



**Norfolk Safeguarding  
Children Partnership**

# **NSCP Business Plan 2025 – 26**

**Last Review: Dec 2025**



## Introduction

Norfolk is committed to promoting the welfare of all children, keeping them safe from harm and supporting them to thrive and fulfil their potential. We believe that all children, young people and their families have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future. Ensuring that a good child and family centred offer is at the heart of our approach to safeguarding. The Norfolk Safeguarding Children Partnership (NSCP) work together with families and communities to keep children safe.

The NSCP adheres to statutory guidance as set out in *Working Together 2023* and is the responsibility of three safeguarding partners: the Local Authority, Police and Health. Under their leadership and direction, independent scrutiny arrangements are in place to provide assurances that the work of all organisations whose staff come into contact with children and young people, their parents and carers is co-ordinated and effective. The NSCP also includes a wide range of partners and stakeholders that are committed to keeping children safe, promoting their welfare and achieving the best possible outcomes for them.

Effective safeguarding arrangements in Norfolk are underpinned by two key principles:

- safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part; and
- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

The purpose of the NSCP is to ensure that arrangements for safeguarding children are co-ordinated and that these arrangements are monitored to evidence impact and effectiveness. The NSCP is also responsible for ensuring that safeguarding practice and performance is scrutinised regularly through audit and data analysis and ensuring that lessons learned from Safeguarding Practice Reviews and child deaths are acted upon. The work of the Board is driven by locally identified priorities, based on data, learning (SPRs) and emerging national developments. Data and findings from audits and case reviews are reported regularly at the Partnership Group meetings and the three statutory partners meet regularly with the NSCP's Lead Scrutineer and Head of Business Delivery. The independent chairs of the SPR Group and the Workforce Development Group also play an active role in scrutiny, holding partners to account and reporting on the safeguarding system's strengths and weaknesses.

The NSCP business plan is reviewed regularly to reflect progress against actions.

## Norfolk's Multi-Agency Safeguarding Arrangements

Norfolk's plan for local Multi-Agency Safeguarding Arrangements is published on the NSCP website. The plan clearly states that safeguarding partners will work together to identify and respond to the safeguarding and welfare needs of children and young people, which sits alongside the Children and Young People's Strategic Alliance (CYP SA), Community Safety Partnership and the Health and Well Being Board. The relevant chairs of these group ensure that cross-cutting safeguarding and public protection issues are shared across multiple boards, with the NSCP championing and advocating for Norfolk's children.

The NSCP operates in line with the requirements of the Children and Social Work Act, 2017 and the statutory guidance *Working Together to Safeguard Children, 2023*. It covers the geographical area of the county of Norfolk as defined by Local Authority boundaries. This footprint corresponds with that of the Norfolk Constabulary and that of the Integrated Care Board, which also covers the district of Waveney in Suffolk<sup>1</sup>. The safeguarding partners and other relevant agencies and organisations included in these arrangements are committed to fulfilling their statutory duties to safeguard and promote the welfare of children from Norfolk who live in or are placed outside the local authority area. The Partnership continues to seek assurance that all relevant partners meet their duties under Section 11 of the Children Act, 2004, where this applies, or have equivalent standards.

The three local safeguarding partners jointly leading the Partnership are:

- **Norfolk County Council:** represented by the Executive Director of Children's Services, Sara Tough
- **Norfolk Constabulary:** represented by the T/Assistant Chief Constable, Dave Buckley
- **Norfolk & Waveney Integrated Care Board:** represented by the Executive Director of Nursing, Lisa Nobes

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. These arrangements are discharged through the NSCP. The governance structure includes subgroups to ensure scrutiny arrangements are in place, both for core business as well as addressing priority areas.

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<sup>1</sup> From April 2026, this will move to the Norfolk & Suffolk Integrated Care Board which will oversee the two counties.

## **Governance and Whole System Leadership**

### **NSCP: Executive Partners and Partnership Group**

The NSCP is chaired by the Executive Director of Children's Services in her capacity as a Delegated Safeguarding Partner (DSPs). The named DSPs are responsible for:

- ensuring that the vision and values of the Partnership are upheld
- signing off the Annual Report and Business Plan
- authorising any amendments to the MASA Plan
- receiving the reports from the Independent Chair, the chairs of the relevant subgroups and the NSCP Business Unit
- ensuring that any recommendations are taken forward
- regularly reviewing the scrutiny system to ensure that it remains effective.

The DSPs actively engage nominated safeguarding partners from the primary, secondary, special school and further education sectors. These education partners act as a fourth statutory partner.

The chief executives of the statutory agencies meet bi-annually with the Chair and are provided with quarterly written updates.

The DSPs also meet regularly with lead stakeholders, including Public Health, District Councils and the Voluntary Sector, to ensure that the children's safeguarding agenda is moved on at pace. This Partnership Group ensures that the partners continue to build on and develop positive working relationships and a forum to exchange information, address any gaps and provide innovative solutions. The Lead Scrutineer provides additional capacity by chairing a wider Partnership Group; this scrutineer takes a lead role in providing independent scrutiny of arrangements, acting as a convener and facilitator of partnership work, where required. Partnership Group meets a minimum of six times a year.

The independent scrutiny team, including the Lead Scrutineer and the independent chairs of the Safeguarding Practice Review Group and the Workforce Development Group, pose questions and challenge performance as part of their scrutiny role. The Independent Scrutiny Team provide regular reports outlining achievements, challenges and recommendations for continuous improvement. They are responsible for undertaking pieces of scrutiny work as directed by the DSPs.

### **Leadership Exchange and Learning Events**

The NSCP ensures continued engagement with the wider partnership through Partnership Conferences and Leadership Exchange and Learning Events (LELE). These events ensure that:

- The whole system approach is consistent across the county
- Partners continue to engage with the child safeguarding agenda in a multi-agency arena
- Opportunities for networking, challenge and professional development at leadership level are built into the MASA plan

Between two and four LELEs are held each year, with invitations extended to Chairs of other safeguarding partnership boards. The DSPs, with the support of the Independent Scrutiny Team and the Partnership Group, agree the learning focus based on information provided by safeguarding intelligence (data and audit – see below), the NSCP subgroups and learning from local and national Child Safeguarding Practice Reviews (CSPRs).

### **Safeguarding Intelligence, Performance and Practice**

Data and local intelligence is key to understanding the safeguarding landscape in Norfolk and the lived experience of the children in our care. Our approach to Safeguarding Intelligence, Performance and Practice falls into three clear workstreams:

- Multi-Agency Audit Steering and Delivery with identified officers responsible for planning and undertaking single and multi-agency themed and case file audits, placing the NSCP in a strong position to respond to all inspection frameworks including JTAI audits as they are published. This working group is also responsible for ensuring recommendations from CSPRs, scrutiny, multi-agency audit and Section 11 are taken forward.
- Data and Strategic Analysis, making use of the results of stronger strategic analysis; this includes identifying questions arising from the data to promote continuous improvement and the establishment of a multi-agency dataset/dashboard. This work is supported by a dedicated senior analyst sitting within the NSCP Business Unit
- Multi-Agency Observation in Practice, linking in with the NSCP Leaders and the Local Safeguarding Children Groups, with scrutineers tasked to observe practice and strengthen links with the workforce, children and families.

### **Subgroups relating to Statutory Duties**

The NSCP is committed to learning and has discrete subgroups focusing on Child Safeguarding Practice Reviews and Child Death. Both of these groups fulfil the statutory duties set out in *Working Together 2023*. In addition, there is a dedicated Workforce Development Group which looks at multi-agency training and understanding the safeguarding system from the perspective of the entire workforce, from frontline to strategic leadership. All three of these subgroups are chaired independently.

### **Local Safeguarding Children Groups**

The NSCP is represented at locality level by six Local Safeguarding Children Groups (LSCGs), made up of representatives from the multi-agency partnership in each area. The groups' role is to support the NSCP in fulfilling its statutory functions at local level. The LSCGs are chaired by a range of professionals from across the partnership and meet bi-monthly. Each group has a locality plan to progress both countywide and local safeguarding priorities. Chairs of the groups receive dedicated support from the NSCP Safeguarding Intelligence and Performance Co-Ordinator to ensure join-up and consistency between all the groups and to identify emerging themes from locality safeguarding practice.

### **Advisory Groups**

The NSCP is also supported by sector-specific advisory groups for Early Years and District Councils. These groups are made up of representatives from the relevant sectors and focus on safeguarding issues at sector level. The advisory groups have an important role in highlighting to the Partnership the key issues they are facing and how this impacts on safeguarding children as well as disseminating effective safeguarding practice across their sectors. Where relevant, they are also charged with responding to sector specific recommendations from Safeguarding Practice Reviews. In addition, the Integrated Care Board meets regularly with health providers to review and respond to recommendations from SPRs, audit, independent scrutiny and Section 11.

### **Task & Finish Groups**

The NSCP has an established network of strategic leaders from all disciplines to chair multi-agency Task & Finish Groups in response to emerging need, including leading on the strategic direction of identified priorities. These groups focus on specific areas of work, for example, monitoring and quality assuring any innovations in partnership working, changes to policy and/or response to specific SPR recommendations/learning from Rapid Reviews where an SPR has not been commissioned.

The NSCP priorities each have strategic implementation subgroups steering the improvement work and delivering on the objectives set out in this plan. Wherever possible, responsibilities are evenly distributed with subgroup chairs from each of the three statutory partners.

## Flourish in Norfolk

The Children and Young People Strategic Alliance (CYPSA) is chaired by the Executive Director of Children's Services, providing system leadership to deliver the NHS Long Term Plan and the Health and Wellbeing Strategy for children and young people. The core functions of the CYPSA are to:

- Develop and agree strategic priorities and ensure delivery of a CYP Partnership Plan
- Monitor performance in relation to securing impact and outcomes
- Develop and agree strategic commissioning and transformation priorities and processes to ensure best use of resources
- Ensure and promote co-production with service users and stakeholders
- Advocate on behalf of children and young people within wider partnerships and boards

The CYPSA is the NSCP's 'sister board' with clear synergies. CYPSA has a comprehensive FLOURISH strategy, underpinned by an outcomes framework, with safe and secure as a clear domain. CYPSA is taking the lead for Early Help and Prevention, incorporating the FLOURISH outcomes into its strategy. The CYPSA relies on the NSCP to act as a critical friend in terms of developing and delivering operational and transformation plans and commissioning specific services that will protect children. The interface between the NSCP and the CYPSA is critical to the ongoing drive for improving safeguarding arrangements.

To enhance governance arrangements the NSCP and CYPSA have streamlined functions to minimise duplications. Workforce development and strategic analysis, including data interrogation and performance intelligence, are shared. This year engagement and participation has also been strengthened by the alignment.

We want Norfolk to be a county where every child can **flourish**:





## NSCP Priorities

Priorities are reviewed in the spring/summer and this business plan is updated after the priority review workshop. In June 2025, it was agreed the priorities for 2025 – 2026 would focus on vulnerable adolescents (child exploitation and extra-familial harm), child sexual abuse and safeguarding reform (implementing the Families First Agenda). Underpinning the priorities are core principles to:

- To ensure that **independent scrutiny** takes place to look at both priority areas and as needs emerge to ensure a responsive approach
- To **develop trauma informed and resilience-oriented leadership and practice** as a golden thread to strengthen the safeguarding system
- To **establish measurements and report impact** in terms of
  - prevalence (i.e. how many? where?)
  - pathways (quality of response)
  - commissioning (gaps identified), and
  - impact on the family and the voice of the child/family (service user feedback)

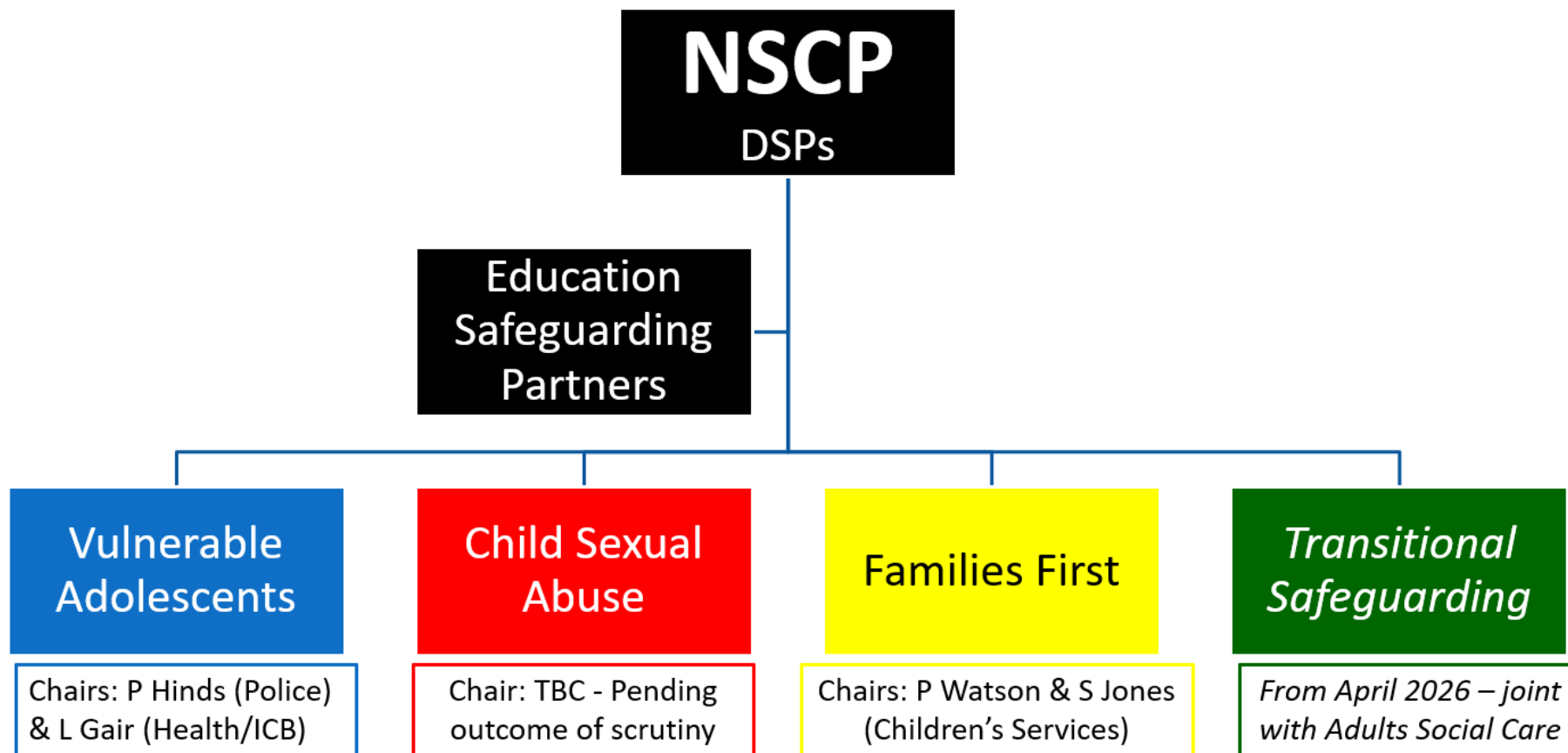
The NSCP maintains a flexible response to how we prioritise local resources and are prepared to change our priorities if an urgent or pressing issue arises.

This plan also acknowledges the strong strategic links with Norfolk's CYPsA as well as the Norfolk Community Safety Partnership (NCSP), particularly in relation to children's mental health and emotional wellbeing, the impact of domestic abuse and the threat of serious violence within our communities.

The priorities have been mapped out as depicted in the diagram below. Mechanisms in place for monitoring progress include the Section 11 safeguarding self-assessment process, discrete pieces of independent scrutiny and dedicated data analysis to baseline and quantify progress. Recommendations from SPRs, multi-agency audits, scrutiny and Section 11 have been mapped through to the strategies and action plans under each priority area. Each priority has its own webpage on the NSCP website, with links to resources; the respective strategies are published there.

The delivery plan picks up all the actions under each priority as well as business crucial activity to be undertaken between April 2025 and June 2026. The Business Plan will be reviewed in March 2026 and refreshed June 2026 following the next priority review workshop..

# NSCP PRIORITY OVERVIEW



## Task & Finish Groups

Focus on discrete pieces of work arising from scrutiny, Rapid Reviews, SPRs etc.

## TRAUMA INFORMED & RESILIENCE ORIENTED LEADERSHIP & PRACTICE

Underpinned by Workforce Development Group and a culture of continuous learning

## Delivery Plan: Achieving Outcomes

### Vulnerable Adolescents: Child Exploitation & Extra-Familial Harm

#### What difference will we see?

- Fewer children at risk and presenting with unsafe behaviours to selves or others within our communities.
- Raised engagement and attendance from pupils in school as not distracted or prevented/persuaded to be out of school and at risk.
- A proactive safeguarding system well versed in contextual safeguarding that reduces the risk of exploitation

<b>Owner:</b>	Vulnerable Adolescent Group	<b>Chair:</b>	Phillipa Hinds (Police) Lisa Gair (Health – Norfolk & Waveney ICB)
Objective		Action	Target Date
<b>Prepare:</b> Young people, parents, carers and professionals have a good understanding of adolescent development, targeted services and services for teenagers transitioning into adulthood.		Review and ensure multi-agency training remains relevant and is available/delivered to all	Ongoing
		Awareness Raising (response to Casey report): Deliver a Practice Week for front line professionals exploring GBCSE at the National through to the local level. Enabling staff to recognise risks and signs, how to report and understanding the Norfolk response. Evaluation report to DSPs	31 Oct 2025
		Scrutiny: Phase 1 of independent scrutiny on learning from Casey report to focus on group based CSEA	Jan 2026
<b>Prevent:</b> Each individual young person is safeguarded and supported according to their assessed needs (including protected characteristics) and the nature of the harm that they have experienced.		Relationship based practice: <ul style="list-style-type: none"> <li>• Develop relationship based practice guidance which includes thinking about the context of the CYP in their "real" environment and how they behave and interact with family, agencies and networks</li> <li>• Quality assurance process to required to ensure specific agency interventions are effective where the risk of exploitation or serious youth violence goes beyond the capability of relationship building to protect CYP within CPMs</li> <li>• Strengthen an understanding across agencies of adolescent development/providing services that 'go with the grain' of this stage of life – the importance of promoting a positive sense of identity and belonging.</li> </ul>	
<b><u>Prevent, cont.</u></b>		Multi-Agency Assessments: <ul style="list-style-type: none"> <li>• Review, identify and enact best practice for multi-agency assessment</li> </ul>	

	<ul style="list-style-type: none"> <li>• Understand CYP educational needs to deliver SMART/impactive CPM actions that minimise risk - avoiding educational disruption and outcomes such as NEET</li> <li>• Involve the full multi-agency network when safeguarding children from extra- familial harm (EFH), e.g involve adult services and housing services in CPMs</li> </ul>	
	<p>Managing &amp; Reviewing Risk:</p> <ul style="list-style-type: none"> <li>• Build into multi-agency training framework and monitor</li> <li>• Audit and feedback process to EEOF to monitor that parents/carers/safeguarding network are being appropriately updated with risk</li> </ul>	
<p><b>Protect:</b> Each individual young person is safeguarded and supported according to their assessed needs (including protected characteristics) and the nature of the harm that they have experienced.</p>	<p>Contextual safeguarding:</p> <ul style="list-style-type: none"> <li>• Feedback data from EEOF that an effective multi-agency plan with defined outcomes is created, documented and followed for CYP who are being exploited or at risk of extra-familial harm, based upon a shared understanding of contextual risk.</li> <li>• Ensure a participative, user-led approach. This means adopting a strengths-based approach; respecting young people's expertise and enabling them to co-produce solutions and support rather than being treated as a passive recipient.</li> <li>• Process assurance required to understand and identify actions to address the root cause of CYP's vulnerability to contextual risk</li> <li>• Problem solving/contingency planning process development where the risk of exploitation or serious youth violence is not reducing.</li> <li>• Develop professional escalation policy to cover operational drift, delays in planning or lack of risk prioritisation - Joint Agency Group Supervision can be utilised for relevant cases</li> </ul>	
	<p>Relationship Based Practice:</p> <ul style="list-style-type: none"> <li>• Develop relationship based practice guidance which includes thinking about the context of the CYP in their "real" environment and how they behave and interact with family, agencies and networks</li> <li>• QA process to ensure specific agency interventions are effective where the risk of CSE or SYV goes beyond the capability of relationship building to protect CYP within CPMs</li> </ul>	

	<ul style="list-style-type: none"> <li>• Strengthen an understanding across agencies of adolescent development/providing services that 'go with the grain' of this stage of life – the importance of promoting a positive sense of identity and belonging.</li> <li>• Monitor our approach to working with families whose children are vulnerable to/are experiencing contextual risks based on a child first approach that places families at the centre ? Articulate feedback to families, parents and carers the result of CPM even when they are not present - To include which person or agency is responsible</li> </ul>	
<b>Pursue:</b> Those who seek to harm or exploit young people are identified, disrupted and prosecuted.	Developing and enabling multi-agency disruption tactics: <ul style="list-style-type: none"> <li>• Develop method to record CE disruption tactics for perpetrators/groups</li> <li>• Adopt and monitor 'investigative safeguarding' approach, working with partners to identify, disrupt, prosecute and control exploitation offenders.</li> <li>• Monitor/audit multi-agency response to serious youth violence</li> <li>• Improve use of data and intelligence – learning from Casey</li> </ul>	
	Leadership: Ensure effective/appropriate information and intelligence picture is shared between agencies with regard to Child Exploitation, Serious Youth Violence and County Lines to ensure a holistic approach is taken to risk management	

## Child Sexual Abuse (as of June 2025)

What difference will we see?

- A strong, confident workforce able to identify child sexual abuse and support children both pre and post disclosure
- Training and resources in place to enable professionals to manage the emotional impact of child sexual abuse effectively
- National and local learning, research and inspection frameworks supporting the Norfolk response to child sexual abuse

<b>Owner:</b>	Independent Scrutiny Team	<b>Chair:</b>	TBD – pending outcome of scrutiny
Objective	Actions		Target Date
Multi-Agency CSA audit establishes a baseline for current practice and identifies strengths and areas of improvement	Tool developed and moderation day including partners from Harmful Sexual Behaviour Team and specialist providers. Tool to include learning from National Panel report on CSA and Joint Targeted Area Inspection CSA Framework.		Nov 2025
	Audit report signed off by Multi-Agency Audit Group and presented to Partnership Group/Delegated Safeguarding Partners		Dec 2025 Jan 2026
Phase 2 of Independent Scrutiny of CSEA focuses on intrafamilial sexual abuse and informs direction of this priority.	CSEA scrutiny scope includes findings from multi-agency CSA audit, national research, national and local data, and focus groups with specific partners, including foster carers		Dec 2025
	Final scrutiny report to Delegated Safeguarding Partners. Recommendations and next steps to inform next iteration of the Business Plan.		Jan 2026

## Families First- Safeguarding Reform (as of June 2025)

**What difference will we see?**

- Whole system transformation of help, support and protection, ensuring that every family can access the right help and support when they need it, with a strong emphasis on early intervention to prevent crisis.
- Families empowered and supported to make sustainable changes with a shared

<b>Owner</b>	<b>Families First Partnership Programme Board (FFPPB)</b>	<b>Chairs</b>	<b>Phil Watson, Director Family Help &amp; Child Protection</b> <b>Sarah Jones, Director Safeguarding, Partnership &amp; Opportunities</b>
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Objective	Action	Target Date
<p><b>Develop and Implement a Family Plan:</b></p> <p>Replace all existing assessments and plans with a single assessment and plan which will stay and evolve with a family / child / young person. This means co-designing a consistent template that can be used by all practitioners and agencies at any stage in the family / young person's journey.</p>	<p><b>Scoping:</b> Initial scoping and stakeholder identification. Early conversations across Strategy, Family Help, and Children's Services to identify teams affected and opportunities for integration.</p>	30 Jun 2025
	<p><b>Governance:</b> Formation of the Family's Plan Working Group, bringing together representatives from across services including Early Help, Family Help, Corporate Parenting, SEND, Digital Services, I&amp;A and Safeguarding.</p>	31 July 2025
	<p><b>Development:</b></p> <ul style="list-style-type: none"> <li>A series of exploratory workshops and learning sessions, covering relevant work done to date which could be leveraged.</li> <li>"Strawman" proposed for WG members based on My Flourish and the 3-column approach.</li> <li>SWOT exercises completed by WG members with their teams to identify perceived strengths, weaknesses, opportunities and threats of the single Family's Plan from each team's perspective.</li> </ul>	31 Aug 2025
	<ul style="list-style-type: none"> <li>"Mega SWOT" workshop to synthesise feedback from across teams. This session surfaced shared challenges and aspirations and laid the groundwork for a unified approach. Identification of key work activities which will shape the critical path.</li> </ul>	30 Sept 2025
	<ul style="list-style-type: none"> <li>Formalisation of critical path and proposition document, including agreement of key work activities and timelines for delivery.</li> </ul>	31 Oct 2025
	<p><b>Understand Teams' Needs</b></p> <ul style="list-style-type: none"> <li>Properly understand and map existing team processes, forms and needs</li> </ul>	30 Nov 2025

<b>Family Plan Development and Implementation, cont.</b>	<ul style="list-style-type: none"> <li>Consider team future aspirations – opportunity for improvement, not just replacing like for like</li> </ul>	
	<b>Design Single Assessment and Plan</b> <ul style="list-style-type: none"> <li>Co-produce with families and young people, practitioners and partners</li> <li>Ensure the plan meets statutory and operational requirements, supports multi-agency working and reduces duplication</li> <li>Prioritise simplicity and transparency for families and practitioners</li> <li>Ensure accessibility for all families, including tailored formats for diverse needs.</li> </ul>	31 Jan 2026
	<b>Define Digital Requirements and Build Digital Solution</b> <ul style="list-style-type: none"> <li>Develop a single, scalable digital solution accessible to all agencies and families</li> <li>Streamline data collection and reporting, ensuring it meets the needs of all teams and statutory requirements</li> <li>Coordinate reporting timelines across services or implement real time reporting</li> </ul>	31 Mar 2026
	<b>Establish Mechanisms for Partnership Working</b> <ul style="list-style-type: none"> <li>Establish clear protocols for shared ownership, role definition, and accountability.</li> <li>Ensure digital solution is accessible to all agencies.</li> </ul>	31 Mar 2026
	<b>Operational Implementation and Change Management</b> <ul style="list-style-type: none"> <li>Align operational processes and embed the plan into everyday practice – including updating SOPs.</li> <li>Deliver cross-agency comms, training, guidance and support to drive cultural change and consistent delivery.</li> </ul>	From 1 Apr 2026
	<b>Monitoring, Evaluation, and Reporting:</b> <ul style="list-style-type: none"> <li>Define process aims and KPIs</li> <li>Set up mechanisms for monitoring consistency and quality across teams and agencies – continuous improvement.</li> </ul>	Ongoing from 1 Apr 2026
<b>Objective</b>	<b>Action</b>	<b>Target Date</b>
<b>Family Networking:</b>  Empowering families and wider family networks, supported by practitioners in both Family Help and multi-agency child	Training in Families First principles and family networking specifically - designed and delivered to: <ul style="list-style-type: none"> <li>Children's Services</li> </ul> Wider Partnership	From: Autumn 2025 2026



protection, to make plans to support children and help families to stay together safely, is central to the whole family approach in this end-to-end system reform.	Evaluation of training, including feedback from children, young people and families to test system	Spring – Summer 2026
	Consideration of future capacity for paternal family network	Jan 2026
<b>Integrated Front Door</b>  Norfolk's integrated front door ensure that contacts and referrals are triaged to the right level of service; this includes families being connected to universal and community services if required. Partners in MASH review and explore how their functions align more strongly with other places where families might come into contact with services.	Engagement with partners on scope. Three stage approach: <ul style="list-style-type: none"> <li>As is' process / user journey mapping: current 'offer' mapping, Family journey mapping, and SWOT analysis</li> <li>Pinch point identification – defining the problem(s) we are looking to solve: SWOT and Root Cause Analysis completed to inform process design</li> <li>Design of our new IFD</li> </ul>	30 Sep 2025 31 Dec 2025 31 Mar 2026
	Workshops held with service users to collate service user experience and opportunities to take forward into service design	30 Sep 2025
	Analysis of outputs from service user workshops, and aspects to take forward into process redesign	31 Oct 2025
	Determine scope for E2E process redesign activity	30 Nov 2025
	Commence process redesign with working group	Dec 2025 - ongoing
<b>Establish Multi-Agency Child Protection Teams</b>  Multi-Agency CP Teams will bring a clear, fresh focus where there are child protection concerns, bringing experts together across agencies to identify actual or likely significant harm and take decisive action to protect children	Series of partnership workshops to agree key principles on a multi-agency basis	Autumn 2025
	Priority mapping: understanding priorities for each partner and ensuring there is appropriate input and representation from across the system	Autumn 2025
	Analysis of the impact of a MACPT model on initial referral and triage before determining next steps	31 Dec 2025
<b>Communication and Engagement</b> Ensuring all key stakeholders are engaged with safeguarding reforms and aware of the work of the FFPPB.	FFPPB workshop/updates to <ul style="list-style-type: none"> <li>Leadership Exchange &amp; Learning Event (key stakeholders)</li> <li>Local Safeguarding Children Groups (update/consultation)</li> </ul>	Oct 2025 Nov 2025

## Transitional Safeguarding (officially adopted from April 2026)

### What difference will we see?

- A joined up multi-agency approach across adults and children in order to keep children and young adults safe through transition into adulthood
- An evidence base of how Norfolk has implemented and worked to the Transitional Safeguarding Framework
- Learning from scrutiny, Safeguarding Practice Reviews, Safeguarding Adults Reviews and national research is acted on

Objective	Action	Target Date
<b>Governance and Leadership:</b>	NSAB and DSPs identify priority leads	31 Jan 2026
Children's and adults join together to analyse and mitigate against any gaps in the system for 16 – 25 year olds.	Strategy drafted for leads consideration and working group convened	31 Mar 2026
<b>Learning and Action Planning:</b>	Recommendations from local scrutiny, Rapid Reviews/SPRs, SARs and senior management alerts are included in draft strategy to form basis of action plan against the Transitional Safeguarding Framework.	31 Mar 2026
Priority subgroup has a detailed, SMART action plan including relevant local and national learning, which will they will be accountable for delivering on.	Actions related to VAG against transitional safeguarding pulled over to sit under this priority subgroup, namely to ensure that an early, effective multi-agency plan is created, documented and followed for CYP to support them into adulthood and engage services who can provide ongoing help.	31 Mar 2026

## NSCP Business Crucial Activity

### What difference will we see?

- The partnership will evidence a culture of collaborative leadership and practice that works together to keep Norfolk children and young people safe
- The partnership will have a coherent and well developed library of evidence to measure impact including data, Section 11 and discrete independent scrutiny
- Learning from local and national Child Safeguarding Practice Reviews will be disseminated across the partnership to ensure the Norfolk safeguarding system is supported to effectively protect children from harm

Objective	Action	Target Date
<b>Evidencing collaborative leadership</b> The three statutory partners will continue to model trusting and respectful relationships for the workforce and the children and families they serve.	Leadership Exchange and Learning Events supporting collaborative leadership and commitment to learning and improvement. Focus on: <ul style="list-style-type: none"> <li>• Domestic Abuse – progress update following JTAI</li> <li>• Safeguarding Reforms – getting to grips with Families First agenda</li> <li>• Emotional Landscape of Safeguarding – reference National Panel Learning Capacity report</li> </ul>	Oct 2025 Oct 2025 Jan 2026
	Annual report, Section 11 and independent scrutiny will evidence strengths and weaknesses in partnership working, including a CYP version of the annual report	Ongoing
	The NSCP independent Scrutiny Team meet regularly with the lead and delegated statutory partners to provide challenge and support	Ongoing
<b>Using data and evidence to improve the system:</b> The three statutory partners have the quantitative and qualitative information they need to understand the child's lived experience, evidence progress and target resources	Data and intelligence analysis: <ul style="list-style-type: none"> <li>• Quarterly updates to NSCP Partnership Group</li> <li>• Data profiles completed and/or reviewed against each priority area</li> <li>• Chapter on data included in annual reports</li> </ul>	Quarterly Ongoing Annually
	Ongoing independent scrutiny commissioned by the delegated statutory partners; Independent Joint Scrutiny on: <ul style="list-style-type: none"> <li>• Safeguarding children severely absent from school</li> <li>• Child Sexual Exploitation and Abuse</li> </ul>	Ongoing July 2025 Nov 25/Jan 26

	Section 11 2021 report used to measure progress and system review to maximise benefits to partnership, including single agency action plan progress meetings	Annually
	Multi-agency audits undertaken to assess practice in key areas linked to NSCP priorities and identified issues of concern	Ongoing
	Recommendations from all scrutiny activity – SPRs, audits, Section 11 and independent scrutiny – monitored and progress reports completed	Ongoing
<b>Learning from local and national CSPRs:</b> Leadership and the workforce are clear about the actions required to improve safeguarding practice based on learning from SPRs and have the resources and time to implement this learning.	SPR Group terms of reference and local guidance reviewed and updated with reference to emerging guidance from National Panel and with reference to their Annual Report	Annually
	Learning from local and national SPRs disseminated when published, including SPR roadshows as required. Learning shared with single and multi-agency trainers	Ongoing
	Specific task and finish groups linked to learning from SPRs established with reporting timelines, including learning from Rapid Reviews – currently non accidental injury to non mobile babies Task & Finish Group	Ongoing
	Policy review and monitoring use of Continuum of Needs Guidance/CoNG Toolbox	Ongoing
	Monitoring the impact of Joint Agency Group Supervision on practice	Ongoing