



Norfolk Safeguarding
Children Partnership

MASA Plan

Multi Agency Safeguarding Arrangements



Norfolk Safeguarding Children Partnership

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Summary

There are many agencies in Norfolk supporting children and young people, and they all work together as a partnership to ensure that they are keeping children safe

Some changes have been made to the way these agencies come together as a result of the Children and Social Work Act, 2017, and the national guidance set out in Working Together 2018.

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

Norfolk County Council

Norfolk Constabulary

The five NHS Clinical Commissioning Groups in Norfolk, acting together.

This shared responsibility replaces the independent statutory role of the Local Safeguarding Children Board and its independent chair.

2. The Norfolk Safeguarding Children Board will change its name to the Norfolk Safeguarding Children Partnership (NSCP) and will continue to be the vehicle through which the three partners work together, with other agencies and the wider system.
3. The NSCP will adopt a new structure which includes independent scrutiny to challenge the effectiveness of its work, and continue the emphasis on embedding learning, strong locality working, inclusion of all and promoting early help and support that together underpin Norfolk's ambition for children and young people.
4. The NSCP will stimulate and benefit from a more integrated approach to intelligence gathering and information analysis with a move over time to a genuinely systemic view of data, quality, effectiveness and practice facilitated by shared intelligence and joint quality assurance and scrutiny activity.

This Plan sets out the details of how the new Norfolk Safeguarding Children Partnership will work, as well as why and how the changes were made.

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 Norfolk Multi-Agency Safeguarding Arrangements (MASA) for children and young people and our plan of how we will adopt and implement these new arrangements across the county.

The changes have provided the opportunity to review and change some of our ways of working, to build on the existing good relationships across the Norfolk system, and to 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 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.

The MASA plan sets out how the safeguarding partners will 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
T/Assistant Chief Constable

Simon Bailey
Chief Constable



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People and Maternity,
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Accountable Officer,
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1. About Norfolk

Norfolk borders Lincolnshire to the west and north-west, Cambridgeshire to the west and southwest, and Suffolk to the south. Its northern and eastern boundaries are the North Sea and, to the north-west, the Wash. The population of just under 900,000 is spread across 2,074 square miles. Norfolk is a largely rural county with 40% of the county's population living in four major built-up areas: Norwich, Great Yarmouth, Kings Lynn and Thetford, which also have the greatest concentrations of deprivation. There are in addition a number of significant market towns.

Norfolk is growing and changing with 65,000 new homes and 45,000 new jobs predicted over the next 8 years. The Norfolk Joint Strategic Needs Assessment 2017 population estimate records 898,390 Norfolk residents, including an estimated 178,294 children and young people under the age of 18, or 19.8% of the total population. The percentage of children in low income families, children living in families in receipt of out of work benefits or tax credits where their reported income is less than 60% median income for under 16s only for Norfolk is better than the England average at 15.1% for 2016. This has followed the national trend and is currently at the lowest level since 2006.

Norfolk population is predominantly White with minority ethnic groups accounting for just 7.6% of the population, significantly lower than the England average of 20.2%. The largest minority ethnic group are Mixed and Asian or Asian British. Despite the relatively low levels of ethnic diversity, Norfolk faces specific issues and pressures linked to our demographic and economic landscape. A large Traveller and Eastern European population seek seasonal work in the agricultural parts of the county but are not resident. Estimates show that between 1,000 and 1,200 Traveller children either visit or live in Norfolk per year. This makes them one of the largest ethnic minorities in the county. Norfolk's non-white populations is pre-dominantly urban although migrant workers and their families are more likely to live in rural areas.

Many children in Norfolk grow up in rural countryside and/or by the sea. Transport and communication are issues typical of a county this size.

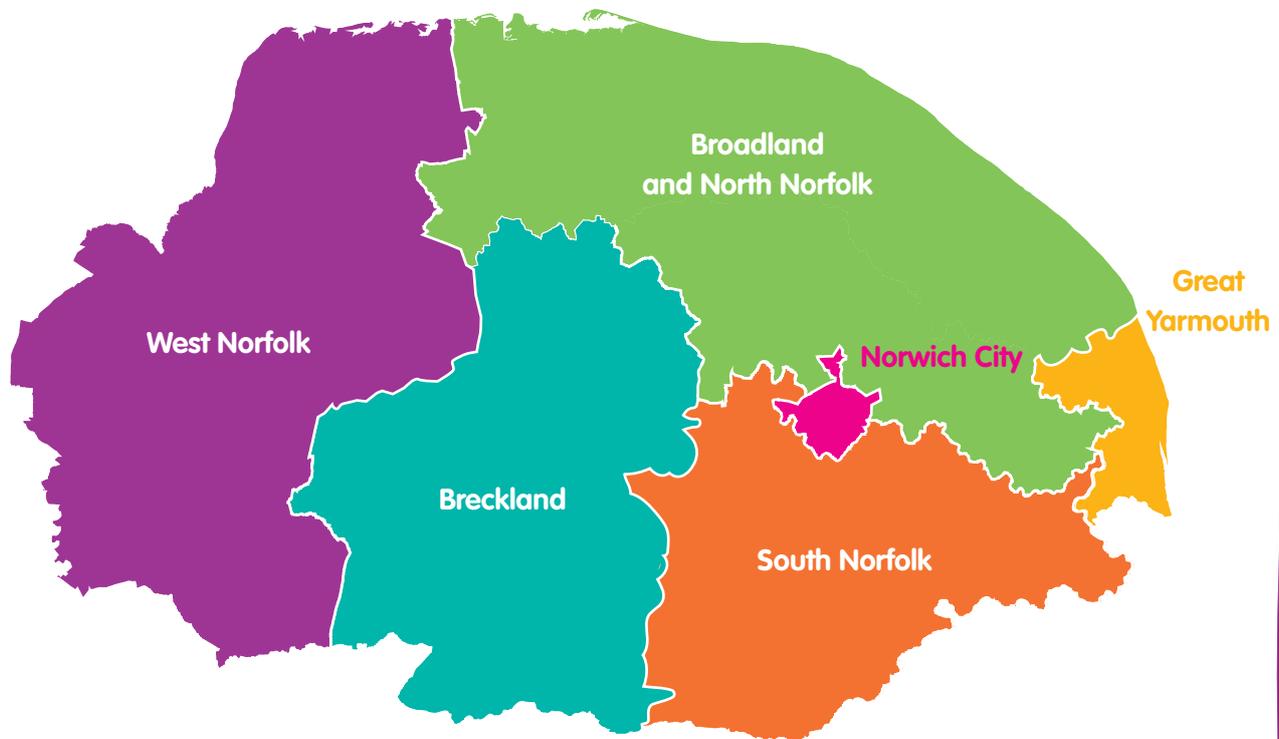
The Multi-Agency Landscape

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's Services received an Ofsted judgement of Requiring Improvement in January 2018. Since that time there have been a number of significant service developments, including the transformation of the 'front door' with the development of a new Children's Advice and Duty Service, a renewed engagement with partnership working and developing models for social care practice.

Norfolk Children's 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. The six locality areas are depicted in the map below:



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 22%, in line with the national average of 22.8%. The percentage of children achieving a good level of development at the end of reception is increasing, as is the percentage of children achieving 5 A*-C GCSEs including English and mathematics.

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. The services range from ante-natal care through to school nursing. More specialist services, such as speech and language therapy, occupational therapy and supporting children with disabilities are commissioned through a range of other providers.

Further detail on partners and stakeholders is included under Section 4, Relevant Partners involved.

¹ <http://www.norfolksight.org.uk/jsna>

2. Developing New Child Safeguarding Arrangements in Norfolk

Building on strengths

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 in establishing new safeguarding arrangements that are effective, flexible, proportionate and inclusive. We wish 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 for children and young people in Norfolk has previously been successfully led by the Norfolk Safeguarding Children Board (NSCB). Over the past six years the NSCB has championed effective collaboration between agencies working in child protection and promoted the wider development of support for families and young people. The NSCB has overseen the implementation of Signs of Safety as a common basis for working with children across all partners. It introduced an imaginative approach to thresholds – a child-centred framework for making decisions - and has pioneered a thematic learning framework for conducting serious case reviews, which is now also used in reviewing adult safeguarding and domestic homicide cases. The past three annual reports have set out the range of scrutiny and challenge work that is undertaken, highlighting NSCB's achievements as well as some of the deficits and gaps that remain.

The NSCB has developed a valuable Section 11 process to hold partners to account, and the locality focus from the six Local Safeguarding Children Groups is recognised as a strength, bringing partners together with local knowledge of opportunities to keep children safe across the county. The NSCB has a strong basis for effective multi-agency and specialist training and has successfully taken up new challenges (such as Child Sexual Abuse, Child Criminal Exploitation, Neglect and work with minority communities).

The NSCB has a well-developed website and social media presence – it is the most followed Safeguarding Partnership in England on Twitter – and is active in promoting news and information about safeguarding practice to practitioners, organisations and others interested in its work.

Arrangements for Child Safeguarding Practice Reviews will build on learning from Serious Case Reviews, using the NSCB's Thematic Learning Framework.

Child death review arrangements will align with the new Working Together Guidance in partnership with the Suffolk Child Death Overview Panel.

The imperative for change

The Wood Review in 2015, the Children and Social Work Act 2017 and subsequent government guidance (Working Together to Safeguarding Children, 2018) now require all local areas to review their safeguarding arrangements and revise these accordingly. Partners in Norfolk have reviewed the requirements and the greater discretion created in this new legislation and guidance and are seeking to enhance the current arrangements and build on the foundations that have been established. The three statutory partners are seeking to improve by evolution rather than through wholesale change.



The initial principles and considerations adopted when conducting the MASA review were to:

- Champion the interest and rights of children and young people
- Involve the wider system, 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.

It was agreed that in the first year there would be no change to current funding arrangements and that the NSCB Business Unit was a fundamental resource to not only sustain current work and build future capacity but also retain organisational memory through the transition. As the new arrangements are being embedded, opportunities will be sought to extend the co-operation and joint working with other protection and safeguarding groups, seeking to reduce duplication and overlap.

The approach to developing arrangements

The Board has discussed and endorsed key propositions that underpin the new arrangements set out in this Plan. The evolving governance arrangements have been flexible, but have allowed frank and appropriate discussion amongst partners, with a strong link across to other boards and forums. There is agreement that we should rationalise and reduce the number of meetings and forums so that effort is co-ordinated, focused, shared between partners and led with determination and clarity of purpose.

There was an early commitment to the principle of locality-based structures offering the best local delivery and supporting effective working relationships and collaboration. The partners also want to ensure that Norfolk's approach is based on evidence of impact at every stage of the system – from universal services, through prevention and early help to child protection and children and young people in, and leaving, care.

The development of the Norfolk safeguarding arrangements has included a number of stages:

1. Discussion and endorsement of key principles by the current partners of the NSCB in 2017 and 2018
2. Commissioning an external review of arrangements in March 2018 which interviewed a range of partners and representatives
3. Endorsement of the conclusions of this review and setting five priority areas by the representatives of the three statutory partners. The five priority areas are:
 - a. Strategic Analysis – developing shared evidence and data for priorities
 - b. Independent Scrutiny
 - c. Governance mapping – effective collaboration without duplication
 - d. Engaging with Norfolk Schools
 - e. Child Death arrangements
4. Development of improvement principles by each work stream through consultation and workshops
5. Establishing a MASA Planning and Implementation Team to oversee further work
6. Commissioning the current Chair of the NSCB to provide an independent view and prepare a draft plan for consideration
7. Communication through presentations at other partnership meetings and boards, Local Safeguarding Groups, newsletters and information bulletins
8. Sign-off of the Plan by leaders in all agencies

This document sets out publicly the detail of how partnership arrangements will operate from September 2019. Some elements are new and will require testing and refinement before confirming their suitability and operational details may be revised for the longer term. Further details will be contained in the Partnership's Business Plan and recorded in the Annual Reports for 2018/19 and 2019/20.

Norfolk Safeguarding Children Partnership

The Norfolk Safeguarding Children Board will change its name to the Norfolk Safeguarding Children Partnership.

Safeguarding partners will work together to identify and respond to the safeguarding and welfare needs of children and young people through the new Partnership, which will work alongside the Children and Young People's Strategic Partnership Board (CYPSP), Community Safety Partnership, the Health and Well Being Board (HWB) and the Sustainability and Transformation Partnership (STP). Cross-cutting and shared safeguarding and public protection issues which affect multiple boards will continue to be exchanged through the Norfolk Public Protection Forum as the NSCP transitions and the new arrangements are established and tested.

The Partnership will operate in line with the requirements of the Children and Social Work Act, 2017 and the statutory guidance Working Together to Safeguard Children, 2018. The Partnership will cover 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 five Clinical Commissioning Groups, which also cover the district of Waveney in Suffolk. The strategic lead CCG for children's services is currently Great Yarmouth and Waveney CCG and these arrangements will be supported through any reconfiguration of CCG governance. The safeguarding partners and other relevant agencies and organisations included in these arrangements will fulfil their statutory duties to safeguard and promote the welfare of children from Norfolk who live or are placed outside the local authority area. The Partnership will continue 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 Temporary Assistant Chief Constable, Nick Davison
- **The five Norfolk Clinical Commissioning Groups:** represented by the Director of Children, Young People and Maternity, Great Yarmouth and Waveney CCG, Rebecca Hulme.

Prevention and Early Help

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.

The MASA will continue 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.

Whole system approach

In parallel with the review of new Multi-Agency Safeguarding Arrangements, Norfolk County Council has been developing a broader vision for practice and working to improve all children's lives.

The Vital Signs for Children are:

- Signs of Safety (Protection)
- Signs of Well-Being (Prevention)
- Signs of Stability (Permanence).

To achieve this we must have a whole system approach and whole family practice that is based on a positive learning culture. We will build on learning from local Serious Case Reviews undertaken under Working Together 2015, and will be underpinned by trauma informed leadership ensuring that practice is both risk aware and risk sensible.

Our work with children and families will be:

- Relationship based
- Strengths orientated
- Outcome focused.

Success will mean that children:

- Build positive and long-lasting relationships
- Receive family-based care
- Are prepared and able to learn³.

3. Vision and Principles

The Norfolk Local Safeguarding Partnership's vision is 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. 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.

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.

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.

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
- Rooted in child development and informed by evidence
- Respectful of all people at all times
- 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 safe level.

4. 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 intended to be inclusive and encourage engagement and participation. This will be 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 will also maintain 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 will work as part of the Partnership, reflecting the strong working relationships already built up in Norfolk over many years. These agencies will be invited to Partnership Conferences and Leadership Learning Events, and will also be represented on the NSCP (as required), 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 GPs, dentists and mental health service providers are already included through CCGs, NHS England, 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 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 Norfolk Local Safeguarding Partnership will continue to offer a range of training and learning opportunities, and will contribute to workforce development objectives in conjunction with the Children and Young People's Strategic Partnership Board.

Norfolk has offered the Safer Programme of training and safeguarding guidance and policy validation and this will continue to play an important role in equipping voluntary and community organisations to protect children based on up-to-date and best practice.

5. Structure and Governance

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. These arrangements will be 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.

The Norfolk Safeguarding Children Partnership

The three safeguarding executive partners will meet regularly with lead stakeholders, including education leaders, to ensure that the children's safeguarding agenda is moved on at pace. This will ensure that the partners both build on positive working relationships while also recognising the change in formal responsibility. The NSCP Leadership Group will meet a minimum of six times a year.

The NSCP will be chaired by an Independent Chair who will take a lead role in providing independent scrutiny of arrangements. The Independent Chair will act as a convener and facilitator of partnership work as set out in the Business Plan, on behalf of the statutory partners, and will be expected to challenge and question performance as part of their scrutiny role.

In addition, the executive partners will meet twice a year at the most senior level 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 will provide regular reports outlining achievements, challenges and recommendations for continuous improvement.

The three executive partners are the Executive Director of Children Services, the Chief Constable, and the senior CCG Accountable Officer. They will:

- be responsible for ensuring that the vision and values of the Partnership are upheld
- sign off the Annual Report and Business Plan
- authorise any amendments to this MASA Plan
- receive the reports from the Independent Chair, the chairs of the relevant subgroups and the NSCP Business Manager
- ensure that any recommendations are taken forward
- regularly review the scrutiny system to ensure that it remains effective.

The NSCP Independent Chair will work with the two other independent lead officers, and together they will provide support and challenge. (see Section 9 on Independent Scrutiny). The Independent Chairs will hold only a three year office, the first year being a transition year and chair only.

The focus of the new partnership will be shaped by data analysis and evidence and properties defined to have the biggest impact.

The three partners will publish an annual report on the NSCP website, with input from the independent officers, subgroup chairs and Business Manager.

Leadership Exchange and Learning Events

The NSCP will ensure continued engagement with the wider partnership through Partnership Conferences and Leadership Learning Events. This builds on recent developments in SCR methodology, where leaders from all organisations including NHS Trusts, local District Councils and the Voluntary Sector are actively involved in a learning process. These events will 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 plan.

The events will happen at least twice a year, with invitations extended to Chairs of other safeguarding partnership boards. The three partners, with the support of the NSCP, the Independent Chairs, and NSCP Business Manager will agree the learning focus based on information provided by SIPP, the NSCP subgroups and learning from Serious Case Reviews and/or child safeguarding practice reviews.

The role of a Lay Member will continue within the wider partnership. The Lay Members will help to make links between the NSCP and community groups, supporting stronger public engagement in local child safety issues and an improving public understanding of the Norfolk's child protection work.

Safeguarding Intelligence and Performance in Practice (SIPP)

The SIPP will be a virtual group 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 JTAI audits as they are published
- Data and Strategic Analysis, making use of the results of stronger strategic analysis (set out in Section 8). This will include identifying questions arising from the data to promote continuous improvement and the establishment of a multi-agency dataset/dashboard working with the Multi-Agency Child Protection Intelligence Hub currently being established by the Local Authority and other partners
- Multi-Agency Observation in Practice, linking in with the NSCP Leaders, the LSCGs, and the Independent Chairs to observe practice and strengthen 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 will be 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 will be 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 will be very much an 'intelligence led' group – 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.

It will use this intelligence 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 Partnership, Health and Wellbeing Board and the Countywide Community Safety Partnership.

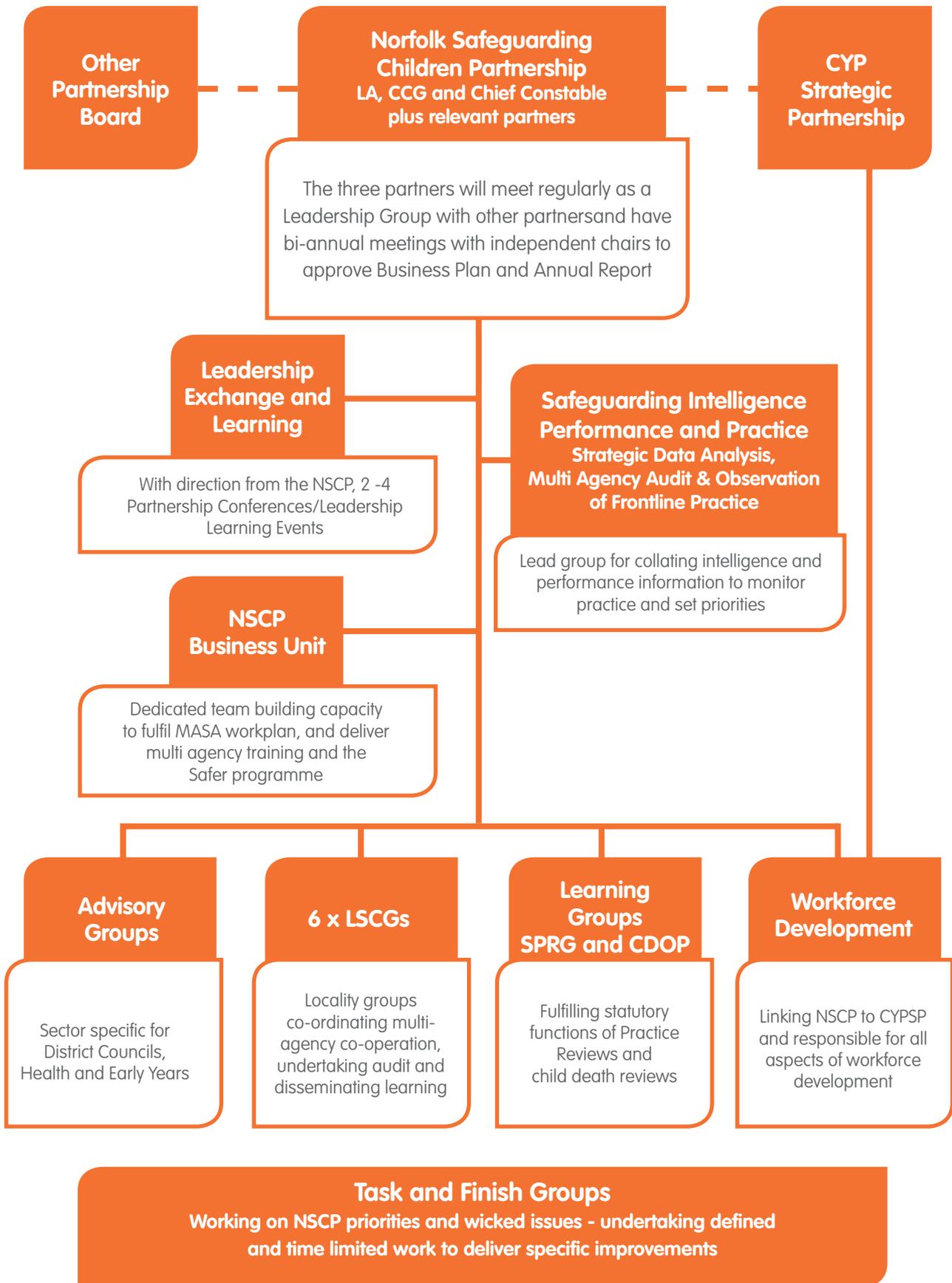
SIPP will make regular reports to the NSCP informed by this strategic analysis and performance monitoring, recommending action to be taken to meet safeguarding objectives.

See also Section 9, Arrangements for Strategic Analysis, Scrutiny and Independent Review.

The NSCP Business Unit

The work of the NSCP will be supported by a dedicated Business Unit, under the leadership of a Business Manager. The Business Unit will be a key driver for the NSCP business plan and support with transition and communication. The Business Manager will provide regular reports on progress and activity the NSCP.

There is also a range of support capacity around the board which will inform its thinking and help it get things done, including the Quality Assurance and data teams of the three statutory partners. The NSCB Business Unit will work closely with partners to maximise capacity. In addition, opportunities for cooperation and joint working with the support functions for the Adults Safeguarding Board, the Community Safety Partnership, CYPSP and PPF will be extended. The NSCP has the intention of consolidating these support arrangements over the next 18 months.



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 Practice Review Group (SPRG)
- Child Death Review Panel
- Workforce Development Group (WDG) – operated as a joint group with the Children and Young People’s Strategic Partnership
- Task and Finish Groups.

Advisory Groups

The NSCP will maintain sector specific advisory groups which bring together representatives of partners in significant sectors. The Advisory Groups will represent District Councils, Health and Early Years. Further discussions are in progress to identify how these groups can work most effectively and whether there is scope to combine the work by District Councils and Health with Adult Safeguarding.

The NSCP will ensure that all early years settings, schools and other educational establishments will be included in safeguarding arrangements. (See also Section 6, Links to Other Partnerships and Integrated Working Arrangements.)

Norfolk County Council’s Safeguarding in Education Team will support Designated Safeguarding Leads (DSLs) in schools to establish DSL networks in the County where they do not already exist and recommend that there is a standing agenda item for feeding back any relevant information to and from the NSCP. Key messages will continue to be to all schools through training, management information sheets and termly newsletters. The NSCP will be 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 will support six LSCGs which will bring together partner and relevant agencies in each locality. Membership will be locally determined, but will include representatives of 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 should be members. Support and secretarial support is provided by Children’s Services on behalf of the partnership, together with the NSCP Business Unit.

Norfolk Safeguarding Practice Review Group (SPRG)

The SPRG will have an Independent Chair and will oversee all aspects of child safeguarding practice reviews as well as other learning options. The group will be 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 will go to the three partners for final decision
- Communicating to the National Panel
- Commissioning Reviewers and monitoring the progress of the Review
- 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 wider Partnership Conferences and/or Leadership Learning events.

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

See also Section 7, Embedding Learning.

Child Death Review Panel

Norfolk's Child Death Overview Panel (CDOP) will remain in place chaired by Public Health. Administration arrangements will be maintained as currently provided by the Safeguarding Business Unit team.

The key responsibilities of the CDOP will be 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 will work 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 will also enable both areas to consider and plan for joint thematic analysis. Work will also be undertaken by the CDOP Chair at a regional level to determine arrangements for extended thematic reviews.

Workforce Development Group (WDG)

The existing WDG is a strength of the current NSCB, with well established links to the CYP Strategic Partnership and an Independent Chair. The WDG will continue to develop under the NSCP and focus on the following areas:

- 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 Partnership Conferences and/or Leadership 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 will make greater use of task and finish groups, set up with defined terms of reference and working to agreed timelines, in order to develop practice and oversee performance on priority topics – such as neglect, child sexual abuse, contextual safeguarding. Such groups may be commissioned, wherever possible, as shared arrangements across partnerships.

In the first transitional year of the MASA, the information from SIPP will enable the three partners to agree and set priorities and identify partners and officers to sit on any Task and Finish groups that are established from 2020 onwards.

6. Links to other Partnership and 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 partnerships to account for their effectiveness in safeguarding. It should develop processes that 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 must be able to scrutinise the performance and practice of partners, and provide an account of how effective these arrangements have been in practice. This will be done through the publication of an Annual Safeguarding Report.

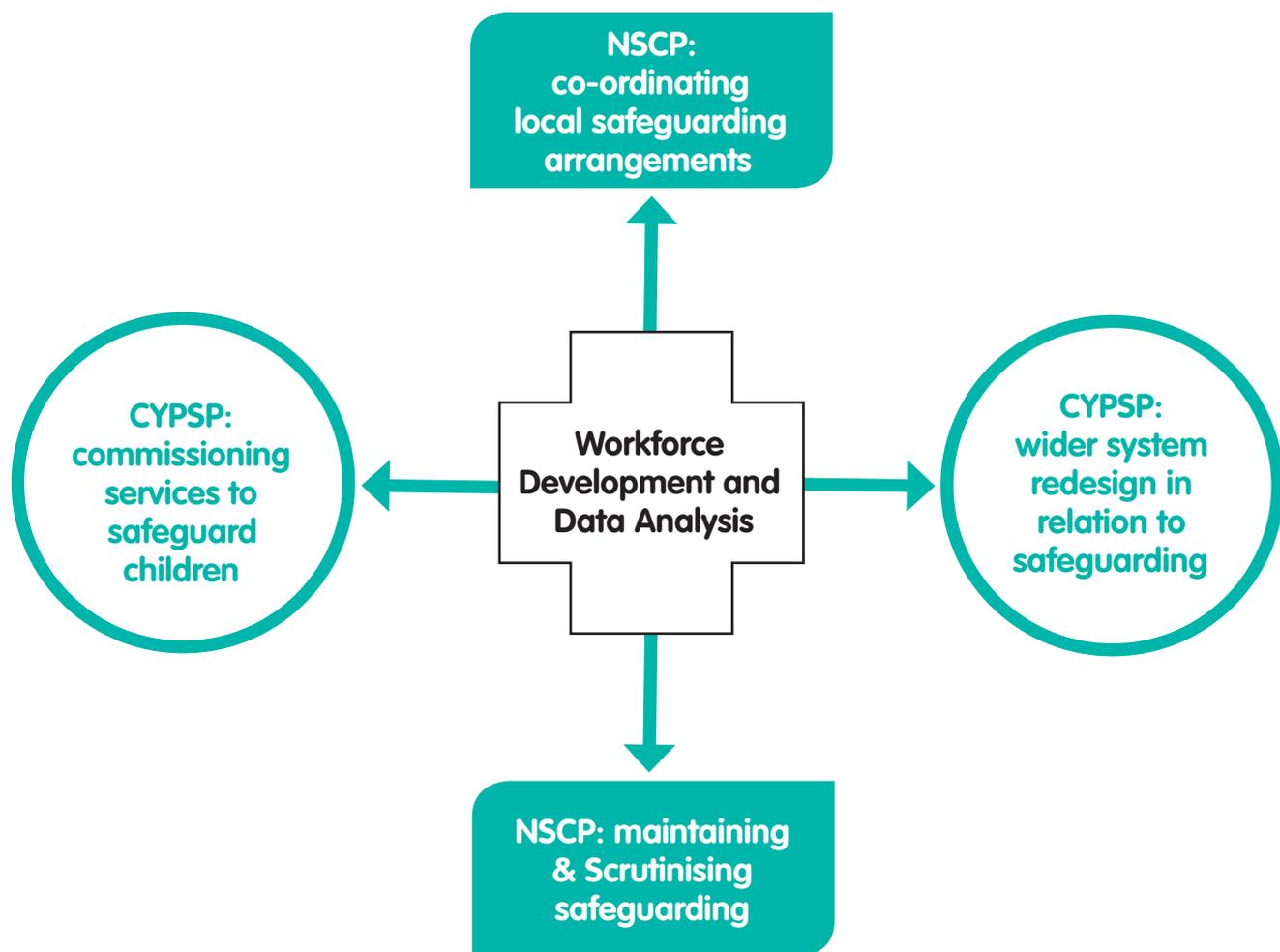
Interface with the Children and Young People's Strategic Partnership

The Children and Young People's Strategic Partnership Board (CYPSP) is chaired by the Executive Director of Children Services and is a multi-agency Board, including Primary Care Networks. The Independent Chair of the NSCP will be a member of the CYPSP alongside senior representatives from the three statutory safeguarding partners.

The CYPSP is charged with overseeing the best interests of all children in Norfolk and acting on behalf of the Health and Wellbeing Board and Norfolk's NHS Sustainability and Transformation Partnership (STP). The CYPSP will form a strategic alliance across the system to improve agreed outcomes for all children and young people. The CYPSP is the primary body driving pieces of multi-agency service and practice design work across the system. It is 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), and the development of an early help and prevention strategy and local offer.

The CYPSP is the key driver for service redesign and improvement, however, its scope is broader than safeguarding. The CYPSP will rely on the NSCP to act as a critical friend in terms of developing and delivering operational and transformation plans and commissioning services that will protect children. The interface between the NSCP and the CYPSP, therefore, is critical to the ongoing drive for improving safeguarding arrangements. Both partnership boards have children as a shared priority, while the roles and functions support them to fulfill their duties in terms of accountability, learning and challenge.

To enhance governance arrangements the new relationship between the NSCP and CYPSP will be streamlined to minimise duplications. Functions, such as workforce development and strategic analysis, including data interrogation and performance intelligence, will be shared.



The CYPSP is supported by Children Services Head of Transformation, who will work closely with the NSCP Business Manager to ensure that the interface is effective and reporting mechanisms are robust and provide appropriate challenge.

The NSCP will hold the CYPSP to account for fulfilling its safeguarding responsibilities, and will act as the ears and eyes of the Norfolk children’s system.

Public Protection Forum (PPF)

The Public Protection Forum (PPF) 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 in Norfolk. It has been 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 will support the ongoing relationships between the NSCP and the Chairs of other safeguarding Boards, including Norfolk Adults Safeguarding Board and the Countywide Community Safety Partnership. The PPF will meet four times a year.

The membership and agreed priorities for PPF are attached as Appendix 2.

Developing 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 achieve by many schools in Ofsted inspections.

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

In partnership with Educate Norfolk, we will establish mechanisms to strengthen exciting relationships ensuring the engagement of schools and key education stakeholders within the new MASA partnership. This will replace the Education Advisory Group and bring safeguarding into the mainstream of education governance and accountability.

We will establish a system for ensuring that the Partnership receives regular reports from Education Services so that it has a wide range overview of the functions and priorities as well as a comprehensive dataset of safeguarding performance within educational settings.

There will be consistent representation from primary, secondary, special and independent sectors in the NSCP.

The Safeguarding in Education Team will support Designated Safeguarding Leads (DSLs) to establish DSL network in the county where they do not already exist and recommended that there is a regular feedback with LSCGs and the NSCP.

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

The NSCP will continue 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.

7. 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 will continue to use a variety of methodologies to investigate cases and identify learning, seeking to be proportionate, to link learning and to explore new ways of approaching challenges.

The NSCB developed a Thematic Learning Framework, which sets a context for practice reviews and provides a consistent approach to addressing learning and seeking best practice. It has conducted and will continue a series of learning events, roadshows and training events to disseminate and embed the learning from case reviews and will organise a programme for practitioners, managers and leaders to ensure that learning is widely shared. A wide range of innovative training tools have been developed to effectively summarise the learning and keep the focus on the child.

The current SCR Group is independently chaired and will continue to oversee the completion of Serious Case Reviews during 2019-20.

The group will transition to a Safeguarding Practice Review Group (SPRG) and will take responsibility for receiving notifications of serious incidents, for conducting rapid reviews, for working with the National Panel and for commissioning local 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.

The SPRG will be expected to draw on single agency investigations wherever possible and partners will make these available for scrutiny through the Rapid Review and Practice Review processes. The SPRG will be 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 SPRG will consider notifications of serious incidents from all partners. It will conduct Rapid Reviews in line with the Practice Guidance issued by the National Panel. Recommendations to conduct reviews will be passed to the Independent Chair of the Partnership who will have delegated authority from the statutory partners to commission reviews.

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 will enable 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 will continue to be involved in safeguarding practice reviews and their feedback on the process will be monitored and evaluated. The agencies will support any staff involved to ensure that the emphasis remains on learning rather than blaming, but also addressing any dangerous practice outside of the process. Children and families will also continue to be invited to participate in the process.

On completion of a review, the report will be signed off by the NSCP prior to publication. Heads of agencies and relevant stakeholders who are not core members of the NSCP will be invited to attend. The learning from these reviews will also be 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, will work with the Business Manager 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 approach and enabling 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 and practitioners is strengthened to make the whole system work better. Where cases do not meet the criteria for a child safeguarding practice review, a menu of learning options will be developed to ensure that relevant professionals have an opportunity to reflect on the safeguarding system and their own practice.

The dissemination of learning will be the responsibility of the three statutory partners with the support of the NSCP Business Unit. This will be done through roadshows across the county, relevant conferences and best practice events in co-ordination with the Workforce Development Group. Single agencies will be required to evidence how they have embedded learning through Section 11 safeguarding self-assessment.

Child Death Reviews

New arrangements for child death reviews have been in place since April 2019 and enable the local safeguarding partnership to meet its obligations under the new national guidance. The revised arrangements were prepared by a working group of relevant partners, and were signed off by the NSCB Leadership Group for implementation from April 2019.

Norfolk will maintain a county-wide CDOP to ensure strong local participation in the arrangements, but data will be aggregated with Suffolk (and other regional CDOPs) in order to inform a fuller analysis of learning from child deaths.

The Panel will continue to be chaired by the Deputy Director of Public Health.

NSCB authorised the purchase of eCDOP software in January 2019 in order to streamline the administration and collection of data and to deliver reporting in line with national requirements.

Child Death Review Meetings

The child death pathway will include a final multi-disciplinary meeting in line with national guidance (as already included in NSCB policy).

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 will be undertaken as part of the established process for peri-natal mortality review and the reports from these will be fed into the process.

All meetings will have template agendas and membership invitations agreed to assist administration. Participation will be recorded and reported to the NSCP where deficits occur.

Child Death Overview Panel

The Norfolk CDOP will ensure terms of reference and membership are reviewed regularly to reflect the new emphasis on learning and thematic analysis. The Panel will be chaired by Deputy Director of Public Health.

Arrangements for the administration of the CDOP process are to be maintained as currently provided by the NSCP Business Unit. Implementation of eCDOP software commenced from 1 April 2019, commissioned by the NSCB in support of evolving arrangements.

Joint national reporting has been agreed with Suffolk CDOP to ensure meeting the guidance for recommended number of deaths for analysis and reporting. Joint thematic analysis will be prepared as agreed, which may also involve other CDOP areas. Submission of returns to the national database will be managed via eCDOP software.

There will be an Annual Report for 2018/19 to match previous format – pending further national advice. This will be presented to the NSCP for approval and to add to the scrutiny system and data analysis available to inform safeguarding priorities in Norfolk.

Work is being undertaken at regional level (East of England and East Midlands). to determine arrangements for extended thematic reviews e.g. Suicide. This will be led by Norfolk's Designated Doctor for Child Death.

The new arrangements carry a potential risk as there is variation every year in the number of child deaths in Norfolk and when they occur, i.e. some months there are more than others. This could have an impact on the workload of the relatively small resource available to deliver this pathway. For example, the Designated Doctor for Child Death has only for four hours per week allocated to this duty. There is also additional workload for the CDOP administrator. Capacity will be closely monitored and regularly reviewed.

8. 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 core statutory safeguarding partners in Norfolk have committed to building a shared analytical capability as a central component of the revised multi-agency safeguarding arrangements, and will use this 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 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 will be:

- Shared Virtual Team/Multi-Agency Intelligence Hub (NB This Multi-Agency Intelligence Hub will service both the NSCP and the CYPSP to maximise resource)
- Shared platform and integrated technical architecture
- Shared intelligence store
- Integrated analysis
- Shared information governance framework.

For more detail on these features see [Appendix 3](#).

How this shared capability will support the MASA arrangements

It is expected that this enhanced and shared analysis capability will inform and strengthen the work of the partners and the key governance groups in a range of ways. A core function will be to inform the setting of the strategic priorities for the safeguarding system. On an annual basis a structured process will combine and distil the collective intelligence from across the system to give strategic leaders a comprehensive picture of safeguarding in our County – including areas of strength, weakness, emerging trends, gaps and changes in needs. This set-piece analysis will then lead to the collective agreement of the right priorities for the system for the year ahead.

In addition, the shared capability will:

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

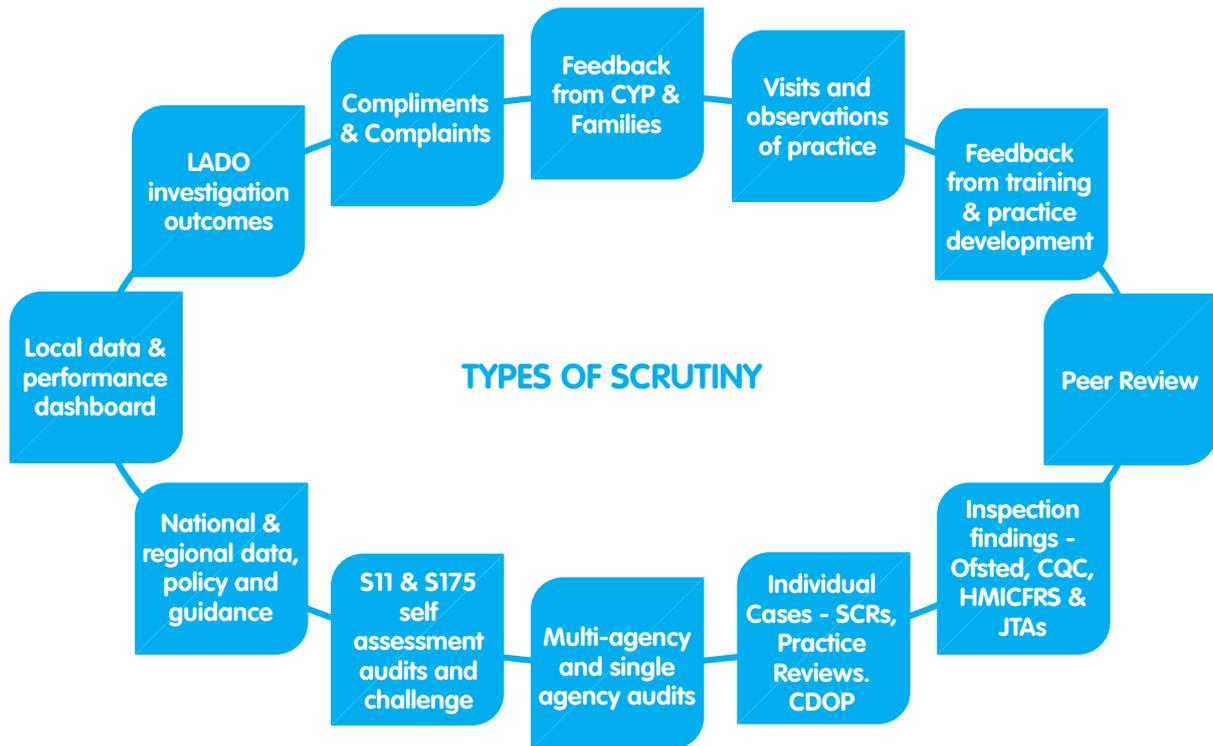
The virtual team and shared approach will also be essential to the work of independent scrutiny within the system – helping to test the effectiveness of agreed service models – reporting back on the impact on the ground of new policies and initiatives and gathering information about the robustness and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

The remit, membership and functioning of the NSCP's Safeguarding Intelligence and Performance in Practice (SIPP) will require the CYPSP to co-ordinate this programme of work and to direct the Multi-Agency Intelligence Hub to identify priorities for action to be recommended to the NSCP and the CYPSP. They will be looking to the data analysts to advise them on the key questions arising from the data to ensure continuous improvement. They will also be asking the Multi-Agency Intelligence Hub to distill evidence of good practice when they find it.

Scrutiny

Effective scrutiny is a process not an event. In developing our MASA arrangements all partners have been clear about the value of independent voices and perspectives in the system and so we have committed to including independent scrutiny within our arrangements. We are also clear that this strong independent perspective, it must be complimented by self-assessment and peer review between partners, continuing to challenge ourselves and each other in our drive for the best possible arrangements to keep children safe. Effective scrutiny arrangements need to include a range of mechanisms that can be deployed to provide robust examination of performance and practice.

Sources of information for scrutiny



The fundamental underpinning of scrutiny arrangements rests in the duties and responsibilities set out in Section 11 of the Children Act 2004. The NSCP will continue to undertake a comprehensive Section 11 process which will:

- ask partners to undertake a thorough self-assessment of their safeguarding performance;
- include peer challenge on how effective these arrangements are in delivering Norfolk's priorities.

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 will be explored through the regional networks, building on previous peer inspection programmes.

The SIPP's multi-agency audit steering group will also provide valuable information on how well the system is working in practice. The group's key objectives will be 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 will also use Ofsted's Joint Targeted Area Inspection frameworks to monitor practice.

The CYPSP will be invited as the strategic alliance across all children's services, to highlight areas of risk or concern on which it may seek assurance through the NSCP scrutiny arrangements, including Section 11.

Independence

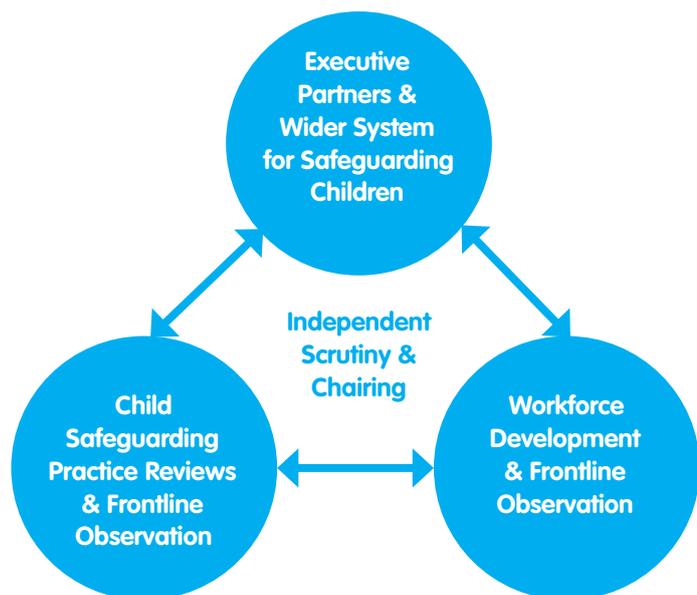
The NSCP's investment in independent scrutiny will ensure a closer focus on practice, with an overarching Independent Chair supported by two officers acting as independent scrutineers and chairs of subgroups. These three posts will be responsible for reporting on performance, gaining feedback from the frontline and service users and really driving improvement.

Independent Scrutiny

The independent scrutiny of the safeguarding arrangements will be assured through the role of Independent Chair for the NSCP, who will be responsible for presenting an annual Scrutiny Report to the three statutory partners, together with the independent chairs of the Workforce Development and Safeguarding Practice Review Groups.

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

The three chairs will work closely together to ensure that all aspects of the system are scrutinised. This will include the development of a robust schedule of observation of multi-agency practice, linking the work of the SPRG and the WDG with the SIPP. The schedule will also allocate observations to members of the NSCP.



The benefits to this approach will:

- ensure that the independent chairs and senior leaders 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 our 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.

This use of the subgroups' independent chairs is a significant shift for Norfolk and their job descriptions and person specifications will be reviewed in the first 12 months of the MASA transition.

The wider partnership events will also include a Lay Member. The Partnership will explore the possibility of including lay or community members in LSCGs.

9. Hearing the Voice of Children and Families

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

The NSCP is planning to replicate a wider community engagement strategy showcased by a MASA Early Adopter. Working with the Voluntary Sector and the YABs planning has commenced for an event to be held in the first 12 months of the new arrangements. The vision for the Community Engagement Event is 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, i.e. what we can do differently
- Take the complexities of safeguarding and create a common language and understanding throughout Norfolk communities
- Design and create an approach that meets communities' needs and generates a culture of partnership working in a wider sense outside the structure of a formal Board setting
- Promote existing work and services provided designed to help children and communities feel safe and communicate the role of the MASA directly to the service users.

Outcomes

The provision of a forum for safeguarding partners to be accountable to the community will result in the following outcomes:

- The development of a 'safeguarding common language' that both professionals and communities understand
- Evidence of direct feedback of outcomes on specific issues in real-time
- Communities' identification of and reporting on safeguarding matters that are important to them
- Evidence of quantifiable reach into communities.

The outcome will also feed into the priority setting agenda and be included in the MASA's three year business plan.

Funding has been identified and responsible officers have been tasked to take this forward.

10. Transition

The new Partnership arrangements will commence on 28 June 2019, with a transition period in July and August. The full arrangements will be in operation by 29 September 2019.

A transition plan will be developed by the Partnership's business unit to ensure that all current actions in the 2018/19 Business Plan and ongoing case reviews are completed in line with the original objectives and set out in statutory transition guidance.

11. Funding and Business Support

The NSCB has been well resourced over the last few years with no increase in budget since 2011. 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 three partners are the main contributors and have committed to ongoing funding. The remaining funding partners have agreed to carry on contributing at least until the end of the 2019 – 20 financial year.

The NSCB has held a small reserve built up from historic underspends which has been used to fund exceptional development work and innovation. This reserve will continue to be available to support the implementation of these arrangements.

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

The funding breakdown

Norfolk County Council	£121,11
Health	£80,620
Police	£48,610
District Councils	£35,530
CAFCASS	£550
Probation	£4,000
Training Income	£125,000

Business Unit

The work of the NSCP will be supported by a business unit hosted by Norfolk County Council. This continues the same arrangements used for the previous Local Safeguarding Children Board.

The NSCP Business Unit will continue to support with:

- 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 Business Manager will also be responsible for producing the transitional and business plan for the NSCP and reporting to the Partners' Executive Group on progress against milestones.

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 Great Yarmouth and Waveney Clinical Commissioning Group.

Education

Through the Local Authority's Education Quality & Assurance and Intervention Services, partnership working will include schools of all phases, including Higher Education and the Independent Sector. Early Years providers will also be included.

Non-Statutory partners

1. Agencies linked to law and order

Children and Family Court Advisory and Support Service (Cafcass)

National Probation Service (NPS)

Norfolk & Suffolk Community Rehabilitation Company (CRC)

Police and Crime Commissioner (PCC)

2. District Councils:

Norwich City Council

North Norfolk District Council

South Norfolk Council

Borough Council of Kings Lynn and West Norfolk

Broadland Council

Great Yarmouth Borough Council

Breckland Council

3. The Voluntary Sector

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

Appendix 2: Public Protection Forum

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 Chairs of the NSCP and the Norfolk Safeguarding Adults Board
- DCS/Chair of Children & Young People's Strategic Partnership Board
- Director Adult Social Services/Chair of Norfolk Drug and Alcohol Partnership Board
- Assistant Chief Constable Local Policing/MAPPA Strategic Management Board Chair
- Director of Children and Young People and Maternity Norfolk and Waveney CCGs/Chair Health Advisory Group
- 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 Improvement Board
- Chair of the Domestic Abuse and Sexual Violence Board/DPH
- 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 Managers 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 and support the delivery of the PPF priority areas.

PPF: shared safeguarding issues

PPF's strategic leaders have established a clear sense of some key themes that run across the different partnership Boards and which the PPF is seeking to co-ordinate. These are:

1. Supporting the wider focus on **emotional well-being** as part of the development of commissioning plans for **mental health** and the HWB strategic plan
2. Taking forward Norfolk's approach to **better information sharing**, building on the leadership from the Chief Constable and Director of Children's Services
3. Supporting the development of a consistent and joined-up **front door** for vulnerability – strengthening the MASH, and improving the pathways for referral
4. Developing our approach to **early help** across both children and adults, developing community resilience and capacity as well as the working of hubs and co-location.
5. Develop an overarching public **safeguarding 'brand'** for Norfolk that reinforces that 'we say no to abuse' and that encourages a positive commitment to caring and acting on concerns
6. Reviewing whether we can **streamline the support capacity** for partnership arrangements to ensure that these are fit for purpose in Norfolk, utilise existing strengths effectively and respond to changing national guidance on governance and accountability.

These priorities have introduced great clarity and focus for the Chairs as a collective and in their respective roles as strategic leaders for partnership working.

Appendix 3: Strategic Analysis and shared functions

The CYPSP will develop the strategic analysis functions which will service the NSCP in terms of interrogating data relating to child protection and safeguarding. The key features of this shared approach and capability will be:

1. Shared Virtual Team/Multi-Agency Intelligence Hub

The respective data analytics and reporting functions within each partner organisation will commit to a proportion of their resource forming a 'virtual team' to deliver shared data analysis on behalf of the system. These virtual team members will be enabled to work together on collaborative projects on behalf of the system. They will be enabled to access each other's data sets within an appropriate information governance framework and empowered to combine these to create new insights. It is not envisaged that this needs to involve any structural or managerial changes – the virtual team would just be empowered to collaborate fluidly by their respective organisations. This team will provide regular reports to the Safeguarding Intelligence and Performance in Practice group which will evaluate safeguarding performance and recommend further scrutiny and monitoring as necessary.

2. Shared platform and Integrated Technical Architecture

The partner organisations will work to establish, over time, a shared data platform that enables the data collected by individual partners to be combined and or interrogated in order to create new insights. It is likely that the GRID data warehouse hosted by Norfolk County Council could provide this functionality.

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 would be shared in this way and the virtual data team will use this bank of evidence to inform their analysis of the Norfolk system. The sharing of any personal data collected by each individual partner would only be done in adherence to appropriate local and statutory frameworks for information governance – but where appropriate 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, the virtual team will work together to deliver new joint analysis on behalf of the system. This 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 will commit the necessary resource to support these shared data projects – which will include building 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**