

# Bury Safeguarding Children Partnership



## Strategic Priorities and Business Plan 2023- 2024

## **Introduction**

This Strategic Plan for Bury Safeguarding Children Partnership covers the period 2023-2024. Previously Bury Integrated Safeguarding Partnership produced a Strategic Plan jointly with the Children's Partnership and the Safeguarding Adults Board, therefore this is the first Strategic Plan specifically for the Bury Safeguarding Children Partnership.

The Business Plan for 2023-24 is the key delivery mechanism for the Bury Safeguarding Children Partnership in achieving its aims. This is the first Business Plan for our newly reformed multi-agency safeguarding partnership, and we have specifically focussed on key areas of work where we feel we can make the most difference. The production of this business plan has been a collaborative effort involving the views of colleagues from a wide range of partner agencies. The priorities identified are based on concerns and issues facing our children, young people, their families and our practitioners, and are backed up by evidence from data, auditing and inspection, and themes identified in our local child safeguarding practice reviews and multi-agency safeguarding arrangements.

## **Our Vision for Safeguarding**

The [Bury Children and Young People's Plan](#) sets a call for action to improve the lives of children, young people and families in the borough. In support of this, the Bury Safeguarding Children Partnership has agreed its vision to ensure that all Children and Young People enjoy safe childhoods and are protected from harm; this being one of the key outcomes in the [Bury Children and Young People's Plan](#).

As a Partnership and as a borough we will have a safeguarding system across the partnership to ensure that ALL children are safe and secure.

We want children to achieve the best in life and to feel safe and secure in their families and communities. This will be achieved by supporting:

- Children and young people grow up safely
- Children and young people feel safe in families that care for them
- Children, young people and families know where to go if they need help

## **The Priorities for the Bury Safeguarding Children Partnership, to support the vision are:**

Priority 1 - Emerging safeguarding risks to young people today, specifically complex safeguarding.

Priority 2 - Needs are identified and responded to at the earliest opportunity, by ensuring the Neglect Strategy is embedded into partnership working.

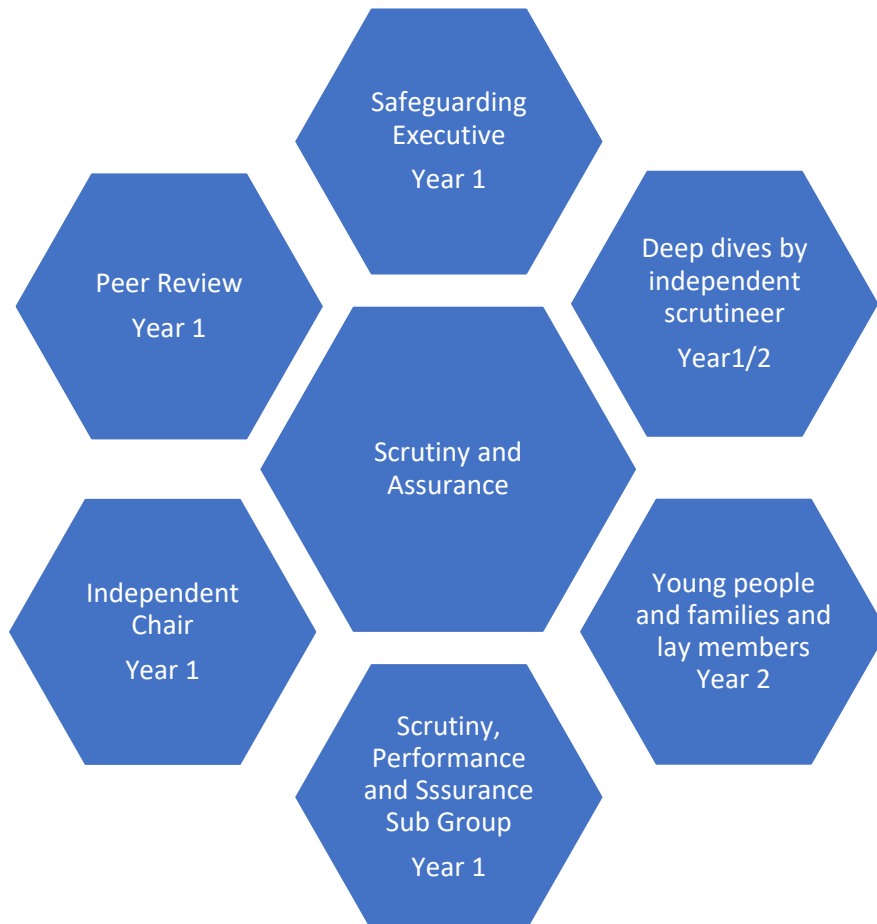
Priority 3 - Embedding, across the partners, the messages about safer sleeping, to reduce the risk of infant deaths.

Priority 4 - Embedding the learning from Local and National reviews.

Priority 5 - Effectiveness of the amended Partnership arrangements.

### Independent scrutiny

A multi layered approach to scrutiny is to be adopted by the Partnership, as outlined in the model below.



Monitoring of delivery of all strategic priorities will be through the Scrutiny, Performance and Assurance Sub Group, reporting to the Bury Safeguarding Children Partnership. A thread throughout all priorities is engagement of Children, Families and Practitioners.

Priority 1 - Emerging Safeguarding risks to young people today, specifically complex safeguarding	
Strategic Lead	Chief Superintendent, Bury District, Greater Manchester Police
Lead	Detective Superintendent, Bury District, Greater Manchester Police
Sub group	Complex Safeguarding
Rational	Following two independent reviews the Complex Safeguarding provision in Bury has been identified as an area where further improvements in the multi-agency response to safeguarding young people from exploitation risks were required
What does success look like	<p>A good multi-agency response to Complex Safeguarding involves a coordinated and collaborative effort by multiple agencies working together with a clear focus on the individual at the centre of the concern.</p> <ul style="list-style-type: none"> <li>• Collaboration of resources: An established and effective co-located multi-disciplinary team that works together to support those identified as being at risk of exploitation.</li> <li>• Person-centred approach: The response should focus on the individual at the centre of the concern, with a holistic and individualised approach to safeguarding.</li> <li>• Early identification and intervention: All agencies involved in the response should have effective governance systems in place to identify and respond to safeguarding concerns at the earliest opportunity.</li> <li>• Shared information and communication: All agencies should share relevant information in a timely and appropriate manner, while ensuring that information is handled sensitively and confidentially.</li> <li>• Clear roles and responsibilities: Each agency should have clearly defined roles and responsibilities to ensure a coordinated overall response.</li> <li>• Risk assessment and management: Multi-agency devised risk management plans put in place to ensure there is a bespoke plan to manage the risk to the young person and that it is accurately updated to reflect the progress throughout the engagement.</li> <li>• Regular review and evaluation: The response should be regularly reviewed and evaluated to ensure that it is effective and that any necessary adjustments can be made.</li> <li>• Continuous professional development: Multi-agency teams should undertake regular training and development to ensure that they have the knowledge and skills necessary to effectively identify and respond to complex safeguarding concerns.</li> <li>• Evidence-based practice: Multi-agency teams should be guided by evidence-based practice, using research and evaluation to inform their approach and ensure that interventions are effective.</li> </ul>

<p>Objective (What improvement will we make)</p>	<p>Overall, a good multi-agency response to Complex Safeguarding involves a comprehensive and integrated approach that brings together the skills and expertise of professionals from different disciplines and agencies. Through effective communication, collaboration, and a shared commitment to protecting vulnerable individuals the positive improvements that we will make will include.</p> <ul style="list-style-type: none"><li>• Positive outcomes for those young people supported by the Complex Safeguarding Team</li><li>• A reduction in repeat referrals</li><li>• An increase in positive disruptions against those responsible for exploitation</li></ul>
--	---

Priority 2- Needs are identified and responded to at the earliest opportunity, by ensuring the Neglect Strategy is embedded into partnership working	
Strategic Lead	Executive Director of Children’s Services
Lead	Chair of the Learning and Development sub group and the Chair of Scrutiny, Performance and Assurance sub group
Sub group:	Learning and Development
Rationale	Neglect is the most common form of child maltreatment in the UK, in the year 2020 – 2021 concerns around neglect were identified for half of the children who were the subject of a child protection plan in the UK – this is mirrored in Bury where in the same year of those child protection plans started 48% were in respect of concerns about neglect. In Bury 40% of 210 children subject to a child protection plan are registered under the category of neglect. 60% of admissions to care are as a result of neglect.
What does success look like	<p>Success will be measured against the criteria set out in the Neglect strategy, with greater community understanding of neglect; and with frontline practitioners from all agencies confident in identifying, assessing, and addressing child neglect. More specifically, we should see:</p> <ul style="list-style-type: none"> <li>• An increase in the numbers of children where neglect is a concern being supported through early help assessment and planning</li> <li>• An increase in the number of children and families whose needs have been met and outcomes achieved who step down successfully from statutory services to early help and from early help to universal services; and a reduced number of repeat interventions by statutory services for neglect.</li> <li>• A reduction in the number of ‘rapid reviews’ and ‘serious case reviews’ where neglect is a feature.</li> <li>• Long term reduction in the number of children with Children’s Social Care plans for neglect; and a reduction in the duration of those plans.</li> <li>• A decrease in non-attendance of children at health appointments.</li> <li>• An increase in the number of under 5s attending child-care settings, especially for those with an open social care plan for neglect.</li> <li>• Improved school attendance for children, especially for those with an open social care plan for neglect.</li> </ul>
Objective (What improvement will we make)	To prevent child neglect in Bury and reduce the number of children experiencing neglect in the Borough.

Priority 3 – Embedding, across the partners, the messages about safer sleeping, to reduce the risk of infant deaths	
Strategic Lead	Associate Director for Nursing, Quality and Safeguarding (Bury), NHS GM
Lead	Designated Nurse for Safeguarding and Director of Public Health
Sub group	Case Review Sub Group
Rational	Both 'Out of Routine' (National Safeguarding Review Panel, July 2020) and 'Sudden Unexpected Deaths in Childhood and Infancy (National Child Mortality Database December 2022) highlighted the need for a risk stratification approach to the delivery of Safer Sleeping messaging. These reports highlight that additional factors in a child's life can hugely increase the risk of death in an unsafe sleeping environment. Bury's workforce is well informed in relation to the population wide public health messages linked to Safer Sleeping advice. Despite this knowledge and evidence that the delivery of this is embedded in practice, the borough has noted 4 deaths in unsafe sleeping environments in the last 3 years. All of these deaths had recognised factors that increased the vulnerability of the involved child and family. Review of these deaths evidenced that the generic Safer Sleeping messages had been shared with family members but that, on the day of death, this advice was not being followed.
What does success look like	<p>Success is measured by benchmarking against the recommendations below. Whilst only one of the recommendations sits directly with the Safeguarding Partnership, others sit with members of the partnership body. The Partnership should therefore seek assurance from all involved agencies that the recommendations are being met by the responsible parties. Adoption of the recommendations would include an audit cycle that gave assurance that all activity linked to this work has resulted in positive outcomes for the children of Bury.</p> <ul style="list-style-type: none"> <li>• There will be a risk stratification tool and policy available for staff to support identification of higher risk families</li> <li>• There will be audit activity to test the efficacy of the policy and it's impact on children and families</li> <li>• The partnership will receive assurance from all involved agencies in relation to the use of the toolkit and guidance</li> <li>• Safer sleeping discussions with carers will be family specific, enabling them to make safer choices with enhanced levels of support</li> <li>• Where risks are significant, these will be reflected in child protection and child in need planning</li> </ul>
Objective (What improvement will we make )	Sleeping environment as a risk factor will be considered for all babies where other recognised vulnerabilities are present, as part of holistic assessments. Dialogue with families will be open, transparent, accessible, supportive and research based. The ultimate objective is to reduce risk to the children of Bury (as outlined in Let's Do it for Children) and to provide responsive, supportive, family specific advice to families, dependent on their individual risk factors. The overall measure would be a reduction in unsafe sleeping related deaths.

Priority 4 – Identification and embedding the learning from Local and National reviews	
Strategic Lead	Associate Director for Nursing, Quality and Safeguarding (Bury) NHS GM
Lead	Chair of the Learning and Development Sub Group
Sub group	Learning and Development
Rational	The Partnership has undertaken several reviews which has led to learning and needs to ensure that children's workforce is sighted on and implementing the learning into practice. Learning is from reviews and embedding the learning is essential if the workforce and the Partnership are to continually improve services for children and families and reduce repeating past mistakes
What does success look like	<p>Success will be measured by the following:</p> <ul style="list-style-type: none"> <li>• A comprehensive programme of learning for the workforce, that clearly links to local and national learning, which will include a variety of learning models, including, community learning events, learning circles, face to face interactive classroom style training, short online sessions, and eLearning</li> <li>• High levels of uptake from all Partner agencies</li> <li>• Monitoring of uptake by the Business unit and reporting quarterly to the Safeguarding Children Partnership</li> <li>• A programme of quality assurance to ensure the lessons are embedding across the workforce, including audit, surveys and conversations with staff, asking What has changed? What is the impact for children?</li> </ul>
Objective (what improvement will we make)	The objective is for learning to be embedded via a model of learning from reviews, development and delivery of training and development, evaluation of the training impact, review the training and modify, ensuring staff voices are captured and responded to, as we improve practice for children and their families



Priority 5 - Effectiveness of the amended Partnership arrangements	
Strategic Lead	Chief Executive
Lead	Chair of the Scrutiny, Performance and Assurance Sub group and the Business Unit
Sub group	Scrutiny, Performance and Assurance
Rational	The Safeguarding Partners via the executive have the responsibility to agree on ways to co-ordinate their safeguarding services and to act as a strategic leadership group in supporting and engaging others; ensuring the implementation local and national learning including from serious child safeguarding incidents (from WT 2018 page 75)
What does success look like	<p>In a successful local system</p> <ul style="list-style-type: none"> <li>• Our children are safeguarded and their welfare promoted.</li> <li>• Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.</li> <li>• Organisations and agencies challenge appropriately and hold one another to account effectively.</li> <li>• There is early identification and analysis of new safeguarding issues and emerging threats.</li> <li>• Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.</li> <li>• Information is shared effectively to facilitate more accurate and timely decision making for children and families.</li> </ul>
Objective (what improvement will we make)	<p>The objective is for the Executive to provide scrutiny of the arrangements and receive assurance via a number of sources, including comprehensive but useful data sets, the learning from case reviews, and assurance that learning is embedded across the system, that there will be effective challenge with clear routes for escalation, if required, within the local system, that new and emerging risk are identified and managed alongside currently know known risks and that children and their families receive high quality, timely interventions to enable all</p> <ul style="list-style-type: none"> <li>• Children and young people grow up safely.</li> <li>• Children and young people feel safe in families that care for them.</li> <li>• Children, young people and families know where to go if they need help.</li> </ul>