



Norfolk Safeguarding Children Partnership

Business Plan 2024 – 2025



Review Dates:

30 June 2024
31 March 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 local offer is at the heart of our locality model for service delivery is a priority for the Norfolk Safeguarding Children Partnership (NSCP). Norfolk partners, families and communities need to work together to make this happen.

The NSCP adheres to statutory guidance as set out in *Working Together 2018* 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 Serious Case Reviews, Safeguarding Practice Reviews and child deaths are acted upon. The work of the Board is driven by locally identified priorities, based on data, learning from SCRs/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 quarterly with the Independent Chair of the NSCP. The independent chairs of the SPR Group and the Workforce Development Group also play an active role in 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 (HWB). Cross-cutting and shared safeguarding and public protection issues which affect multiple boards continue to be shared through the Norfolk Public Protection Forum.

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, 2018*. 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 Clinical Commissioning Group, which also covers the district of Waveney in Suffolk. 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 Assistant Chief Constable, Nick Davison
- **Norfolk & Waveney Integrated Care Board:** represented by the Executive Director of Nursing, Patricia D'Orsi

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.

Governance and Whole System Leadership

NSCP: Executive Partners and Partnership Group

The NSCP is chaired by an Independent Chair who takes a lead role in providing independent scrutiny of arrangements. The Independent Chair acts as a convener and facilitator of partnership work, on behalf of the statutory partners, and both questions and challenges performance as part of the scrutiny role. The Independent Chair of the NSCP and the independent chairs of other subgroups provide regular reports outlining achievements, challenges and recommendations for continuous improvement. As an independent scrutiny team they are responsible for undertaking pieces of scrutiny work agreed with the three statutory partners.

The three executive partners 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 three safeguarding lead partners meet regularly with lead stakeholders, including education leaders, 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. Partnership Group meets a minimum of six times a year.

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

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 three statutory partners, with the support of the Independent Chairs 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. One of the major developments under the MASA was the establishment of an overarching subgroup responsible for reporting on Safeguarding Intelligence, Performance and Practice (the SIPP) and creating a post for Senior Analyst to support this work. SIPP receives and reports on 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 JTAI audits as they are published. This working group is also responsible for ensuring recommendations from CSPRs, 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. From October 2021 a dedicated data analyst will be in post to provide analytical capacity to the multi-agency Power BI dashboard. A separate Performance & Intelligence Plan will be published later in 2021–22.
- Multi-Agency Observation in Practice, linking in with the NSCP Leaders, the Local Safeguarding Children Groups, and the Independent Chairs 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 2018. 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. The Safeguarding Practice Review Group and Workforce Development Group 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 the relevant 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 will 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.

The NSCP priorities each have strategic implementation subgroups steering the improvement work and delivering on the objectives set out in this plan. Responsibilities are evenly distributed with subgroup chairs from each of the three statutory partners leading on neglect (Children's Services), child exploitation (Police) and family and community networking (Health).

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. 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.

CYPSA is taking the lead for Early Help and Prevention, incorporating the FLOURISH outcomes into its strategy.

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** **ppportunity**
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

NSCP Priorities

Priorities agreed for 2024 - 2025 focus on neglect, vulnerable adolescents (child exploitation and extra-familial harm) and family and community networking. 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)

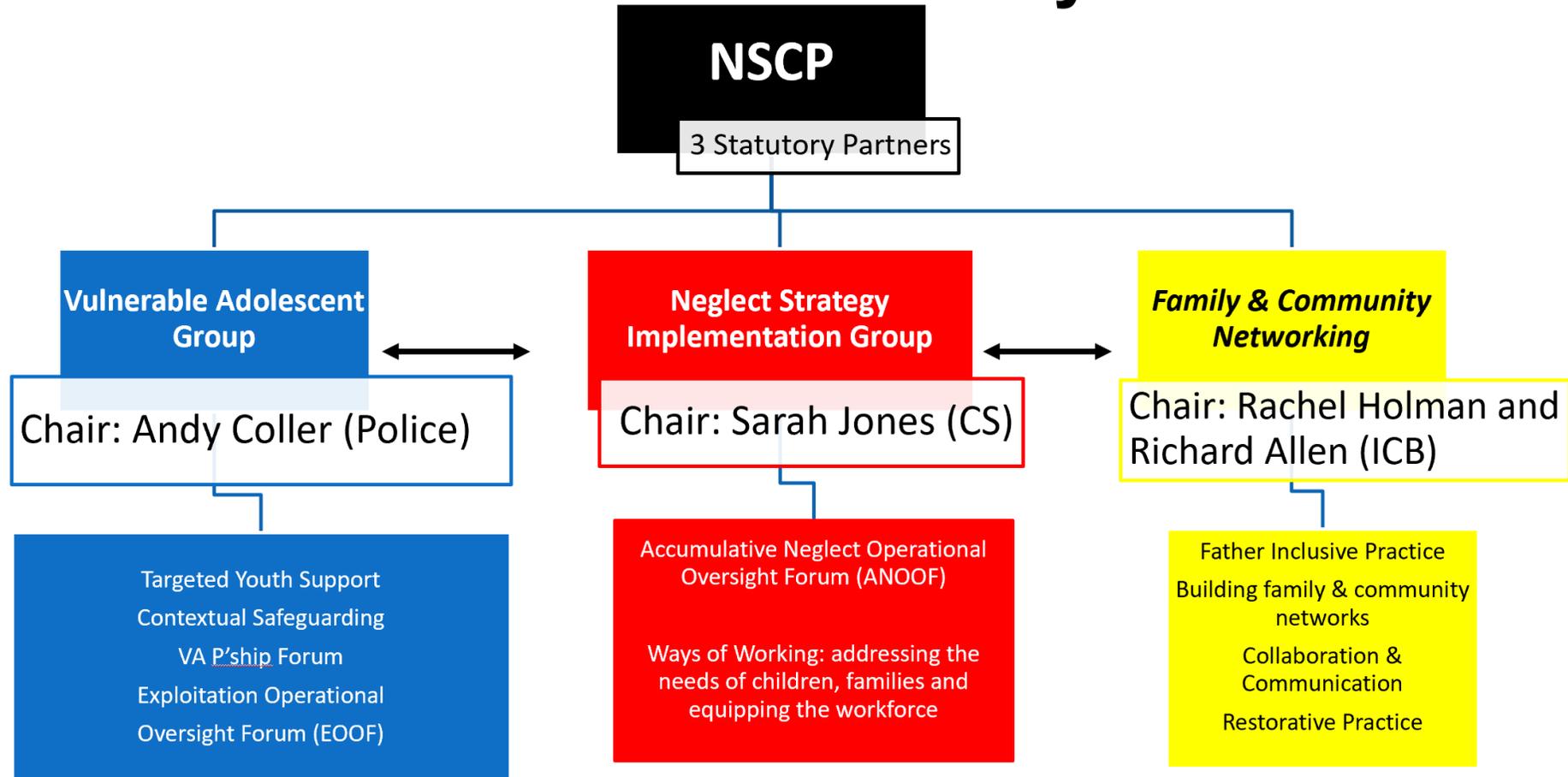
The Partnership maintains a flexible response to how we prioritise local resources and are prepared to change our priorities if an urgent or pressing issue arises.

This plan also acknowledges the strong strategic links with Norfolk's CYP SA as well as the Countywide Community Safety Partnership (CCSP), 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. Specific actions are not listed within the plan, rather the NSCP is aligned to relevant boards/working groups.

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 support 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 January 2024 and March 2025. The Business Plan will be reviewed in June 2024 and refreshed September 2024.

NSCP Governance – Priority Overview



TRAUMA INFORMED LEADERSHIP & PRACTICE: LEARNING FROM SPRs & WORKFORCE DEVELOPMENT

Delivery Plan: Achieving Outcomes

Neglect			
What difference will we see? <ul style="list-style-type: none"> Needs will be met for children and families where neglect is identified with preventative and early interventions in place Workforce equipped with tools and resources to manage and respond to neglect with effective, evidence-based intervention Learning from the workforce with multi-agency operational oversight of cases where neglect is accumulative 			
Owner:	Neglect Strategic Implementation Group	Chair:	Sarah Jones, (Children’s Services) Director: Community & Partnership
Objective	Actions		Target Date
Ways of Working: Meeting the Needs of Children:			
<ul style="list-style-type: none"> Understanding and addressing the need and additional risk to large (4+) sibling groups. Reference SPR recommendations 	Set up small short-term working group – Meeting Needs of Children group		31 Mar 2024
	Collate any available data re sibling groups – enable analysis of scale and resources		31 Mar 2024
	Large sibling group audit		31 Mar 2024
<ul style="list-style-type: none"> Understanding and addressing the needs of young carers – approx. 17,000 in Norfolk 	Link with supporting disabled parent’s protocol/young carers		31 Mar 2024
	Improve data capture		ongoing
<ul style="list-style-type: none"> Understanding and addressing the needs of neglected adolescents – approx. 17,000 in Norfolk 	Analyse and explore links with Vulnerable Adolescent Group – neglect/exploitation		31 Mar 2024
	Agree method to get feedback 13/18 yrs		31 Mar 2024
	Build on the Flourishing Families Tool (family neglect self assessment and signposting) and co-produce Flourish/Flourishing teenagers toolkit		31 Mar 2024

Objective	Actions	Target Date
Ways of Working: Meeting the needs of parents and the wider family network		
<ul style="list-style-type: none"> Supporting families with adult learning disability and difficulties (LDD) to address neglectful parenting 	Development toolkit/resources/guide for workers to upskill and increase confidence when working with learning disability (and learning difficulty)	31 Mar 2024
	Develop parenting programme model for parents with a learning disability (linked to work in Family Hub's Parenting Programme Pathway)	31 Mar 2024
	Develop toolkit/resources to improve parenting experience of parents with a learning disability	31 Mar 2024
<ul style="list-style-type: none"> Supporting adults with mental health issues to address neglectful parenting 	Parenting and Mental Health considered within work around LDD, above and join up with Family Hub work.	30 Jun 2024
	Develop practice around cycle of change and supporting parents to re-access services	30 Jun 2024
<ul style="list-style-type: none"> Further improve the data analysis around presenting risks and issues in neglectful families to better target resources 	Data capture on wider family specifically: <ul style="list-style-type: none"> identifying their needs; impact/prevalence of generational neglect; levels of engagement; profile i.e., who in network most likely to support 	30 Jun 2024
Ways of Working: Meeting the needs of the workforce and system wide toolkit		
<ul style="list-style-type: none"> Tools, resources and research available to the whole workforce and neglect champions supported to disseminate and share best practice across the partnership 	Audit of current NSCP toolkit offer including whether current risk assessment tools include a "common language" and an understanding of concerns over time.	15 Jan 2024
	Survey/focus group/stakeholder engagement – what works and what is needed	Ongoing
	Literature review/national picture/external best practice	Ongoing
	Toolkit including 'general' and 'specific' content to include: <ul style="list-style-type: none"> NGCP Multiagency Chronology Flourishing Families Tool Reflective Space/Community of Practice Resilience Builder Models of Change & Language we use – toolkits for parents 	29 Feb 2024 and ongoing

Objective	Actions	Target Date
<ul style="list-style-type: none"> Tools, resources and research available to the whole workforce & neglect champions supported to disseminate and share best practice across the partnership, cont. 	Conference on Nurturing Families, Flourishing Children: Tackling Neglect in Norfolk, with follow up workshops to develop skills in tools developed	20 Mar 2024 Apr – Jun '24
	Neglect champions receive regular communication, training and targeted support to enable them to effectively cascade information and support their peers	Ongoing
Accumulative Neglect Operational Oversight Forum		
<ul style="list-style-type: none"> Opportunities to learn from the workforce about accumulative neglect with focus on effective interventions and barriers to success 	Accumulative Neglect Operational Oversight Forum meets bi-monthly to consider 3 – 4 cases. ANOOF responsible for: <ul style="list-style-type: none"> Drawing out learning themes Sharing learning with NSIG/Ways of Working subgroup Getting feedback from workforce and ANOOF members on process 	Ongoing

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

NB the strategy is due for a three year review in April 2024. The actions below are what remains from the original delivery plan, many of which have been achieved since the strategy was published in 2021. We anticipate more work and learning around serious youth violence

Owner:	Vulnerable Adolescent Group	Chair:	Andy Coller (Police)
Objective	Action		Target Date
Awareness Raising: Communication campaign is delivered highlighting the risks and opportunities faced by adolescents in this phase of their development, ensuring that young people participate in the development and delivery of the Communications plan	Hold focus groups with key stakeholder community groups (e.g. parents and young people) to inform both the development and delivery of the communications campaign		30 Apr 2024
	Develop messages for comms campaign to include tailored messages and signposting/pathways to support for different target audiences: C&YP, Parents/Carers, Wider Community, Relevant Organisations - to address victim blaming language (S.11 2020 R5)		30 Apr 2024
	Plan & deliver comms campaign		30 Apr 2024
	Evaluate impact of comms		30 Apr 2024

Objective	Action	Target Date
Awareness Raising: Communities, including local businesses, schools and residents, are enabled to identify adolescent vulnerability and the signs and symptoms of exploitation	Identify and/or create opportunities for community learning.	30 Apr 2024
	Evaluate impact & reach	
Early Help & Identification: Joint risk assessment is conducted in relation to the level of risk of extra-familial harm rather than protective factors in the home. Parents/carers, including absent parents, are considered as safeguarding partners and part of the solution.	Ensure every opportunity is taken to reduce missing episodes and address extra-familial risk for CYP who go missing.	30 Apr 2024
Early Help & Identification: Schools are supported to provide whole school and individual programmes that address the links between young people missing education (in particular those excluded from mainstream school) and increased safeguarding risk, including the risk of exploitation.	Ensure all schools abide by national and local exclusion policy and promote the use of other interventions designed to address disruptive behaviour as an alternative to PEX.	30 Apr 2024
Early Help & Identification: Professionals engaged in providing universal and targeted services to young people, are empowered to identify harmful behaviours and support young people to build positive and healthy attitudes towards relationships and friendships.	Develop communities of practice to include all relevant services with a view to encouraging best practice and empowerment of staff.	30 Apr 2024
Early Help & Identification: Research based interventions that reduce risk and vulnerability are delivered to individuals and groups, with a particular focus on building trusting relationships.	Support & guidance on relationship-based practice to be offered to relevant organisations.	30 Apr 2024
Safeguarding Exploited YP Contextual Safeguarding creates safety for adolescents in the contexts within which they may find themselves at risk of extra-familial harm, rather than removing them from harmful contexts by relocating them.	Ensure that effective multi-agency plans are being created for CYP in all MACE related meetings that are based upon a shared understanding of contextual risk, that includes an understanding that relocation is not the solution.	30 Apr 2024
	Ensure any learning from scrutiny or audit around serious youth violence is incorporated into future action planning	30 Apr 2024

Objective	Action	Target Date
Safeguarding Exploited YP Relationship based practice underpins work with children who are known or believed to be exploited	Develop relationship-based practice within New Roads, Youth FAST Team, TYSS & MACE Team.	30 Apr 2024
	Evaluate the inclusion & effectiveness of CYP and parents/carers in all MACE related meetings (unless unsafe to do so). To be captured within MAAG audit and also within management review of cases.	
	Provide therapeutic service for all exploited C&YP when required.	
Safeguarding Exploited YP Voice of young people is clearly recorded in plans and their feedback on interventions is used to inform service development.	Ensure the importance of capturing the voice of young people is included in training framework (as above).	30 Apr 2024
	Create and monitor a process that captures feedback from exploited CYP and ensures that it is acted upon.	30 Apr 2024

2. Family & Community Networking

What difference will we see?

- All Norfolk children have the support and resources of a healthy family and community network
- All partners working with children and families are working proactively to be inclusive and engage their service users' organic resources and networks
- All Norfolk residents are encouraged to identify with their communities and see themselves as part of a bigger social solution to keeping children safe and supporting their sense of belonging

Objective	Action	Target Date
Communication: We will communicate the importance of recognising, supporting, building and reinforcing the natural networks that keep Norfolk's children and young people safe. All Norfolk residents and children's workforce understand the role they play in the networking approach, whether that is being part of a wider network for families who are having a tough time or a professional responsible for ensuring that interventions include the child's natural and organic support system. This requires adults – parents/carers, extended family friends and practitioners - to treat each child as an individual and better understand their lived experience in the family and community context.	Establish key messages to underpin the importance of family and community networking, including target audiences and a variety of communication assets to be developed and promoted over time to reinforce the messages at all stages of a child/family's journey	
	Develop tools to measure impact of communication campaign(s)	
	Single agency reporting on how they have used communications within their workforce to develop skills and improve practice to support family and community networking.	
	Use existing stakeholder engagement groups to develop and promote communication campaign(s): supporting and motivating families to map out and mobilise these networks will be a key communication campaign.	

Objective	Action	Target Date
<p>Collaboration: We will establish a better understanding of any gaps in support systems, particularly with more vulnerable families/cohorts, to improve our practice. The workforce and the children, families and communities they serve, will work together to identify ‘pinch points’ where they may face particular challenges that require additional support and/or are at higher risk of feelings of isolation. This will include developing a more holistic understanding of how issues - such as domestic abuse, substance misuse, parental mental health, incarceration, parental experience of Adverse Childhood Experiences (ACEs), intergenerational neglect and impact of poverty – impact on a family’s ability to seek and receive help from their natural networks and how the safeguarding system helps or hinders them.</p>	Stakeholder engagement groups involved in development and implementation of this strategy with a focus on identifying best practice and gaps.	
	Establishing a Networking Champions role for service users and professionals to further develop opportunities to work collaboratively	
	Learning from other local areas on how they involve families and communities in safeguarding solutions and building organic support networks	
	Enabling service users to lead on initiatives to engage with and promote the networking approach within their communities.	
	Ensuring that mobilisation of family networks is evident across all work undertaken in safeguarding and preventative work	
<p>Inclusivity, with specific focus on fathers: We will act on learning from the National Child Safeguarding Practice Review, <i>The Myth of Invisible Men</i>, and dedicate project management resources to improve practice in engaging with men and fathers. This project will aim to develop and promote father inclusive practices in all organisations and across the partnership. The work will focus on greater appreciation of fathers and their roles and influence within the lives of children in all safeguarding practices and will prioritise this as mainstream and core practice of the whole partnership workforce rather than additional area of work requiring specialist knowledge and expertise.</p>	Develop ante- and post-natal health provision to fully include fathers and to include extra support to those who need it and increase their ability to early identify risk factors	
	Ensure a greater integration of children’s and adult service provision, especially adult mental health and substance misuse services	
	Ensure that children’s social care lead on the development of practice that improves the engagement and assessment of men involved in children in need, child protection and children in care services	
	Promote father inclusive practices in all partner agencies and across the partnership	
	Investment in the voice of the father	
	Increase visibility of positive and inclusive messages and information to fathers.	

Objective	Action	Target Date
Restoration: We recognise that family dynamics are complex and that safeguarding concerns are likely to highlight dysfunction and/or negative behaviour patterns; it is imperative that effective family and community networking processes are mindful of potential adverse impacts of this approach and systems are in place to repair any ruptures in relationships. We will work with families and communities to monitor both the positive and negative impacts of this approach and commit to being trauma informed and resilience oriented as part of the process to support all participants through difficult conversations and towards resolution.	Work with partners to monitor impact of family network approach on families and develop data system and case studies	
	Develop restorative approach skills with families and professionals	
	Research and analysis of best practice in working with families who are experiencing conflict and what support they need to keep the child/ren's best interests as a shared focus	

4. 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
Evidencing collaborative leadership 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 focus on collaborative leadership and commitment to learning and improvement	26 Jan 2024
	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 Chair/Scrutiny Team meet regularly with the three statutory partners/executive officers to provide challenge and support	Ongoing

Objective	Action	Target Date
<p>Using data and evidence to improve the system: The three statutory partners have the quantitative and qualitative information they need to understand the child's lived experience, evidence progress and target resources</p>	<p>Data and intelligence analysis:</p> <ul style="list-style-type: none"> • Quarterly updates to NSCP Partnership Group • Data profiles completed and/or reviewed against each priority area • Chapter on data included in annual reports 	<p>Quarterly Ongoing</p> <p>Annually</p>
	<p>Ongoing independent scrutiny commissioned by the three statutory partners looking at unmet mental health needs, early help and prevention and impact</p> <ul style="list-style-type: none"> • Independent Joint Scrutiny on Transitional Safeguarding (with Norfolk Safeguarding Adults Board) 	<p>Ongoing</p> <p>May 2024</p>
	<p>Section 11 2021 report used to measure progress and system review to maximise benefits to partnership, including single agency action plan progress meetings</p>	<p>Annually</p>
	<p>Multi-agency audits undertaken to assess practice in key areas linked to NSCP priorities and identified issues of concern</p>	<p>Ongoing</p>
	<p>Recommendations from all scrutiny activity – SPRs, audits, Section 11 and independent scrutiny – monitored and progress reports completed</p>	<p>Ongoing</p>
	<p>Learning from local and national CSPRs: 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.</p>	<p>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</p>
<p>Learning from local and national SPRs disseminated when published, including SPR roadshows as required. Learning shared with single and multi-agency trainers</p>		<p>Ongoing</p>
<p>Specific task and finish groups linked to learning from SPRs established with reporting timelines, including:</p> <ul style="list-style-type: none"> • JAGS monitoring & QA systems • Multi-agency chronologies 		<p>Ongoing</p>
<p>Policy review and monitoring use of Continuum of Needs Guidance/CoNG Toolbox</p>		<p>Ongoing</p>
<p>Review of training offer and legacy planning for trauma informed training</p>		<p>May 2024</p>