



Norfolk Safeguarding
Children Partnership

MASA Plan

Local Plan for Multi-Agency Safeguarding Arrangements

Autumn 2021
www.norfolklscb.org



Norfolk Safeguarding Children Partnership

Working with the Children and Young People's Strategic Alliance to enable all Norfolk children can flourish.



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Summary

There are many agencies in Norfolk supporting children and young people, and they work together in partnership to ensure that they keep children safe.

Norfolk's original plan for Multi-Agency Safeguarding Arrangements (MASA) was published in September 2019 in adherence to Working Together 2018. This version of the plan has been revised to reflect changes and development since the original publication.

1. There are three partners in Norfolk who are jointly responsible in statute for the arrangements for keeping children safe:

Norfolk County Council

Norfolk Constabulary

Norfolk and Waveney Clinical Commissioning Group

2. The Norfolk Safeguarding Children Partnership (NSCP) continues to be the vehicle through which the three partners work together, with other agencies and the wider safeguarding system.
3. The NSCP's structure includes independent scrutiny to challenge the effectiveness of its work, and continues the emphasis on embedding learning, strong locality working, inclusion of all and promoting early help and support to underpin Norfolk's ambition for children and young people.
4. The NSCP benefits from an integrated approach to intelligence gathering and information analysis with the establishment of a genuinely systemic view of data, quality, effectiveness and practice, facilitated by shared intelligence, scrutiny and joint quality assurance.

This Plan sets out the details of how the Norfolk Safeguarding Children Partnership works, as well as why and how we adapt in order to provide a flexible response to a complex fast moving agenda.

The Plan is reviewed and refreshed every two years. Arrangements are underpinned by an NSCP Business Plan which is written against agreed priorities and is reviewed regularly and published annually. Further information on our arrangements is reported in the NSCP annual report.

At the heart of the arrangements, is a commitment from all partners to continuously improve as a system and to work together to keep children and young people safe so that they are able to realise their potential.

Foreword

Welcome to the second iteration of the Norfolk Multi-Agency Safeguarding Arrangements (MASA) for children and young people and our plan of how we ensure these arrangements benefit and support children across the county to Flourish. As the named partners in [Working Together 2018](#) and with reference to Sir Alan Wood's [Report on the implementation of new multi-agency arrangements to safeguard children](#), we are clear about our leadership roles and the influence we have over children's lived experience growing up in Norfolk.

Six months after the first edition of the MASA was published, we faced the global coronavirus pandemic. This has been a challenging time for every aspect of society. Here in Norfolk, the partnership rose to the challenge of sharing resources and intelligence to best protect and safeguard children through unprecedented times. From the outset, Norfolk Safeguarding Children Partnership's response to Coronavirus (Covid-19) has been robust, demonstrating agility and flexibility to keep up with the changing situation. The collaboration between partners has been exemplary, evidencing the maturity of the partnership and the value of joining up resources and sharing information.

The MASA provides us opportunities to review and, where necessary, change our ways of working. We continue to build on the existing good relationships across the Norfolk system. We focus on how we can make a real difference to multi-agency frontline practice in safeguarding to improve outcomes for children, young people and their families. We aim to achieve these improvements by shared learning, developing and spreading good practice based on what we know works well and is evidence based. This includes our ongoing commitment to support and deliver prevention and early help services as integral elements of effective safeguarding.

This iteration of the MASA plan sets out how the safeguarding partners work together and with others to identify and respond to the safeguarding needs of children, young people and families in Norfolk.

Our ambition is to further develop an equitable, robust partnership, which has a proactive and responsive approach to ensuring that children are safeguarded and that their wellbeing is encouraged and supported.



Sara Tough
Executive Director
Children's Services

Tom McCabe
Head of Paid Service



Nick Davison
Assistant Chief Constable

Paul Sanford
Chief Constable



Rebecca Hulme
Joint Associate Director
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Waveney CCGs

Melanie Craig
Accountable Officer,
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1. About Norfolk

As of 2020, Norfolk is the 9th largest local authority area in England, with a population of just over 914,000 people. Just over a quarter of the population is aged 0-24 (around 243,000).

Norfolk's families live in one of seven districts: Breckland, Broadland, Great Yarmouth, King's Lynn & West Norfolk, North Norfolk, Norwich and South Norfolk. Norfolk has a balance of urban and rural districts, with Norwich the most urban and North Norfolk the most rural.

Although Norfolk is often viewed as being quite a well-off area, and it is certainly true that some families do have comfortable lives, deprivation and poverty does influence the health and wellbeing of the population. Currently more than 140,000 people in Norfolk live in areas categorised as the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth and King's Lynn, but also some rural areas, coastal villages and market towns, where rural life can make accessing services and opportunities more difficult. The life expectancy gap between the most deprived areas of Norfolk and the least deprived areas is 7.4 years for men and 4.4 years for women.

One of the challenges of meeting the needs of Norfolk's children, young people and families is that their needs can be very different, so the way we meet these has to be varied, flexible and built around individual requirements and aspirations.

The Multi-Agency Landscape

The county is served by Norfolk County Council as well as seven district councils. There is one Constabulary, one Youth Justice Service, the National Probation Service and one Community Rehabilitation Company (until December 2020). Health partners include five Clinical Commissioning Groups and a number of health providers, including:

- 96 GP practices
- Three Acute Hospital Trusts
- Three community health providers
- A mental health trust (Norfolk & Suffolk Foundation Trust)
- Third sector providers

Norfolk County Council's Children Services received an Ofsted judgement of Requires Improvement in January 2018. Since that time there have been a number of significant service developments, including; the transformation of the safeguarding 'front door' with the development of a new Children's Advice and Duty Service, a renewed engagement with partnership working, the establishment of a children and young people's work stream within the Norfolk and Waveney Sustainability & Transformation Partnership and developing models for social care practice.

Norfolk Children Services is structured in six localities across the county. The locality areas align with the boundaries of the district councils and largely follow the operational policing boundaries, the clustering arrangements of our schools and health visiting and school nursing arrangements. A good local offer is at the heart of Norfolk's locality model for service delivery.

There are over 450 schools in Norfolk, including Further Education Colleges, special schools and independent schools. The proportion of children entitled to free school meals in the last six years is 23.2%, slightly less than the national average of 24.9%. The percentage of children achieving a good level of development at the end of reception has increased and is now above the national average, while the proportion of Norfolk pupils at the expected standard in all of reading, writing and mathematics at the end of key stage 2 remains at 59%, compared to the national average at 65%. The percentage of students achieving GCSE grade 4 or above in both English and mathematics has also increased but remains slightly below the national average.

The Early Years workforce is comprised of nurseries, registered childminders and early childhood and family services. Learning and development for Norfolk's youngest children is improving each year and the majority of Ofsted registered settings in Norfolk are rated good or outstanding. The pace of improvement must be sustained so that every child has access to a good or outstanding setting, where it is recognised that the early years are a significant period for learning and development.

Norfolk's 0 – 19 Healthy Child Programme is commissioned by Public Health. Services range from ante-natal care through to school nursing and speech and language therapy. Other specialist services, such as occupational therapy, continence support and supporting children with disabilities, are commissioned through a range of other providers.

Further detail on partners and stakeholders is included under Section 3, Relevant Partners involved.

2. Vision and Principles

Our shared vision is for all children and young people in Norfolk to Flourish.¹

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. We recognise that children and young people live in families and that families live in communities. We strive to ensure that a good local offer is at the heart of our locality model for service delivery, Norfolk partners, families and communities need to work together to make this happen.

We are committed to ensuring that children will have their needs met in universal services wherever possible, but we also recognise that some families need additional help for their children sometimes, and that some children might have their needs best met by living apart from their families.

This is never a static process: situations change and as a result so does need and risk. We understand that risks of harm to children may increase and require more services and an assessment of risk with specialist support. As interventions have impact, and needs and risks change as a consequence, the level of harm will reduce, but the child may still benefit from additional family support in order to achieve sustained outcomes.

Partners in Norfolk have a long and successful history of working together to protect children and to promote their wellbeing. We wish to build on these achievements by ensuring that our safeguarding arrangements are effective, flexible, proportionate and inclusive. We aim to reduce duplication and bureaucracy and to involve children, young people and families, alongside professionals, communities, citizens and volunteers in working together to keep children safe.

Safeguarding is everybody's responsibility and by working together effectively and early we will reduce the number of children and young people requiring statutory interventions and reactive specialist services.

Early Help and Prevention

Norfolk sees prevention and early help as an integral part of effective safeguarding. It is estimated that over two million children in the UK today are living in difficult family circumstances. These include children whose family lives are affected by parental drug and alcohol dependency, domestic abuse and poor mental health. It is crucial that these children and their families benefit from the best quality professional help at the earliest opportunity. For some families, without early help, difficulties escalate, family circumstances deteriorate, and children are more at risk of suffering significant harm.

¹ FLOURISH is an acronym for: Family and Friends; Learning; Opportunities; Understood; Resilience; Individual; Safe and Secure; and Healthy. The FLOURISH outcomes framework sits under the NSCP's 'sister board' the Children and Young People's Strategic Alliance. See Section 5: Links to Other Partnerships

The MASA continues to support and monitor the local multi-agency Early Help offer, for individuals and families. This is a multi-disciplinary approach that brings a range of professional skills and expertise to bear through a place-based approach.

Thresholds of Need

The NSCP is aligned to the [Norfolk Threshold Guide](#), which has been designed to encourage early discussion and dialogue when we have emerging worries about children. The Guide has been developed to acknowledge that all professionals will need a framework to help them recognise risk and agree an appropriate response. All agencies will be required to ensure that their staff undertake training and professional development to keep their safeguarding knowledge up to date.

In Norfolk we are working to a model of staged intervention which reflects four tiers of need. The purpose of the guidance is to help match the response to the child's needs, and is not a check list of concerns, but a way of supporting consistent and clear responses to children's safeguarding and wellbeing.

Principles of Practice

All safeguarding work, including prevention and early help, seeks to ensure that children and young people receive the right service at the right time and for the right duration to keep them safe and promote their welfare. **The Principles of Practice set out for our safeguarding work include:**

- Being child-centred
- Hearing the voices of children and young people
- Being rooted in child development and informed by evidence
- Respect of all people at all times
- Being focused on actions and outcomes for children
- Listening to family members and giving importance to what they say
- Building on strengths as well as identifying difficulties
- Setting out clearly in a way appropriate to the family any concerns we have and what needs to happen to reduce those concerns
- Understanding a family's individuality, values, beliefs, culture and spirituality and recognising difference
- Recognising and celebrating the importance of a child or young person's family, friends and community
- Honest and transparent communications about what we do and why we are involved
- Offering help early – doing all we can to assist in keeping our intervention at the lowest possible and safest level

3. Relevant Partners

Principles of partnership working

The strength of local partnership working is dependent on all those involved in safeguarding working together in collaboration. The three statutory safeguarding partners consider that the involvement of all relevant stakeholders is required to safeguard and promote the welfare of children. The Norfolk MASA is inclusive and encourages engagement and participation. This is achieved through engaging and communicating with a wide range of local agencies in the six Local Safeguarding Children Groups (LSCGs) which align with operational delivery. The plan also maintains the sector focus at a senior level through the Advisory Groups which bring safeguarding leads in each sector together.

In addition to the three statutory partners a number of other stakeholders work as part of the Partnership, reflecting the strong working relationships already built up in Norfolk over many years. These agencies are invited to Partnership Conferences and Leadership Exchange and Learning Events, and are also represented on the NSCP's Partnership Group (see Section 4 on Structure and Governance Arrangements), Advisory Groups and LSCGs. Agencies, groups and individuals may be invited to participate in task and finish groups to tackle particular safeguarding challenges, and are expected to play an active role in appropriate practice reviews, audits and training.

The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 sets out the list of relevant agencies that are required to work under the auspices of multi-agency safeguarding arrangements. **It is important to note that:**

1. Although all safeguarding partners are not referred to in the regulations, their staff are subject to local MASA requirements.
2. Certain key stakeholders are not listed in the regulations, as their functions are commissioned or otherwise overseen by one or more of the safeguarding partners – for example primary care, dentists and mental health service providers are already included through CCGs (from 2022 the Integrated Care System), NHS England, and NHS Trusts. Providers of social care services are covered by the commissioning role of the Local Authority. These agencies and their staff are still subject to the requirements of the MASA.
3. The list of relevant agencies is intentionally focused at a strategic agency-based level – it is not intended to be an exhaustive list of all bodies or individuals which come into contact with children.

Other organisations, agencies and stakeholders who are not named in the regulations have been included in the Norfolk MASA.

There are also mechanisms in place to engage with the voluntary sector, residential homes and youth custody settings. Provision comes from a range of private suppliers in different locations; the NSCP has established contact systems for engagement and recognise the duty to do so.

A list of key stakeholders is attached as Appendix 1

Where stakeholders have safeguarding duties under Section 11 of the Children Act these will continue to be monitored by the Partnership through a regular process of self-assessment, scrutiny and challenge.

All schools and colleges in Norfolk are expected to comply with the requirements of the statutory guidance Keeping children safe in education: for schools and colleges (DfE, September 2018), and fulfil the duties of Section 175 of the Education Act 2002 and subsequent guidance.

The NSCP continues to offer a range of training and learning opportunities, and contributes to workforce development objectives in conjunction with the Children and Young People's Strategic Alliance.

Norfolk's Safer Programme, under the NSCP Business Unit, provides training and safeguarding guidance and policy validation; this continues to play an important role in equipping voluntary and community organisations to protect children based on up-to-date legislation and best practice.

4. Structure and Governance

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. These arrangements are discharged through the Norfolk Safeguarding Children Partnership. The purpose of these local arrangements is set out in Chapter 3 of Working Together, 2018. The Partnership is responsible for holding other partners individually, and through other partnership and governance boards, to account for their safeguarding responsibilities.

NSCP: Three Statutory Partners: Chief Officers and Executive Leadership

Overarching responsibility sits with the chief officers of the statutory partners who are supported by their executive leads who have strategic oversight for safeguarding children in their portfolios.

For clarity, the people named are:

	Chief Officer	Executive Lead
The Local Authority: Norfolk County Council	Tom McCabe Head of Paid Services	Sara Tough Executive Director Children's Services
Police: Norfolk Constabulary	Paul Sanford Chief Constable	Nicholas Davison Assistant Chief Constable
Health: Norfolk & Waveney CCG	Melanie Craig Accountable Officer	Cath Byford, Chief Nurse delegated to Rebecca Hulme Joint Associate Director of CYP and Maternity

The chief officers and strategic leadership representatives from the statutory partners are, together, 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 this MASA Plan
- receiving and responding to reports from the Independent Chair, the chairs of the relevant subgroups and the NSCP Business Manager
- ensuring that any recommendations are taken forward
- regularly reviewing the scrutiny system to ensure that it remains effective
- funding the NSCP sufficiently to ensure the safeguarding arrangements can be delivered effectively

The Independent Chair meets regularly with the three statutory executive leads to review arrangements and agree areas for independent scrutiny. In addition, the chief officers for the statutory partners meet twice a year with the Independent Chair to oversee and drive forward the work of the Partnership. The Independent Chair of the NSCP and the independent chairs of other subgroups provide quarterly written reports for the chief officers, outlining achievements, challenges and recommendations for continuous improvement.

² From April 2022, CCG will be formally superseded by the Norfolk and Waveney Integrated Care System.

The three statutory partners publish an annual report on the NSCP website, with input from the Independent Scrutiny Team, subgroup chairs and Head of NSCP Business Delivery.

Partnership Group

The three statutory safeguarding partners meet regularly with a discrete Partnership Group comprised of lead stakeholders, including education leaders, to ensure that the children's safeguarding agenda is moved on at pace. This ensures that the partners continue to build on positive working relationships.

The purpose of Partnership Group is to provide support and challenge to the three statutory partners.

The Terms of Reference defines this support to include:

- Developing and embedding the NSCP's vision and values so that all children and young people in Norfolk can expect high standards in safeguarding.
- Developing and monitoring the implementation the NSCP Business plan.
- Agreeing priorities for the NSCP based on intelligence provided through the Safeguarding Information and Performance in Practice (SIPP) subgroup using:
 - Data and strategic analysis of performance intelligence
 - Outcomes and learning from audit, Serious Case Reviews and Child Safeguarding Practice Reviews
 - Observations and assessment of frontline practice
- Identifying national and local issues relevant to the responsibilities of the NSCP and progress as appropriate
- Commissioning and participating on any additional work streams not previously included in the Business Plan.
- Planning and delivering the Leadership Exchange and Learning Events for the wider partnership
- Enabling the three statutory partners to meet their statutory duties as laid out in [Working Together 2018](#).

Partnership Group meets a minimum of six times a year.

In addition to the statutory partners, members of partnership group include Public Health, Voluntary Sector, Education – representing all sectors and the Local Authority's Education Safeguarding Adviser, Chairs of the Advisory Groups and priority workstream leads. Senior managers from Children's Services also attend. Priority updates and data are regular items on the agenda.

Independent Scrutiny Team

Partnership Group is chaired by the Independent NSCP Chair who takes a lead role in providing independent scrutiny of the safeguarding arrangements. The Independent Chair acts as a convener and facilitator of partnership work as set out in the Business Plan, on behalf of the statutory partners, and challenges and questions performance as part of their scrutiny role.

The NSCP Independent Chair works with the two other independent lead officers, and together they provide support and challenge. (see Section 7 on Independent Scrutiny). Collectively they are recognised as the Independent Scrutiny Team.

Leadership Exchange and Learning Events

The NSCP is committed to continued engagement with the wider partnership through Partnership Conferences branded as Leadership Learning and Exchange Events. **This system of engagement ensures that:**

- Strategic leaders from all organisations including NHS Trusts, local district councils and the voluntary sector are actively involved in a learning process.
- 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 plan

The events will happen at least twice a year, with invitations extended to chairs of other safeguarding partnership boards and members of the NSCP's 'sister board', the Children and Young People's Strategic Alliance (see Section 5, Links to Other Safeguarding Partnerships). The three statutory partners, with the support of the NSCP's Partnership Group, the Independent Scrutiny Team, and Head of NSCP Business Delivery, will agree the learning focus based on information provided by Safeguarding Intelligence and Performance in Practice (SIPP), the NSCP subgroups and learning from Child Safeguarding Practice Reviews.

Safeguarding Intelligence and Performance in Practice (SIPP)

The SIPP pulls together a hub of intelligence, receiving information from 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 Joint Targeted Area Inspections (JTAI) audits as they are published.
- Data and Strategic Analysis, making use of the results of stronger strategic analysis (set out in Section 7). This includes identifying questions arising from the data to promote continuous improvement and a Power BI data dashboard; from October 2021 this work is supported by a dedicated data analyst working across the NSCP and the Children and Young People's Strategic Alliance.
- Multi-Agency Observation in Practice, with members of the Independent Scrutiny Team observing practice and strengthening links with the frontline, children and families

The overarching purpose of the SIPP is twofold:

1. Identifying safeguarding risks and priorities on the basis of sound analysis and shared data: helping to direct where and how resources should be used to best protect children. This work is driven by the products from the data and strategic analysis workstream.
2. Holding partners and the partnerships as a whole to account for the performance of safeguarding activity, identifying trends and changes in performance and alerting agencies and the partnership to where remedial or proactive action is needed.

SIPP's primary focus is to act as the central 'eyes and ears' for the system: providing monitoring of effectiveness of arrangements at all levels, informing the setting of priorities by the NSCP and informing the work of other key strategic and operational boards. It enables the NSCP to be an 'intelligence led' partnership, with much of the agenda driven by a regular flow of data, feedback from children, audit, analysis and other sources of intelligence which inform judgements about the effectiveness of arrangements.

The intelligence is used for a number of purposes:

- To identify strengths and weaknesses in the system
- To help set priorities for the system to respond to
- To identify the need for changes to policy and practice within the remit of the three key statutory partners which will then be discussed and implemented
- To identify areas where more fundamental service re-design is required or where a wider range of partners needs to be engaged – this will then inform the agendas for the CYP Strategic Alliance, Health and Wellbeing Board and the Countywide Community Safety Partnership.

See also Section 7, Arrangements for Strategic Analysis, Scrutiny and Independent Review.

The focus of and priorities for the NSCP are shaped by data analysis and evidence to ensure we target resources to have the biggest impact on the lives of vulnerable children.

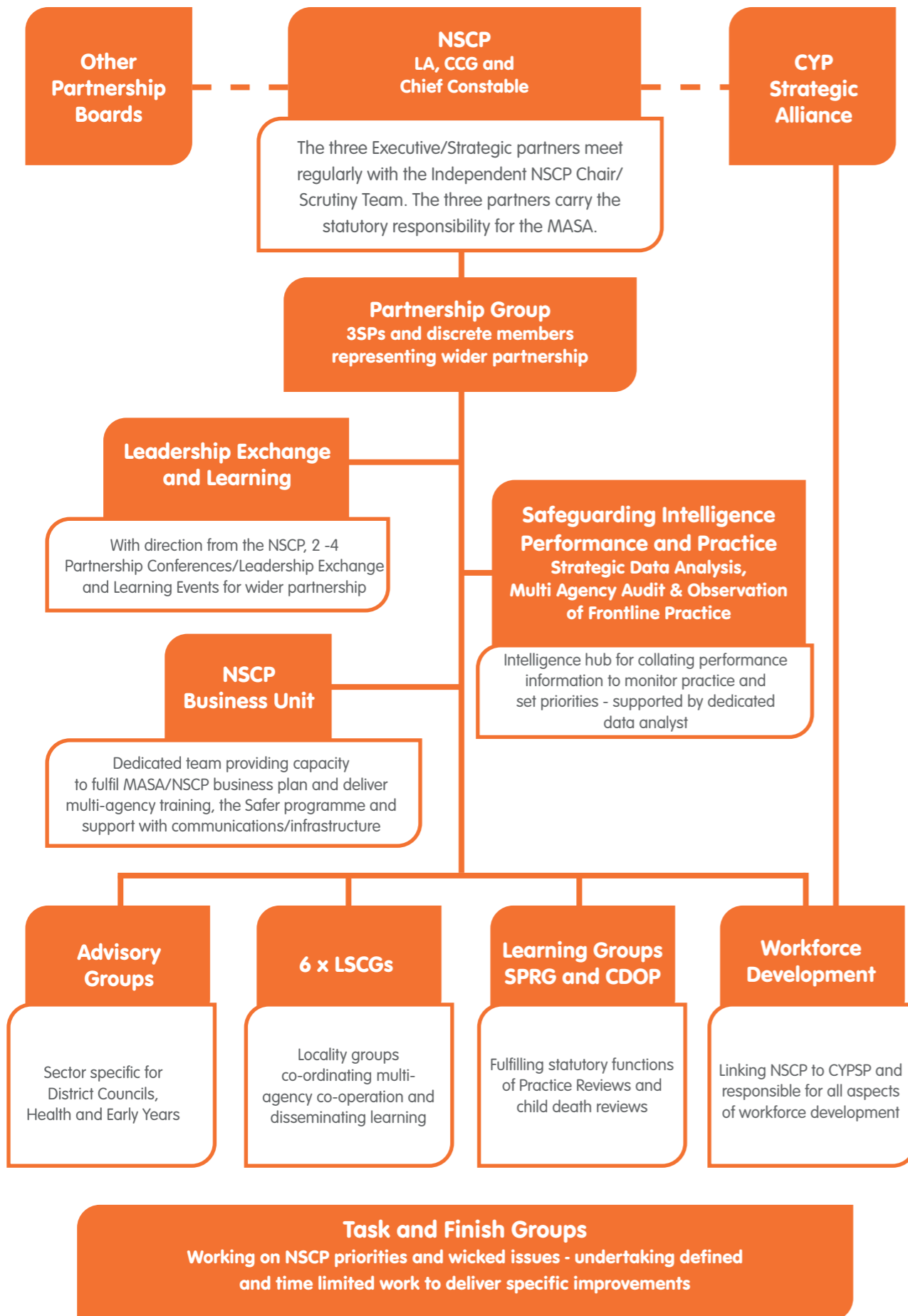
The NSCP Business Unit

The work of the NSCP will be supported by a dedicated Business Unit, under the leadership of the Head of NSCP Business Delivery. The Business Unit is a key driver for the NSCP business plan as well as administering training and communicating to the workforce and the public. The Head of NSCP Business Delivery provides regular reports on progress and activity the NSCP.

From autumn 2021 the NSCP Business Unit will be supplemented by additional resource to support functions around communication and data analysis. Both posts are line managed through Norfolk County Council and are shared across Norfolk's Safeguarding Adult Board and the Children and Young People's Strategic Alliance, respectively.

Opportunities for cooperation and joint working with the support functions for other partnership boards are regularly explored to maximise opportunities to streamline and minimise duplication.

NSCP structure



NSCP Sub Groups

The Partnership will support standing sub groups responsible for specific parts of the MASA. These will be:

- Sector Specific Advisory Groups
- Local Safeguarding Children Groups
- Norfolk Safeguarding Child Practice Review Group (SPRG)
- Child Death Overview Panel (CDOP)
- Workforce Development Group (WDG) – operated as a joint group with the Children and Young People’s Strategic Alliance
- Task and finish groups delivering against NSCP Priorities

Advisory Groups

The NSCP’s governance structure includes sector specific advisory groups which bring together representatives of partners in significant sectors. The Advisory Groups will represent District Councils, Health and Early Years. This structure ensures reach to the wider partnership so that communication is shared effectively to otherwise potentially disparate partners.

The NSCP also includes schools and other educational establishments in the safeguarding arrangements. (See also Section 5, Links to Other Partnerships and Integrated Working Arrangements.)

Norfolk County Council’s Safeguarding in Education Team supports the Designated Safeguarding Leads (DSLs) in schools their DSL networks across the County and ensure links between DSLs and Local Safeguarding Children Groups. Key messages continue to be disseminated to all schools through training, management information sheets and termly newsletters. The NSCP’s Partnership Group is also provided with assurances on schools safeguarding practice through the Local Authority’s management of the safeguarding self-review process (Section 157/175).

Local Safeguarding Children Groups (LSCGs)

The NSCP Business Unit continues to support the six LSCGs, bringing together partner and relevant agencies in each locality. Membership is locally determined, but includes representatives from the three statutory partners, district/borough councils, and local providers of services to children with an interest and involvement in safeguarding. Local school clusters are encouraged to participate, and providers of health, housing and voluntary services are also members. Chairing arrangements are shared between Children’s Services senior managements from the Community and Partnership directorate alongside chairs from health, education and the voluntary sector. Support and secretarial support is provided by Children’s Services on behalf of the partnership, together with the NSCP Business Unit.

Norfolk Safeguarding Child Practice Review Group (SPRG)

The SPRG has an Independent Chair who is a member of the Independent Scrutiny Team and also leads on the Section 11 self assessment process. The SPRG oversees all aspects of Local Child Safeguarding Practice Reviews (LCSPR) as well as other learning options.

The group is responsible for:

- Undertaking Rapid Reviews when a case is referred and/or Children's Services have submitted a Serious Incident Notification to Ofsted
- Recommending whether a case should be reviewed under statutory guidance and, if not, proposing how learning can be taken forward; recommendations go to the three partners for final decision.
- Communicating to the National Panel
- Commissioning reviewers and monitoring the progress of an LCSPR
- Signing off on any reports before they go to the NSCP (to include all heads of agencies involved in the review)
- Overseeing publication
- Disseminating learning
- Monitoring impact of recommendations on practice – in partnership with SIPP and the Workforce Development Group (WDG – see below)
- Using learning from reviews to contribute to Leadership Exchange and Learning Events

In addition, the SPRG works with the WDG to identify cases of best practice to provide an alternative to the deficit learning model. They support with the development of appropriate methodology and use the Thematic Learning Framework, developed from numerous historic Serious Case Reviews, to celebrate and learn from cases that go well and children get the best outcomes.

See also Section 8, Embedding Learning.

Child Death Overview Panel

Norfolk's Child Death Overview Panel (CDOP) is chaired independently, with funding for this post provided by the Local Authority and the CCG. CDOP is supported by the CCG's Child Death Review Team (CDRT) with dedicated administrative support provided by the NSCP Business Unit.

The key responsibilities of the CDOP are to:

- Ensure that the pathways for conducting child death review meetings following the death of a child are clear and followed by relevant partners to a set timescale
- Focus on learning and thematic analysis
- Provide an annual report on the work of the CDOP and emerging themes and learning
- Develop communication tools such as information leaflets for bereaved families

The implementation of eCDOP software to gather and submit data came into place from April 2019. Norfolk works jointly with Suffolk CDOP to submit data for the national reporting to ensure that we meet the guidance for recommended number of deaths for analysis and reporting. This closer working enables both areas to consider and plan for joint thematic analysis. Work is also undertaken by the CDOP Chair at a regional level to determine arrangements for extended thematic reviews.

Workforce Development Group (WDG)

The WDG is a strength of the NSCP, with strong links to the CYP Strategic Alliance and an Independent Chair who is a member of the Independent Scrutiny Team. The WDG focuses on:

- Procurement of and management of any commissioned multi-agency training
- Identifying any gaps in training and resource within the partnership to address the need
- Monitoring the impact of training
- Planning and delivering other learning events, such as briefing and awareness raising sessions, best practice sessions and learning from child safeguarding practice review roadshows
- Feedback from the frontline on their lived work experience from recruitment and induction to exit interviews
- Oversight of the Safer Programme
- Input into the planning and delivery of wider Leadership Exchange and Learning Events
- Developing, in partnership with the SPRG, mechanisms to identify and review best practice cases and disseminating the learning from cases where things have gone well.

Task and Finish Groups

The partnership uses task and finish groups primarily to deliver against its priorities. These groups are set up with defined terms of reference and are underpinned by published strategies and action plans which link to the NSCP Business Plan.

Other task and finish activities may be commissioned by the three statutory partners and, wherever possible and/or appropriate, as shared arrangements across partnerships boards.

Communication

From October 2021, a Partnership Communication Officer is in post to support communication for both the NSCP and the Norfolk Safeguarding Adults Board. This role builds on the significant and successful communication campaigns developed in response to the Coronavirus pandemic. There is a separate subgroup for multi-agency communication, but the function of this group is to support the work of all NSCP workstreams to promote and raise awareness of safeguarding in consistent, joined up messages.

5. Links to other Partnership & Integrated Working Arrangements

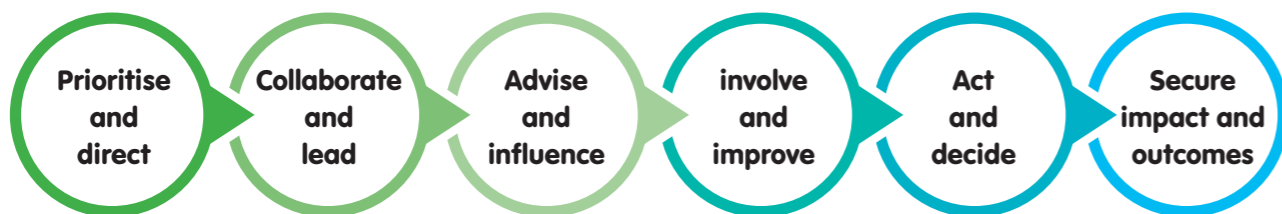
The NSCP is an independent arrangement set up to discharge the safeguarding responsibilities set out in the Children Social Work Act 2017 and Working Together 2018. It is important that this links strongly to other partnership arrangements and that the NSCP can hold stakeholders and related partnership boards to account for their effectiveness in safeguarding. Processes continue to be developed to facilitate and drive action beyond usual institutional and agency constraints and boundaries, and ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships. To this end the NSCP scrutinises the performance and practice of partners, and provides an account of how effective these arrangements have been in practice. This is done through the publication of an Annual Safeguarding Report.

Interface with the Children and Young People’s Strategic Alliance

The Children and Young People’s Strategic Alliance (CYP SA) is chaired by the Director of Children Services and is a multi-agency Board, including Primary Care Networks. The Independent Chair of the NSCP is a member of the CYP SA alongside senior representatives from the three statutory partners.

The CYP SA is charged with overseeing the best interests of all children in Norfolk and acting on behalf of the Health and Wellbeing Board and Norfolk and Waveney’s NHS Sustainability and Transformation Partnership (STP). The CYP SA is established to work across the system to improve agreed outcomes for all children and young people. The CYP SA is the primary body driving pieces of multi-agency service and practice design work across the system. Alliance partners are currently leading on: an integrated approach to mental health services for children and young people; the development of services for special educational needs and disabilities (SEND); learning recovery to address attainment gaps with a focus on ‘lost learning’ due to the coronavirus pandemic; and the development of an early help and prevention strategy and local offer.

The purpose of the CYP SA, set out in its terms of reference, is to provide system leadership so that all children and young people in Norfolk and Waveney can flourish. **To deliver this the CYP SA will:**



The CYP SA is underpinned by the FLOURISH outcomes framework. Produced with children, young people and families, FLOURISH is our shared ambition for Norfolk’s children and young people. CYP SA has captured areas of children and young people’s lives that are important to them and their families and against these we have agreed a framework which sets out:

- **Impacts** – the key long term, sustainable change we want to secure for all children and young people in Norfolk.
- **Outcomes** - the difference we want to make which, if secured, will lead to the impacts being achieved.



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

- f** **amily and friends**
Children and young people are safe, connected and supported through positive relationships and networks
- l** **earning**
Children and young people are achieving their full potential and developing skills which prepare them for life
- o** **pportunity**
Children and young people develop as well-rounded individuals through access to a wide range of opportunities which nurture their interests and talents
- u** **nderstood**
Children and young people feel listened to, understood and part of decision-making processes
- r** **esilience**
Children and young people have the confidence and skills to make their own decisions and take on life’s challenges
- i** **ndividual**
Children and young people are respected as individuals, confident in their own identity and appreciate and value their own and others’ uniqueness
- s** **afe and secure**
Children and young people are supported to understand risk and make safe decisions by the actions that adults and children and young people themselves take to keep them safe and secure
- h** **ealthy**
Children and young people have the support, knowledge and opportunity to lead their happiest and healthiest lives

The CYP SA is the key driver for service redesign and improvement, however, its scope is broader than safeguarding. The CYP SA relies on the NSCP to act as a critical friend in terms of developing and delivering operational and transformation plans and commissioning services that will safeguard and protect children. The interface between the NSCP and the CYP SA, therefore, is critical to the ongoing drive for improving safeguarding arrangements. The 'sister' partnership boards have children as a shared priority.

To enhance governance arrangements the relationship between the NSCP and CYP SA is streamlined to minimise duplications. **Shared functions include:**

- Data and strategic analysis
- Workforce Development
- Stakeholder Engagement and Insight
- Communications

The NSCP holds the CYP SA to account for fulfilling its safeguarding responsibilities, and acts as the ears and eyes of the Norfolk children's safeguarding system. This includes close working between the Head of NSCP Business Delivery and the CYP SA Business Lead.

Norfolk Public Protection Forum (NPPF)

The Norfolk Public Protection Forum (NPPF) is a non-statutory co-ordinating body which brings together the chairs of all public protection and safeguarding partnership bodies across adults, children, community safety and relevant areas of public health. It was established to act as a clearing house to allow better co-ordination where more than one board or partnership may be involved in an area of work. The PPF also strives to identify and reduce duplication and overlaps in safeguarding work. It has endorsed key themes which have informed joint working and delivered better co-ordination. It also provides a forum for the exchange of information and supports the work of lead officers and chairs.

The PPF supports the ongoing relationships between the NSCP and the chairs of other safeguarding boards, including Norfolk Adults Safeguarding Board and the Countywide Community Safety Partnership.

A full list of PPF members is included as Appendix 2.

Arrangements to Work in Partnership with Schools

The participation and active engagement on schools, colleges and other educational settings is critical to ensuring effective safeguarding practice in Norfolk. There has always been a high level of compliance with safeguarding responsibilities, as demonstrated in the self-assessment through Section 175 audits, and the generally positive scores for safeguarding and pupil welfare achieved by many schools in Ofsted inspections.

However, the educational landscape in Norfolk is complex and diverse and a range of mechanisms are used to ensure that the statutory partners can be assured of the effectiveness of these arrangements.

In partnership with Educate Norfolk, we use established mechanisms to strengthen relationships ensuring the engagement of schools and key education stakeholders within the MASA partnership. This includes representatives from all sectors of education – primary, secondary, special school, Short Stay and independent – sitting on NSCP subgroups, attending training and learning events and linking the Designated Safeguarding Leads network with our Local Safeguarding Children Groups. Education data is also a key component of the multi-agency dataset.

Norfolk County Council's Education Safeguarding Team support all initiatives and the Senior Education Safeguarding Adviser sits on the Safeguarding Practice Review Group, Section 11 Steering Group, the Multi-Agency Audit Group, various priority task and finish subgroups as well as Partnership Group.

We continue to ensure key messages are disseminated to all schools through training, management information sheets and termly newsletters, and encourage attendance from School staff at multi-agency events wherever possible.

The NSCP continues to seek assurance on schools' safeguarding practice through the local authority Section 175 self-assessment process, and through data drawn from inspection and monitoring visits.

6. Embedding Learning: Local Child Safeguarding Practice Reviews and Child Death Reviews

Child Safeguarding Practice Reviews

Norfolk has developed a robust and innovative approach to learning from cases and undertaking reviews of practice. It uses a range of methodologies to investigate cases and identify learning, seeking to be proportionate, to link learning and to explore new ways of approaching challenges.

The Safeguarding Practice Review Group (SPRG) is responsible for receiving notifications of serious incidents, for conducting rapid reviews, for working with the National Panel and for commissioning local child safeguarding practice reviews. It will continue to be independently chaired. This will ensure a level of independent scrutiny and challenge to partners, who frequently bring different perspectives on the learning from cases.

SPRG is responsible for delivering local arrangements for the identification of serious child safeguarding cases which raise issues of importance and for commissioning and overseeing the review of those cases, including the commissioning of independent reviewers/authors, and for the quality control of reports. The [local guidance](#) on Norfolk's Rapid Review and Child Safeguarding Practice Review (CSPR) processes is refreshed annually and available on the NSCP website. The processes and guidance were subject to independent scrutiny in 2020 and signed off by the three statutory partners.

SPRG is independently chaired and is part of the decision making process around commissioning SPRs following Rapid Reviews. Rapid Reviews are completed within 15 working days, as per statutory guidance, and extraordinary meetings are convened to meet this timescale. Recommendations are made to the three statutory partners and the NSCP Independent Chair before submitting the Rapid Review to the National Panel. Where Rapid Reviews do not proceed to SPRs, the learning will be shared with relevant NSCP subgroups and captured in the NSCP's annual report.

SPRG draws on single agency investigations wherever possible and partners will make these available for scrutiny through the Rapid Review and SPR processes.

SPRG considers notifications of serious incidents from all partners. In addition to the Ofsted Serious Incident Notification, the SPRG will also accept notifications of community safeguarding and public protection incidents (CSPPIs) from the Norfolk Youth Offending Team (YOT). This enables the YOT to have a mechanism to look at their practice in a multi-agency, child-focused arena.

From experience, Norfolk learns best when it hears directly from the frontline and children. Relevant professionals are involved in CSPRs and their feedback on the process is monitored and evaluated. The agencies involved on the CSPR Panel support any staff involved to ensure that the emphasis remains on learning rather than blaming, but also address any dangerous practice outside of the process.

Children and families are invited to participate in the SPR process.

On completion of a review, SPRs are signed off by the NSCP prior to publication at Partnership Group under the leadership of the three statutory partners. Heads of agencies and relevant stakeholders who are not core members of Partnership Group are invited to attend. The learning from these reviews is also considered by the NSCP to agree on how to engage with the wider partnership on systemic issues and areas for development in response to the findings and recommendations.

The independent chairs, including the SPRG Chair and the Workforce Development Group chair, work with the Head of NSCP Business Delivery to ensure that all Norfolk leaders have the opportunity to reflect on safeguarding practice from the perspective of both their service users and their workforce, adopting a trauma informed and resilience oriented approach to enable risk aware and risk sensible practice to further develop.

Norfolk will continue to develop a range of proportionate and effective methodologies to undertake reviews – ensuring that learning is quickly identified and disseminated, and that learning between partners, practitioners and the public is strengthened to make the whole system work better.

The dissemination of learning is the responsibility of the three statutory partners with the support of the NSCP Business Unit. This is done through roadshows across the county, relevant conferences and best practice events in co-ordination with the Workforce Development Group. Single agencies are required to evidence how they have embedded learning through Section 11 safeguarding self-assessment. A wide range of innovative training tools have been developed to effectively summarise the learning and keep the focus on the child.

Learning from National CSPRs are also a key component of the NSCP's learning and development offer. Relevant recommendations from these reports are included in training, strategy development and action plans.

The NSCP has a well established Thematic Learning Framework, which sets a context for practice reviews and provides a consistent approach to addressing learning and seeking best practice. The [Thematic Learning Framework](#) is available on the NSCP website.

Child Death Overview Panel and Child Death Reviews

Arrangements for child death reviews are the responsibility of the Local Authority and Health. Norfolk maintains a county-wide Child Death Overview Panel (CDOP) to ensure strong local participation in the arrangements.

Since summer 2021, CDOP has been independently chaired with the support of the Norfolk and Waveney CCG Child Death Review Team) and dedicated administrative support from the NSCP Business Unit. The independent chair is funded separately by the Local Authority and Health (Norfolk & Waveney CCG). All meetings have template agendas and membership invitations agreed to assist administration. Participation is recorded and reported to the NSCP where deficits occur.

NSCP uses eCDOP software to streamline the administration and collection of data and deliver reporting in line with national requirements. Data is aggregated with Suffolk (and other regional CDOPs) in order to inform a fuller analysis of learning from child deaths. Joint national reporting has been agreed with Suffolk CDOP to ensure meeting the guidance for recommended number of deaths for analysis and reporting.

The Norfolk CDOP regularly reviews its terms of reference and membership. Meetings are organised to allow for thematic analysis. A joint annual report is produced in partnership with Suffolk CDOP. Work is also undertaken at regional level (East of England and East Midlands) to determine arrangements for extended thematic reviews e.g. Suicide. This is led by Norfolk's Designated Doctor for Child Death, who also sits on Suffolk CDOP.

Child Death Review Meetings

The child death pathway includes a final multi-disciplinary meeting in line with national guidance.

Responsibility for leading and administering the series of meetings in the pathway is confirmed as follows:

- a. **Immediate information sharing meeting** within one hour of death – to be led by hospital lead paediatrician (no change to existing pathway)
- b. **Section 47 Child Death Strategy meeting** to be held as soon as possible within 48 hours of death, led by Children services (no change to existing pathway.) Administration to be provided by Children Services. Education representatives to be included.
- c. **Initial Child death review meeting** within five working days of a child death – optional further meeting if deemed necessary following the Section 47 Strategy meeting. This will be arranged and led by the hospital safeguarding team. Administration to be provided by the hospital safeguarding team/or medical secretary to consultant paediatrician.
- d. **A final multi-disciplinary meeting** will follow when the post mortem and all official investigations such as serious incident (SI) review or audit are available. This will be chaired by the Designated Doctor for Child Death (if possible or by the lead consultant paediatrician) and supported by the CDOP administrator. This may be an extended mortality and morbidity (M&M) meeting at the hospital if deemed appropriate or arranged in the community if the death did not take place at the hospital. A form C will be completed at this meeting using the eCDOP software. Following this meeting the lead will confirm that the case can be scheduled for review at the next CDOP panel. The findings will also be shared with the Coroner.

For neo-natal deaths the reviews are undertaken as part of the established process for peri-natal mortality review and the reports from these are fed into the process at dedicated neo natal death CDOP meetings.

7. Arrangements for Strategic Analysis and Independent Scrutiny

Strategic Analysis

Children and young people interact with and are supported by a complex network of public services. The risks and safety factors they encounter come from multiple sources. They grow up in communities which do not always align neatly to the geographical jurisdictions of public sector organisations. As such, any one organisation trying to understand either the needs of an individual child or a demographic group of children would only be able to develop a partial view if acting in isolation. However, by acting together and by combining our insights we stand a much better chance of safeguarding children and of strengthening the effectiveness of our arrangements. The concept of 'contextual' safeguarding, of looking to gather information from multiple sources in order to build a picture of a child's situation, is now established as paramount in our efforts to protect children and young people from harm.

As such, the three statutory safeguarding partners in Norfolk have built a shared analytical capability as a central component of the multi-agency safeguarding arrangements and from October 2021, jointly funded a dedicated data analyst role shared between the NSCP and CYPsA.

This capability and resource is used to:

- Combine intelligence to generate new insights into public services and the needs they serve
- Apply these insights to improve policy and service design and delivery
- Understand better what is working and what isn't within the children's system in Norfolk
- Better target support to individual children, young people and families through predictive analytics
- Inform the agreement of strategic priorities for the NSCP as well as the Norfolk Children and Young People's Strategic Partnership Board and other key multi-agency safeguarding bodies.

The key features of this shared approach and capability are:

- Shared Multi-Agency Intelligence Hub (servicing both the NSCP and the CYPsA to maximise resource)
- Shared platform and integrated technical architecture
- Shared intelligence store
- Integrated analysis with investment in a dedicated data analyst
- Shared information governance framework

For more detail on these features see Appendix 3.

How this shared capability supports the MASA Arrangements

This enhanced and shared analysis capability informs and strengthens the work of the partners and the key governance groups in a range of ways. From 2021 – 22, there will be a structured process, led by the dedicated data analyst, to combine and distil the collective intelligence from across the system and give strategic leaders a comprehensive picture of safeguarding in our County – including areas of strength, weakness, emerging trends, gaps and changes in needs. A core function from summer 2022 will be to inform the setting of the strategic priorities for the safeguarding system. This set-piece analysis will then lead to the collective agreement of the right priorities for the system for the year ahead and repeated on an annual basis in line with refreshing the NSCP Business Plan.

In addition, the shared capability:

- provides strategic boards with a regularly refreshed set of shared metrics and information as a live picture of the safeguarding landscape for children in Norfolk.
- informs the work of individual task and finish working groups looking into particular issues and themes. This includes supporting the development of policy, proposals and business cases with appropriate data and analytics.
- builds new data tools which inform service design and help target services where and to whom they are most needed.

The shared approach is also essential to the work of independent scrutiny within the system – helping to test the effectiveness of agreed service models – reporting back on the impact on the ground of new policies and initiatives and gathering information about the robustness and consistency of the safeguarding work of each partner.

Safeguarding Strategic Analysis Group

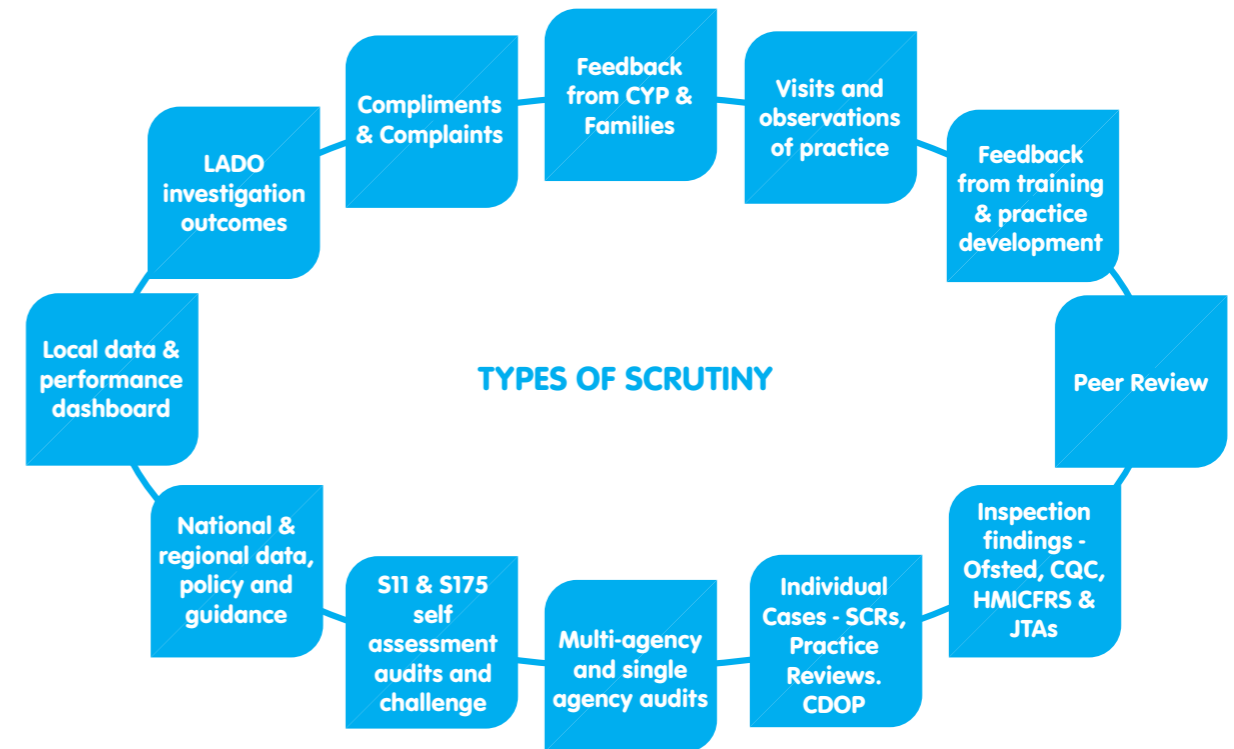
The Safeguarding Strategic Analysis Group (SSAG) is co-chaired by Children’s Services Director of Quality and Transformation and the Detective Chief Superintendent leading on Norfolk Constabulary’s Safeguarding and Investigations Command. The remit, membership and functioning of the SSAG is shared across the NSCP and the CYP SA, with the business leads from the ‘sister boards’; playing an active role in directing the work of the data analyst. SSAG membership is enhanced by data analysts and strategic leads from across the partnership.

SSAG is tasked with identifying priorities for action to be recommended to the NSCP and the CYP SA. The dedicated data analyst is responsible for advising the partnerships the key questions arising from the data to ensure continuous improvement. The partnerships will also be asking SSAG to distill evidence of good practice when they find it and liaise with other areas of the system, namely the Multi-Agency Audit Group and the Independent Scrutiny Team, to test their findings through qualitative analysis such as audit, service user feedback and focus groups with professionals.

Scrutiny

Effective scrutiny is a process not an event. The statutory partners are clear about the value of independent voices and perspectives in the system. The NSCP invests well in the independent scrutiny function and they are key to the local multi-agency safeguarding. The NSCP is also clear that this strong independent perspective must be complimented by self-assessment and peer review between partners, in order that we continue to challenge ourselves and each other in our drive for the best possible arrangements to keep children safe. Norfolk’s scrutiny arrangements include a range of mechanisms that are deployed to provide robust examination of performance and practice.

Sources of information for scrutiny



The CYP SA is invited to highlight areas of risk or concern on which it may seek assurance through the NSCP scrutiny arrangements, including Section 11.

Section 11 Self Assessment

The fundamental underpinning of scrutiny arrangements rests in the duties and responsibilities set out in Section 11 of the Children Act 2004. **The NSCP has a mature and comprehensive approach to Section 11 process which:**

- asks partners to undertake a thorough self-assessment of their safeguarding performance;
- includes peer challenge on how effective these arrangements are in delivering Norfolk's priorities
- increasingly tests the Section 11 returns with the experience of the frontline
- includes progress reporting meetings
- is steered by an independently chaired multi-agency Section 11 steering group

The Section 11 peer challenge days involve partners looking at a range of single agency information, including data and inspection reports, so that they can make strong, appropriate challenge in a safe learning environment.

Peer review is explored through the regional networks, building on previous peer inspection programmes and with reference to relevant inspectorate frameworks.

Multi-Agency Audit

The NSCP's Multi-Agency Audit Group (MAAG) also provides valuable information on how well the system is working in practice. The group's key objectives are to:

- Move forward on key lines of enquiry, inspection priorities, local and national agendas
- Provide an audit forum for exchanging knowledge, expertise, practice standards, good practice, challenges and grading of casework
- Work collaboratively to develop excellent quality assurance practice and audits
- Provide appropriate challenge to all peers and organisations promoting change

The group also uses Ofsted's Joint Targeted Area Inspection frameworks to monitor practice where applicable.

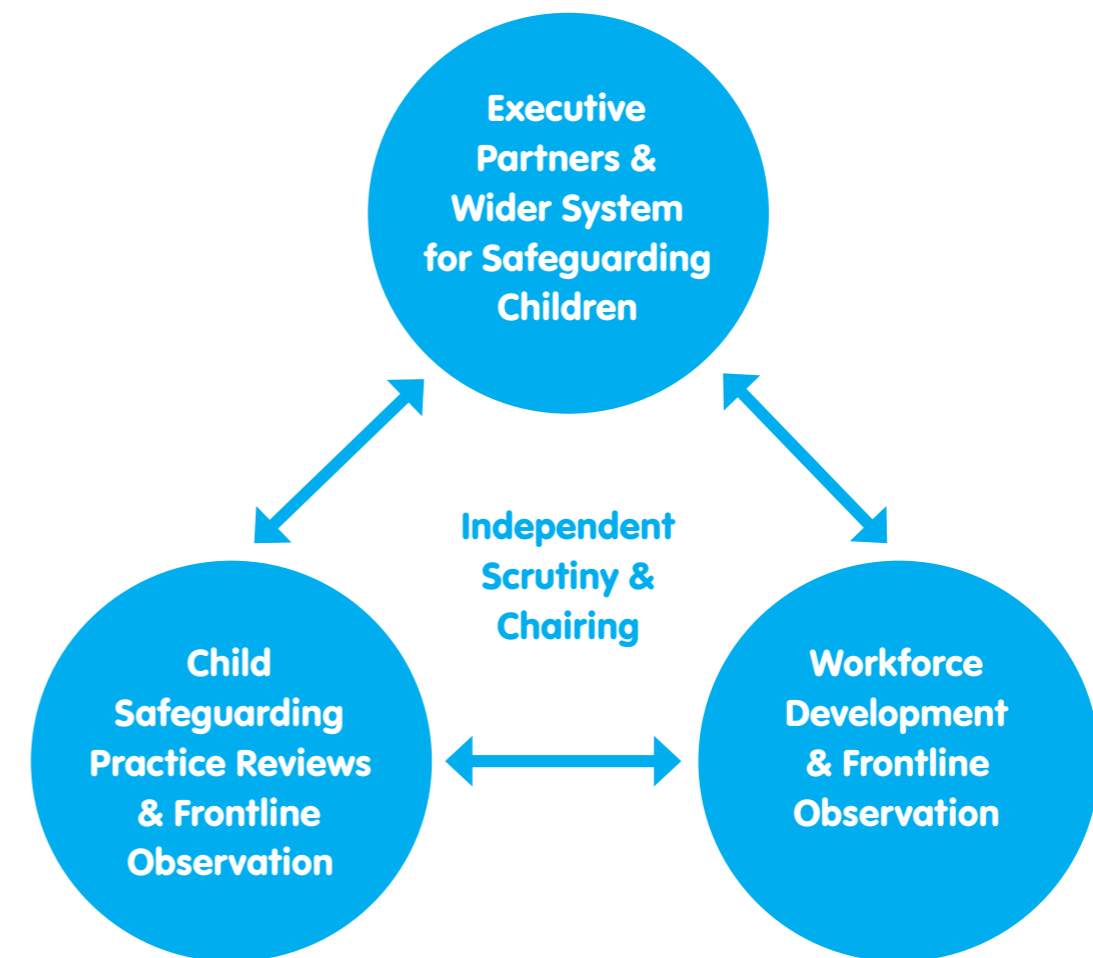
The MAAG is chaired by Head of NSCP Business Delivery with dedicated support from the NSCP's Safeguarding Intelligence and Performance Co-ordinator. In addition to commissioning and undertaking audits, the MAAG is also responsible for monitoring recommendations coming out of SPRs, audits, independent scrutiny and Section 11. All recommendations are collated into a Composite Action Plan (CAP) and are monitored for actions completed and impact on practice. A CAP position statement is updated regularly as part of the NSCP's library of evidence.

Independent Scrutiny Team

The NSCP's investment in independent scrutiny ensures a closer focus on practice, with an overarching Independent Chair supported by two other Independent Scrutineers acting as the Independent Scrutiny Team. These three posts are responsible for reporting on performance, gaining feedback from the frontline and service users and driving improvement. Collectively, the Independent Scrutiny Team will advise the three statutory partners on focus areas for scrutiny for them to commission a piece of work based on what's coming out of SPRs, audits, national issues and workforce training and development needs. The team also devises methodology for the scrutiny ensuring inclusion of frontline and service users where possible.

Independent Scrutiny

The independent scrutiny of the safeguarding arrangements is ultimately assured through the role of Independent Chair for the NSCP, who is responsible for presenting Scrutiny Reports on agreed focus areas to the three statutory partners. These reports are produced with the input of the Independent Scrutiny Team, i.e. the independent chairs of the Workforce Development and Safeguarding Practice Review Groups.



The Independent NSCP Chair brings scrutiny to the most senior levels of the partnership and assists in dispute resolution and in holding partners to account. The Chair ensures that the business of the NSCP takes account of all national and regional priorities and policy developments, and has an independent view of the effectiveness of the Partnership. The Independent Chair also ensures that Norfolk considers best practice from regional and national MASA arrangements.

The Independent Scrutiny Team work closely together to ensure that all aspects of the system are scrutinised. This includes a schedule of observation of multi-agency practice.

The benefits of observation of practice are to:

- ensure that the Independent Scrutiny Team and three statutory partners are in touch with service users and frontline staff so that they improve their understanding of the lived experience of the child and their staff;
- strengthen the link between leadership and the workforce, with the strategic leaders and the NSCP more visible and accessible across the partnership;
- enable a process of ongoing critical appraisal of practice;
- allow for strategic initiatives and learning from case reviews to be tested in real time.

Findings from independent scrutiny are also reported to the chief officers and included in the NSCP annual report.

8. Hearing the Voice of Children and Families

Norfolk has a number of mechanisms in place to get the views of children and families, such as surveys, the In Care Council, Young Carers, Office of Police and Crime Commissioners (OPCC) Young Commissioners and Youth Advisory Boards (YABs). Their views, and the views of their parents and carers, are also regularly sought during the Safeguarding Practice Review process and through audit. Some of the most powerful messages to reach senior leadership have come from children and families who have been the subjects of reviews and there is a commitment to improve and evidence how we hear and respond to the voice of the child and vulnerable communities.

The NSCP is now closely aligned with the CYPSEA and their Stakeholder Engagement and Insight (SEI) subgroup, which allows for a more joined up approach to seeking and acting upon service users' views. The SEI subgroup's terms of reference stated purpose is **To enable the Children and Young People Strategic Alliance and the Norfolk Safeguarding Children Partnership to identify priorities and make decisions across the children and young people system which are informed by effective, inclusive, high quality stakeholder engagement and insight.**

The partnership boards recognise children and young people as key stakeholders.

The NSCP continues to build on ensuring that their voices are heard through:

- Strong links between children's groups and the Local Safeguarding Children's Groups
- Engaging with them to co-produce accessible and inclusive documents, building on the successful co-production of Norfolk's Threshold Guide and the children and young people's version of the NSCP 2020 – 21 Annual Report
- Asking children and parents to present at conferences, workshops and other learning events
- Ensuring they are part of any scrutiny, audit or impact monitoring activities

The Partnership Communications Officer will also ensure that any communications campaigns include the views and voices of the intended audiences so that messages are meaningful and awareness is raised about safeguarding issues and how to access support if needed.

9. Funding and Business Support

Funding

The NSCP is well resourced over the last few years with no increase in budget between 2010 and 2020. Additional funding was agreed in 2021 to cover the costs of the data analyst; the Local Authority and the CCG are also contributing to the cost of the Independent CDOP Chair.

The three partners are the main contributors and have committed to ongoing funding. The remaining funding partners have agreed to carry on contributing for the foreseeable future. Equitable contributions are under review.

In addition to the funding received by partners the Business Unit generates income through its training offer and the [Safer](#) training and support programme.

The NSCP holds a small reserve built up from historic underspends which is used to fund exceptional development work and innovation.

The NSCP will be managed as a single joint budget for which the NSCP is collectively accountable and administered by the Head of NSCP Business Delivery as budget holder.

Business Unit

The work of the NSCP is supported by a business unit hosted by Norfolk County Council.

The NSCP Business Unit is responsible for:

- Administration of child death, safeguarding practice reviews and all other NSCP meetings
- Co-ordinating SCRs and child safeguarding practice reviews
- Communication, including website maintenance and Twitter, supporting any campaigns or awareness raising activity
- Training and workforce development
- Multi-agency policy review and updates

The Head of NSCP Business Delivery is also responsible for producing the NSCP business plan for the NSCP and reporting to the chief officers on progress against milestones.

Appendix

Appendix 1: Relevant Agencies Engaging with the NSCP

Appendix 2: Public Protection Forum

Appendix 3: Strategic Analysis and shared functions

Appendix 1: Relevant Agencies Engaging with the NSCP

Health providers:

Community Health:

- Cambridgeshire Community Services
- Norfolk Community Health & Care
- East Coast Community Healthcare

Acute Trusts:

- Norfolk & Norwich University Hospital
- James Paget University Hospital
- Queen Elizabeth Hospital

Mental Health: Norfolk & Suffolk Foundation Trust

Ambulance: East of England Ambulance Service NHS

Out of Hours Provider: IC24

NB All providers are supported by the NHS Designated Child Safeguarding Team, who are hosted by Norfolk and Waveney Clinical Commissioning Group

Education

Through the Local Authority's Education Quality & Assurance and Intervention Services, partnership working includes schools of all phases, including higher education and the independent sector. Early Years providers are also included.

Non-Statutory partners

1. Agencies linked to law and order

Children and Family Court Advisory and Support Service (Cafcass)
National Probation Service (NPS)
Police and Crime Commissioner (PCC)

2. District Councils:

Norwich City Council
Broadland Council
North Norfolk District Council
Great Yarmouth Borough Council
South Norfolk Council
Breckland Council
Borough Council of Kings Lynn and West Norfolk

3. The Voluntary Sector

The Voluntary Sector is represented by Momentum Norfolk, the umbrella branch supporting voluntary and community organisations working with children and young people, and the VCSE Forum Chair.

Appendix 2: Public Protection Forum

PPF Membership

The Public Protection Forum (PPF) is a non-statutory coordinating body, whose membership is made up of representatives from Statutory and non-Statutory strategic boards across the county, together with senior officers and public protection leads from key agencies, including:

- Independent Chair of Norfolk Safeguarding Adults Board
- Chair of the Children & Young People's Strategic Alliance: Executive Director of Children's Services/
- Chair of Norfolk Drug and Alcohol Partnership Board: Director Adult Social Services
- Chair of MAPPA Strategic Management Board: Assistant Chief Constable
- Chair of Integrated Care System Health Advisory Group: Joint Associate Director of Children and Young People and Maternity Norfolk and Waveney CCGs/
- Chair of the Health and Wellbeing Board
- Chair of Norfolk Countywide Community Safety Partnership
- Chair of the Strategic Mental Health and Disabilities Group
- Chair of Community Relations and Equality Board
- Chair of the Early Help and Prevention Board
- Chair of the Domestic Abuse and Sexual Violence Board
- Senior Coroner for Norfolk

The PPF acts to coordinate work undertaken within the responsibilities of its members, and to achieve, wherever appropriate, combined and efficient delivery of services.

It is not intended to duplicate the separate accountabilities of its members but to encourage and support their effective collaboration, and to address those areas of public protection that overlap or are shared between existing governance bodies and statutory duties.

PPF is supported by the Business Leads of the NSCP, the Safeguarding Adults Board, Countywide Community Safety Partnership and the MAPPA Strategic Management Board. They meet monthly to co-ordinate Board activity.

Appendix 3: Strategic Analysis and shared functions

The strategic analysis functions service both the NSCP and the CYPsA, including the interrogation of data relating to child protection and safeguarding. The key features of this shared approach and capability are:

1. Multi-Agency Intelligence Hub

The respective data analytics and reporting functions within each partner organisation are committed to a proportion of their resource to contribute to the Power BI dashboard and working with the dedicated data analyst to deliver shared data analysis on behalf of the system. The data analyst enables partners to work together on collaborative projects on behalf of the system. Together, they can safely access each other's data sets within an appropriate information governance framework and are empowered to combine these to create new insights. Under the governance of the Safeguarding Strategic Analysis Group (SSAG), the data analyst works to a performance and intelligence plan and provides regular reports to the three statutory partners and Partnership Group. The statutory partners alongside the Independent Scrutiny Team evaluate safeguarding performance and agree further scrutiny and monitoring as necessary.

2. Shared platform and Integrated Technical Architecture

The partner organisations have established a shared data platform that enables the data collected by individual partners to be combined and or interrogated in order to create new insights. Where appropriate links will be made with Norfolk's Office of Data Analytics.

3. Shared Intelligence Store

The existing and future analysis undertaken by each of the partners will be shared with all the partners as the default approach and combined into a single intelligence store for the system. All non-personal datasets and analysis are shared in this way and the data analyst uses this bank of evidence to inform the analysis of the Norfolk system, in collaboration with SSAG members. The sharing of any personal data collected by each individual partner is only done in adherence to appropriate local and statutory frameworks for information governance – and, if appropriate, used when such data might be combined in order to provide fresh insights

4. Integrated Analysis

In addition to sharing of the individual work of each partner, SSAG works together to deliver new joint analysis on behalf of the system; the data analyst leads on this. Analysis will take a variety of forms, potentially including predictive analysis, place-based insights, longitudinal studies and a range of other approaches which combine data from the various partners to provide a more comprehensive view of the safety and risks to children in Norfolk. Each partner is committed to providing the necessary resource to support these shared data projects, including further development of shared data tools as well as one-off reports.

5. Shared Information Governance Framework

The partners will work together to further develop the necessary information sharing governance arrangements to enable the effective joint analysis work described above whilst ensuring that data-sharing is lawful and appropriate.



**Norfolk Safeguarding
Children Partnership**