

Annual Report

1 July 2019 – 30 June 2020



Norfolk Safeguarding
Children Partnership

www.norfolkscb.org

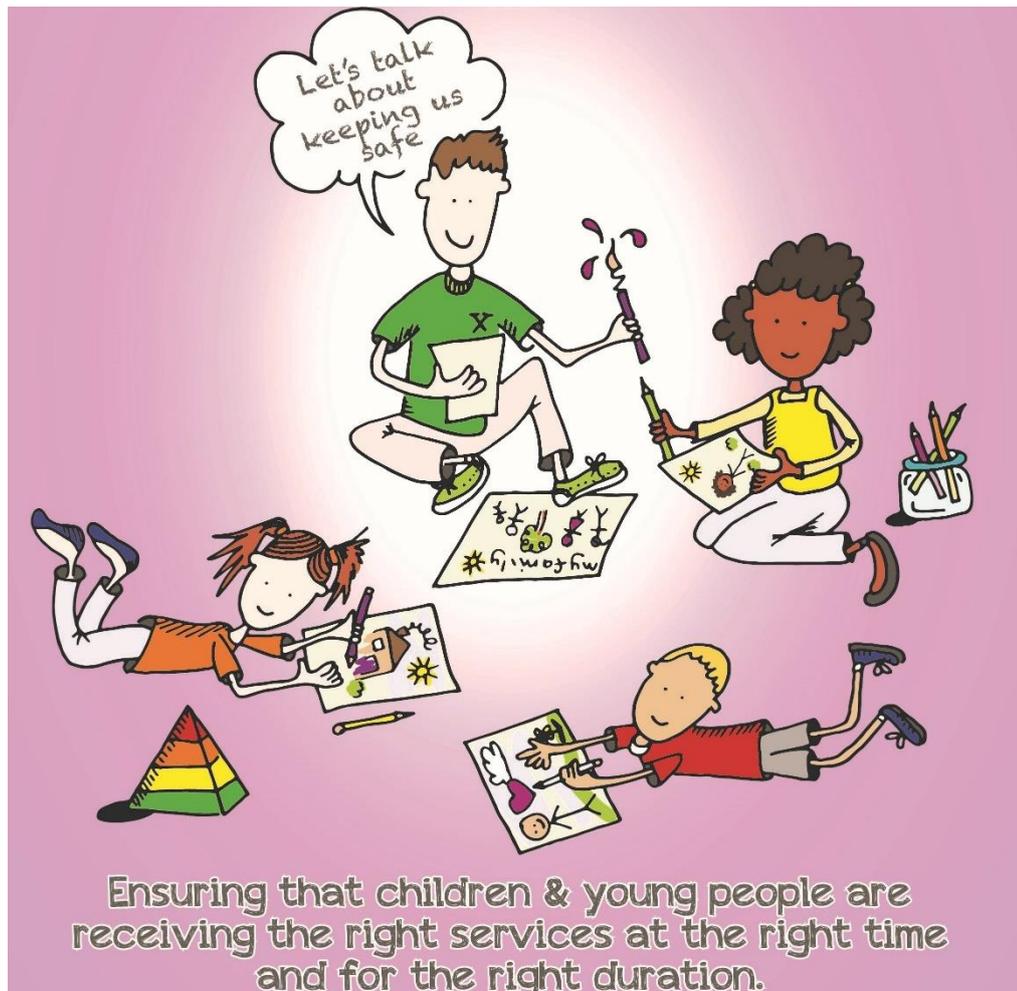


Table of Contents

Foreword by the Three Statutory Partners

Foreword by the NSCP Independent Chair

Introduction

Norfolk Background

Governance and Strategic Overview

Independent Scrutiny

NSCP Priorities

Learning from Serious Case Reviews and Child Death

Training and Workforce Development

Responding to Coronavirus (Covid-19)

Voice of the Child

Conclusions: Achievements and Outstanding Areas of Concern

Appendices

Foreword by the Three Statutory Partners

Welcome to the annual report of the Norfolk Safeguarding Children Partnership. This is the first time that Norfolk and Waveney Clinical Commissioning Group, Norfolk County Council and Norfolk Constabulary have come together as the statutory partners for Safeguarding Children to report on our new Multi-Agency Safeguarding Arrangements. Although we have long felt that the close bonds between agencies has been a strength of the Norfolk system, the changes brought about by *Working Together 2018* have allowed us to define this in a new way.

This year has seen a number of changes within our partnership landscape but before detailing them we would like to highlight a number of areas of strength from the old system which have continued into the new:

- Our Local Safeguarding Children Groups have been and will continue to be the key forum for practitioners and front-line managers to meet and discuss issues in their own place, making national and county-level guidance meaningful at the local level.
- Our Serious Case Review Group changed to being our Safeguarding Practice Review Group without missing a beat, and continues to be a meeting that encourages challenge and respectful debate between colleagues to drive out essential learning for practitioners.
- Our Workforce Development Group continues to go from strength to strength ensuring that the opportunity for staff at all levels to begin, continue or advance their professional development in the area of safeguarding is available to all agencies in Norfolk.

At the same time, we have embraced the opportunity for change, particularly in our leadership and governance structures. We have replaced the old sequence of Board meetings with more regular discussions of the Partnership Group taking in the three statutory partners alongside key colleagues from other agencies. We are particularly lucky to have representatives from the education sector from Early Years through to Further Education, as well as the specialist school sector. Together with our ambition to host regular Leadership Exchange and Learning Events twice a year - partly frustrated by Covid-19 - we feel that there is real collective ownership of safeguarding in our county.

The final change to highlight from last year to this is the opportunity that arose for us to scrutinise safeguarding in a new way. As statutory partners already subject to joint and single-agency independent inspections, it was important to us to add value through our new arrangements. We wanted to bring the voices of children and families, and the experience of the frontline, to the centre of our scrutiny arrangements.

To make independent scrutiny a reality we engaged academic support to understand the scrutiny model we were building and then used both young people and sector-wide managers to assist in the recruitment of the lead scrutineer and chair of the Safeguarding Partnership. Chris Robson, who introduces himself on the next page,

excelled in front of both interview panels. We believe that having an individual selected in this way to act as our chair and independent scrutineer, together with two further independent scrutineers, gives us a far richer insight into the system we are trying to build.

Our hope is for a Norfolk in which all children can Flourish and we hope that after reading this report you will see that we have worked tirelessly towards that vision.



Handwritten signature of Sara Tough in black ink.

Sara Tough
Executive Director
Children's Services

Handwritten signature of Tom McCabe in black ink.

Tom McCabe
Head of Paid Service



Handwritten signature of Nick Davison in black ink.

Nick Davison
Assistant Chief Constable

Handwritten signature of Simon Bailey in black ink.

Simon Bailey
Chief Constable



Handwritten signature of Rebecca Hulme in black ink.

Rebecca Hulme
Director of Children,
Young People and
Maternity,
Norfolk and Waveney
CCG

Handwritten signature of Melanie Craig in black ink.

Melanie Craig
Accountable Officer,
Norfolk & Waveney
CCG

Foreword by the NSCP Chair

Welcome to a unique Annual Report written in the midst of a pandemic that brought unprecedented challenges for all of us involved in safeguarding. This report covers the transition into new safeguarding arrangements, an exciting opportunity for us to refresh, innovate and reflect on how we deliver the best outcomes possible for our children. I am genuinely honoured to have been appointed as the Independent Chair of the Norfolk Safeguarding Children Partnership in April this year. Since taking over from David Ashcroft, my enthusiasm for the role has been fuelled even further having met and worked with people involved in the Partnership. Norfolk has some of the most professional, committed individuals I have had the pleasure of meeting in my thirty-five-year career. I have seen examples of outstanding practice, innovation and dogged determination to deliver safeguarding across the county.



This report is an honest reflection on the past twelve months and you will read about a number of significant areas of achievement against our priorities, reviews and training. You will also see that we acknowledge we can improve, something we will always strive to do.

As we moved into our new partnership arrangements, it is clear that some safeguarding threats persist. Neglect and Exploitation, two of our current priorities, continue to be significant issues in too many of our children's lives. As a partnership we are determined to focus on these two areas, reducing their impact in a sustainable way. I believe that the pandemic has allowed us to consider how effective engagement with our communities can help us achieve in these and other key safeguarding areas. We have asked the public to be our 'eyes and ears', we have told them to '*see something, hear something, say something*' and they have responded. If we are going to achieve our goals then we must continue this engagement. I believe it is fundamental to our success.

I want to acknowledge and thank every individual who is involved in safeguarding across the county. We are blessed with some excellent strategic leaders who support and listen to their 'teams'. Our engagement with the wider safeguarding partners, communities and children is strong. There is a will to work together and a jointly held vision for delivering best outcomes for children and families. I am confident that we can build on last year, further develop our new Partnership and deliver the best possible safeguarding to Norfolk's children.

A handwritten signature in black ink, appearing to be 'Chris Robson', written in a cursive style.

Chris Robson, NSCP Independent Chair

Introduction

Statutory requirements for local arrangements to safeguard children are set out in government guidance [Working Together](#) published in July 2018. Norfolk's local plan for [Multi-Agency Safeguarding Arrangements](#) (MASA) are the responsibility of three named statutory partners: the Local Authority, the Police and Health. The MASA was published on 25 June 2019, with the full support of the wider partnership.

The MASA clearly describes how Norfolk will fulfil its duty to ensure that arrangements are subject to independent scrutiny to assess how effectively the wider partnership is working to safeguard children, the quality of practice, and the statutory partners strategic leadership.

Purpose and Scope of the Annual Report

In order to bring transparency for children, families and all practitioners about the activity undertaken, *Working Together* requires that the safeguarding partners publish a report at least once in every 12-month period. This should include:

- *evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers*
- *an analysis of any areas where there has been little or no evidence of progress on agreed priorities*
- *a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements*
- *ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision*

(Chapter 3, Paragraph 42)

This annual report sets out what the NSCP has done as a result of the arrangements, including responding to child safeguarding practice reviews, and how effective these arrangements have been in practice.

Norfolk implemented the arrangements on 29 September 2019, moving from a Local Safeguarding Children Board to a more autonomous Norfolk Safeguarding Children Partnership (NSCP). The final NSCB annual report ran up to 30 June 2019 to incorporate the period when the MASA was being developed and published. The scope of this report runs from 1 July 2019 to 30 June 2020, thereby incorporating the NSCP's initial response to the Coronavirus pandemic.

Norfolk Background

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 over 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.

The Norfolk Joint Strategic Needs Assessment¹ 2019 population estimate records 907,760 Norfolk residents; children and young people under the age of 18 make up 19% of the total population. The percentage of Norfolk children aged under 16 living in families in absolute low income is 14.3%, marginally better than the England average at 15.3% for 2019.

Norfolk population is predominantly White British with minority ethnic groups accounting for just 3.5% of the population, significantly lower than the England average of 14.6%. The largest minority ethnic group are Asian/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 represents one of the largest minority ethnic groups in the county. Norfolk's non-white populations are 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. Issues with transport and communication are typical of a county of this size and geography.

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).

In April 2020, the five NHS Clinical Commissioning Groups for Norfolk and Waveney merged to create a new single CCG, covering all of Norfolk and Waveney in Suffolk. There is a Joint Associate Director linking the CCG more closely with Norfolk's Children's Services. Health providers include:

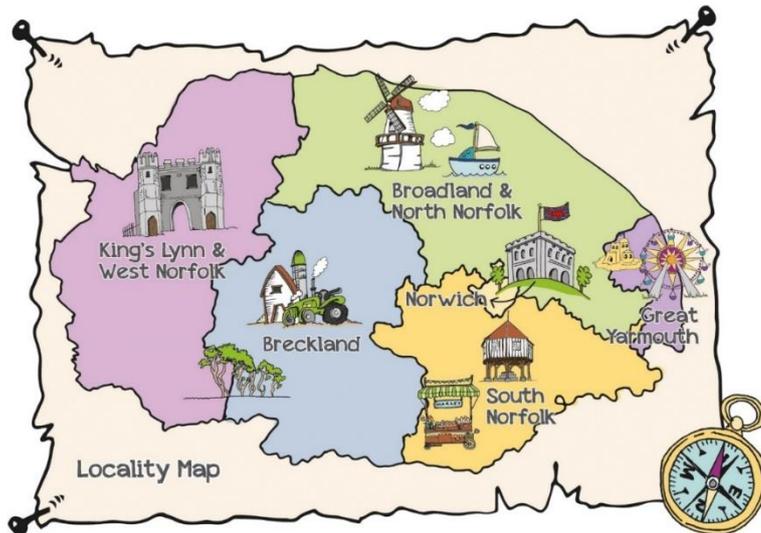
- 96 GP practices
- Three Acute Hospital Trusts
- Three community health providers
- A mental health trust (Norfolk & Suffolk Foundation Trust)
- Third sector providers

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,

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

such as speech and language therapy, occupational therapy and supporting children with disabilities are commissioned through a range of other providers.

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:



Within the scope of this annual report, Children's Services consulted on implementing its Vital Signs for Children social care delivery model. This model develops a method for prevention and protection lead professionals (Family Support Worker or Social Worker) to call in support from locality or countywide resource teams, without a family having to move to another part of the system.

In terms of education, 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%. 73% of children achieve a good level of development at the end of reception, 1 percentage point above the national average. At key stage 2, 60% of children achieve the expected standard in all of reading, writing and mathematics compared to 65% nationally. 63% received a Grade 4 (a standard pass – the equivalent of the previous grade C) or above in English and Maths at GCSE in 2019 compared to 65% nationally.

The Early Years workforce is comprised of nurseries, registered childminders and early childhood and family services.

There are no secure residential homes within Norfolk.

Governance and Strategic Overview

Within the scope of this review, the previous Norfolk Safeguarding Children Board held two final meetings prior to the implementation of the new arrangements.

From October 2019, new governance arrangements were implemented to align with Norfolk's [Multi-Agency Safeguarding Arrangements](#) (MASA). The three statutory partners named in the MASA are:

- **Norfolk County Council:** represented by the Executive Director of Children's Services, Sara Tough
- **Norfolk Constabulary:** represented by the Assistant Chief Constable, Nick Davison
- **Norfolk & Waveney Clinical Commissioning Group:** represented by the Associate Director - Children, Young People and Maternity, Rebecca Hulme

The three partners met quarterly with the Independent Chair of the NSCP to consider MASA milestones as well as respond to emerging challenges and maintain a strategic overview on the system.

Independent Scrutiny Team

The MASA has three clearly defined roles for independent scrutiny. The Independent NSCP Chair picked up some of the duties from the previously statutory LSCB Independent Chair role. One of the key milestones achieved within the scope of this annual report was the successful recruitment of a new Independent Chair, Chris Robson, who took up post officially on 1 April 2020.

This report would like to acknowledge the significant contributions made by Chris's predecessor, David Ashcroft who was LSCB Chair since January 2014. On his departure, David noted:

Don't forget how much we had to do in 2014 and onwards and how far we have come - taking many people with us on a journey to safeguarding children better, building skills and resilience and creating effective partnerships, and strong and valued relationships with individuals and organisations. I am really proud of all that we have achieved together for safeguarding, training and partnership working in Norfolk. It has been a privilege and a great pleasure to work with you all and to have so much support and encouragement as Chair. Whatever I have been able to contribute could not have been done without all your hard work and commitment and skill.

We have had some major challenges and also some really important successes. While I was leading the national association I knew that the home team were amongst the best, the most hard working and most innovative in the country - it was a great sense of pride that enabled me to be confident about arguing for how safeguarding should develop, improve and change for the future.

David was part of the interview Panel which appointed his successor in January 2020, alongside a key stakeholder panel and a young people's panel. The early appointment allowed for robust and effective handover.

The NSCP Independent Chair is supported by the two other independent scrutiny roles: the Independent Chair of the Safeguarding Practice Review Group, Sian Griffiths, and the Independent Chair of the Workforce Development Group, Natasha Rennolds. The three independents meet regularly to triangulate their findings and report back to the statutory safeguarding partners.

The investment in a 'scrutiny team' with three Independent Chairs is a significant indicator of the Partnership's commitment to consistent improvement of service delivery and improving outcomes for Norfolk's children

Partnership Group

The previous NSCB Leadership Group was rebranded as Partnership Group to support the statutory partners in the co-ordination of local arrangements and to provide challenge and feedback on the safeguarding system. Meetings were held every six to eight weeks from July 2019 (as Leadership Group) and March 2020. In September 2019, the membership and Terms of Reference were reviewed as the role and remit of Partnership Group was developed.

In addition to the three statutory partners, Partnership Group includes:

- The NSCP Independent Chair (supported by the NSCP Business Manager)
- The Deputy Director of Public Health/Chair of the Child Death Overview Panel
- Education Representatives, Headteachers representing primary, secondary, special schools and further education
- The Chair of the District Council Advisory Group
- The Chair of the Early Years Advisory Group
- Voluntary Sector Representative

One of the key functions of Partnership Group is consider the learning and recommendations coming out of Serious Case Reviews (SCRs) and, in the future, Child Safeguarding Practice Reviews (CSPRs). When a report is ready for sign off, invitations to Partnership Group are extended to the partners directly involved in the review and the other independent chairs. Two reports were signed off in this way, although the delays caused by Covid-19 meant that publication was delayed to outside the scope of this report (see section below on Learning from SCRs).

Partnership Group are also key stakeholders in the development and delivery of Leadership Exchange & Learning Events. This was written into the MASA to ensure that there were opportunities for the wider partnership to come together to share learning and respond to recommendations from SCRs/CSPRs. The first one of these was scheduled for 16 March to focus on trauma informed leadership, in response to Case AF, with national and international speakers booked. Unfortunately, this had to be deferred as it coincided with the onset of the Coronavirus (Covid-19) lockdown.

Between November 2019 and February 2020, Partnership Group met four times and considered a number of key multi-agency safeguarding issues. Appendix 1 provides detail of agenda items covered.

NSCP Governance Response to Covid-19

As the impact of lockdown became apparent, the NSCP Chair and the Executive Director of Children's Services were in regular communication and worked together to ensure that the systems developed at speed to respond to children's needs.

In April 2020, it was agreed that the NSCP would temporarily merge with its partner Board, the Children and Young People's Strategic Partnership (CYPSP), which is chaired by the Executive Director of Children's Services. In recognition of the extraordinary measures partners were – and still are - taking to keep children safe and well during Covid-19 and the associated pressures, the decision was taken to streamline meetings. Members of Partnership Group were included as well as broadening the group to include additional partners, such as the Office of the Police Crime Commissioner and Housing, to ensure that we were as joined up as possible while working remotely. Meetings were held over Microsoft Teams.

The two chairs set the agendas together to look at areas of concern, using 'live' data to assess need and gaps in the system. This information was shared at the joint meetings, alongside updates on joint initiatives such as communication campaigns, targeted work on exploitation, domestic abuse, health and system recovery planning (see section below on Responding to Covid-19).

Other Partnership Boards

The Children and Young People Strategic Partnership (CYPSP) is the key driver for service redesign and improvement across the system, providing system leadership to deliver the NHS Sustainable Transformation Plan and the Health and Wellbeing Strategy for children and young people. The CYPSP relies on the NSCP to act as a critical friend in terms of developing and delivering operational and transformation plans and commissioning services that will protect children. The interface between the NSCP and the CYPSP is critical to the ongoing drive for improving safeguarding arrangements.

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

In addition to the strong links with the CYPSP, the NSCP has continued to build on partnership networking through other fora. For example, there have been direct links made with the Health and Wellbeing Board with the presentation of the plan for Norfolk's Multi-Agency Safeguarding Arrangements, as well as sharing learning from SCRs with the Domestic Abuse and Sexual Violence Board.

Norfolk's Public Protection Forum has continued to meet regularly throughout the scope of the review. This Forum is made up of the chairs of many of the statutory boards, including Norfolk's Adult Safeguarding Board and the Countywide Community Safety

Partnership. In this meeting the chairs identify any cross cutting areas of concern, including – more recently – the impact of Covid-19 on Norfolk residents.

One of the more significant developments this year has been better join up with Norfolk's seven Youth Advisory Boards (YABs). The MASA clearly states its intention to hear more directly from children, young people and families and the YABs invited the NSCP - represented by the Business Manager, the Safer Programme Co-ordinator and senior leaders from Health, Police, Cafcass and the Voluntary Sector - to attend their meetings between October 2019 and March 2020. The outcomes from this join up is reported in section below, Voice of the Child.

Subgroups relating to Statutory Duties

The NSCP is committed to learning and has discrete subgroups focusing on Child Safeguarding Practice Reviews and Child Death. Both of these groups fulfil the statutory duties set out in *Working Together 2018*. In addition, there is a dedicated Workforce Development Group which looks at multi-agency training and understanding the safeguarding system from the perspective of the entire workforce, from frontline to strategic leadership. The Safeguarding Practice Review Group and Workforce Development Group are chaired independently.

Local Safeguarding Children Groups

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

Advisory Groups

The NSCP is also supported by three sector-specific advisory groups: Early Years, District Councils and Health. These groups are made up of representatives from the relevant sectors and focus on safeguarding issues at sector level. The advisory groups have an important role in highlighting to the Board key issues they are facing and how this impacts on safeguarding children as well as disseminating effective safeguarding practice across their sectors. Where relevant, they are also charged with responding to sector specific recommendations from SCRs/SPRs.

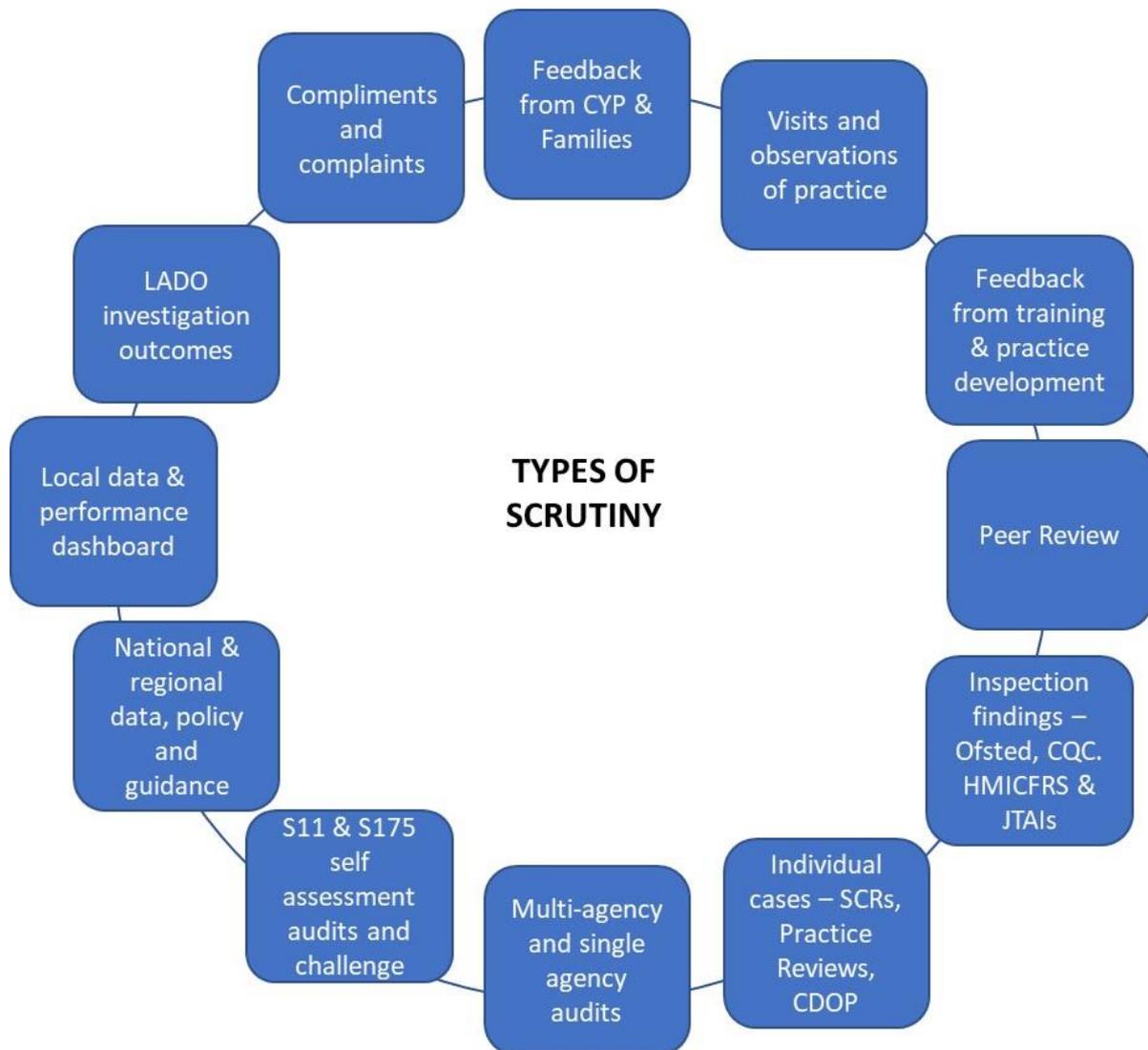
The NSCP Business Unit

The governance structure is supported by an efficient and experienced team, including a Business Manager, a Safeguarding Intelligence & Performance Co-ordinator, a Workforce Development Officer, Safer Programme Co-ordinator and 3.5 FTE administrators. The Business Unit is responsible for supporting on a range of activities from strategic leadership, monitoring and training provision through to setting agendas, administering meetings, communications, website development and event co-ordination.

Independent Scrutiny

Effective scrutiny is a process not an event. In developing Norfolk's MASA arrangements, all partners were clear about the value of independent voices and perspectives in the system and independent scrutiny is clearly written into local arrangements. The NSCP is also clear that this strong independent perspective, must be complemented by self-assessment and peer review between partners, continuing to challenge ourselves and each other in the drive for the best possible arrangements to keep children safe. The NSCP's scrutiny arrangements include a range of mechanisms, deployed to provide robust examination of performance and practice.

Sources of information for scrutiny



Section 11

The NSCP has a statutory function under Section 14 of the Children Act 2004 'to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and to ensure the effectiveness of what is done by each such person or body for those

purposes.’ The NSCP fulfils the latter part of this function through the Section 11 self-assessment and associated Challenge and Support meetings with partners.

The 2019 Section 11 self-assessment process involved three key stages:

- i. The completion of a self-assessment audit tool by organisations
- ii. Attendance at Challenge and Support Panels with subsequent action plans for organisations or sectors
- iii. Final report with recommendations

The self-assessment audit tool was made up of five sections and based around the Section 11 requirements set out in *Working Together 2018* and utilising a Signs of Safety approach. It included an opportunity for partner agencies to evidence how they have implemented the learning and recommendations from SCR’s and engaged with action plans against the NSCP priorities. The five sections within the Section 11 audit tool were:

- Shared Vision and Culture.
- Accountability and Visible Leadership.
- Workforce Priorities A: focus on organisational culture and influence
- Workforce Priorities B. focus on workforce development
- What has changed since last year?

In total there were 33 Section 11 self-assessments completed and returned. Statutory partners returned 23 audit responses with a further 10 received from the voluntary sector.

Eight Challenge and Support Panels were held in October 2019 for

- Children’s Services
- Norfolk Constabulary and Office of the Police and Crime Commissioner
- Health (Acutes, Ambulance and CCG)
- Health (Community & Mental Health providers)
- Community and Environmental Services, Norfolk County Council
- Norfolk & Suffolk Community Rehabilitation Company, National Probation Service and Norfolk Youth Offending Team
- District Councils
- Voluntary and Community Sector

The panels were chaired by either the NSCP Independent Chair for Workforce Development or a Voluntary Sector strategic leader and included representatives from Children’s Services, Police and Health (except where they were the subject of the panel) and Local Safeguarding Children Group chairs.

Four key themes emerged from the analysis of returns and in discussion at the panel meetings:

- Continued demystification of safeguarding and the work that is delivered across the partnership. This includes promoting the benefits of shared language and terminology across the partnership and ownership of disseminating learning within and across organisations
- Clarity about managing risk and uncertainty and the holding and sharing of information within and across organisations
- Utilising existing fora and developing these to share the learning and good practice that exists across the partnership
- Development of understanding about contextual safeguarding, vulnerable adolescents and the 16 to 25 transition period

The final report was presented to Partnership Group in December 2019 and included five recommendations

- I. An action plan should be developed to address the key themes from the Section 11 process (above).
- II. Partner organisations should develop action plans within their respective sectors to address the notes and actions arising from their Challenge and Support Panels
- III. The findings from this year's Section 11 should be tested and evaluated through the work of the Safeguarding Intelligence and Performance in Practice (SIPP) group. This can be addressed through the triangulation of audit, data and observation of practice.
- IV. Those involved in the Section 11 this year identified a need to develop it as an ongoing learning process and to ensure that sufficient time is allocated to achieve this and to plan for further development of the process in 2020.
- V. Further development of Section 11 needs to identify effective links with the Adult Safeguarding Board

The Section 11 process is supported by a multi-agency S11 steering and development group who meet regularly to both review the process as well as monitor the actions and outcomes from the recommendation.

Safeguarding Intelligence and Performance in Practice (SIPP)

The SIPP holds the overarching governance of three clear workstreams: Multi-Agency Audit, Data and Strategic Analysis, and Multi-Agency Observation in Practice. 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 is to act as the central 'eyes and ears' for the system: monitoring the 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 is set up to be 'intelligence led', with an 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. SIPP uses 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.

Each workstream has identified leads who co-ordinate their findings and information.

Data and 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 are committed to building a shared analytical capability as a central component of the MASA with the intention of using 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 multi-agency Strategic Safeguarding Analysis Group has been set up to deliver on these objectives and is jointly chaired by Children's Services Director of Quality and

Transformation and Norfolk Constabulary's Detective Chief Superintendent. The SSAG was slow to be established and delayed further by Covid-19, however, the initial response to the pandemic has provided a strong base on which to build and develop Norfolk's approach to sharing data and intelligence. Since April 2020, data has supported the partnership to understand the system response to the virus and the NSCP, jointly with the CYPSP, received a wide range of information including the rates of contact/referrals into Children's Services, vulnerable children/children of key workers attendance at school, trends and outliers in health and police data on domestic abuse and exploitation.

From July 2020, the SSAG have continued to develop the shared capability, making links with Norfolk's Office for Data Analytics. In the coming 12 months, SSAG's priorities include:

- providing the NSCP and CYPSP with a regularly refreshed set of shared metrics and information as a live picture of the safeguarding landscape for children in Norfolk.
- informing the work of individual task and finish working groups looking into particular issues and themes.
- building new data tools which will inform service design and help target services where and to whom they are most needed.

The SSAG is supported by data analytics officers from the relevant agencies as well as the NSCP's Safeguarding Intelligence & Performance Co-ordinator (SIPCo).

We must acknowledge that there is still some way to go in this essential area of business. It is the collective wish of the Partnership to develop a system that provides high level data that will afford those charged with safeguarding children every opportunity make informed decisions.

Multi-Agency Audits

The SIPP's Multi-Agency Audit Group is chaired by the NSCP Business Manager and provides valuable information on how well the system is working in practice. MAAG's key objectives are to:

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

The group also uses Ofsted's Joint Targeted Area Inspection (JTAI) frameworks to monitor practice.

Within the scope of this annual report, MAAG completed four multi-agency audits on: management oversight; children and young people's mental health (using the JTAI framework); strategy discussions; and child sexual abuse (also JTAI). In June 2020 work had commenced on auditing the multi-agency response to Covid-19.

The audit findings and recommendations are signed off at Partnership Group.

This year, all audit recommendations were pulled together into a Composite Action Plan which is monitored by the MAAG with the support of the NSCP's SIPCo.

Observation of Practice

Multi-Agency Observation in Practice was written into the MASA in order to have a better understanding of frontline experience of safeguarding children, i.e. learning directly about the realities of multi-agency practice as it is experienced by practitioners across the county every day and how the partnership works together. This includes both learning from good practice as well as areas for development.

As a new approach, this strand of work was led by the Independent Chairs of the Workforce Development Group and the Safeguarding Practice Review Group. In autumn 2019, they pulled together a programme of Observations of Practice across the multi-agency partnership. This involved observations of a range of different practice events, primarily involving meetings with families and professionals, always with the focus on understanding how the partnership works as a whole. Practitioners involved were written to by the Independent Chairs to clarify that the process was not to judge individual professional's practice but to better understand the real context of day to day safeguarding work and to what extent priorities and plans for the safeguarding practice are being embedded across the county.

There were three observation visits completed between December 2019 and March 2020, looking at:

- Children's Advice & Duty Service (the 'front door')
 - The Multi-Agency Safeguarding Hub
 - Early Help hosted by Children Services in one locality. This included an observation of a Family Support Process (FSP) meeting with a family.
- NB Due to the outbreak of Covid-19, planned visits for an Early Help Hub hosted by a District Council was postponed, as was a planning meeting with the Child Protection Conference Chairs.*

The teams and individuals visited were extremely warm, welcoming and transparent. The feedback was overwhelmingly positive and appreciative, it appeared that the staff valued the opportunity to show the work and talk to an independent observer. This annual report would like to formally note the NSCP thanks to all the staff who participated as well as to the family present at the FSP.

Observation feedback was limited, however, there were some themes arising, which are categorised under the headings of the Thematic Learning Framework (Appendix 2).

- Lived Experience of the Child: Professionals see the importance of understanding and capturing the experience of the child. The Chairs (observers) witnessed some very good practice. There were some excellent examples of assisting, supporting and ensuring the experiences of the children were listened to and understood. As to be expected, it can be hard to fully appreciate what it may be like for a child when time is pressing and when discussing situations over the phone. This can be difficult for inexperienced

practitioners to convey, and so the importance of asking the right questions becomes paramount. There is a need to develop these skills in the workforce.

- Professional Curiosity: Whilst some excellent examples of practitioners demonstrating curiosity and exploring the information fully were observed, there is still a need to support the development of skills for being curious. The types of areas needed for development are: supporting practitioners to explore without immediate problem solving; preventing assumption making without evidence; and to ensure an approach that is not 'either/or' in option or problem appraisal.
- Fora for Discussion and Information Sharing: The multi-agency points of contact observed demonstrated various levels and opportunities for sharing information. The participants were all engaged and committed to the discussions at all levels. The process and nature of sharing information at an earlier stage could benefit from learning and practice centred around the Signs of Safety *principles*, as this is not embedded across all agencies currently. In particular, thinking about how they frame their enquiries and how these get passed to others.
- Collaborative Working and Decision-making: The conversations and discussions observed demonstrated commitment to working together and making the right decisions based on the information available. Whilst the commitment to working together demonstrates the basics of Signs of Safety there is still development needed to embed other principles further, e.g. using appreciative enquiry. Working on shared language across *all* agencies may help with this.
- Ownership and Accountability: Management Grip: Practitioners were responsible and accountable for their actions. All staff spoken to felt supported by their line managers, without any reservations. The Chairs witnessed too many logistical issues that make it difficult for frontline practitioners to carry out their roles, from parking issues to telephone lines. The multiplicity of IT systems was extremely challenging. It should be said that none of the staff complained about IT; they all spoke of getting used to the demands very quickly, however, the juggling between systems leaves potential gaps. *NB these observations were made pre-Covid-19*

The underlying factor in the Thematic Learning Framework is the ability to manage risk and uncertainty. There is still a long way to go in ensuring that all practitioners feel skilled and able to manage risk appropriately. Issues observed included:

- Still expecting Children's Services Social Work to take on all the concerns.
- Managing and holding information when Children's Services are not involved.
- Developing the skills of universal practitioners (and others) to consider purpose of conversations and enabling them to feel safer when holding risk.

There were gaps in the observations at that point, for example, limitations on getting direct feedback from families or hear children's perspectives. This may not be an issue if the Partnership are hearing this from other methods of scrutiny. The Chairs' general starting position of 'what it is like out there' needs to be refined to reflect the priorities of

the NSCP. Further consideration needs to be given to how and what this may look like in conducting observations in the future and what impact Covid-19 will have on this area of scrutiny in the short, medium and potentially long term, including ways of adapting methodologies to observe.

Developing Independent Scrutiny

The independent scrutiny arrangements were subject to challenge and development with the appointment of the new NSCP Chair in January 2020. It was agreed that the Independent Scrutiny Team, involving all three independent chairs, would undertake discrete pieces of scrutiny work under the direction of the three statutory safeguarding partners.

In May 2020, the NSCP Chair undertook a fast-time piece of focussed scrutiny to assess the impact of the current Covid-19 crisis on Norfolk's Multi- Agency Safeguarding Hub (MASH). The arrangements in MASH pre-Covid-19 were judged to be effective and working well: recent OFSTED inspections reflected the excellent progress made in multi-agency working. Strategic leaders sought assurance that changes implemented as a response to the pandemic had not adversely affected the performance of MASH.

The Independent Chair interviewed staff from across the Partnership who worked in the MASH. This included practitioners, middle and senior managers. The discussions were framed around four areas:

- Have the different approaches taken by individual agencies affected the high-quality operational function of the MASH?
- Have there been issues regarding information sharing / joint working that have impacted on service delivery?
- How have practitioners adapted working practices to maintain service delivery?
- Is there anything that would assist going forward?

From the evidence obtained through these interviews, strategic leaders for the Partnership were assured that Norfolk MASH continued to function to an extremely high level during the current pandemic. There was nothing to suggest practitioners or managers had any concerns that would require strategic intervention. Suggestions for improvement were at an operational level and were passed to the appropriate managers for consideration. The NSCP Chair also noted that all individuals spoken to were positive about MASH, displayed real professionalism and a real drive to ensure their work continued to safeguard children across the county.

Within the scope of this annual report, plans were being put in place for a second, more robust piece of scrutiny work around adolescent neglect. This will be reported on in full in 2020 – 21 annual report. The findings will be framed around the [Six Steps of Independent Scrutiny Framework](#), developed by the Institute of Applied Social Research, Luton, University of Bedfordshire. Of note, Norfolk was one of three local partnerships involved in developing and testing this framework in practice.

External Inspectorates

Norfolk Children's Services had a [focussed Ofsted visit](#) on the 'front door' in October 2019. Ofsted recognised:

- the huge improvements made to the front door, describing it as "transformed"
- the quality of decision making is consistently strong, and the Children's Advice and Duty Service (CADS), launched in October 2018, has significantly improved the way in which information is shared, analysed and recorded at the first point of contact.
- the effective leadership and management oversight CADS.
- the strong and effective strategic partnerships, particularly with police and health services
- the response to domestic abuse at the front door, which is well developed and increasingly effective
- the multi-agency child protection and missing team which is equally effective.

The inspectors confirmed Children's Services self-evaluation that the timeliness and quality of assessments in family assessment and safeguarding teams is an area for further work. The new social work operating model introduced in summer 2020 was designed to relieve some of the pressures staff face, providing more specialist roles and extra leadership and support capacity to create the quality time needed to spend time with families and achieve the best outcomes for their children.

In March 2020, just before lockdown, Ofsted and the CQC also conducted a joint inspection special educational needs and disabilities (SEND). The [report](#), focuses on the Norfolk's effectiveness in implementing the 2014 disability and special educational needs reforms. Inspectors praised the work of frontline staff, stating that "the work of many individual professionals in social care, health and education is of high quality."

However, in common with more than half of areas inspected, Ofsted and the CQC determined that Norfolk should prepare a Written Statement of Action to address areas in need of improvement, covering three key areas: delays in Education Health and Care Plans; provision for young people as they move into adulthood, and communication with parents and carers. Children's Services have an ambitious strategy in place to do just that. While there are many children with SEND in Norfolk achieving their potential, there are still too many not getting support as early as they need to. That isn't good enough for Norfolk's children and partners are absolutely determined to continue to improve these services.

Inspectors recognised that Norfolk's Children's Services have refused to adopt quick fixes and that the strategy is "far-reaching, well-planned and securely financed." However, it is very new in its implementation and has not yet had time to show a significant impact. They said that leaders had "an insightful understanding of the weaknesses in their systems" and that joint strategic planning was now a reality.

The Local Authority is investing £120m in special educational needs and disabilities to create more specialist places and increasing support to schools, so that they can help their children earlier. There is also increased capacity in specialist teams, which inspectors said, is starting to make a real difference to children and their families. Plans are in place to work even more closely with parents, carers and families to

ensure that their voices are heard, that they are kept up to date with what is happening and that they are involved in helping us shape services.

Every local authority in the country is facing pressures in this area. Since the SEND reforms in 2014, Norfolk has seen a significant increase in demand for assessments and the complexity of children's needs has continued to increase. In 2015, the council received 645 requests for assessments. In 2019, this had almost doubled to 1,267 in a year.

Norfolk Safeguarding Priorities

Under the Norfolk Safeguarding Children Board (NSCB) the priorities for the partnership were neglect, child sexual abuse and embedding Signs of Safety. As we transitioned to the new arrangements this year, the progress made in these priority areas was reviewed. The major achievements and areas of outstanding issues are summarised in the tables below.

Achievements	Outstanding Issues
Neglect	
<ul style="list-style-type: none"> • 238 Early Years providers attending neglect briefings, with 97% positive feedback recorded overall • 44 Neglect Champions attending Best Practice event, with 100% positive feedback recorded overall • Ongoing Graded Care Profile (GCP) training • Focus group held with GCP trained professionals to inform development • Excellent partnership engagement at neglect steering group meeting, including dentist 	<ul style="list-style-type: none"> • Neglect still a presenting issue in local SCRs/SPRs; issues identified in Triennial Review of SCRs resonate • Neglect strategy requiring revision and more senior leadership • GCP tool not used enough • Better understanding of emotional impact of neglect on children, families, communities and workforce • Impact of poverty and Adverse Childhood Experiences not well enough understood
Child Sexual Abuse	
<ul style="list-style-type: none"> • Awareness raising activities completed: CSA leaflet, CSA conference and relevant SCR roadshow • Harmful Sexual Behaviour Team (HSBT) established and meeting or exceeding all key performance indicator targets • HSB self-assessment completed • Designated Safeguarding Leads in schools briefed in CSA strategy and NSPCC PANTS campaign • Single agency progress reports against CSA strategic objectives completed and reported to NSCB 	<ul style="list-style-type: none"> • Some wider concerns about information sharing – being picked up elsewhere in the system • Repeat HSB self-assessment to understand impact of this resource • Further data analysis to quantify concern linked to audit to qualify any practice issues
Signs of Safety	
<ul style="list-style-type: none"> • Family Networking Training (Phase 2 of England Innovation Project) rolled out to include partners from Sept 2019 • S11 self-assessment tool designed to mirror SoS Framework • Children’s Services recording system redesigned to align with SoS 	<ul style="list-style-type: none"> • Audit findings show that SoS could be better used across the system, e.g. strategy discussions • Further embedding appreciative enquiry into practice and establishing a shared language (see section on Observation of Practice, above).

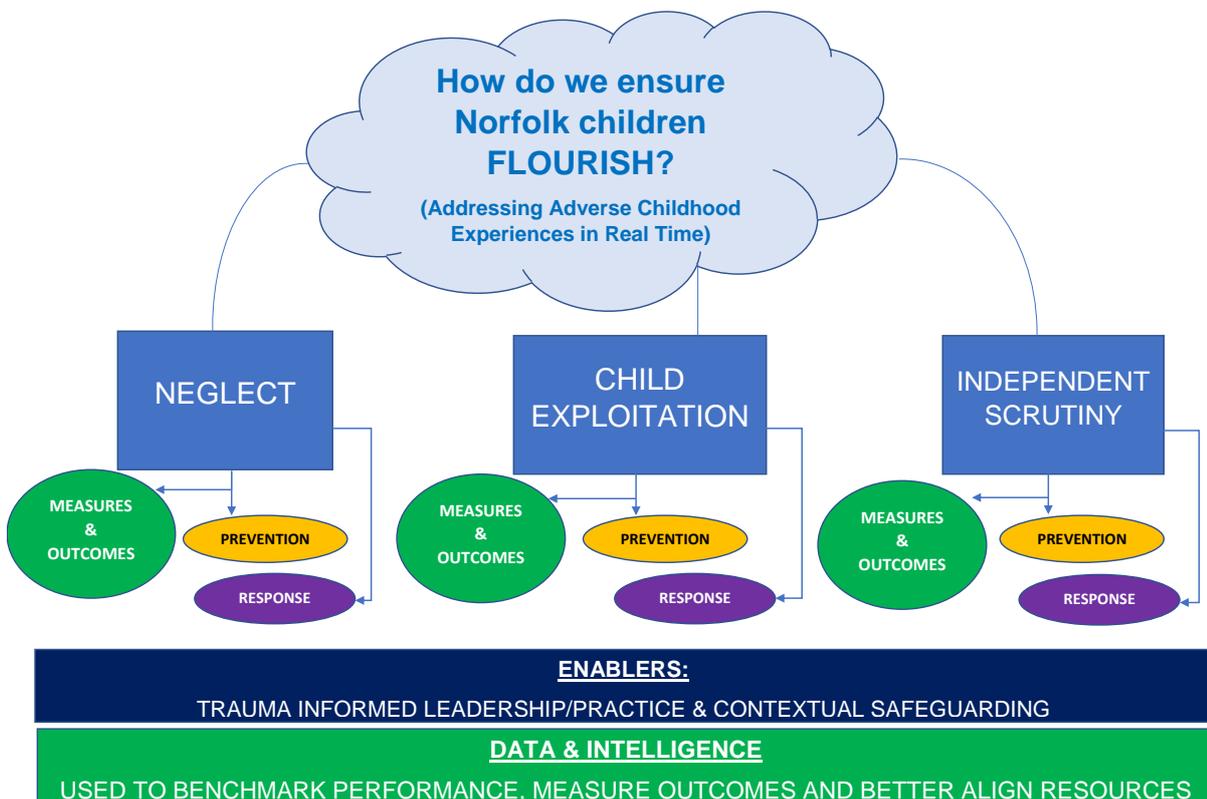
In terms of outstanding actions from previous priorities:

- The Neglect Strategy is being revised under new senior leadership, with membership of the group reviewed and the new Chair agreed as Children’s Services Director of Community & Partnership. Recommendations from relevant Serious Case Reviews/Safeguarding Practice Reviews are being incorporated into the strategy and action plans.
- Child Sexual Abuse was formally stood down as a priority by the NSCP in June 2020. The HSB self-assessment was completed by partners in spring/summer 2020 and its findings will be shared in autumn 2020. Practice continues to be audited and the audit findings from the mock JTAI, a dip sample on contacts where CSA was a concern and Child Protection Plan categorisation will be triangulated through a discrete Task & Finish Group, reporting to the Multi-Agency Audit Group.

As part of the new arrangements and with the shift from NSCB to NSCP, Partnership Group held a workshop in February 2020 to review its priorities. Consideration was given to the priority areas being managed by other partnership boards, including the CYP Strategic Partnership and the Countywide Community Safety Partnership.

It was agreed at that workshop the NSCP would focus on neglect and child exploitation as key areas from April 2020. It was also agreed that in order to have a flexible approach, Norfolk would use its independent scrutiny arrangements to respond to emerging issues and/or non priority areas. This has been written into the 2020 – 21 NSCP Business Plan, which also specifies deliverables against use of data and performance information as well as a golden thread to develop trauma informed practice and leadership (see section on Learning from Serious Case Reviews, below).

The NSCP priorities are depicted in the image below:



Learning from Serious Case Reviews and Child Death

The NSCP has developed its systems in response to *Working Together 2018* and the new statutory requirement to conduct more proportionate Child Safeguarding Practice Reviews (SPRs). SPRs have superseded the previous Serious Case Reviews. Local [SPR guidance](#) was published in September 2019 and will be reviewed every 12 – 18 months. This guidance includes all aspects of the SPR process from referral to publication, including relevant flowcharts and templates.

Norfolk's Safeguarding Practice Review Group

The NSCP's multi-agency Safeguarding Practice Review Group (SPRG) is chaired by one of the Independent Scrutiny Team. SPRG oversees all aspects of child Safeguarding Practice Reviews as well as other learning options. The group is compliant with Chapter 4 of *Working Together 2018* and is responsible for:

- Undertaking Rapid Reviews when a case is referred and/or Children's Services have submitted a Serious Incident Notification to Ofsted
- Recommending whether a case should be reviewed under statutory guidance and, if not, proposing how learning can be taken forward; recommendations go to the NSCP Chair for final decision
- Communicating to the National Panel
- Commissioning Reviewers and monitoring the progress of the SPR
- Signing off on any reports before they go to the NSCP Partnership Group
- Overseeing publication
- Disseminating learning
- Monitoring impact of recommendations on practice – in partnership with SIPP and the Workforce Development Group
- Using learning from reviews to contribute to wider Partnership Conferences and/or Leadership Exchange & Learning events

This year, SPRG was also responsible for completing any outstanding Serious Case Reviews in adherence to the [Transitional Guidance](#) published alongside *Working Together 2018*. All outstanding SCRs were completed within the scope of this annual report, however, publication was delayed due to Covid-19. All outstanding SCRs will be published by 29 Sept 2020 in line with the government's *Transitional Guidance*.

Between July 2019 and June 2020, the NSCP has:

- Published one thematic SCR on non-accidental injuries (NAI) to babies, Case AF (January 2020)
- Completed one SCR involving the death of an adolescent, Case AE
- Completed two further SCRs on neglect: Cases AG and AH. (AH was published August 2020, outside the scope of this annual report)
- Commissioned two SPRs: one involving neglect and serious harm, Case AI; the other, the death of a baby, Case AJ.

SPRG also considered two Rapid Reviews in this period neither of which proceeded to a SPR. The National Panel agreed these decisions.

Dissemination of Learning from Serious Case Reviews

The significant learning this year came with the publication of Case AF, a thematic SCR on non-accidental injuries to babies. The headline findings from this SCR were:

- The impact of the organisational culture on frontline practice
- The significant emotional challenges faced by safeguarding professionals, i.e. the secondary trauma that can be experienced
- The individual and organisational defences which have an important impact on an organisational culture and how children are safeguarded

Prior to publication, the NSCP agreed to focus on trauma informed practice and leadership to begin to address these issues, recognising that there is no quick fix to cultural change and that it is difficult to measure empirically. The first Leadership Exchange and Learning Event was scheduled for 16 March to include all strategic leaders and national and international speakers. Unfortunately, that had to be postponed due to Covid-19, but there is still an appetite to take this forward by the most senior leaders (see section below on Response to Coronavirus (Covid-19)).

The NSCP Business Unit also supports the dissemination of learning through SCR roadshows, one in each locality. Prior to lockdown, three out of six were delivered. The learning outcomes were to:

- Understand the impact of adversity in childhood and how we can use this learning to work with children, young people and parents/carers
- Be aware of how trauma, including secondary and vicarious trauma, impacts on our thinking and emotional response to danger and threat
- Have reviewed systems to support our ability to safeguard children effectively
- Have learned from examples of best trauma informed practice and considered ways to apply this learning across the safeguarding system

The roadshows included presentations from Public Health, Norfolk & Suffolk Foundation Trust and the Family Nurse Partnership. 227 people attended, of which 194 provided feedback (85% of attendees). The average feedback from all three groups showed that 97.7% overall agreed that the roadshows met the learning outcomes. One participant sent in feedback during lockdown and commented:

“It was all useful and refreshing in its approach. I liked the [concept of] ‘contain the container’. The post-session support for issues I raised during discussions was very caring – ‘in tune’ and timely. Keep this approach to safeguarding training. It’s much better. [...] I usually don’t like to complete feedback forms but I have dug this one out to send back to you because elements of the content and approach resonated with me over the weeks since I attended.”

Plans are in place to resume these sessions remotely in the autumn of 2020.

Other learning

All agencies were asked to report on learning from SCRs through Section 11 self-assessment. In addition, the multi-agency audit plan focuses on areas of practice where we would expect to see improvements following SCR publication.

The challenge of linking improved practice directly to SCRs remains, particularly where the issues are prevalent or likely to reoccur, such as neglect or non-accidental injuries (NAI) to babies. In terms of the latter, there has been a national increase in NAIs which is of concern, particularly where the family may not be previously known to services. That said, there are examples of good practice particularly around building trusting relationships.

One such case was promoted during lockdown where a worker was commended for the work he had done with a former relevant care leaver who had disengaged from the service a while ago and, after turning 18, had left Norfolk and moved to Essex with her partner. There were strong suspicions that her partner was abusive, and concerns escalated when she became pregnant at 18 years old, at that point totally isolated from her family. The relationship between the young woman and her parents had broken down as a direct result of the unhealthy relationship with her partner. The rapport built up between the worker and the young woman was strong, despite interference from her partner, logistical issues and disjointed working processes with other Local Government agencies. The focus moved to rebuilding the relationship between the young lady and her mum, with the worker driving her from Essex to Norfolk and back to mediate initial contact before being able to step back as she began to arrange this herself. Despite frustrating setbacks, inconsistent communication and the outbreak of the Coronavirus pandemic the worker was steadfast and hung in there. He recently confirmed that the young lady had decided to separate from her abusive partner and she and her baby are living with her parents until she can get housing in Norfolk. She is also, with support from services, pursuing criminal charges against her partner. This is a good example of commitment and tenacity in advocating for this young woman and her child. They are now safe and well, largely due to his intervention.

While it is entirely speculative to say this baby would have sustained injuries if the toxic relationship continued, keeping both the baby and the vulnerable mother safe was the best possible outcome. In the words of one of the teenage parents involved in Case AF "*you need to shine a light on things that go well.*" The case above is a good example of this and with a potential reduction in conducting SPRs as the current reviews are completed, the NSCP has more scope to illustrate and promote best practice in this format.

National Child Safeguarding Practice Reviews

The National Panel commissioned two national Child Safeguarding Practice Reviews: one on adolescents in need of State protection from criminal exploitation; the second on sudden unexpected death in infancy. Both these reviews were considered at Norfolk's Safeguarding Practice Review Group as well as shared with the Multi-Agency Child Exploitation group and the Child Death Overview Panel.

Child Death Reviews

Norfolk's Child Death Overview Panel (CDOP) sits under the NSCP as part of its governance structure. The CDOP meets bi-monthly and was chaired by the Deputy Director of Public Health throughout the scope of this annual report.

From April 2019, data on child death is captured using the eCDOP system. This system tracks and monitors all aspects of child death analysis and is the central repository for the information submitted by partners prior to the case going to CDOP.

Norfolk and Suffolk CDOPs joined this financial year (April 2019 – March 2020) to submit data for national reporting. This join up allows for larger demographics in adherence with national guidelines. Between the two counties, the data shows:

- 113 cases were entered onto the National Child Mortality Database (NCMD)
- 53 cases were closed, and (35 in Norfolk, 18 in Suffolk)
- 60 remained open at year end (29 in Norfolk, 31 in Suffolk)
- Of the closed cases 40% had modifiable factors
- 78 children died between 1 April 2019 and 31 March 2020

Details of the causes of death has had to be suppressed as in some cases the numbers are small and the child is potentially identifiable. CDOP's annual report covers both areas.

The close working with Suffolk has also enabled both areas to consider and plan for joint thematic analysis. The first series of workshops is planned for autumn 2020 and will cover a range of topics including:

- SIDS: Where is baby sleeping?
- Neonatal Deaths
- Information sharing
- The Post-mortem
- Bereavement
- Rare Conditions
- Advanced Care Planning
- Impact of coronavirus (Covid-19)
- Professional curiosity
- NCMD

Training and Workforce Development

The NSCP's multi-agency Workforce Development Group (WDG) is a strength of the partnership, with well established links to the CYPSP. The WDG has an Independent Chair, one of the three members of the Independent Scrutiny Team. The WDG continues to focus on:

- Procurement of and management of any commissioned multi-agency training
- Identifying any gaps in training and resource within the partnership to address 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 SCR/SPR 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 Exchange and Learning events

Norfolk Safeguarding Children Board Multi-Agency Training Provision

The NSCP runs an extensive programme of multi-agency training opportunities, including whole day or two-day training events and shorter briefing sessions. In March 2020 the commissioned provider moved from Barnardo's to In-Trac Training and Consultancy, with all courses reviewed by members of the WDG and an observation schedule agreed as part of contract implementation. Additional training is provided by local trainers/practitioners.

In the 2019 – 20 financial year, the NSCP ran a total of 96 courses provided by Barnardo's, In-Trac and local practitioners. From March training and action learning sessions moved online in response to lockdown and a further 14 sessions were delivered in June 2020. Over 2000 training spaces were taken by professionals from across the partnership in this 15 month period. Full details of all courses are included in Appendix 3.

Best Practice Events and Other Learning Fora

In addition to the SCR roadshows, neglect briefings and neglect Best Practice event, the NSCP Business Unit delivered a further four Best Practice events: three for safeguarding trainers and one on engaging fathers. A best practice event on Transitional Safeguarding was scheduled for May 2020, however this was postponed due to Covid-19 and planning is underway for this to run virtually in Autumn 2020.

Safer Programme

As reported in previous annual reports, the NSCP's Safer Programme has developed into a much needed and robust service provider, meeting the safeguarding procedural, policy and training needs of the voluntary, community and private sectors of Norfolk. Safer works closely with partner agencies in the statutory and voluntary sector to publicise resources and provide training and policy review services. This year Safer membership exceeded 500. Accountable to the NSCP, the programme is financially self-sufficient, receiving no funds from any sector. Safer produces a standalone annual report.

Responding to Coronavirus (Covid-19)

Norfolk Safeguarding Children Partnership's response to Coronavirus (Covid-19) has been robust, demonstrating agility and flexibility to keep up with the changing situation. The collaboration between partners was exemplary in the first three months of the pandemic and is worthy of a standalone report. For the purposes of this annual report, the examples below give a flavour of what can be achieved when partners work together through a crisis. Examples include:

- Joined up governance and supportive communication between partnership boards, minimising duplication and better information sharing
- Accelerated response to sharing meaningful data to assess children's needs and identify potential gaps as well as emerging areas of concern
- Communication campaigns led and managed by the three statutory partners, working collaboratively to develop targeted messages and share expertise, resources and assets to maximise reach into Norfolk communities
- Swift establishment of Task and Finish Groups to tackle priority areas, for example, a discrete Multi-Agency Safeguarding Task Group was set up soon after initial lockdown to address potential 'blind spots' or areas of increased risk; this included child exploitation and child sexual abuse
- Innovative and adaptive use of technology, enabling both a 'business as usual' offer, e.g. the training offer and virtual Child Protection Conferences, as well as developing much needed initiatives, e.g. developing remote reflective practice sessions, bringing professionals together over Microsoft Teams in facilitated sessions to look at specific cases and/or themed discussions

Norfolk as a whole is taking an analytical approach to service delivery based on the experience of children, families and their staff. This includes looking at what we need to adopt, adapt, accelerate and abandon.

Looking ahead, Norfolk set up a Recovery Planning Group (working title) to plan a robust response to areas of emerging need and/or address potential gaps. The Recovery Plan currently has nine workstreams sitting underneath it:

- Domestic abuse
- Substance misuse
- Mental Health
- Child Exploitation
- Respite for families with children with disability
- Speech and language acquisition
- Bereavement
- Protecting babies (looking at non-accidental injuries, concealed pregnancy and, as we move into autumn, co-sleeping)
- General Health

The golden thread holding these workstreams together links to learning from Case AF and trauma informed leadership. At the time of writing, the NSCP has commissioned Research in Practice to support us with this approach in order for the entire partnership - from strategic leaders to frontline and the families we serve - make sense of the impact of this pandemic: what it means to survive this crisis and build a bright future for Norfolk communities.

Voice of the Child

The MASA clearly stated its intention to undertake Community Engagement Events in order to improve our mechanisms for hearing the voice of the child. On implementation, however, concerns were raised that this would be both costly and, more importantly, tokenistic. It was therefore agreed to go back to existing engagement groups and take a more pragmatic approach.

Initially, this was done through the seven Youth Advisory Boards (YABs). Over a period of five months, representatives from the NSCP Business Unit and Partnership Group attended YAB meetings in their respective localities. The response was extremely positive, with a number of development ideas to take forward, such as:

- Video links of YAB members talking about Safeguarding and issues that are important to them
- Reviewing NSCP Children & Young People webpage – contents and layout
- YAB members as safeguarding champions delivering assemblies in schools
- Exploring difference between physical safety and mental safety – ensuring safety is a unified concept
- YAB members to provide service user feedback – initially on social work but option to broaden out to be explored
- Training in commissioning safeguarding
- “Bad news – Brexit – the weather”: How can we get better at giving children and young people good news? *(NB This was pre-coronavirus (Covid-19)!)*
- NSCP members to sit on YAB Boards

Some of these development ideas have been delayed due to Covid-19, however, at the time of writing there have been some significant progress against the final two bullet points. The YABs, along with other engagement groups such as Young Carers and Norfolk’s In Care Council, have been actively consulted on and engaged with the Covid-19 communications campaigns, resulting in a two page spread in the Eastern Daily Press where the partners could formally thank them for their involvement. The Local Safeguarding Children Groups have also agreed to nominate members to sit on the respective YABs to further engage with issues that are important to them.

Looking ahead, the NSCP will continue to work with other partners to ensure that the young people they are working with directly have opportunities to feed into the work of the partnership. This includes responding to their views on Covid-19 and understanding how the changing world is affecting them directly.

More work on engaging communities in the child safeguarding agenda is also being picked up under the Covid-19 Recovery Planning work.

The NSCP also aim to produce a child/family friendly version of its next annual report in consultation with the YABs and other groups of children and young people. The aim is to share the report with them in advance and get them involved in designing and presenting a report that would be more meaningful for them.

Conclusions and Formal Summary Statement

Partners in Norfolk have a long and successful history of working together to protect children and to promote their wellbeing. This partnership has withstood the challenges initially presented by Coronavirus (Covid-19), responding collaboratively with agility and innovation. The months and years ahead will further test the safeguarding system as the longer-term impact of the pandemic is assessed. The strong relationship between the three statutory partners is built on trust, transparency and respect. The NSCP is well positioned to rise to the challenges the future holds, with stable leadership and shared resources.

This annual report has set out the range of scrutiny and challenge work that is undertaken, highlighting NSCP's achievements as well as some of the deficits and gaps that remain. Looking ahead, we have identified the following goals and areas of improvement:

- Establish a truly trauma informed safeguarding system from leadership to frontline and the communities we serve
- Ongoing support for the mental health transformation agenda and actions to improve SEND services
- Addressing transition arrangements to better support Norfolk's young people into adulthood
- Further develop relationships with schools and promoting inclusion in education
- Hearing directly from children on their experience of feeling safe
- Implementing learning from Serious Case Reviews, with a particular focus on protecting babies and tackling neglect
- Promoting equality and inclusion and celebrating diversity in Norfolk
- Continue to develop data and information sharing systems to better understand the needs and experiences of service users in real time

The Norfolk Safeguarding Children Partnership is well placed to build on its strengths and meet the challenges set out above, provided the commitment and resources are in place. The NSCP's Business Unit is funded to support with this work and ensure that organisational memory and good working relationships across the partnership continue into the future.

Appendix 1: Partnership Group Agenda Items

Date	Agenda Items
November 2019	<ul style="list-style-type: none">• Review of minutes from final LSCB meetings, including actions arising from Case AF• Planning for future Leadership Exchange & Learning Event in response to AF recommendation• Reviewing outcomes and recommendations from Ofsted focussed visit on the 'front door'• Sign up to Six Steps to Independent Scrutiny pilot
December 2019	<ul style="list-style-type: none">• SCR sign off: Case AG• Sign off on multi-agency audit on children's mental health based on Joint Targeted Area Inspection framework• Section 11 report
January 2020	<ul style="list-style-type: none">• SCR sign off: Case AE• Contextual safeguarding: responses to adolescents & CP arrangements• Evaluation of joint supervision pilot• Update on Chair appointment
February 2020	Exceptional meeting: NSCP Priority Setting Workshop

Appendix 2: Norfolk's Thematic Learning Framework

The recommendations from all SCRs/SPRs are incorporated into a Composite Action Plan (CAP), aligning the work with existing learning or themes from Norfolk's Thematic Learning Framework. This was developed under the NSCB.



The areas identified in the Framework are used to frame challenges across the safeguarding system.

Appendix 3: Multi-Agency Training Information
(Local practitioner delivery in italics)

Face to Face Courses Apr 2019 - Mar 2020	No. of courses	No. of Places available	Total Attendees	% of places used
Supervision Skills - 2 day course	3	60	52	87%
<i>Substance Misuse</i>	4	100	71	71%
Physical Harm	3	75	45	60%
Neglect	5	125	99	79%
Emotional Harm	7	175	117	67%
Domestic Abuse	4	100	73	73%
<i>CP Conference</i>	2	50	35	70%
Child Sexual Abuse (CSA)	4	100	65	65%
CSA Level 2	2	50	23	46%
Multi-Agency Assessment	4	100	80	80%
Child Sexual Exploitation	5	125	90	72%
Working with Children with Disability	2	50	32	64%
Mental Health Issues	2	50	37	74%
Working with Parents	4	100	80	80%
<i>Signs of Safety</i>	7	230	162	70%
<i>Family Network</i>	1	30	25	83%
<i>Graded Care Profile</i>	4	200	149	75%
Attachment	4	100	61	61%
<i>Restorative Approach</i>	6	160	141	88%
<i>Restorative Approach Follow up</i>	1	16	16	100%
Voice of the Child	6	150	109	73%
<i>Assessment Harmful Sexual Behaviour (HSB)</i>	4	100	81	81%
<i>Delivering Interventions for HSB</i>	4	100	66	66%
<i>HSB & Learning Difficulties</i>	2	50	32	64%
<i>Tech Assisted HSB</i>	2	50	28	56%
Professional Curiosity	4	100	81	81%
TOTALS	96	2546	1850	73%

Virtual Training Courses June 2020	No. of courses	No. of Places available	Total Attendees	% of places used
Domestic Abuse	2	30	27	90%
Domestic Abuse (ALS)	1	10	6	60%
Keeping Children Safe during Covid-19 (ALS)	1	10	5	50%
Supervision Session 1	3	30	30	100%
Voice of the Child	1	15	13	87%
Working with Neglect	1	15	11	73%
Working with Trauma & Anxiety	2	30	28	93%
<i>CP Conference</i>	1	25	17	68%
<i>Identifying HSB</i>	2	50	40	80%
TOTALS	14	215	177	82%

GRAND TOTALS APR 2019 - JUN 2020	110	2761	2027	73%
---	------------	-------------	-------------	------------