young person was referred November 2012 due to neglect. She lived with her father, who was a single parent. At the conference, dad listened carefully to what the advocate reported from his meeting with the young person and actually took some notes himself of what the young person thought and wanted. He acknowledged that he needed to spend more time with her; make sure she has breakfast and walk her to school. He also agreed to make a plan with the social worker to talk to her about her mother; as a direct result of listening to her views. In preparation for the review meeting, the young person reported to the advocate that she does more fun things with her dad and they plan what to do together. As dad had taken on board the other concerns (i.e. sorting the house, finishing work earlier and ensuring school attendance) the case was closed.



SWINDON ADVOCACY MOVEMENT

Swindon Advocacy Movement (SAM) supports parents with learning difficulties through the child protection process, promoting the parents' views and also helping parents to establish good working relationships with professionals. Swindon LSCB funds 11.5 hours advocacy work per week.

2012/2013 Key Output Data

- SAM received 28 referrals during 2012/2013, 19 new clients and 9 clients who SAM has worked with previously. 7 were self-referrals
- 6 clients had to be signposted to other services/organisations, as SAM did not have the capacity to work with them. Those clients did not have a learning disability and were not going through the child protection process
- There was a waiting list during 2012/2013, which was difficult to manage because of the demand and need for advocacy
- 2 cases which do meet the criteria of having a learning disability and going through child protection are still waiting to be allocated
- Of the 28 referrals, 7 were male and 21 female, 27 were White British and 1 Asian and the age range was between 16 and 66
- SAM is currently working with 12 cases

Service User Feedback

'When things went wrong for me, [advocate] was very supportive she listened to me and said to take one day at a time and gave me options about how to get back on track. She gave me quality time she helped me when I had no money and wrote letters which is very important. I have a moderate learning difficulty so I know that there are many others worse off than me and if we lose this service lots of people would suffer which would mean the children will suffer especially when growing up. There would be lots of mixed up parents which means that their children would suffer. My children have a better quality of life because of the help I have received and they help me realise that life does go on and face things and help cope with what life throws at them. So as a parent of disabled children I know how very important they have been there for me and have been a life saver.'

Case Study

A couple were identified pre-birth; father had a learning disability and was an open case to adult services and mother was borderline learning disability.

Mother engaged with all pre-birth services and father was in full time employment. A family placement in Swindon was identified for a parent assessment to be completed. The couple moved in and a couple of days later the baby arrived early. Support was immediately available at hospital from the placement family. The placement had experience of working with adults with learning disabilities and the approach was one of consistent and appropriate to both the parent's needs.

The parents were both able to engage with their family and network of support during their placement and the father continued to work full time. The assessment was successful, parenting the baby in addition to other vital support and skills learnt within the placement. Couples counselling was sought by the placement family, through which the couple gained very important skills in sharing responsibilities and working out relationship issues along the way. The couple were taught cooking skills, reading skills, budgeting, rotas for chores around the home, keeping a home, and health and safety around the home, whilst still being assessed and engaging with all services.

The outcome of this successful assessment was that the parents left the placement with their baby and moved into their home independently with the support of children's services.

Swindon LSCB Finance Report 2012/2013

	2012-13 Budget	2012-13 Outturn Position	Variance
Expenditure			
Employment Co			
LSCB Posts	146,000.00	141,767.60	-4,232.40
Lay Member expenses	500.00	0.00	-500.00
Child Protection Minuting	20,400.00	20,400.00	0.00
Independent Chair	13,750.00	15,864.20	2,114.20
	180,650.00	178,031.80	-2,618.20
LSCB Projects			
Advocacy - Voice	25,000.00	25,000.00	0.00
Advocacy - SAM	10,800.00	10,700.00	-100.00
Missing & Runaways	750.00	458.20	-291.80
	36,550.00	36,158.20	-391.80
Multi-Agency Training			
Training Programme	10,000.00	20,514.67	10,514.67
Events & Conferences	6,000.00	3,174.78	-2,825.22
	16,000.00	23,689.45	7,689.45
Delivery of Statutory Agenda			
South West CP Procedures	3,500.00	2,173.68	-1,326.32
Awareness & Engagement	500.00	382.64	-117.36
	4,000.00	2,556.32	-1,443.68
Serious Case Reviews			
SCR contingency	25,000.00	0.00	-25,000.00
	25,000.00	0.00	-25,000.00
Business Support			
Staff & Member Development	500.00	662.00	162.00
General Supplies	200.00	63.83	-136.17
Design & Printing	1,500.00	1,221.39	-278.61
Hospitality	400.00	426.95	26.95
Business Support to LSAB	5,000.00	476.44	-4,523.56
	7,600.00	2,850.61	-4,749.39
Total Expenditure	269,800.00	243,286.38	-26,513.62

	2012-13 Budget	2012-13 Outturn Position	Variance
Funding			
Annual Contributions			
PCT	-49,778.00	-44,103.00	5,675.00
GWH	-20,000.00	-17,725.00	2,275.00
Police	-14,067.00	-12,467.00	1,600.00
Probation	-5,150.00	-4,575.00	575.00
CAFCASS	-500.00	-450.00	50.00
	-89,495.00	-79,320.00	10,175.00
Local Authority Budget Allocation			
Local Authority	-126,000.00	-111,200.00	14,800.00
Local Authority Child Death post	-4,000.00	-4,000.00	0.00
Swindon Early Years Training	-4,000.00	-4,000.00	0.00
	-134,000.00	-119,200.00	14,800.00
Training Income			
Course Income	-11,500.00	-21,680.50	-10,180.50
Events & Conferences	-2,500.00	-2,185.00	315.00
	-14,000.00	-23,865.50	-9,865.50
Total Funding	-237,495.00	-222,385.50	15,109.50
Total Balance			
	32,305.00	20,900.88	-11,404.12

	2012-13 Budget	2012-13 Outturn Position
Prior Years Underspend Balance	103,208.52	103,208.52
Funding required to support in year budget	-32,305.00	-20,900.88
Remaining Underspend Balance	70,903.52	82,307.64

The LSCB will be required to use £22,000 of its reserves to support the 2013/14 budget and a proportion of its reserves to support the annual budget going forward. As this continues, the amount in reserves will reduce over time.

Swindon LSCB Strategic Business Plan 2013/14

PRIORITY AREA ONE: EFFECTIVE RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS			
Outcome for 2013-2014	MILESTONES	LEAD/SUBGROUP / AGENCY	Date for completion and evidence
Detailed strategies and comprehensive approaches to Child Sexual Exploitation and Domestic Abuse that keeps children and young people safe and promote effective intervention with those who are at risk.	1.1 A clear understanding of Child Sexual Exploitation in Swindon is informed by the LSCB Sexual Exploitation Annual Needs Analysis and recommendations are implemented via the Sexual Exploitation & Runaways action plan	Sexual Exploitation & Runaways Sub Group	September 2013. Needs analysis findings reported to the LSCB
	1.2 Inter-agency policies support and processes support the effective identification, assessment and intervention on the broad themes of Prepare, Protect, Prevent and Pursue/Prosecute and at a level appropriate to the needs of children and young people	All/ Sexual Exploitation & Runaways Sub Group/ Policies & Procedures Sub Group	March 2014
	1.3 The LSCB understands the synergy between the LSCB and LSAB and how the principles of See the Adult See the Child and the Community Safety Partnership are embedded to safeguard children at risk of harm from Sexual Exploitation and Domestic Abuse, as evidenced through audit.	LSCB/Chair	September 2013
	1.4 Systems are in place i.e. Sexual Exploitation Needs Analysis and Children & Young People Domestic Abuse Needs Assessment, for monitoring and evaluating the effectiveness of multi-agency responses to Sexual Exploitation and Domestic Abuse.	Sexual Exploitation & Runaways Sub Group/ Domestic Violence Steering Group/Quality Assurance Sub Group	June 2013
	1.5 The Early Support Hub has clear information sharing protocols and provides a forum to effectively share information and intelligence on Sexual Exploitation and Domestic Abuse as evidenced through file audit.	Service Director, Head of Children, Young People & Families	March 2014
	1.6 Training is planned and delivered which meets the needs for knowledge and skills of staff working with children and young people at risk of Sexual Exploitation and Domestic Abuse so they are suitably skilled to intervene effectively as evidenced through the training evaluation framework.	Training & Safe Workforce Sub Group/ Domestic Violence Steering Group	March 2014

Swindon LSCB Strategic Business Plan 2013/14

PRIORITY AREA TWO: EFFECTIVE EARLY INTERVENTION AND SAFEGUARDING			
Outcome for 2013-2014	MILESTONES	LEAD/SUBGROUP / AGENCY	Date for completion and evidence
The LSCB can demonstrate that children and young people in Swindon receive effective early intervention that meets a range of needs in different communities.	2.1 The LSCB agrees an early help statement which understands the role for the Children's Trust and Sub Groups	LSCB	June 2013
	2.2 The LSCB has a clear understanding of how agencies identify safeguarding risks and how they work together to build services around children and families through audit and reports to the Performance Sub Group	LSCB	April 2013
	2.3 The LSCB has a clear understanding of 'the journey of a child' and challenges the way agencies work together through different journeys of children with differing needs, through audit and learning from the SCIE Model.	LSCB	April 2013
	2.4 The LSCB understands where the gaps are in service provision at all levels of need, manages them as a risk and challenges those agencies involved.	SCB/Quality Assurance Sub Group/Performance Sub Group	March 2014
	2.5 The LSCB ensures that the Early Support Hub and Single Assessment Process is established so referrals and responses for children with all types of need are effective and consistent	LSCB/Service Director, Head of Children, Young People & Families	March 2014
	2.6 The LSCB policies, procedures and training support development of knowledge and confidence to assess and manage risk at all levels of intervention, evidenced through the training evaluation framework and learning events.	LSCB/Training & Safe Workforce Sub Group/ Policies & Procedures Sub Group	March 2014

Swindon LSCB Strategic Business Plan 2013/14

PRIORITY AREA THREE: COMMUNICATION AND ENGAGEMENT			
Outcome for 2013-2014	MILESTONES	LEAD/SUBGROUP / AGENCY	Date for completion and evidence
The LSCB and partner agencies communicate effectively with children and young people; their families; the community (including different sections of the Community); and staff at all levels from partners agencies.	3.1 On-going engagement with children and young people, involved with acute safeguarding services and general services (schools, Junior Good Citizen); their inclusion in different LSCB activities; the LSCB takes advantage of different opportunities to communicate.	School and Early Years Safeguarding Advisers/ E-Safety Sub Group/ Disabled Children Sub Group	March 2014
	3.2 Systems that allow for effective communication within the LSCB and between LSCB subgroups and the Children's Trust Board through sharing of information in meetings with Children's Trust Board Chair and coordination of agendas four times per year.	LSCB Business Manager	March 2014
	3.3 The LSCB is represented and creates clear links on all multi-agency partnerships where safeguarding is a focus of their work e.g. Early Hub, Domestic Abuse Steering Group and Sexual Violence Strategy Group; Health and Wellbeing Board; Adults' Safeguarding Board evidenced through minutes of those meetings and identification of areas of joint work.	Chair	March 2014
	3.4 Engagement with parents around specific safeguarding issues	E-Safety Sub Group/ Quality Assurance Sub Group	March 2014
	3.5 The LSCB communicates with the local workforce and community to raise awareness of safeguarding issues, through the LSCB website, Annual Conference, Annual Report, community partnerships and directly with public.	LSCB/Training & Safe Workforce Sub Group/ Engagement & Awareness Sub Group	March 2014

Swindon LSCB Strategic Business Plan 2013/14

PRIORITY AREA FOUR: PERFORMANCE MANAGEMENT			
Outcome for 2013-2014	MILESTONES	LEAD/SUBGROUP / AGENCY	Date for completion and evidence
The LSCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of early intervention for and safeguarding of children and young people in Swindon.	4.1 The LSCB supports the establishment of a performance Sub Group with each agency reporting, based on data: Three strengths, three risks and mitigating actions against effectiveness of early help and safeguarding. These are recorded at each LSCB meeting.	Performance Sub Group	April 2013
	4.2 Regular programmes of quality audits, which include interviews with practitioners and support an understanding of the child's journey, are used by the LSCB to challenge practice and make recommendations to improve and are discussed and improvement actions agreed at LSCB.	QA Sub Group	March 2014
	4.3 The LSCB receives regular 'health check' reports from each agency represented on the board (that include vacancy, turnover) and identifies areas of improvement if required.	Performance Sub Group	March 2014
	4.4 The LSCB supports an audit and review methodology that promotes learning, and encompasses the perspective of the child and the family as well as the practitioner. Findings of audits are reported to each relevant LSCB Sub Group to ensure learning and improvement in practice and outcomes for children.	Performance Sub Group/ QA Sub Group	March 2014
The LSCB performance management framework supports and promotes effective challenge by the LSCB so that early intervention and safeguarding improve	4.5 Regular high level reporting to LSCB for scrutiny and feedback with a focus on what board members can do to improve/change practice. To include learning from; SCIE methodology, Section 11, single agency audits.	Performance/QA Sub Group/LSCB	March 2014

Appendix I

What to do if you're worried a child is being abused

Child abuse can take many forms, not all of which have visible signs. If you think that a child or young person under the age of 18 is being harmed and need to talk to someone about it, please contact:

Children Services Referral Team

Tel: 01793 466903

Emergency Duty Service

Tel: 01793 436699

Police Child Abuse Investigation Team

Tel: 101

In emergency, please call 999

Allegations against staff and volunteers

If you have concerns that a member of staff or a volunteer may have behaved in a way that has harmed a child or indicates that they may be unsuitable to work with children, you should contact the lead person for allegations within your organisation or seek advice from the Local Authority Designated Officer (LADO) for managing allegations.

LADO

Tel: 01793 466849

Child abuse on the web

You can report online sexual abuse and content from the CEOP (Child Exploitation and Online Protection) website.

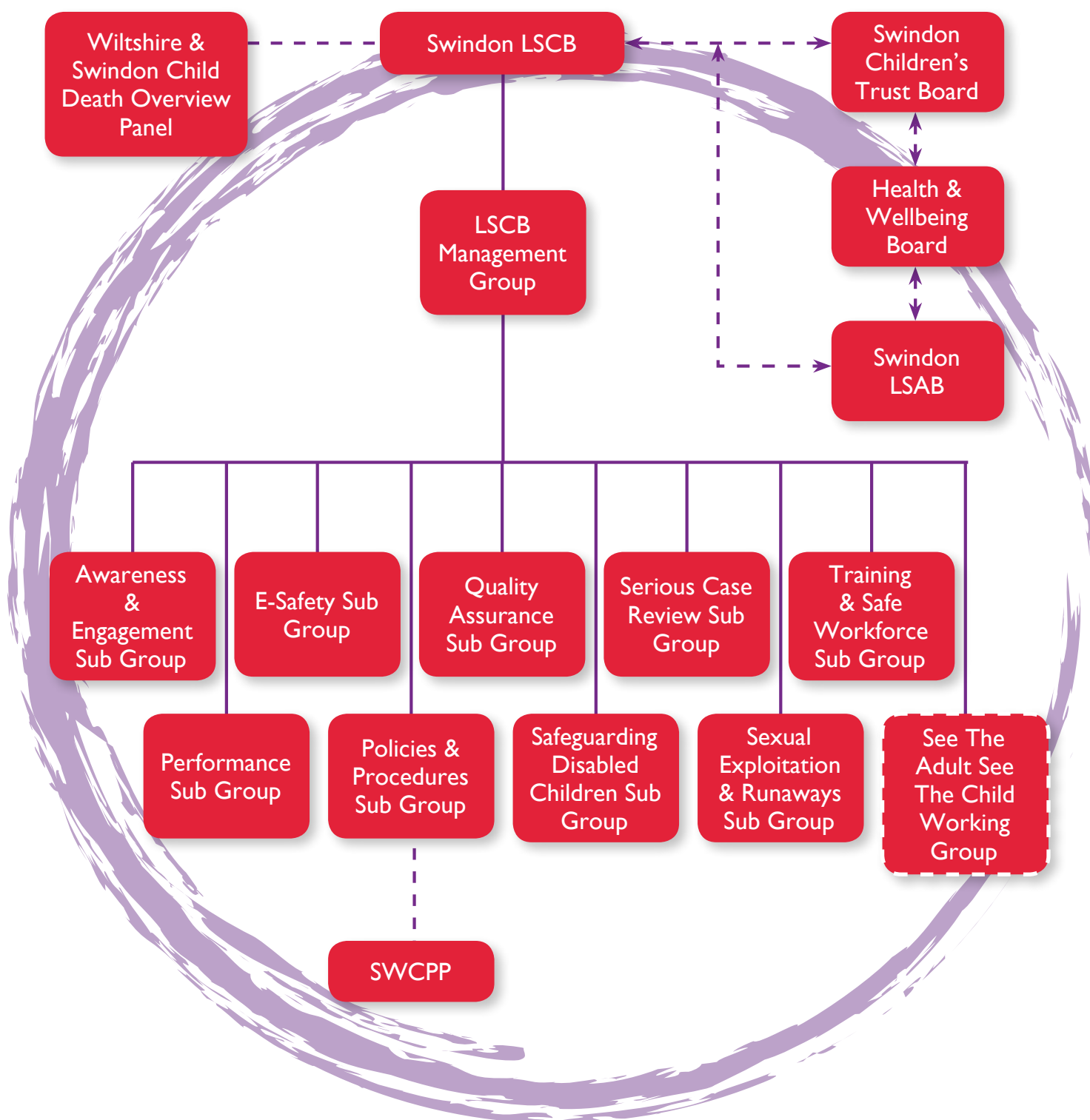
www.ceop.gov.uk

The site also has links for the reporting of other forms of online abuse including bullying, racism, spam and phishing.

For more detailed information, please refer to the South West Child Protection Procedures on www.swcpp.org.uk

Appendix 2

Swindon Local Safeguarding Children Board Structure 2013



Appendix 3

Swindon LSCB Attendance Register - Board meetings 2012/13

Agency	Representative	June	Sept	Dec	Mar
Adult Services	Doug Bale	√	√	√	√
AWP	Mark Dean/Pippa Lucas/Thomas Kearney	√	√	√	√
CAFCASS	Deborah Murphy	DNA	Apols	Apols	√
Designated Doctor	Janet King	√	√	√	√
Designated Nurse	Adina Grace/Helen Chrystal/Stephanie Bailey	√	√	√	√
Disabled Children Sub Group	Mark Green			Apols	√
E-Safety Sub Group	Huw Ford	√	√	Apols	√
Early Years	Caron Lubin/Jane Greening	√	√	√	Apols
GP Lead for Safeguarding	Peter Mack			√	Apols
GW Ambulance Service	Sue Smith/Liam Williams/Stephen Arnold	Apols	DNA	√	Apols
GWH NHS Foundation Trust	Sue Rowley/Rob Nicols/Hilary Walker	√	√	√	√
Lay Member	Lyn Davis/Michael Wadley	√	√	√	√
NHS Glos & Swindon Cluster	Jill Crook/Helen Chrystal	√	√	√	√
NSPCC	Ingrid Anson/Jeanette Chipping	√	√	√	√
Oxford Health NHS	Donna Clarke	√	√	√	√
Pharmacies	Toni Lloyd	DNA	√	√	
Public Health	Cherry Jones	√	Apols	√	Apols
SBC - Children & Families	Sara Tough	√	√	√	√
SBC - DV Co-ordinator	Lin Williams	Apols	DNA	√	Apols
SBC - Group Director, Children, DCS	John Gilbert	√	Apols	√	√
SBC - Head of Safeguarding	Lucy Young	√	√	√	√
SBC - Housing, Libraries & Leisure	Mike Ash/Nick Kemmett	√	√	√	√
SBC - Commissioning - Economy & Attainment	Paddy Bradley	√	Apols	√	Apols
SBC - Commissionin - Children & Adults	Sue Wald	√	√	√	√
SBC - Public Protection & Streetsmart	Phil Thomas			√	√
SBC - Cabinet Member	David Renard	√	√	√	Apols
Schools - Primary	Sue Kershaw	√	√	Apols	√
Schools - Secondary	Wendy Conaghan	√	√	√	√
Schools - Special	Kathie Bryan	√	√	√	√
Strategic Health Authority	Mandy Cox/Ian Tucker	Apols	√	Apols	
Swindon Colleges	Amanda Burnside/Duncan Webster/ Dave Corcoran	√	√	√	√
Voluntary Sector	Stephanie Hathaway	√	Apols	√	√
Wiltshire Fire Service	Yasmine Ellis	Apols	√	√	√
Wiltshire Police	Kier Pritchard/Sarah Bodell/Jerry Dawson	√	√	√	√
Wiltshire Probation	Lynne Wootton/Amanda Murray/Liz Rijnenberg/Liz Hickey	DNA	√	√	√
Youth Offending Team	Kevin Leaning	Apols	Apols	√	√

Appendix 4

Risks Management

Risk	Impact	Sts	What it will take to overcome this risk, timescales and owner
Change in definition of 'missing children', particularly the change that missing from care is changed to absent from care	Children will be absent from care and potentially at risk as they are not activity looked for by the Police	Mediim	Review of missing children protocol by social care and Police (Catherine C), Monitoring of impact by looked after children's services in the LA (Terry Scragg) by mid June 2013
Increase in child in need / protection activity and potential impact of welfare reform/court process to further increase activity. This leads onto capacity issues amongst front line staff to be able to respond	Increase in volume of work for children's social care and potential delay in access to services	Medium	Monitoring of impact by children's referral and Assessment team and impact of court process (Frances M) – end of July 2013
Increase in the number of days from child protection investigation to first child protection conference. from 16 to 18 days (national target in Working Together is 15 days). Delays in distribution in child protection minutes and plans	Delay in establishing a good child protection plans for children suffering abuse and neglect and risk of further harm. Lack of clarity over risk and delay in implementation of plan	High	Action Plan to set out meeting 15 day requirements, facilities, minute distribution (Lucy Young-May 2013
Low number of common assessment and team around the child whilst referrals accepted are also low and this could indicate that there are some children with additional needs who are not being identified and not receiving an assessment and service	Delay in identifying the needs of children with additional needs and lack of support of early help resulting in poor outcomes for children	High	Action plan in place to address quality issues in common assessment. New early Support Plan and training piloted with roll out from November 2013 (Louise Campion)

Appendix 5

Breakdown of LSCB Training courses & delegates 01.04.12 - 31.03.13

	Allegations	Conf & Core	CP Awareness	CP Advanced	CP Update	Disabled Children	Domest Abuse Awareness	Domestic Abuse Advanced	Facebook & E-safety	Foundation Plus	Neglect	Safer Recruitment	Safer Update	Sexually Harmful Behaviour	Sexual Exploitation
Number of courses	3	4	8	6	8	1	2	2	4	6	2	5	3	1	2
Take-up overall	45	52	176	133	161	13	23	24	58	137	48	115	51	18	33
By Agency															
Capita	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Charities	1	3	14	1	1	0	0	0	3	11	0	8	0	1	0
Children & Families	0	18	28	23	25	8	10	14	21	31	20	4	3	10	26
Church/Faith Groups	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Early Years	16	15	49	35	38	2	8	2	2	41	7	31	13	1	0
NHS Foundation Trust	0	0	2	17	3	0	0	0	0	5	0	29	1	0	1
Other	0	0	17	1	1	0	0	1	2	10	0	0	0	2	0
Police	0	0	1	2	8	0	0	0	2	0	1	0	0	2	2
Probation	0	2	0	1	7	0	0	0	0	0	0	0	0	0	0
SBC	0	0	10	1	4	1	0	3	6	0	4	0	0	0	2
Schools/FE	26	9	19	51	67	1	4	1	20	34	13	40	34	0	2
Self Employed	0	0	5	0	2	0	0	0	0	0	0	1	0	0	0
Seqol	0	0	6	0	1	0	0	0	0	0	0	0	0	0	0
Vol Sector	2	4	22	1	1	0	0	3	1	5	2	2	0	0	0
YOT	0	1	0	0	3	1	1	0	1	0	1	0	0	2	0

Appendix 6

SWINDON LOCAL SAFEGUARDING CHILDREN BOARD NEWSBYTE ISSUE 4: JANUARY 2013



LSCB ANNUAL CONFERENCE, 26th SEPTEMBER 2012 'YOUNG PEOPLE AT RISK'

Speakers were Dr Susannah Bowyer, Research in Practice; Milly Carmichael, MO Training & Consultancy; Damian Griffiths, Independent Consultant; and Simon Moreton, Thames Valley Police.

Delegates were given an insight into the views of children and young people through performances by a group of Swindon's young people in care and The Commonweal School, as well as a DVD produced by Holy Rood Junior School.

Comments on the day included: *'Very good – mixed day including hearing from young people and hearing of their own experiences'* *'Amazing day. Some very moving, thought provoking sessions that make you realise how difficult life can be for our adolescents'*

[Conference presentations](#) from the day are available here

DISCLOSURE & BARRING

As part of the Government's review of the Vetting and Barring Scheme, a new scaled back employment scheme has been introduced from 10 September 2012, along with a reform of the criminal record checking regime. The leaflet [Changes to disclosures and barring: What you need to know](#) explains the changes.

SEE THE ADULT, SEE THE CHILD (STASTC)

The first meeting of the LSCB See The Adult See The Child Working Group took place in November 2012, with representatives from a range of organisations and agencies. The group has been developed to further implement the STASTC protocol in Swindon across children's and adults' services.

An action from the first meeting is the establishment of regular Practitioner Workshops which will bring practitioners together to discuss case studies and will provide an opportunity for practitioners to share good practice and learn from colleagues in other agencies.

The first workshop will be jointly facilitated by the NSPCC and Inclusion and will focus on parental substance misuse. It will be held at the Civic Campus on **5th February 1.30pm – 3.00pm**. This is a **free** event open to all practitioners working with children, young people and families. To book, please click on the following link:

[STASTC Workshop](#)

For more information about the workshop for any questions about STASTC, please contact Catherine Clark on 01793 465830 or cclark@swindon.gov.uk



SAFER INTERNET DAY

Safer Internet Day promotes safe and responsible use of online technology amongst children and young people across the world.

The 10th edition of the event, will take place on **Tuesday 5 February**. The theme for the day is 'Online rights and responsibilities', when users will be encouraged to 'Connect with respect'.

For further information, please click here: [Safer Internet Day](#)

CHILD SEXUAL EXPLOITATION

Swindon LSCB carried out its second annual Sexual Exploitation Needs Assessment in May 2012. The report detailing the findings from the audit was presented, with recommendations, to the board in September. A copy of the report can be found on the LSCB website under the following link: [Sexual Exploitation Report 2012](#)

justWhistle

The LSCB is continuing to commission JustWhistle, a national organisation committed to stop child sexual exploitation, to deliver training courses designed to equip practitioners to effectively recognise and respond to exploitation and support the children and young people they work with.

Click here for: [LSCB Training Information](#)

Swindon LSCB is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share the same commitment

Swindon LSCB www.swindonlscb.org.uk lscb@swindon.gov.uk

Appendix 7

SWINDON LOCAL SAFEGUARDING CHILDREN BOARD TRAINING NEWSBYTE: NOVEMBER 2012



Swindon LSCB continues to offer a varied and comprehensive safeguarding training programme for all individuals who work with children or their carers in the statutory, voluntary and independent sectors. The LSCB training programme is underpinned by an ethos which values working together collaboratively across agencies, respecting diversity, promoting equality, is child centred and promotes the participation of children, young people and families in the process.

Each training course is run with an appropriate mix of professions, rather than on a first come first served basis, to ensure that it is truly multi agency. Courses and learning events are arranged throughout the year and these will be updated on the LSCB website and advertised through the Training Newsbyte. For the full list of LSCB courses available in 2012/13 please visit www.swindonlscb.org.uk or contact Christine Mister on 01793 463803

HURRY! Courses with limited places available

Course Title	Information	Dates
Managing Allegations	For Working Together Group(s) 4-8. The aim of this one day course is to explore and develop the new roles for managing allegations and to gain a better understanding of these responsibilities.	5 th Dec 2012
Conference & Core Group	This one day course has been designed to provide knowledge and skills in preparing for and making positive contributions to Child Protection Conferences and Core Groups.	12 th Dec 2012
Safer Recruitment	For Working Together Group(s) 4-8, this one day course is designed to help managers fulfil their responsibilities in the recruitment of staff.	16 th Jan 2013
Safer Recruit Update	For Working Together Group(s) 4-8, this half day course is for managers who have attended safer recruitment training and need an update.	30 th Jan 2013
Neglect	The aim of this one day course is to increase participant's knowledge and skills in working effectively with neglect.	26 th Feb 2013
Child Sexual Exploitation (CSE)	For Working Together Groups 2-8. This one day course is delivered by Just Whistle , the first social enterprise dedicated to stopping child sexual abuse. This course is relevant for those with responsibilities for preventing or investigating child sexual exploitation.	6 th Mar 2013
Domestic Abuse (DA) Awareness	This one day course is delivered by Swindon Women's Aid and provides and awareness of the relationship between DA and child abuse.	4 th Mar 2013
Domestic Abuse (DA) Advanced	Working Together Group(s) 2-8. This one day course is delivered by Swindon Women's Aid and is designed to enable participants to recognise the impact on children living with a DA situation and the importance of a multi-agency approach to working families	5 th Mar 2013

Focus on: Domestic Abuse

Swindon LSCB offers two training sessions on the subject of Domestic Abuse. The Awareness and Advanced training is delivered by Swindon Women's Aid which is part of the national charity working to end domestic violence against women and children. This training has been incredibly well received with one participant commenting, *"I don't know when I have been on a better child protection training course."* Booking is now taking place for the next courses in March 2013

Feedback

The quality, range and accessibility of safeguarding training is something of which Swindon LSCB is justly proud. Comments received from recent training include:

"This helped me understand organisational procedures and given me ideas to improve them. Safer Recruitment April 2012"

"I thoroughly enjoyed the course. It will help me write a clear policy for my setting"
Facebook & E-Safety May 2012

We are always keen to find out how our training has impacted on your practice. If you have any comments or would like more information please get in touch.

Glossary

CAFCASS	Children and Family Court Advisory and Support Service, a public body set up to safeguard and promote the welfare of children involved in family court proceedings. It was formed on 1 April 2001 under the provisions of the Criminal Justice and Court Services Act 2000 and is accountable to Parliament through the Department for Education. CAFCASS is independent of the courts, social services, education and health authorities and all similar agencies
CDOP	Child Death Overview Panel, which reviews each death of a child normally resident in the LSCB's area and aims to understand the reason why a child has died
Independent Safeguarding Authority	Independent Safeguarding Authority (ISA) was a public body, that existed until 1 December 2012, when it merged with the Criminal Records Bureau (CRB) to form the Disclosure and Barring Service (DBS), a non-departmental public body, responsible for barring individuals and completing criminal record checks
Intimate Care	Intimate care is any care which involves washing, touching or carrying out an invasive procedure to intimate personal areas
LADO	Local Authority Designated Officer, responsible for overseeing the management of allegations against staff and volunteers working with children and young people
Lay member	An LSCB member who does not represent an organisation or professional body, but whose role is to promote greater community engagement and representation
Ofsted	Office for Standards in Education, Children's Services and Skills, the non-ministerial government department of Her Majesty's Chief Inspector of Schools In England (HMCI)
SAM	Swindon Advocacy Movement, a user-led independent advocacy service for people with a learning disability and High Functioning Autism and Aspergers in Swindon
SCIE	The Social Care Institute for Excellence, an independent charity working with adults, families and children's social care and social work services across the UK to gather and analyse knowledge about what works and translate that knowledge into practical resources, learning materials and services including training and consultancy
Serious Case Review	A detailed review of any case where children have died or received a life-threatening injury due to abuse or neglect, conducted by the LSCB in accordance with central government guidance contained in Working Together to Safeguard Children 2013
Voice	An independent national charity, founded in 1975, committed to empowering children and young people in care and in need and campaigning for lasting change to improve their lives
Warner-style interviews	Interviews developed to explore a candidate's motives for working with children and young people, their values and behaviours, emotional resilience, ability to cope with stress, deal with anger and to form appropriate professional relationships and maintain boundaries
Working Together	Government guidance that sets out how organisations and individuals should work together to safeguard and promote the welfare of children and how practitioners should conduct the assessment of children



This information is available on the internet at www.swindonlscb.org.uk. It can be produced in a range of languages and formats (such as large print, Braille or other accessible formats) by contacting the Customer Services Department.

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