



Norfolk Safeguarding Children Partnership

**New Multi-Agency Safeguarding Arrangements
for Norfolk's children
June 2019**

Background and context

- Working Together 2018 made local arrangements the responsibility of three statutory partners



- Opportunity for autonomy and self-determination
- Compliance to include arrangements for working together, commissioning/publishing case practice reviews (previously SCRs) and independent scrutiny
- LSCBs are replaced by these new arrangements

Imperative for Change

- Champion the interest and rights of children and young people
- Involve all partner agencies, not just the three statutory partners
- Meet the leadership challenge of harnessing multiple partners to achieve common goals amidst competing priorities and constrained resources
- Scrutinise and improve practice, ensuring accountable oversight and feedback on performance and outcomes
- Learn from experience and evidence and what works well building on the strengths of Norfolk's existing structures and collaboration
- Ensure workable strategic and operational arrangements – fit form to function – ensuring arrangements are proportionate and adequately resourced, and with the aim to reduce duplication across partnerships.

Building on Strengths

- Strong engagement across the partnership
- Implementation and endorsement of Signs of Safety
- Innovative, nationally recognised Threshold Guide
- Robust and challenging Section 11 process
- Strong processes for Serious Case Reviews, including frontline and families
- Development of SCR Thematic Learning Framework
- Strong website and media presence

Summary of Significant Changes

- Move from NSCB to Norfolk Safeguarding Children Partnership
- Streamlined governance
 - Smaller meetings led by Executive Partners with support from leaders from other partner agencies
 - Move away from Board meetings to Leadership Learning Events to ensure wider engagement and continuity of relationships
 - Stronger, clearer interface with CYP Strategic Partnership
- Shared functions for data analysis with CYPSP to enable priority setting
- Enhanced use of performance intelligence through data, audit and observation of practice
- Enhanced independent scrutiny with development of supporting roles for independent chairs of subgroups: three independent officers to provide challenge and hold partners to account

Norfolk Safeguarding Children Partnership (NSCP)

- Move away from LSCB, conceptually, while retaining brand
- Led by:
 - Sara Tough, Executive Director Children's Services
 - Nick Davison, T/Assistant Chief Constable
 - Rebecca Hulme, Director of CYP & Maternity, Great Yarmouth and Waveney CCG (representing all CCGs)
- Whole system approach
 - Relationship based
 - Strengths orientated
 - Outcome focused

Vision for Norfolk's Children



We also 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.

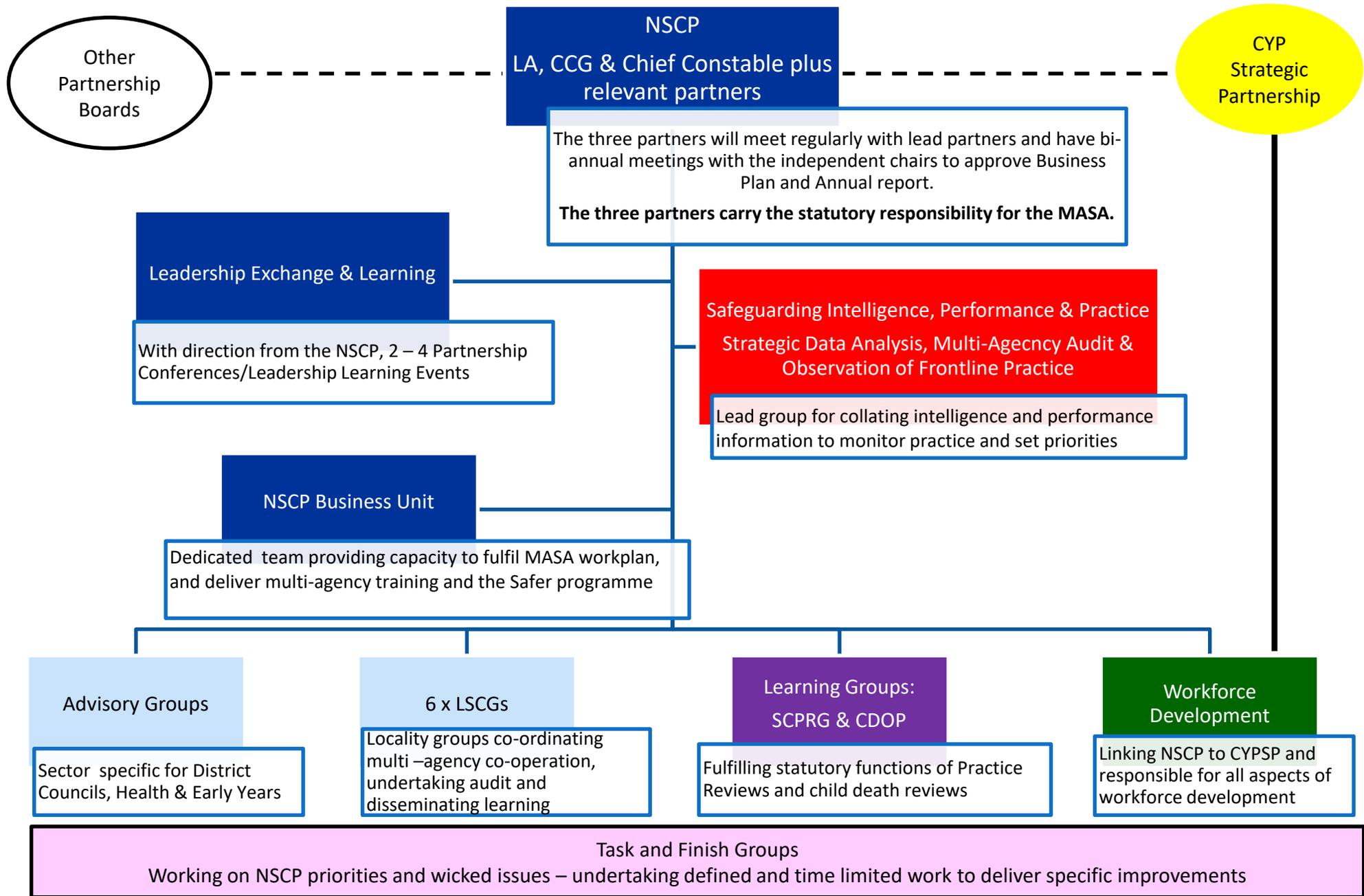
Norfolk partners, families and communities need to work together to make this happen.

Prevention & Early Help

- Prevention and early help an integral part of effective safeguarding
- Estimated 2 million children + in the UK live in difficult family circumstances, i.e. family lives that are affected by
 - parental drug and alcohol dependency
 - domestic abuse
 - poor mental health
- Norfolk MASA will continue to support and monitor the local multi-agency Early Help offer, for individuals and families.
- Multi-disciplinary approach bringing a range of professional skills and expertise to bear through a place based approach

NSCP Structure and Governance

- NSCP: 3 executive partners' meeting
 - NSCP Independent Chair to chair; role based on three year contract to support, challenge and direct
 - Regularly meeting with other leaders to ensure safeguarding agenda is moved on at pace
 - Bi-annually meeting with NSCP Independent Chair, other independent officers and Business Manager to review progress against priorities
- Leadership Exchange and Learning Events: 2 – 4 wider partnership events per annum
- Safeguarding Intelligence, Performance and Practice



NSCP Subgroups

- Advisory Groups: Health, District Councils & Early Years
- Local Safeguarding Children Groups
- Safeguarding Intelligence, Performance and Practice
- Learning Groups:
 - Child Safeguarding Practice Reviews (replacing SCRs) NB Independent Chair
 - Child Death Overview Panel – Public Health Chair
- Workforce Development Group – NB Independent Chair

NSCP Interface with Children & Young People's Strategic Partnership (CYPSP)

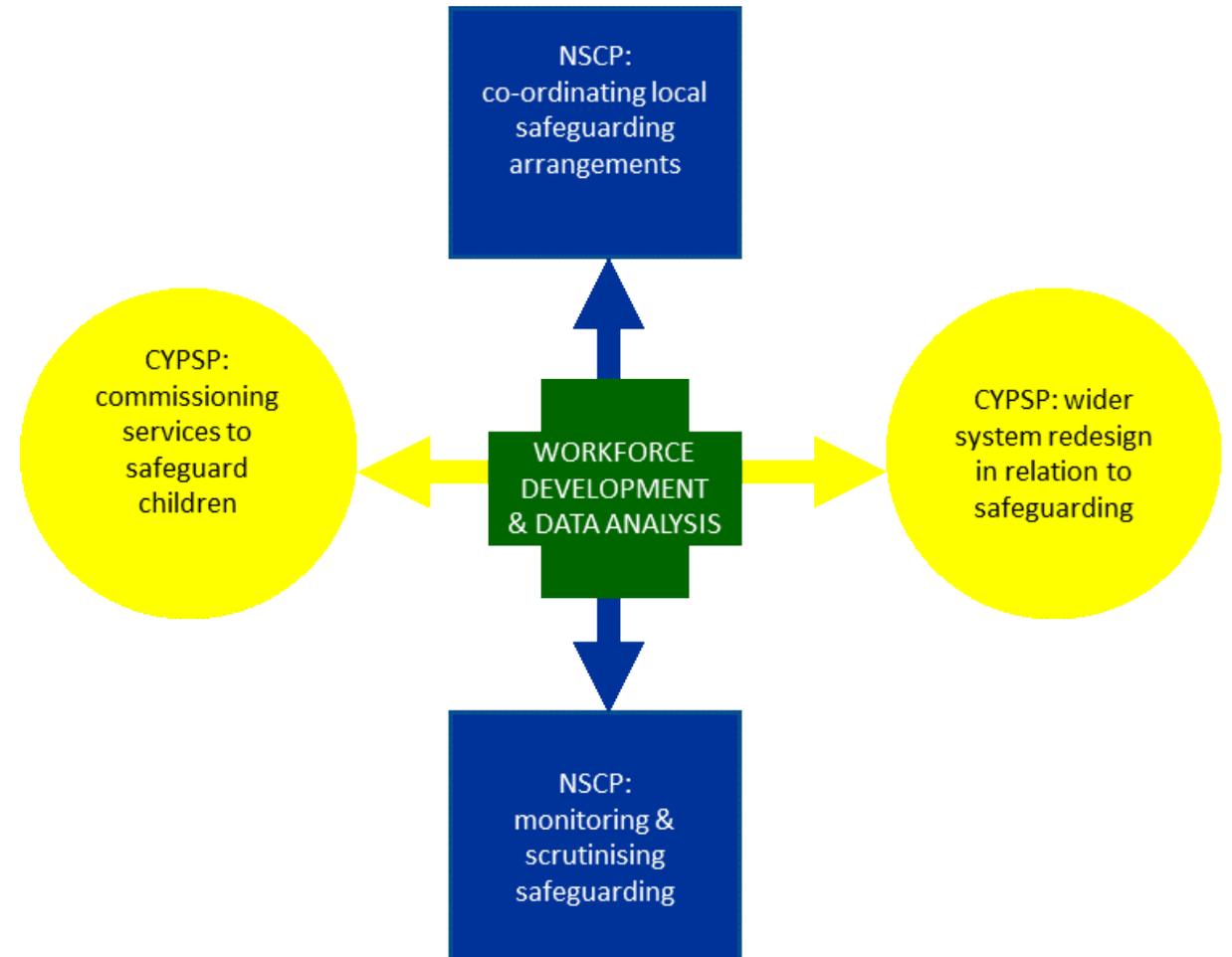
Children & Young People Strategic Partnership:

- Chaired by the Director of Children's Services
- Oversees best interests of all children on behalf of Health & Wellbeing Board and NHS Sustainability & Transformation Plan
- Key drive for service redesign, including joint commissioning
- Broader remit than safeguarding: requires NSCP for challenge and vice versa

NSCP & CYPSP Interface, cont.

Streamlining functions

- Shared functions, e.g. workforce development and strategic analysis
- Maximise resource
- Reduce duplication
- Enable challenge and accountability between partnership Boards



Norfolk Public Protection Forum

- PPF made up of Chairs of all Norfolk Partnership Boards, including Adults & Community Safety – supported by Business Managers
- Non-statutory, co-ordinating body - acts as clearing house
- Key themes across Boards
 - Information sharing
 - Early Help
 - The Front Door
 - Mental Health & Emotional Resilience
 - Streamlining Support Capacity
 - Shared safeguarding messages

Schools as Partners

- Participation and active engagement on schools, colleges and other educational settings is critical
- Building on high level of compliance with safeguarding responsibilities, e.g.
 - self-assessment through Section 175 audits,
 - generally positive Ofsted judgements on safeguarding/pupil welfare achieved by many schools in inspections.
- Ongoing challenge given complex and divers educational landscape – 450 schools educating Norfolk children

Schools as Partners, cont.

Proposals to develop partnership working with schools

- Work with Educate Norfolk to establish relationships with schools and key stakeholders
- Council's Education Services supporting with communication and reporting, including S175 self assessment
- Seeking representation from all phases at NSCP
- Establishing networks across the county for Designated Safeguarding Leads which partners can contribute to

Independent Scrutiny

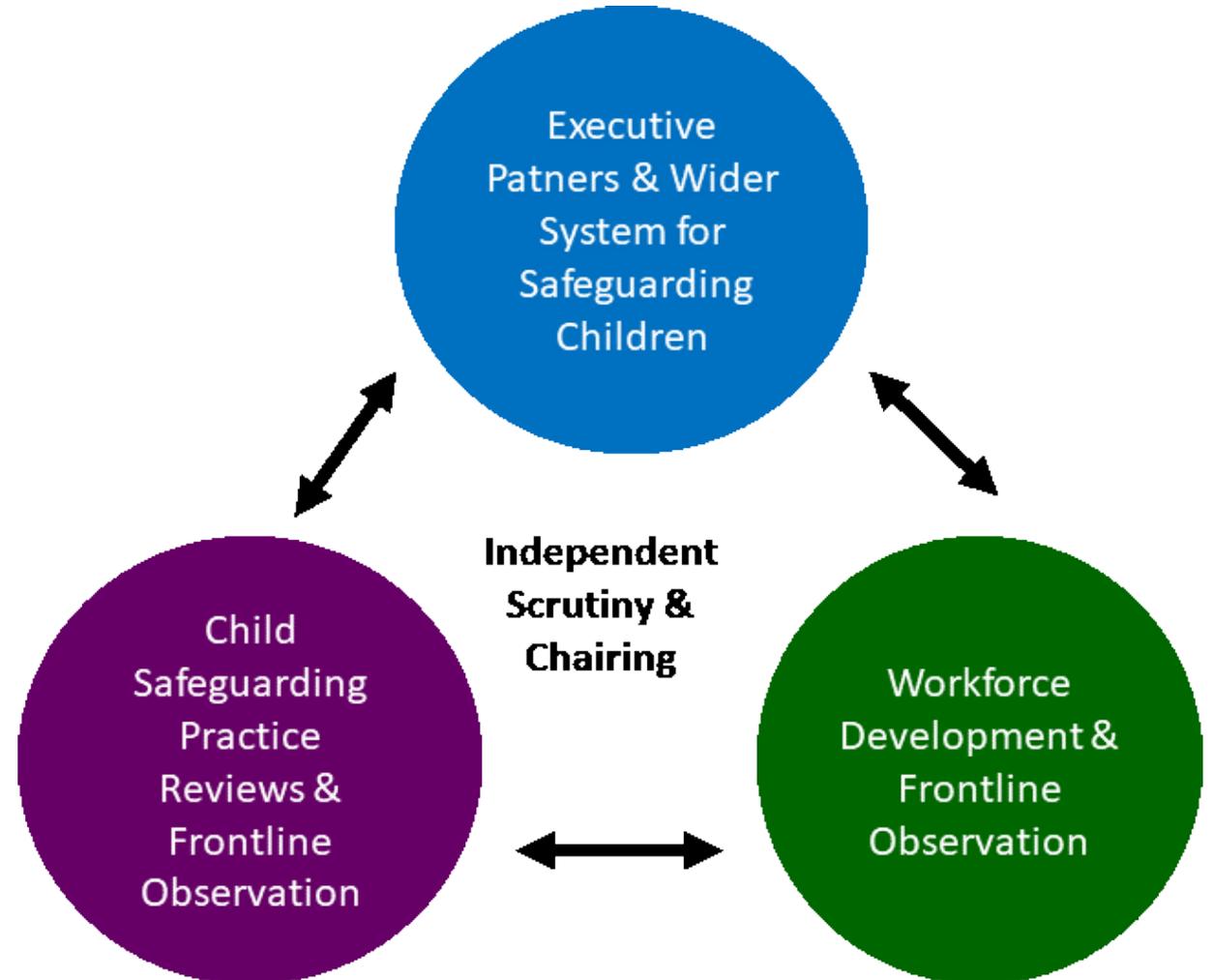
Three roles supporting the function:

- NSCP Independent Chair: responsible for NSCP, working with other independent chairs, to provide challenge and evidence of areas requiring improvement and good practice
- Independent Chairs of Child Safeguarding Practice Review Group and Workforce Development Group taking on more responsibilities, including observations of frontline practice and reporting

Independent Scrutiny

Three dedicated roles supporting the function:

- 1 x NSCP Independent Chair: responsible for NSCP, working with other independent chairs, to provide challenge and evidence of areas requiring improvement and good practice and linking with regional MASAs on their arrangements
- 2 x Independent Chairs of Child Safeguarding Practice Review Group and Workforce Development Group taking on more responsibilities, including observations of frontline practice and reporting



Safeguarding Intelligence, Performance and Practice & Types of Scrutiny

SIPP as a virtual group

- Responsible for co-ordinating all types of scrutiny
- Supporting with priority setting
- Three key strands:
 - Strategic data analysis
 - Multi-agency audit
 - Observation of multi-agency frontline practice



Arrangements for Strategic Analysis

Shared approach to data intelligence and capability with CYPSP to include:

- Shared Virtual Team/Multi-Agency Intelligence Hub
- Shared platform and Integrated Technical Architecture
- Shared Intelligence Store
- Integrated Analysis
- Shared Information Governance Framework

Arrangements for Strategic Analysis, cont.

Using the capability 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 CYPSP and other key multi-agency safeguarding bodies

Multi-Agency Audit Steering & Delivery

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

Will also use Ofsted's Joint Targeted Area Inspection frameworks to monitor practice.

Observation of Frontline Practice

Purpose and methodology:

- Observation of multi-agency practice, linking the work of the safeguarding practice reviews and workforce development with the SIPP.
- Led by independent chairs of subgroups
- Additional observations allocated to NSCP Leaders.

The benefits to this approach are to:

- Put independent chairs/senior leaders in touch with service users and frontline staff so that they improve their understanding of the lived experience of the child and their workforce;
- Strengthen the link between leadership and the workforce, making strategic leaders/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.

Local Safeguarding Practice Reviews

Independently chaired Safeguarding Practice Review Group (SPRG) will:

- collate & review Serious Incidents/referrals and Rapid Reviews
- oversee commissioning decisions
- monitor process
- Completion of outstanding SCRs (currently five in commission – one due to be published by end of June)
- Development of menu of learning options for cases / referrals that don't meet the criteria
- Independent Chair involved in observation of frontline practice to test how well learning is implemented
- Ongoing dissemination of learning (NSCB strength)

Child Death & Overview Panel

- CDOP chaired by Public Health
- Oversee development and quality of child death review meetings following unexpected child deaths
- Build on current CDOP strengths and processes
- Use eCDOP, data software, and work in partnership with Suffolk CDOP for national data submission
- Maintain oversight of Child Death policy
- Provide an Annual Report to NSCP
- Agree any learning themes for dissemination through conference, locally and regionally

Workforce Development Group

Independently chaired, supported by NSCP Workforce Development Officer to:

- Procure and manage commissioned multi-agency training
- Identify gaps in training / resource within the partnership to address the need
- Monitor the impact of training
- Oversee the Safer Programme
- Plan and deliver other learning events (best practice sessions, conferences, etc)
- Input into the planning and delivery of Leadership Learning Events
- Seek feedback from the frontline on their lived work experience
- Develop, in partnership with the Safeguarding Practice Review Group, mechanisms to identify and review best practice cases and disseminate the learning from cases where things have gone well.

The Voice of the Children and Families and their Communities

Strong voice through case practice reviews

Plans in place to work with Youth Advisory Boards to deliver a wider community engagement event to:

- Create a place where all partners and members of the community can listen to children, young people and their families.
- Get feedback on how well services work to keep them safe and areas for improvement,
- Create a common language and understanding of safeguarding throughout Norfolk communities.
- Design an approach that meets communities' needs and generates a culture of partnership working
- Promote existing work/services provided to help children and communities feel safe
- Communicate the role of the MASA directly to the service users

Funding

- Current funding arrangements for NSCB agreed to carry over to NSCP during transition year
- NSCP Business Manager responsible for pooled budget and providing annual finance reports accounting for spend
- The funding breakdown:

Norfolk County Council	£121,110
Health	£80,620
Police	£48,610
District Councils	£35,530
CAFCASS	£550
Probation	£4,000
Training Income	£125,000

Implementation - MUCH TO DO!!

Statutory partners (and other leaders):

- Set priorities for three year business plan from 2020/21 - shaped by data analysis/evidence and properties defined to have the biggest impact
- Establish and test governance arrangements, including
 - arrangements for partnership working with schools
 - subgroup functions and effectiveness
- Recruit and appoint an Independent Chair and agree schedule for recruiting to other independent roles in three year cycle
- Agree themes/topics for wider Leadership Learning Events
- Oversee the delivery of the community engagement event

Implementation, cont.

Subgroup Chairs (and supporting officers):

- SIPP: to provide information to enable priority setting
- SPRG: to complete outstanding SCRs and develop processes to support new reviews, including development of menu of learning options
- WDG: procure multi-agency training provider and develop best practice case review methodology
- LSCGs and Advisory Groups: support with MASA communication and develop scrutiny arrangements within those subgroups to feed into MASA development

Implementation, cont.

NSCP Business Unit (and supporting QA teams):

- Support transition, including governance arrangements and subgroup development
- Review team functions/capacity, including recruiting to vacant post, and explore options for streamlining
- Business as usual, e.g.
 - Communications and awareness raising – updating website etc
 - Finance and other reports
 - Multi-agency policy manual updates

Thank you

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NB Domain names to be updated summer 2019



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Children Partnership